



Annual Report 2017

European Institute of Public Administration



Table of Content

A Note from Guy Verhofstadt	4
A message from the Director-General	6
Board of Governors	8
 EIPA's Activities in 2017	 10
Our role as the transfer bridge	12
 Support from the European Commission and the Member States	 14
Customer Satisfaction	15
 Training Courses	 16
Our training courses at a glance	18
 Contract Activities	 20
Services to the European Union	22
Presidency Training	26
Services for Member States	29
Focus on local governments	30
Institutional capacity building	32
Law Services	33
Our partners in 2017	36
 Online Learning	 38
EPSA 2017	40
Our Locations	44
EIPA's International Management and Staff	48



*The European Commission
supports EIPA
through the European Union budget*



EIPA: European
exchange at its best



Guy Verhofstadt

Chairman of the Board of Governors

Today Europe faces many challenges. Beyond our borders, the war in Syria affects us with its daily horrors and brings with it a continuation of migrants. At the same time, we have a European Union that finds it difficult to move as one. The transatlantic relationship remains volatile and the global political scene is unstable. Within Europe, populism has safeguarded its spot in European politics and Euroscepticism prevails. And finally, the deadline for the Brexit negotiations is approaching, which brings us ever closer to a reality formerly unthinkable. A member leaving the European Union.

But even amidst these challenges, I feel more European than ever. And I believe that the European Union is the best way forward for all of us. Reform is necessary, but I am confident that step by step, we can build a better Europe. A Europe not led by populism, but by well-informed, educated citizens. By people who believe in our European values.

The Erasmus+ programme is crucial in this regard. It is beneficial not only for employment, but also for

creating among Europeans a feeling of actually being an EU citizen. And this is extremely important, not only for young people, but for Europeans at any stage of their life. Because if we want national governments to continue supporting the EU, we also need their civil servants to feel like they are a part of it.

This is where EIPA comes in. It is the place where public officials of both the European Union and the Member States get insights from high-level experts on the latest European developments and policies, so they can support the functioning of the EU in the best way. Most importantly, it is the place where participants from all over Europe can learn together through an interactive, practice-based approach, and where they can exchange experiences and best practices.


People need to be able to participate in stimulating learning experiences, irrespective of their career or life stage. So I am very glad that EIPA supports public officials to grow in their career, and that the European Commission contributes to the activities of the institution via the Erasmus+ budget.



Marga Pröhl
Director-General of EIPA

“

A message from the Director-General



For EIPA, 2017 was a good year. Once again, we successfully worked on our mission of disseminating knowledge on EU affairs to the public administrations of the European Union as well as the Member States and beyond.

While we had taken a conservative outlook towards 2017, we worked hard on implementing additional contract activities throughout the year. These resulted in a very high number of implemented activities and more participants than originally predicted. In the last year, we delivered activities to nearly 14.000 participants during more than 750 activities, resulting in over 22.500 days of activities. This is a very good outcome in general and in particular when compared with 2016, a year with a significantly lower number of activities and participants. It shows that our activities remain a unique opportunity for civil servants from across Europe to learn from our experts and our practice-based approach, as well as to exchange experiences and network.

The high numbers of participants and activities is largely due to our contract activities, some of which are multi-annual framework contracts for the European Union, but also unique projects such as the Bulgarian presidency training we delivered in 2017. The market for open training courses is still very competitive, which makes it difficult for us to launch new activities and reach many more participants. Nevertheless, the individual seminars were mostly very successful. In order for our activities to attract a high number of participants, it is becoming ever more important to stay abreast of developments in Europe and deliver activities that are relevant for our clients.

I am therefore pleased to see that our clients trust us with updating them on what is new and relevant in their respective areas of expertise. And that is very important to me, as the challenges for public administrations have become ever more complex both for the Member States and for the institutions of the European Union and their officials. Supporting our stakeholders in tackling these challenges remains a highly important task.

This is why keeping close contact with our Board members as well as the European Commission is essential for us. We need to listen carefully to the wishes of our stakeholders in order to gain a thorough idea of the latest developments and needs within the various Member States as well as the requirements of the European Union. This aids us in developing services that are targeted to the actual requirements of European public administrations.

Our clients trust us with updating them on what is new and relevant in their respective areas of expertise

A particular highlight of the last year was the fifth edition of the European Public Sector Award, the EPSA 2017. I was personally involved in all editions of the EPSA so far, and I am delighted to see that the 2017 award provided yet another wealth of best-practice cases from European administrations at all administrative levels.

The past year has shown once again that our services are still highly important for the Member States and institutions of the European Union alike. My appreciation goes to my dedicated staff as well as our broad group of external experts for the excellent work they have delivered. I would also like to thank all of our stakeholders and clients for continuing to support us. I am confident that we will continue to provide new and innovative activities in the future that help the public sector to meet the challenges posed by European integration as well as public management.

I hope you enjoy reading our Annual Report.

With best regards,

Prof. Dr Marga Pröhl
Director-General

Board of Governors

[Situation as of December 2017]



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Mr Guy VERHOFSTADT
President of the Group of the Alliance of Liberals and Democrats for Europe (ALDE), European Parliament and 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.

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

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the Interior of the Czech Republic

Denmark



Mr Poul TAANKVIST
Director-General, Agency for the
Modernisation of Public Admin-
istration, Ministry of Finance

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Ministerio de Hacienda y
Función Pública

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President, European Institute of
the Mediterranean (IEMed)

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

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of Public Expenditure & Reform

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Réforme administrative

Hungary



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Public Service

Malta



Ms Joanna GENOVESE

Director Training and Develop-
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Research and Training

Austria



Mag. Angelika FLATZ

Head of Division III (Civil Service
and Administrative Reform),
Federal Chancellery

Poland



Ms Sylwia OJDYM

Deputy Director, National School
of Public Administration (KSAP)

The Netherlands



Mr Olav WELLING

Director of the Department for
Civil Service, Directorate-General
for Public Administration,
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 Kingdom of
the Netherlands in Beijing and
former Secretary-General of
Foreign Affairs

Portugal



N.N.

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

Sweden



Mr Sami SOLIMAN

Desk Officer, Department for
Public Administration, Ministry
of Finance

United Kingdom



N.N.

Norway



Mr Asgeir FLØTRE

Deputy Director-General
Department of ICT policy and
public sector reform, Ministry of
Local Government and
Modernisation

EIPA's activities in 2017

764

activities

(633 in 2016)

13.759

participants

(11.191 in 2016)

22.688

seminar days

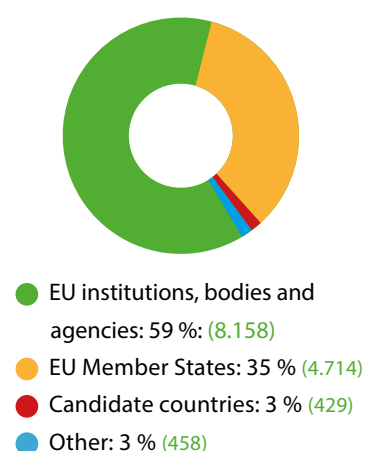
(17.367 in 2016)

In 2017, we increased the number of our activities and participants compared to the year before, resulting in nearly 23.000 seminar days. This is a much better outcome than in 2016. Although the number of participants we reached is still a bit lower than in former record years, our number of seminar days in 2017 was more than 30% higher than in 2016, and 9% higher than in 2015.

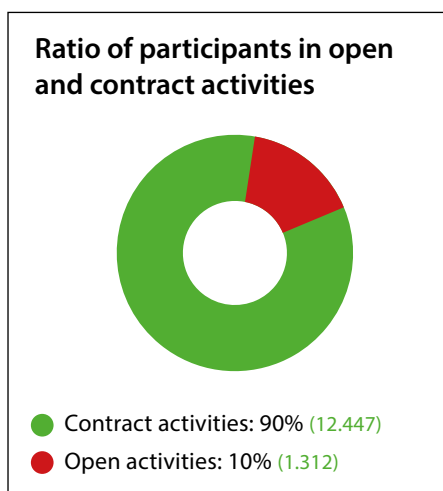
The increase in the number of activities and participants can be attributed to the large number of contract activities that we conducted during the course of the year, mainly for the framework contracts that we undertake on behalf of the EU institutions, agencies and related bodies as well as the Bulgarian presidency training and the Italian contract activities. More details on these activities are presented in the later sections of this report.

The growth in participants from contract activities also means that compared to 2016, the ratio of these activities to the open ones was higher in 2017 than in 2016. In the last year, contract activities only accounted for 86%, while open activities still accounted for 14%. In fact, this trend of receiving more participants for our contract activities is one that we have been observing for several years now.

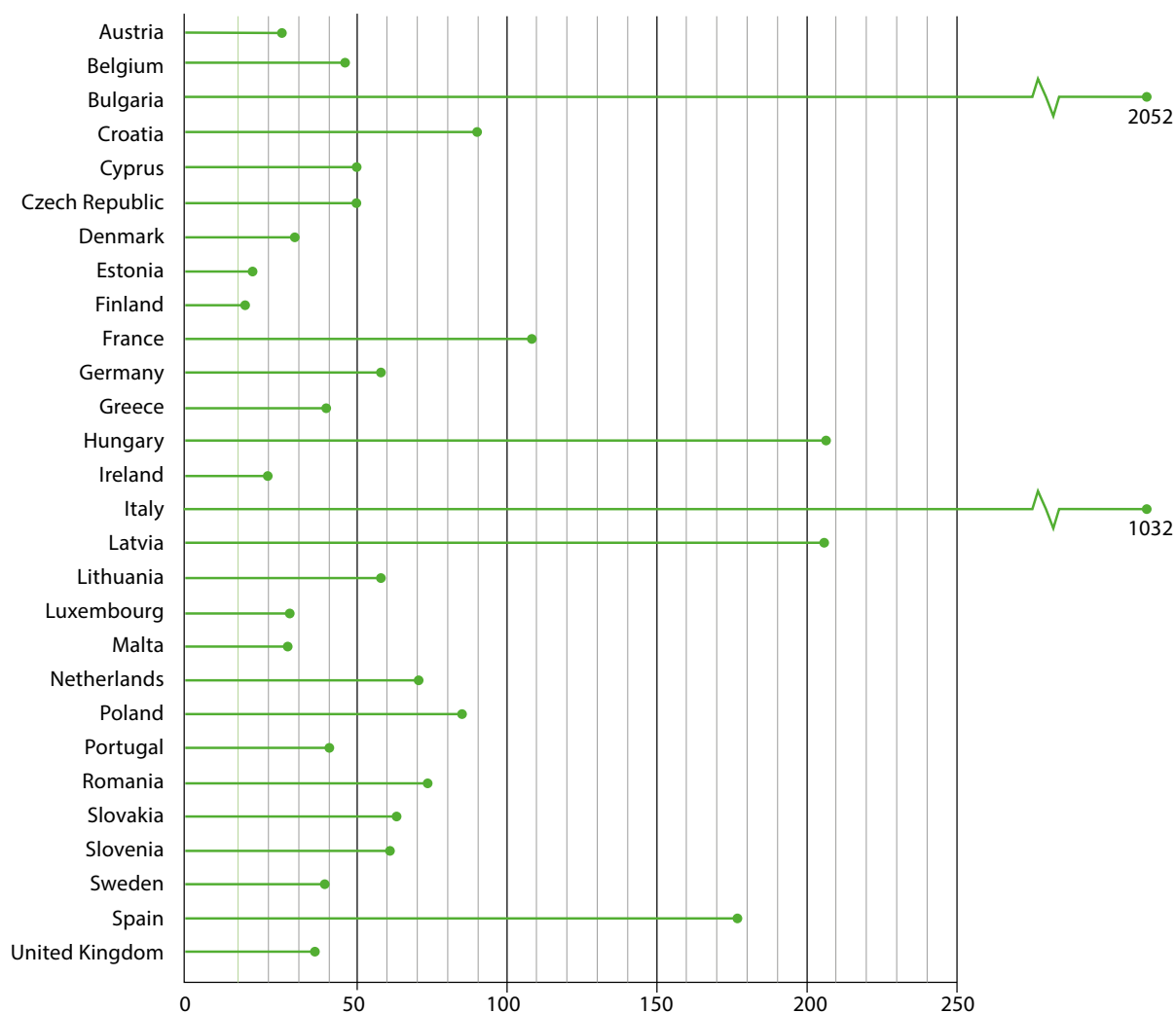
Ratio of participants in terms of origin



As regards to the origins of our participants, the EU and the EU Member States remain our biggest clients. Even though our number of participants for the framework contracts grew in 2017 as mentioned above, the very high number of Bulgarian and Italian civil servants that we also trained increased the share of participants from the EU Member States compared to those from the EU institutions, bodies and agencies.



EU Member States participants in terms of origin



Our role as the transfer bridge

We have a unique combination of insights about the EU institutions and policies on one hand, and a very strong outreach and understanding of developments within the EU Member States on the other. This helps us to provide participants with essential insights on the latest EU developments, and makes us the knowledge transfer bridge both between Brussels and the Member States as well as among the Member States.



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.

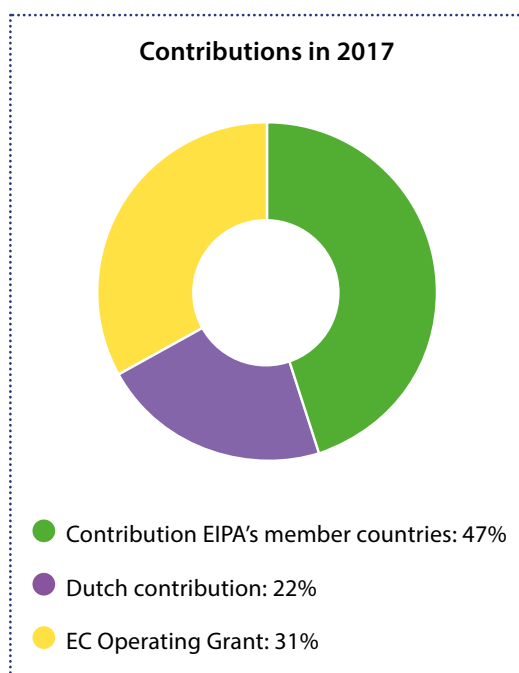
In 2017, the statutory contribution from the Netherlands amounted to ca. €0.7 million.

The amount from the European Commission is based on a yearly Operating Grant Agreement between the Directorate-General for Education and Culture and EIPA. In 2017, EIPA received ca. €1 million from the European Commission.

SUBSIDIES

In 2017, 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.



Customer satisfaction survey

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

On the right side are some of the comments that we received.

NEW ISO NORM

Our regular customer satisfaction surveys are 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 successfully moved to the new ISO 9001:2015 norm, which entailed further updating of our internal quality processes.



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."

Training courses

61
open
seminars

1.312
participants

3.245
seminar 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.

Once more, 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

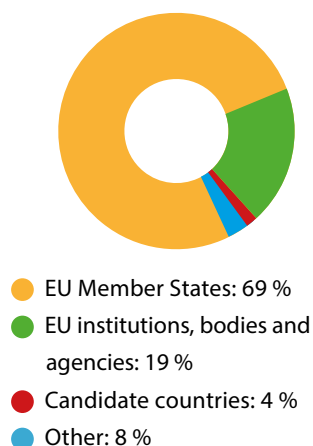
Union bodies and institutions provided participants with an ideal opportunity to exchange experiences and learn from practices from different administrative systems.

In 2017, we once again organised many open enrolment seminars in our core topical areas:

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

Most of our open activities took place in our attractive headquarters in Maastricht as well as near our locations in Barcelona and Luxembourg. As in previous years, we also organised a number of open seminars in Brussels, as well as selected seminars in Dubrovnik, Vienna, Warsaw and Rome. 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





'I very much appreciated the content and the dynamic of EIPA's course on EU decision-making. The knowledgeable leaders and the interactive nature of the simulation exercises gave me a better understanding of how decisions are made at EU level and to identify key influencers. I highly recommend this course and give it a 5/5.'

Lynn Fortin

Counsellor (Agriculture), Mission of Canada to the European Union



'The course on Data Protection offered a great combination of insightful presentations and practical exercises. 5/5'

Florence Lefebvre Rangeon, PhD
Manager, Government and NADO Relations, World Anti-Doping Agency



'EIPA's Advanced Data Protection Course is an excellent opportunity to bring yourself up-to-date with the most recent developments in data protection. The speakers are experienced and knowledgeable and open to questions. Overall, a training I could recommend whole-heartedly! Rating: 5/5.'

Barabara Eggli

European Central Bank

Our training courses at a glance

EU Governance
Understanding EU Decision-Making: Principles, Procedures, Practice - A new blended learning package
Der Entscheidungs- und Umsetzungsprozess in der Europäischen Union und seine Bedeutung für die deutschen Länder, for German Länder Officials
Managing the EU Policy Cycle: A Comprehensive 4-Day Course on EU Decision-Making in Practice
Success in EU Negotiations: The Key Skills for Shaping EU Decisions in Commission Committees and Council Bodies
Working with Impact Assessment at the EU Level
Understanding the EU Budget

EU Policies
Introductory and Practitioners' Seminar: European Public Procurement Rules, Policy and Practice
Recent Developments in European Public Procurement and Case Law
European Public Procurement, PPP/Private Finance and Concessions
European Defence and Security Procurement
Contract Management for Complex Procurement Contracts? What to Do and How to Do it
Public Procurement for Innovation and Pre-Commercial Procurement in Cities
La Nueva Contratación Pública en Europa - ¿Cumplimos?
Competitive Dialogue and Negotiated Procedures Master Class
Certification Programme for Data Protection Officers and Other Data Protection Professionals
Advanced Training Course: Data Protection Compliance in the EU
Sound Management of EU Funds for Energy Efficiency and Renewable Energy Projects
Making ESF a Success in 2014-2020: Challenges and Best Practice in Programme Management, Monitoring and Evaluation
Implementing the European Structural and Investment Funds Regulations, 2014-2020
Financial Management and Control of EU Structural and Investment Funds
Financial Management and Audit of EU Structural and Investment Funds, 2014-2020
Implementing Structural Funds Programmes 2014-2020: Generating Good Projects and Ensuring Result-Oriented
Delivering Better Results and Making Greater Use of Simplification in ESI Funds

Cost-Benefit Analysis (CBA) of EU-Financed Projects: Why and How? CBA Guide 2014-2020
Cost-Benefit Analysis (CBA) of EU-Financed Projects: Advanced Course
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
Anti-Fraud and Audit of European Social Fund (ESF)
Summer Academy on EU Economic Local & Regional Development: Policies, Practices and Prospects

EU Public Management
Capacity Building in Impact Evaluation: Counterfactual and Theory Based Approaches
Mastering Theory-Based Impact Evaluation
European Project Management Academy: From Theory to Practice in 4 Steps
The Common Assessment Framework: The Reference Model for Total Quality Management in the Public Sector
Improving Public Sector Performance in the 21st Century
Annual Forum on Leadership and Governance in a Multilevel Europe: Empowering the Public Sector
Managing and Leading the Civil Service: Knowledge Management and Knowledge Transfer in the 21st Century
Workplace Innovation: Creating Performance in the Public Sector
Managing Public Sector Budgets and Services - What to Do and How to Do it

EU Law
Implementation of EU Law at National Level: A Practical Guide
EU Law for Non-Lawyers
European Union Civil Service Law
Introduction to EU Asylum and Migration Law
Recent Developments in EU State Aid: Procedures, Enforcement, Monitoring and Transparency
Recent Trends in the Case Law of the Court of Justice of the European Union
A Practical Guide to the EU Infringement Procedure
How to Litigate before the Court of Justice of the European Union?
EU Financial Services Law for Non-Lawyers: Institutional and Legal Framework

Contract activities

703

contract
activities

12.447

participants

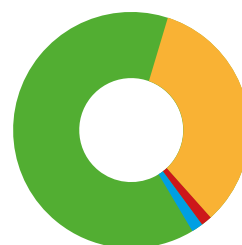
19.443

seminar days


In 2017, we offered more than 700 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 services were once again requested by such distinctive partners and that we implemented such an extensive range of activities, mostly tailored to our clients' needs.

On the following pages, you find a selection of deliverables which provide you with an idea of the various types of services we provide: For the public administrations of the European Union and the Member States or targeted towards a specific group of clients, in this case the national judiciary or local governments. Afterwards, we present you with a list of our contracting partners in the last year.

**Ratio of participants
in terms of contract
activities in 2017**



- EU institutions, bodies and agencies: 63 % (7.908)
- EU Member States: 31 % (3.811)
- Candidate countries: 3 % (370)
- Other: 3 % (358)



‘The insight we gain from being in close contact with EU officials during our contract activities enables us to help all our participants really understand how the EU works.’

Dr Edward
Best (UK)
Head of Unit
EU Governance

Services to the European Union

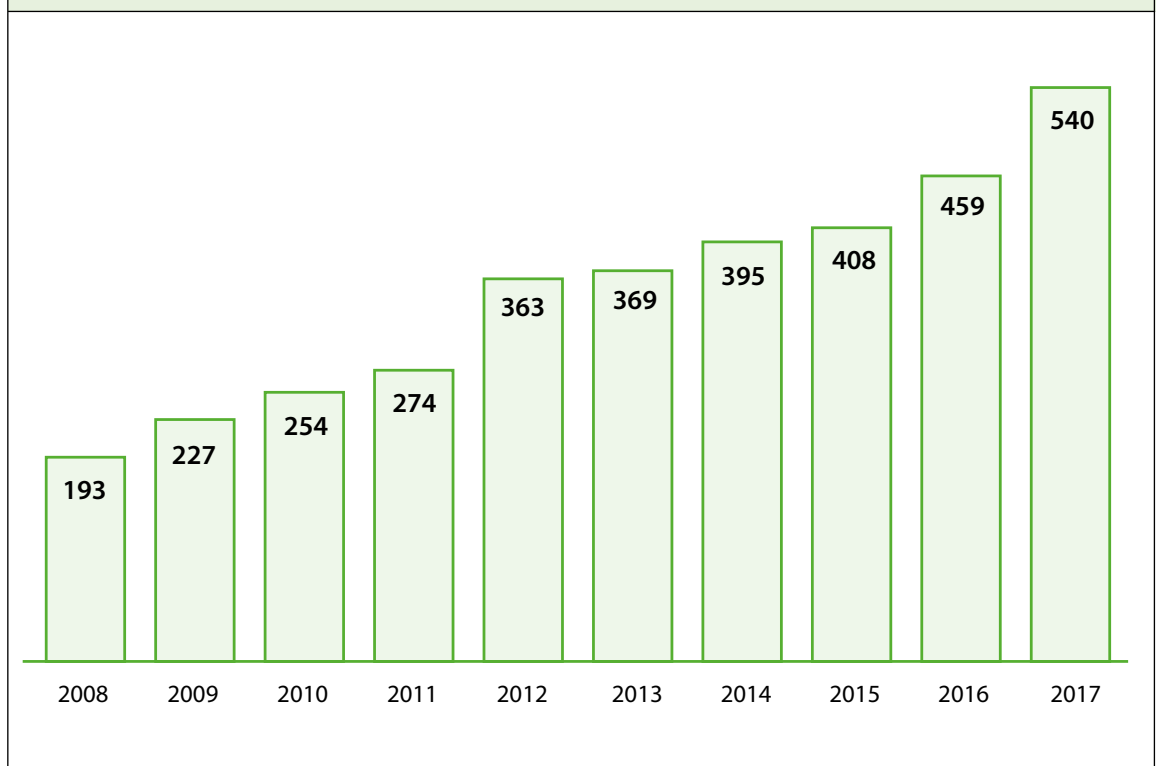
Multi-annual framework contracts

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

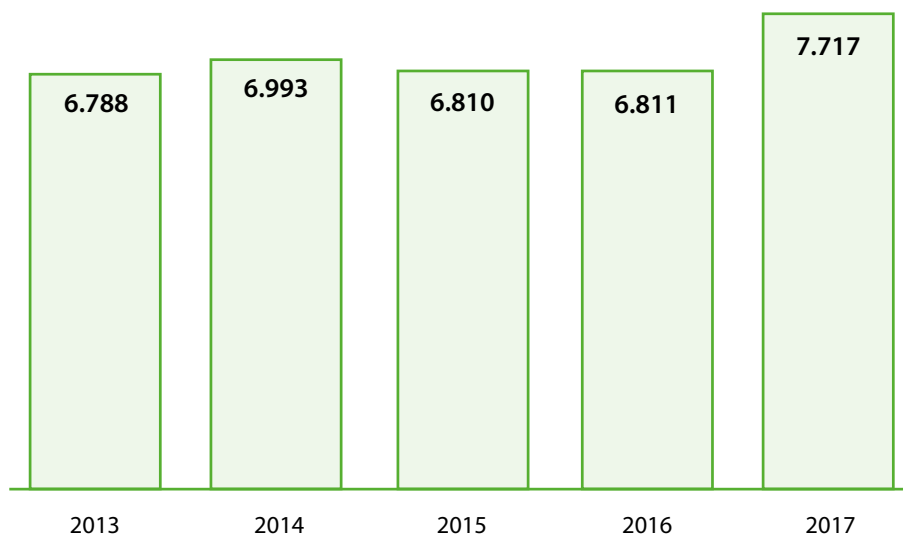
2016, we also won the framework contract on policy making and strategic management, in partnership with Capita Business Services.

The total number of activities delivered annually through these activities has grown constantly over the years. In 2017 alone, we trained nearly 8.000 participants during 540 activities.

Annual total number of activities organised by EIPA and consortium partners for the EU institutions, bodies and agencies, 2008-2017



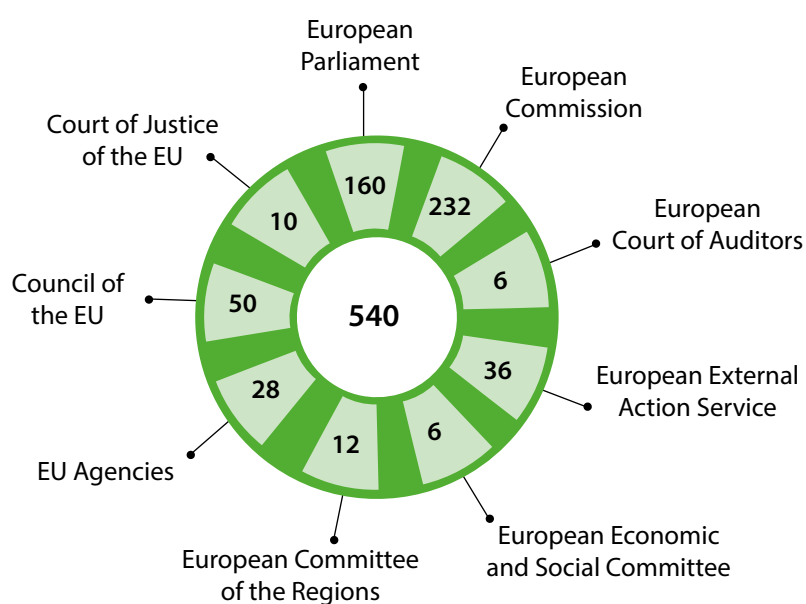
Annual total number of participants in activities organised by EIPA and consortium partners for the EU institutions, bodies and agencies, 2013-2017



These contracts cover almost all the EU institutions, bodies and agencies. The main exception is the European Investment Bank, for which we deliver services separately. The European Commission and the European Parliament request the largest number of

activities. In 2017, we also delivered services for the European External Action Service and the Council of the EU, as well as the European Committee of the Regions, the European Economic and Social Committee, the Court of Auditors, the Court of Justice and nine different EU Agencies.

Number of activities organised by EIPA and consortium partners for the EU institutions, bodies and agencies, 2017



We often provide specialised expertise on an ad hoc basis, however, many of our courses form part of EU institutions' catalogues. We develop these in close consultation with the requesting authority. For example, our courses for the Commission are developed in collaboration with internal officials, and often draw on internal Commission

expertise in their delivery, with a view to maximising the direct relevance of the activities for the work of the officials who participate.

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

MAIN SERIES OF ACTIVITIES DELIVERED BY OUR CONSORTIUM, 2016-2017

EUROPEAN COMMISSION	EUROPEAN PARLIAMENT
<p>Secretariat-General <i>Ariane courses</i></p> <ul style="list-style-type: none"> • Internal and interinstitutional procedures • Relations with the Council • Relations with the European Parliament • The ordinary legislative procedure • Delegated and implementing acts • EU decentralised agencies <p><i>Better Regulation courses</i></p> <ul style="list-style-type: none"> • Better Regulation around the policy cycle • Subsidiarity analysis • Intervention logic • Impact assessment • Monitoring and indicators • Quantification and monetisation • Evaluation in the Commission <p>DG Human Resources</p> <ul style="list-style-type: none"> • The European Semester • The politics of new economic governance • Introduction to microeconomics • Introduction to macroeconomics • The global financial crisis • The EU sovereign debt crisis <p>DG Joint Research Centre</p> <ul style="list-style-type: none"> • The role of DG JRC in EU decision-making • Economics for non-economists <p>DG Research and Innovation</p> <ul style="list-style-type: none"> • Economics for non-economists <p>DG Trade</p> <ul style="list-style-type: none"> • WTO and international law <p>DG Translation</p> <ul style="list-style-type: none"> • Asylum and migration policy 	<ul style="list-style-type: none"> • Drafting legislation • Working with legislative amendments • Better Regulation • Delegated and implementing acts • EU decision-making in the budgetary field • EU environmental law • EU law for non-lawyers • Economic governance in the EU • External action and the EP • Union policies in the EP • Citizenship of the EU • Judicial cooperation in criminal matters • Protocol and etiquette
	COUNCIL OF THE EU
	<ul style="list-style-type: none"> • EU institutions and legal acts • EU law for non-lawyers • Delegated and implementing acts • EU financial services • Better Stats, Better Policy • Political thinking • Writing effective policy briefings • Delivering better oral briefings • Strategic foresight and scenario planning • Open Source Intelligence • Equal opportunities



We cover a range of specialised topics in international affairs for the EU

We cover a range of specialised topics in international affairs for the EU. In the case of the European External Action Service (EEAS), for example, in 2017 these included a range of themes such as radicalisation and counterterrorism, human rights, religion and foreign policy, public diplomacy, political analysis and reporting, as well as addressing the EU's relations with the United States, Russia and China, and the perspectives for the EU's global strategy as a whole.

LEARNING FORMATS AND METHODS

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

Presidency Training

Preparing Bulgarian civil servants and public officials



Over 1.500 officials were trained through 54 group trainings in Sofia (BG) and 6 group trainings in Brussels (BE), delivered between March and October 2017

In 2017, we implemented a large – scale training project for the preparation of the Presidency of the Council of the EU rotation for Bulgaria. The main objective of the project was to improve and upgrade the relevant knowledge and skills of Bulgarian civil servants and public officials, in preparation for the 2018 Bulgarian Presidency of the Council of the EU.

The project awarded to us in January 2017, as the lead of a consortium with ENA (École Nationale d'Administration), was a recognition of our long-established reputation in Presidency preparation for EU Member States, as well as of our role as a trusted partner for the Bulgarian public administration.

PROJECT DETAILS

Target group

There were 3 target groups:

- Future chairs and deputy-chairs of Council working groups
- Officials performing different functions in the national EU affairs coordination mechanism
- Policy coordinators.

The modules

As the lead of the consortium, we were responsible for over 80% of the training services, including the design and delivery of modules 1 and 3.

1

Module 1: 'EU legislative process and the practice of trilogue after the Lisbon treaty. Strategies and tactics for lobbying'.

This was a three-day module delivered to 1011 participants (including all 300 chairs and deputy chairs) divided into 36 groups.

2

Module 2: 'Chairing the meetings of the Council working groups'.

This was also a three-day module designed and delivered by our partner ENA for 300 participants, divided into 12 groups.

3

Module 3: 'Documents and document flow of the EU'.

Module 3 was a two-day course delivered by us to 360 participants (including all 300 chairs and deputy chairs) divided into 12 groups.

Feedback

We received very good reviews from the participants, with almost 75-90% of the participants choosing the highest mark on the scale for overall evaluation of the course, depending on module.


"I am very happy that I participated in the training. The trainers were perfect and the presented information was very interesting. I think that the practical orientation of the training will be very useful for preparing the Bulgarian presidency of the Council. We received many tips and gained the experience how to facilitate the work of the upcoming Presidency"

Additional support

Besides the three training modules for the course, we also designed and maintained an online platform giving access to preparatory e-learning modules, and other general reference materials and documents, to support participants in continuous self-learning.

In light of the highly positive feedback from the Bulgarian participants and the contracting party, the Bulgarian Institute of Public Administration (IPA), we continue to support Bulgaria's Presidency during key events of the 2018 BG Presidency Calendar.





‘Administrative Capacity building is a process. Effective changes should be the results. We help the (Italian) administrations to efficiently perform the various functions required for stronger governance and higher quality services, with resulting benefits for citizens.’

Cristiana
Turchetti (IT)
Head of Unit
European Public
Management

Services for Member States

Tailor-made activities for the Italian public administration

For several years, we have been conducting activities for various Italian public administrative bodies and associations, including the National Agency of Micro-finance and the Department for European Policies of the Council of Ministers. These activities mostly include tailored training and technical assistance services for large groups of officials from national, regional, and local levels of public administration, on topics such as European direct funding opportunities and project management tools and related skills.

Within the framework of these annual contract agreements, in 2017, we were also appointed by the Department for European Policies of the Council of Ministers to design and implement additional trainings and activities on strategic topics in the field of state aid, for all Italian regions. Since Italy was the first country to sign a 'Common understanding' with the EC DG COMP to promote better use and coordination of state aid instruments, our long-standing cooperation with the country's public sector was a key factor in the Department entrusting us to provide all the training services to disseminate knowledge on state aid related issues, aspects, and practices.

In this context, we conducted 12 practical training programmes where participants from all over the region had the opportunity to discuss the challenges of everyday work and the correct use of state aid. These programmes were led together by our internal experts and other high-level practitioners and experts from both the EU and from some national Institutions in Italy.

We tailor our offers to meet national and local requirements and priorities

Our experts provided a wide range of services on top of the training ones, such as the design and implementation of comparative research, online surveys to analyse training needs, updates for official websites, as well as the creation of some online thematic videos.

These above-mentioned programmes are just the most recent examples of our experience in understanding the needs of specific countries and tailoring our offers to meet national and local requirements and priorities.

Focus on local governments

Cross-country learning and solution exchange
to address current challenges at local level

Through its Centre in Barcelona and together with the City of Barcelona, EIPA founded the European City Economic and Financial Governance (CEFG) Group (www.cefg.eu), its major initiative for local governments in 2014. In 2017, its membership had grown to include eight major European cities: Amsterdam, Barcelona, Bordeaux, Dublin, Hamburg, the City of London, Milan and Vilnius.

The CEFG Group functions as a high-level partnership of senior city executives and chief financial officers who are supported through the active participation of the European Commission – Eurostat.

Joint lessons are gathered and shared with the aim of boosting economic and financial governance at city level and ensure a sophisticated local, but cross-border, view of fiscal and financial management issues in the public sphere. The CEFG group is increasingly recognised as a European reference group in sound financial management thanks to its tangible results and problem-solving approach. The overall responsibility and management of the group remains entrusted to our Centre in Barcelona.

The way the cities cooperate is unique, as it is the first time that fiscal and financial management issues are discussed from a cross-border perspective at city level. The fact that EIPA and the group's city members are invited to various high-level events speaks for the

importance of the network and its success. Examples from 2017 were the annual gathering of the US Government Financial Sustainability Workgroup in September in Washington DC, the City Managers' Meeting on Smart Cities during the Metropolis XII World Congress in June in Montreal and the CIPFA Annual Conference in July in Manchester. An article entitled 'City and country' describing the CEFG Group was published in the prestigious UK Public Finance magazine in October.



In 2017, the cities exchanged views and practices relating to two major themes:

1. Budgeting practices and policies (e.g. transparency, open budgets and activity-based costing), and

2. the European Public Sector Accounting Standards (EPSAS)

Regarding the first topic, all cities disclose information in various forms on their websites. Still, most documents are potentially difficult to understand by most citizens. Improving understandability would result in better access to the documents' content. Costs for creating comprehensive and well-visualised open data platforms will have to be weighted against the needs of and demands by citizens.

With respect to EPSAS, the accounting system used in countries also determines the information they make available to investors. Harmonised systems would play a crucial role in achieving the needed transparency. Accounting users (politicians, citizens, financial institutions and, possibly, investors) are not

accountants themselves, so it is important to clearly explain to them the terms and concepts used. With its Financial Health Template and KPIs, the CEFG Group has started to address this and tried to fill the lack of harmonised public accounts in Europe. Finally, change management will be an essential factor in this process, as accruals – if they are implemented properly – will have a wide impact on the organisation (IT systems, for decision-making, etc.) and will lead to an organisation-wide rethink. This change needs, and will lead to, a cultural shift within public administration that may contrast with existing administrative traditions.

It is the first time that fiscal and financial management issues are discussed from a cross-border perspective at city level

The latest output from the CEFG Group – the CEFG Group City Portraits – has just been published. These portraits provide background information on the environment in which the cities' finances and financial management are embedded. Thus, they complement the financial information of the standardised financial reports. For 2018, the CEFG Group agreed to expand its network by one or two new cities.

Information and conditions for participation in the group can be obtained from the Chair, Mr Alexander Heichlinger, at EIPA Barcelona under info@cefg.eu.



Institutional capacity building

Initiating its work in September 2016, the project entitled Support for developing better country knowledge on public administration and institutional capacity building (**EUropean Public Administration Country Knowledge – EUPACK**) is a large-scale assignment commissioned by the European Commission's DG for Employment, Social Affairs & Inclusion to the consortium and is led by us together with the Hertie School of Governance and Ramboll Management Consulting.

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

It is in fact the first time that the European Commission asked to develop a consistent country and thematic overview of the characteristics of public administrations in all Member States. But alongside that, this project focused on the content, outcomes and impact of reforms, with a view of better understanding the effects and effectiveness of the EU and other support approaches and initiatives that look to enhance the quality of public administration in EU Member States.

In 2017, we worked together with our partners to develop a substantive overview of public administration systems, culture and functions. Both quantitative and qualitative analysis was needed to map the administrative characteristics for each Member State. Our objective was to understand and draw conclusions on the formal and informal institutional systems, capacity, performance and management of public administrations on the basis of this analysis. A quantitative (indicator/data-based) and qualitative interpretative analysis was required in order to provide a systematic and comparative status-quo synthesis of key areas of institutional capacity building in each of the different Member States with regard to capacity, management and performance of public administration.

This work has resulted in a unique and very extensive collection of information with which to systematically describe and compare key characteristics of public administration systems and their broader institutional context for all 28 EU Member states. The results are available in the form of 28 country reports in addition to a publicly available report on *A comparative overview of Public Administration Characteristics and Performance in EU28*.

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

Subsequently, tasked with understanding reform dynamics, our consortium tried to capture these

EUPACK wants to enhance knowledge and understanding of the status and reform dynamics of public administration in the EU Member States

dynamics in each Member State over time and thus examine the effects of specific reforms based on an analysis of selected reforms in each country. This eventually provided a synthesis of key similarities/differences and shed light on the drivers of effective administrative reforms in the Member States.

The 'internal advice' work by our institute for the European Commission will continue its course in 2018. We will finalise our assessment of the role and effect of external support for public administration reforms and capacity building in selected Member States in order to improve EU support in the next programming period (MFF 2021-2027). The purpose of the assignment is therefore both summative (Where did the money go? Was funding effectively used?) and formative (How to better target support in the future?).

Law services

Through our Antenna in Luxembourg, the European Centre for Judges and Lawyers, we provide both general and highly specialised training courses to a number of Member States. These can be horizontal in nature, or they can focus on a particular policy area and provide practical examples for the policy area in question.

Often, these courses are part of initial training for new officials, in which we familiarise these officials

Our Antenna in Luxembourg delivered tailor-made and practice-oriented training to judges, prosecutors, defence lawyers and court staff

with EU legal instruments and how these instruments are introduced and applied in the national legal order. In addition, the courses can be part of the ongoing training for civil servants, with a focus on practically transposing or applying EU legal instruments into or within the national legal system.

In other cases, we provide EU legal training courses to specific target groups within the national administrations, such as civil servants and legal agents involved in Treaty Infringement Procedures. These activities focus on how to respond to inquiries from – or formal procedures initiated by – the European

Commission for late, incorrect or incomplete implementation of EU law.

SOME TAILOR-MADE COURSES FROM 2017

Cyprus: Following up on the success of last year's workshop on the Infringement Procedure, the office of the Attorney-General of Cyprus, in cooperation with the Cyprus Academy of Public Administration, asked us to deliver a workshop for legal agents covering three different topics: (i) the legality of EU acts, (ii) the relation between national and EU law and (iii) the external competence of the EU.

France: We designed a modular-based training course for non-legal staff at the l'Inspection Générale des affaires sociales (IGAS). This provided an overview of the EU constitutional and legal system and, based on this, in-depth analysis and training on EU social policy and law, posted workers and cross-border health care.

Spain: As a follow-up to earlier training on the Infringement Procedure delivered to legal counselors at the Centre d'Estudis Jurídics i Formació Especialitzada (CEJFE) in Barcelona, the centre contracted a training course on the action for annulment, as part of which sub-national government authorities also have a legal standing before the Court of Justice of the European Union. Our experts explained the procedure and how to intervene before the Court in such cases.

Sweden: We trained the staff at the Swedish Council of Higher Education on cross-border mobility under the free movement of workers, on services and on the right of establishment in general and the system of recognition of professional qualifications in particular. We also provided an event for a focus group of selected officials, concentrating on the practical implementation of the EU legislation related to the latter topic.

Our tailor-made activities are usually held on the contracting party's premises and often in the local language, in the cases applicable above in Spanish or French. ►

SPECIALISED SERVICES FOR THE JUDICIARY AND OTHER LEGAL PROFESSIONS

Co-financed by DG Justice action grants, our Antenna in Luxembourg delivered tailor-made and practice-oriented training to judges, prosecutors, defence lawyers and court staff in partnership with various national judicial training institutions and European networks. In the last year, examples were:

- hands-on training on the application of the European Arrest Warrant. The training course went beyond the specific instrument and illustrated how to apply the EAW while ensuring that fundamental rights are adequately protected;
- training of trainers on various judicial cooperation instruments (both civil and criminal matters) with specific emphasis on knowledge and procedures relevant for non-judge court staff and bailiffs. Our services covered the development and delivery of the courses, training materials and manuals as well as training methodologies.

In 2017, we also continued our cooperation with the Council of the Notariats of the European Union (CNUE) to provide quality and impact evaluations of training activities organised by the national associations of notaries throughout the EU.

We also provide practice-oriented training and workshops for the national judiciaries on the interpretation and enforcement of EU legal instruments and how to request guidance from the EU Court of Justice (the 'Preliminary Ruling Procedure'). According to our clients' requests, our activities can combine theory and interactive sessions on interpreting and applying the rules or procedures covered by the activity. These are based on real cases, exchanges of experience and good practices, as well as visits to national courts in other Member States, the EU Court of Justice or, for example, the EFTA Court.

ONLINE MASTER EUROPEAN LEGAL STUDIES (MELS)

Our two-year Master programme targets adult learners who wish either to enhance their career opportunities or to improve their knowledge in the field of EU law.

The programme is delivered in English and French by a European faculty consisting of staff from various European universities, in-house experts and practitioners from the judiciary, public administrations and law firms, as well as officials from the EU Institutions and Courts. The current edition is a blended learning programme combining online learning with face-to-face learning sessions during monthly academic weekends. We make sure the programme remains practically relevant by offering new case studies, simulations and group and individual exercises that are always based on real cases.

Participants who complete the programme are awarded a Master degree from the University of Lorraine.

For more information, please see www.eipa.eu.



"I would definitely recommend MELS to anyone seeking to gain a better overview of EU law. Unlike many part-time courses, it maintains that important face-to-face contact, and offers something for everyone with its wide range of topics covered. It was hard work, but also a thoroughly enjoyable learning experience."

Kate Wilson

Accredited Parliamentary Assistant, EP

‘At EIPA Luxembourg, we specialise in delivering tailor-made activities, which do not only enable our clients to master the contents, but also the practical application and enforcement of EU law.’

Peter
Goldschmidt
(DK)
Director Antenna
Luxembourg



Our partners in 2017

European Institutions/Agencies and Bodies

- Committee of the Regions (CoR)
- Council of the European Union
- Court of Justice of the European Union (CJEU)
- Eurojust
- European Aviation Safety Agency (EASA)
- European Centre for Disease Prevention and Control (ECDC)
- European Chemicals Agency (ECHA)
- European Commission (EC)
- European Court of Auditors (ECA)
- European Economic and Social Committee (EESC)
- European Environment Agency (EEA)
- European External Action Service (EEAS)
- European Food Safety Authority (EFSA)
- European Investment Bank (EIB)
- European Medicines Agency (EMA)
- European Parliament (EP)
- European Railway Agency (ERA)
- European Securities and Markets Authority (ESMA)
- European School of Administration (EUSA)
- European Union Agency for large-scale IT systems in the area of freedom, security and justice (EU-LISA)
- Single Resolution Board (SRB)

Central Government's Ministries

- German Federal Chancellery (DE)
- German Federal Ministry of the Interior (DE)
- Department for European Policies, Italian Presidency of the Council of Ministers (IT)
- Ministry of Foreign and European Affairs of Luxembourg (LU)
- Ministry of the Civil Service and Administrative Reform of Luxembourg (LU)
- State Chancellery of the Republic of Latvia (LV)
- Office of the Prime Minister of Malta (MT)
- Ministry of the Interior and Kingdom Relations (NL)
- Ministry of Public Administration of the Republic of Slovenia (SI)
- Serbia (RS)
- Ministry of Interior of the Slovak Republic (SK)
- Foreign & Commonwealth Office (UK)

Regional/Federal/Local Authorities

- Danube Strategy Point – DSP, Brussels (BE)
- Municipality of Barcelona (ES)
- Municipality of Maastricht (NL)

National Agencies and Authorities

- National Institute of Justice – NIJ (BG)
- French General Inspectorate for Social Affairs – IGAS (FR)
- Italian Permanent National Committee for Microcredit (IT)
- The Supreme Court of Korea (KR)



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)
- Centre for Legal Studies and Specialised Training – CEJFE (ES)
- Centre for Studies of the Regional Public Administration of Cantabria – CEARC (ES)
- Centre for Advanced Studies of the French Ministry of the Interior - CHEMI (FR)
- Luxembourg National Institute of Public Administration - INAP (LU)
- Regional School of Public Administration - ReSPA (ME)

International Organisations

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

Universities

- National University of Public Service – NUPS (HU)
- Maastricht University (NL)
- Nord University (NO)
- Norwegian University of Science and Technology - NTNU (NO)

Others

- German Agency for International Cooperation - GIZ (DE)
- International Organisation of La Francophonie - OIF (FR)
- Italian Association of Notaries (IT)
- National Federation of Italian Veterinarians - FNOVI (IT)
- National Welfare and Assistance Office for Psychologists - ENPAP (IT)
- Central Project Management Agency – CPVA (LT)
- European Social, Legal and Economic Projects – ESTEP (LT)
- Luxembourg Development Cooperation Agency (LU)
- Israeli Mission to the European Union (IL)
- AECOM, Republic of South Africa (ZA)



Online learning

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 2017, 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 2017, we worked on a variety of projects for a number of clients.

FRAMEWORK CONTRACTS FOR THE EU

One case in point are the framework contracts for the EU for which we contributed to the content of new central learning

portals in the EU institutions that offer greater flexibility and personalisation for staff learning. We are also discussing blended learning approaches with our partners and use new learning formats already. For example, in 2017, we developed a three-part e-learning introduction to the Common Foreign and Security Policy and Common Security and Defence Policy designed for all newcomers to the European External Action Service. And in close conjunction with the EEAS, we delivered a series of three webinars on public diplomacy designed to engage headquarters staff and their delegation counterparts. These webinars then formed the basis for a community of practice designed to facilitate ongoing exchange of best practice.

In 2017 we offered e-learning modules on:

EU Decision-Making

EU Policies

EU Law

EU Public Management

*Our online courses
offer organisations the
opportunity to achieve
their particular
learning goals*





The European Public Sector Award EPSCA 2017

‘Assess yourself and learn from the best –
Showcasing and rewarding European public
excellence’

In 2017, our institute – with the institutional and financial support of 8 European public partners – ran and managed the European Public Sector Award for the fifth time in a row. 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.



1

theme

One overarching theme:
“An Innovative Public
Sector in 2017: New
Solutions to Complex
Challenges”.

3

categories

Three different administra-
tive categories: supra-local
and local category, regional
and European and national
category.

150

projects

150 innovative projects
tackling current and com-
plex challenges for public
administrations from 30
European countries and
several EU institutions and
agencies.

Since its launch in 2007, our EPSA award scheme has received, assessed, and made accessible more than 1.200 public practices from 39 European countries and the European institutions.

The EPSA cases form a rich database of valuable experiences at the service and disposal of all European public administrations, to generate highly valuable know-how and vital results that can be used for the benefit of providing innovative solutions and learning opportunities.



The EPSA 2017 winners

The three EPSA 2017 winners found novel solutions to three major challenges for public administrations nowadays: digitisation, social inclusion and successful bottom-up approaches

SUPRA-LOCAL AND LOCAL

The award in the Supra-local and Local administrative category was presented to the project **“Nordwärts”**, submitted by the City of Dortmund (DE). This initiative demonstrates how the city handles the developments within a part of Dortmund that underwent substantial changes after the dissolving of the Steel and Coal Industry. Based on the involvement and commitment of civil society, a development strategy is being devised to cultivate needs-oriented projects which aim at increasing the quality of life of inhabitants, by identifying and implementing projects initiated bottom up. The project strengthens how people identify with their own neighbourhoods, develops available space to be future-proof and sustainable, safeguards jobs and creates new jobs by attracting companies to locate there.

REGIONAL

In the Regional administrative category, the EPSA 2017 trophy was awarded to the **“Open. Heart Project”**, submitted by the Ombudsoffice for Children and Youths Salzburg (AT). This project is a mentoring scheme for unaccompanied minor refugees and young refugees up to 21 years, including a 6-module preparatory programme for volunteers over 28 wanting to become mentors. Additionally, an alternative foster care scheme, which is closely linked to the Open.Heart project and in which young refugees can live together with a host family, was developed by the Ombudsoffice. The first results show that the project is making a vital contribution to processes of integration and social inclusion.

EUROPEAN AND NATIONAL

The prize of the European and National administrative category was presented to **“The Co-operation Fund”**, submitted by the European Union Intellectual Property Office. This initiative has digitised and standardised the registration of trade marks and designs at EU and national level across the EU, improving transparency and facilitating the enforcement of actions against infringements of trade marks and design intellectual property rights. The achievements of these objectives further contributed to the emergence of a coherent and streamlined pan-European IP landscape, enabling valuable savings. Consequently, trust and reliability between EU citizens, their national Intellectual Property administrations and the EUIPO was improved and strengthened. Powerful databases containing over 40 million global trade marks and 10 million global designs are at the reach of anyone who wants to use them.



THE EPSA 2017 PUBLICATION

The EPSA Publication lists the EPSA 2017 Trends and Practices as well as all executive summaries and contact details of the 34 identified Best Practices, Nominees and Winners. The publication can be accessed here: www.epsa2017.eu.



FINAL CONFERENCE & AWARD CEREMONY

Some 130 guests from 19 European countries, the European Commission and international bodies, participated in the range of EPSA 2017 activities held in Maastricht on 20 – 22 November.



The Best Practice Award Ceremony was held at the the historic Town Hall of Maastricht.



Some 130 guest came from 19 European countries.



The 12 nominated projects showcased their achievements during parallel category workshops at EIPA's premises.



Theo Bovens, Governor and King's Commissioner for the Province of Limburg, addressing the audience.

Official Partners EPSA 2017

European Commission • Austria • Hungary • Italy • Luxembourg • The Netherlands • Norway • Sweden



Gemeente Maastricht

With the support of
the City of Maastricht and the
Dutch Province of Limburg

provincie limburg







Our locations

Maastricht

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

Our modern training facilities in the charming, yet vibrant city of

Maastricht – at the heart of the Meuse – Rhine Euroregion are easily accessible from Brussels and other European areas. In Maastricht, we are organised around three topical clusters:

- EU Governance
- European Public Management
- European Policies



Luxembourg

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

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,

relating to the enhancement of public administrations in the Southern Mediterranean partner countries of the EU.

Our Centre in Barcelona focuses on three topics:

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



EIPA's International Management and Staff



NATIONALITIES

Being a multicultural and multinational Institute, EIPA's staff consisted of people from 16 different European nationalities in 2017.

Austria (AT)	1
Belgium (BE)	5
Bulgaria (BG)	1
Czech Republic (CZ)	1
Germany (DE)	8
Denmark (DK)	1
Spain (ES)	7
France (FR)	4
Hungary (HU)	1
Italy (IT)	5
Luxembourg (LU)	2
The Netherlands (NL)	25
Poland (PL)	3
Romania (RO)	1
Slovenia (SI)	1
United Kingdom (UK)	3
Total	69

MANAGEMENT



Prof. Dr Marga Pröhl (DE)
Director-General



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

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



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



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 [alphabetical order]



Rita Beuter (DE)
Senior Expert

FIELDS OF SPECIALISATION
European public procurement rules and policy



Virgil Ivan-Cucu (RO)
Senior Lecturer

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



Julia Bosse (DE)
Researcher

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



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



Paola Bruni (IT)
Researcher

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



Dr Alina Domaradzka (PL)
Lecturer

FIELDS OF SPECIALISATION
EU financial services law; Free movement of capital; EU constitutional law



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



SCIENTIFIC STAFF [alphabetical order]



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



Wolfgang Koeth (DE)
Senior Lecturer

FIELDS OF SPECIALISATION
EU external relations; Common Commercial Policy (CCP); external financial instruments



Dr Theo Jans (BE)
Associate Professor

FIELDS OF SPECIALISATION
Decision-making; European governance



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



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 Sabina Lange (SI)
Senior Lecturer

FIELDS OF SPECIALISATION
Decision-making in external relations of the EU; Presidency organisation and conduct



Dr Iwona Karwot (PL)
Senior Lecturer

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



Frank Lavadoux (FR)
Senior Lecturer

FIELDS OF SPECIALISATION
Communication and behavioural techniques for European negotiation processes



Marco Lopriore (IT)
Expert

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



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



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



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



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



Martin Unfried (DE)
Expert

FIELDS OF SPECIALISATION
Environmental policy; Climate change policy



Fabrizio Rossi (IT)
CAF Desk Officer

FIELDS OF SPECIALISATION
Total quality management; Public administration



Gracia Vara Arribas (ES)
Expert

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

www.eipa.eu

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