

Annual Report 2019

European Institute of Public Administration

The background of the cover is a photograph of a grand, classical stone building, likely a government or institutional structure. It features a central dome with a cross on top, ornate carvings, and a balcony with a stone balustrade. Two flags are flying from tall poles in front of the building: the European Union flag (blue with yellow stars) on the left and the Swiss flag (red with a white cross) on the right. The sky is a clear, bright blue. A semi-transparent green rectangular box is overlaid on the middle of the image, containing the title text.

Best practices for Europe

Cover photo:

The 17th-century Maastricht City Hall
The Netherlands

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The European Commission
supports EIPA through
the European Union budget



Marco Ongaro
Director-General

From the Director-General

“I feel honoured to have been appointed as Director-General of the longest-standing Institute for Public Administration in Europe.”

On 1 November, I took over as the Director-General of the European Institute of Public Administration (EIPA). Due to a late start in 2019, I could merely observe the last activities of the year, which took place during a very busy period.

I am very pleased to say that the overall results of 2019 are good. We implemented 560 activities, which led to more than 14 000 days of deliveries to participants and nearly 10 000 participants. This presents a small increase in the number of participants compared with 2018 but is less than in former, record years.

In 2019, the majority of our participants and activities came from the EU public administration, mostly through the multi-annual framework contracts we implement for the European Commission and other agencies. Our long-standing relationship with the EU public administration is crucial for EIPA. It is an indicator of the quality of what we deliver but also provides us with direct insights into the EU public administration. This enables us to help our participants from national, regional and local authorities to really understand how the EU works. Equally importantly, our activities for participants from EU Member States give us a very

“One of the main priorities that I see for EIPA in the coming years is to strengthen our brand and to make sure we are known throughout Europe as the Institute that provides a bridge between theory and practice when it comes to the understanding and implementation of European policies.”

strong outreach and understanding of developments within the EU Member States and facilitate the exchange of best practices in Europe. This is EIPA's added value, and it sets us apart. Over the years, this specific focus on Member States has been lost to some extent. The years 2020 and 2021 will mark the renewal of EIPA's relations with the Member States by offering a redeployment of a series of actions, closer contacts and new research and publications.

I also would like to draw attention to the European Public Sector Award (EPSA), which has provided the title for this year's Annual Report 'Best practices for Europe'. For the sixth time in a row, the EPSA was run and managed by EIPA and serves to recognise the best and most innovative performers in public sector bodies across Europe. This award scheme is the perfect illustration of how EIPA facilitates and makes accessible the spread of European best practices, helping European public administration organisations learn from each other.

Overall, while our customers rate the quality of our services as excellent throughout the numerous customer satisfaction surveys we conduct, we still have to make efforts to raise more awareness of our brand and boost its presence. We need to sharpen the way we communicate our unique added value to our existing and potential clients and stakeholders. Understanding our customers and being highly visible in our market is the key to a successful implementation of our mission, especially in view of the ever increasing competition in the European training market.

To conclude, joining EIPA as the Director- General at a critical moment in its history was definitely a great pleasure for me. I foresee many opportunities for the future, and I really look forward to utilising my broad experience from the private sector, and in particular my experience of digital transformation, to build a new EIPA. This is one of the priorities for the coming period, during which we will broaden the way we offer our knowledge and services, to include new formats, new services and new experiences. We will seek to establish even closer relationships with our clients and stakeholders in order to continue to deliver exactly those services that they require and spread our knowledge to an even wider audience.

I hope you enjoy reading our Annual Report.

With best regards,

Marco Ongaro
Director-General

About Marco Ongaro

- Belgian nationality
- Senior executive manager with a strong focus on education management, business development and digital transformation
- More than 20 years' experience working for international organisations
- Spent the main part of his career at Wolters Kluwer (Amsterdam and Brussels) where he was at the forefront of the company's end-to-end digital transformation
- Last position before coming to EIPA: Market Director Europe for GHX
- Part-time Associate Professor at the Louvain School of Management (BE)

Board of Governors

Situation as per 15 December 2019



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



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

Secretary-General
N.N.

Full members

Belgium

Mr Peter Vandenbrouaene

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

Bulgaria

Mr Pavel Ivanov

Director
Institute of Public Administration

Czech Republic

Mr Josef Postránecký

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

Denmark

Mr Thomas Molin

Head of Leadership & Development
Agency for the Modernisation of Public Administration
Ministry of Finance

Germany

Dr Alexander Eisvogel

Präsident
Bundesakademie für öffentliche Verwaltung

Greece

Mr Nikos Michalopoulos

Deputy General Director of Administrative Organisation and Procedures, Ministry of Administrative Reform and e-Government

Spain

Ms Maria Isabel Borrel Roncalés

Director
Instituto Nacional de Administración Pública (INAP)
Ministerio de Política territorial y Función Pública

Ms Mireia Borrell i Porta

Secretary for Foreign Action and the European Union
Regional Government of Catalonia / Generalitat de Catalunya

France

N.N.

Représenté par le membre suppléant:

Mme Sonia Leverd

Responsable de projet, Bureau de la Prospective et de l'Expertise européenne et internationale
A la Direction générale de l'administration et de la Fonction publique (DGAFP), Ministère de la Décentralisation et de la Fonction publique

Ireland

Mr Robert Watt

Secretary General
Department of Public Expenditure and Reform

Italy

N.N.

Contact person is:

Mr Stefano Pizzicannella

Director, International Relations
Department for Public Administration

Cyprus

Mr Marios Michaelides

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

Lithuania

Mr Paulius Skardžius

Director of the Public Governance Policy Department
Ministry of the Interior

Luxembourg

M. Jean-Louis Thill

Ambassadeur et Directeur des affaires européennes
et des relations économiques internationales
Ministère des Affaires étrangères et européennes

M. Max Gerten

Secrétaire de Légation 1^{er} en rang
Ministère des Affaires étrangères et européennes
Direction des finances et des ressources humaines

Hungary

Dr András Koltay

Rector, National University of Public Service (NUPS)

Malta

Ms Joanna Genovese

Director, Institute for the Public Services

The Netherlands

Mr Ed Kronenburg

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

Mr Hanno Würzner

Acting Director for European Integration (DIE)
Ministry of Foreign Affairs

N.N.

Represented by the substitute Board member:

Mr Frans van Dongen

Program Manager
Ministry of the Interior and Kingdom Relations

Austria

Mag. Angelika Flatz

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

Poland

Ms Sylwia Ojdym

Deputy Director
National School of Public Administration (KSAP)

Portugal

Mr Vasco Hilário

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

Finland

Mr Juha Sarkio

Director-General
Public Governance Department
Ministry of Finance

Sweden

Ms Karin Edin

Deputy Director, Division for State Administration
Ministry of Finance

United Kingdom

N.N.

Contact person:

Mr Rupert McNeil

Chief People Officer, Cabinet Office

Third countries

Norway

Mr Asgeir Fløtre

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



New Chair for the Board of Governors: Cecilia Wikström

EIPA's Board of Governors appointed Ms Cecilia Wikström as new Chair of Board of Governors in the last meeting in December 2019. Ms Wikström, a former member of the Swedish Parliament (2002 – 2009), has been a long-term Member of the European Parliament (EP) (2009 – 2019) where she took on various roles, most recently the Chair of the European Parliament Petitions Committee.

Successor to Guy Verhofstadt

Ms Wikström succeeds Mr Guy Verhofstadt, former prime minister of Belgium, Member of the European Parliament since 2009, as well as founder and leader of the Alliance of Liberals and Democrats for Europe (ALDE) from 2009 – 2019. Guy Verhofstadt has been Chair of EIPA's Board from 1 June 2013 to 31 December 2019.

A strong European network and background in EU politics

The recently elected chair of EIPA's Board of Governors is enthusiastic about her new position: 'I am pleased to being able to contribute to the future strategic development of the Institute and by doing so, furthering the development of the European public administration. EIPA has an important role to play in this regard, as it serves officials of the Member States as well as those of the EU institutions'. Having spent the last ten years as a member of the EP's ALDE group Wikström brings with her an established European network and extensive knowledge of EU affairs.

In addition to her background in national and European politics, EIPA's new chair has firsthand experience in the field of education and training. She has been a Board member of the Uppsala University (SE) for seven years, during which time she supported the transition from a traditional university to one focussed on modern education techniques and formats.



Photo: Cecilia Wikström © European Parliament

“I truly believe in life-long learning. Education is highly important, not only for young people, but also for those people who are already on the job. And that is where EIPA comes in, as a long-standing provider of training to civil servants from all over Europe. In order to serve the European Public Administration even better, we will further develop and broaden the Institute’s educational portfolio so as to offer those activities and formats that are best suited to the needs of our stakeholders, today and in the future.”

Our locations

Maastricht

9.506

Participant days

EIPA Maastricht, our headquarters, was founded in 1981 on the occasion of the first Maastricht European Council. For nearly 40 years, we have been known as an established centre for European integration and the new challenges for public Management.

7.289

Participants

Our modern training facilities in the charming, yet vibrant city of Maastricht – located at the crossroads of the Netherlands, Germany and Belgium – 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

29

Training courses

399

Contract activities



Luxembourg

2.885

Participant days

1.879

Participants

16

Training courses

97

Contract activities

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 27 years. In 2019, the Centre moved to own premises in a beautifully renovated Maison de Maître, by the centre of Luxembourg City.

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

1.647

Participant days

748

Participants

9

Training courses

10

Contract activities

EIPA Barcelona was created in 1996 through an agreement between EIPA and the regional government of Catalonia. During more than twenty years, EIPA Barcelona 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 had 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. The cooperation with the Catalan authorities ended in January 2020. EIPA Barcelona is now closed.

Our Centre in Barcelona focused on three topics:

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

EIPA's activities in 2019

560
Activities

In 2019, we succeeded in implementing a substantial number of activities for participants from all over Europe and beyond, resulting in over 14 000 seminar days. This is a very good outcome and signifies a slight increase compared with the results achieved last year, albeit not reaching the numbers from previous record years.

9.916
Participants

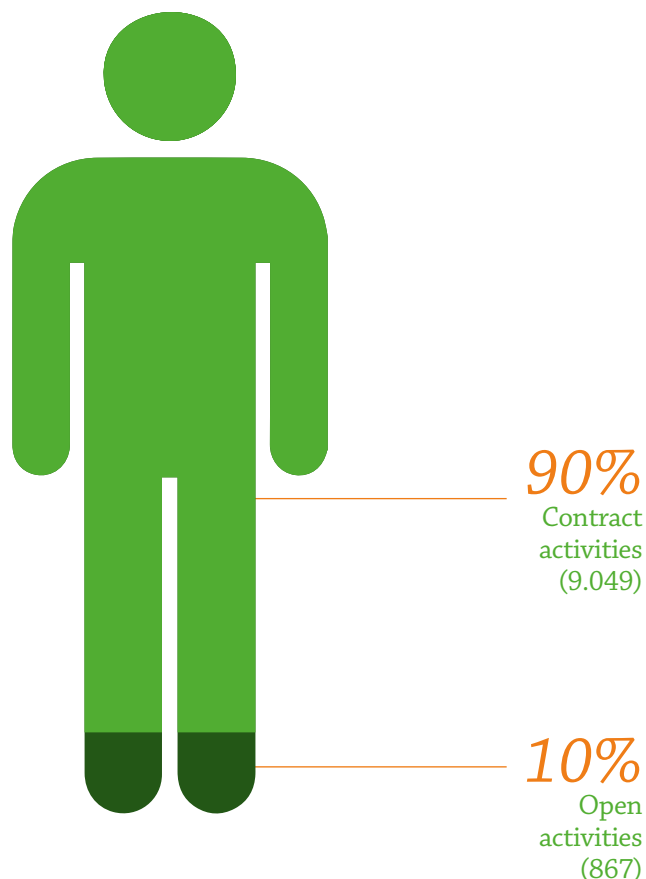
The vast majority of activities and participants are attributable to the contract activities that we implemented, mainly under our highly prestigious multi-annual framework contracts with the EU. The relative proportion of participants in open and contract activities changed slightly toward contract activities (from 88% in 2018 to 90% in the last year). This outcome is in line with the trend in the last years. One explanation for this is the growing competition for open activities as well as the fact that Member States increasingly choose to send their participants via tailor-made, contract activities.

14.037
Participant days

Percentage of participants in open and contract activities

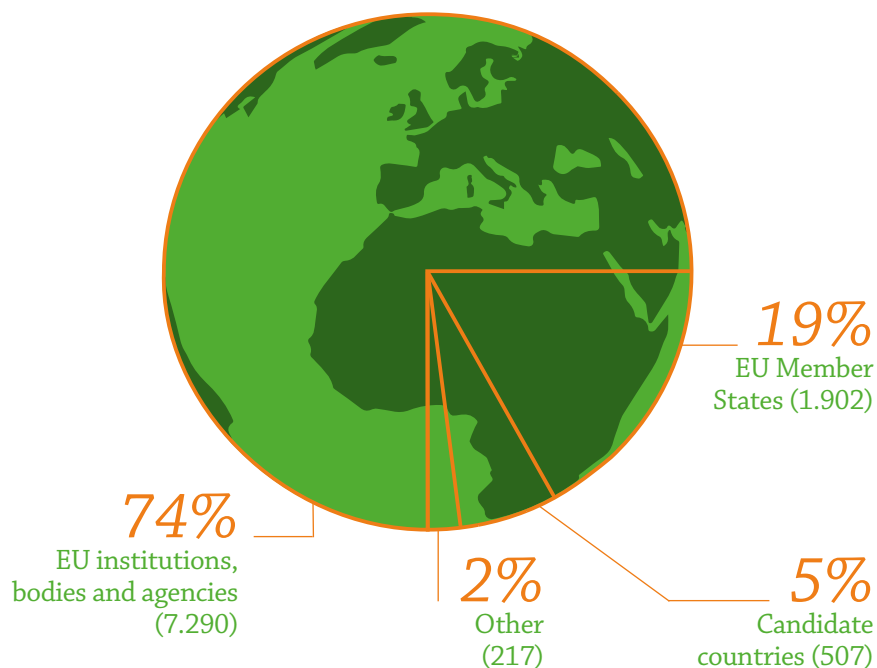
As regards the origins of our participants, the EU and the EU Member States remain our biggest clients. The share of participants from the EU Institutions, bodies and agencies decreased slightly to 74% (compared with 75% in 2018). In contrast, the share of participants from Member States increased to 19% (compared to 17% in 2018).

These results are more or less in line with the turnout in the last years. They can be explained by the fact that the number of participants from EU public administration are largely dependent on our ongoing multi-annual framework contracts (see page 30 and following), which ensure a certain degree of stability in terms of participant numbers. Participants from the EU Member States mostly come via shorter contract activities as well as the open enrolment courses. In the last year, we did not set up a large presidency training programme or implement any other large contract for an EU Member State, which could have led to a larger share of participants from Member States relative to those from the EU.

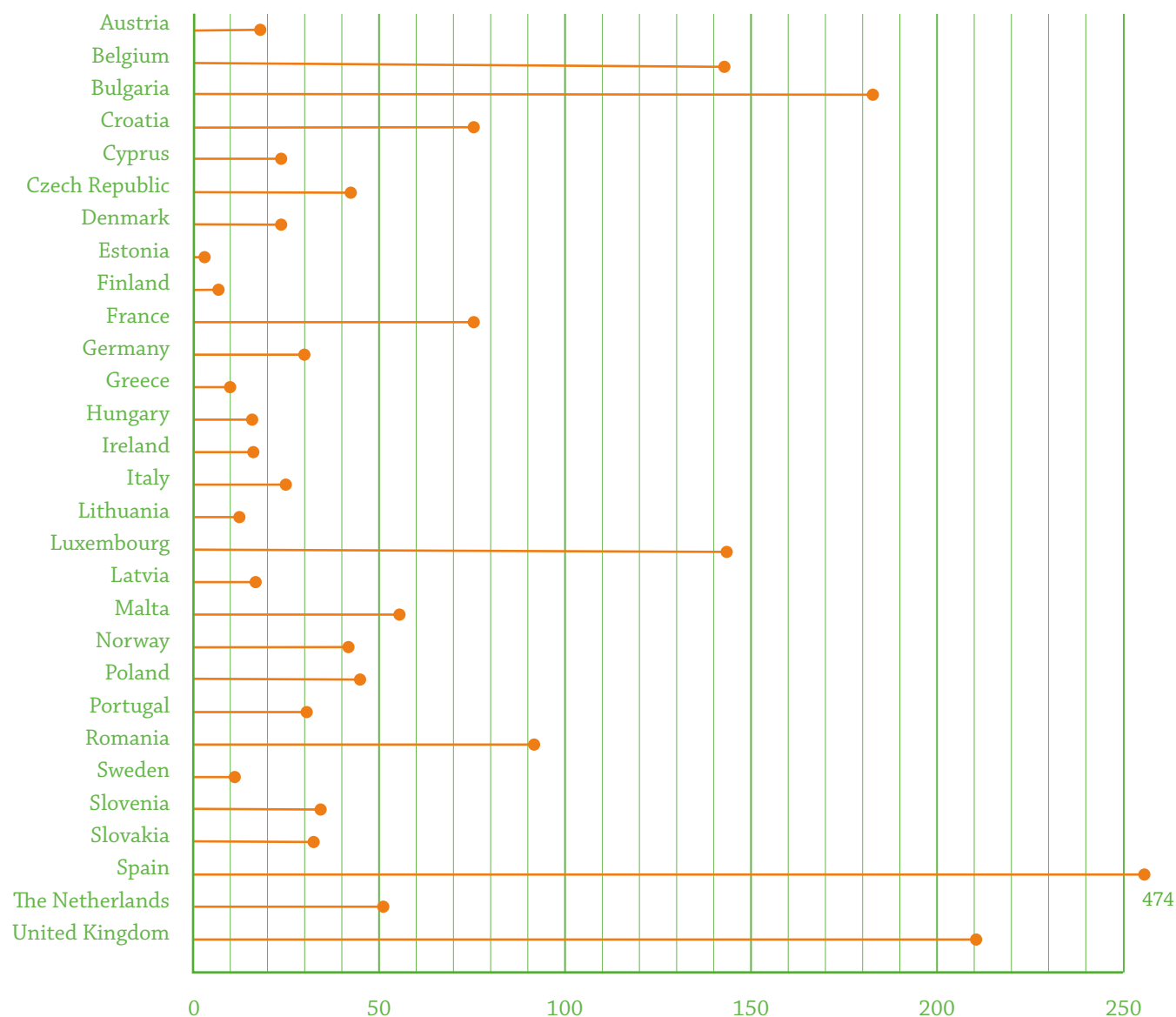


Percentage of participants in terms of origin

In 2019, the largest number of participants came from Spain, followed by the United Kingdom and Bulgaria. Most of the participants from Spain and the United Kingdom came to EIPA via contract activities. In contrast, the majority of Bulgarian participants can be attributed to open enrolment activities. Bulgaria was once again the country with the highest number of participants in open activities, followed by Romania and Croatia.



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



Support from the European Commission and the Member States

EIPA receives financial support from its member countries and the European Commission. Besides these statutory contributions, in 2019 the host countries of EIPA Luxembourg and EIPA Barcelona subsidised them financially, as well as contributing to housing and related costs.

Contributions to basic costs

Through their annual contributions, EIPA's member countries, excluding the Netherlands, supported the Institute with an amount of ca. €1.9 million.

In 2019, the statutory contribution from the Netherlands amounted to ca. €0.6 million.

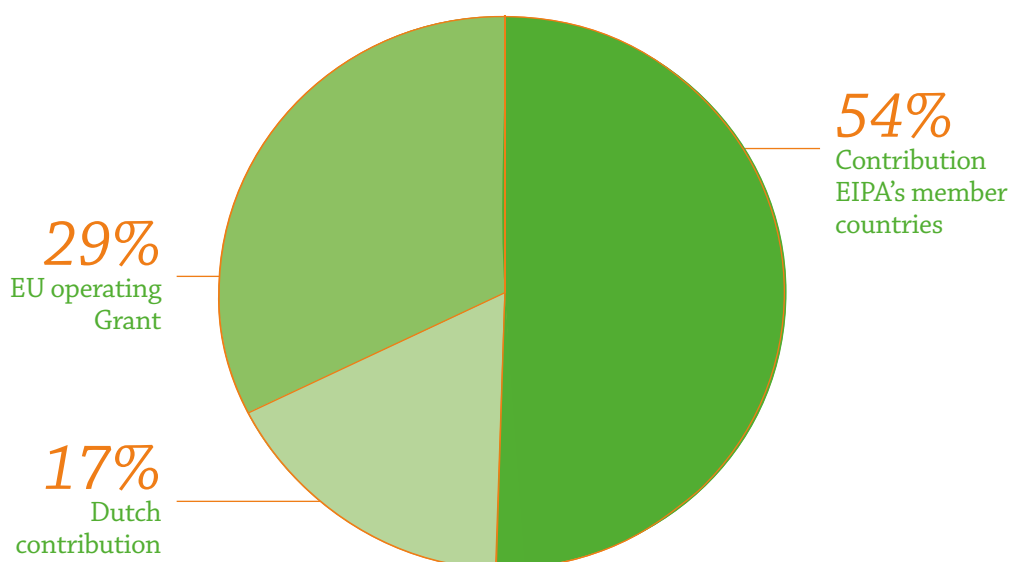
Via an annual Operating Grant, EIPA received ca. €1 million from the Erasmus+ Programme (Higher Education – Knowledge Alliances, Bologna Support, Jean Monnet) of the European Commission.

Subsidies

In 2019, the Luxembourg Government contributed to the overhead costs of EIPA Luxembourg. In addition, the costs for housing facilities and related costs for the Centre were also borne by the Luxembourg Government.

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

Contributions to basic costs and subsidies in 2019



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 our 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 amongst the Member States.





“The course was an excellent opportunity to understand the core features of EU impact assessments. The program is brilliantly organised, combining theoretical aspects and practical exercises.”

Olesea Ghedrovici
Senior Policy Advisor
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Training courses

54

Open seminars

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

867

Participants

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

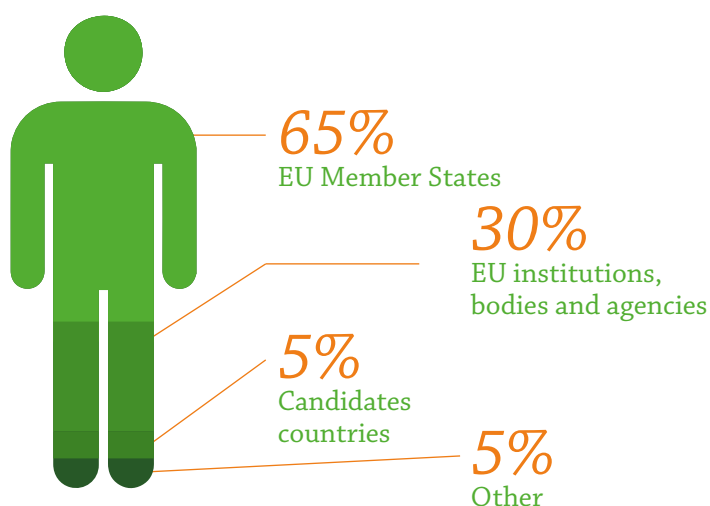
2.113

Course days

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

Most of our open activities took place in our attractive headquarters in Maastricht as well as near our offices in Barcelona and Luxembourg. As in previous years, we regularly organised a range of training courses in Brussels as well as other European cities, such as Dubrovnik, Vienna, Warsaw, Prague and Rome. In addition, we cater to specific national markets by offering seminars in the national language, for example 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.

Where do our participants come from?



Our training courses at a glance

EU Governance

- Understanding EU Decision-Making: Principles, Procedures, Practice
- Working with EU Impact Assessments

Data protection

- The Essential GDPR Course for non-Data Protection Officers
- Data Protection Certification Course
- Data Protection: Refresher and Advanced Course for DPOs and Data Protection Experts
- GDPR and How to Conduct a Data Protection Audit

EU Law

- EU Law for Non-Lawyers
- Advanced Tutorial on EU Law for Non-Lawyers
- Free Movement of Persons
- European Union Civil Service Law
- EU Financial Services Law for Non-Lawyers:
Institutional and Regulatory Framework - What's New?
- EU Justice in Cyberspace
- Introduction to EU Asylum and Migration Law
- Tackling Irregular Migration
- Recent Trends in the Case Law of the Court of Justice of the European Union
- A Practical Guide to EU Law Approximation
- How to Litigate before the Court of Justice of the European Union
- The Current State of the European Union -
Ten Years after the Entry of the Treaty of Lisbon

Public Procurement

- Introductory and Practitioners' Seminar:
European Public Procurement Rules, Policy and Practice
- The Procurement Cycle and Practice
- European Public Procurement, PPP/Private Finance and Concessions
- Recent Developments in European Public Procurement and Case Law
- Competitive Dialogue and Negotiated Procedures Master Class

European Public Management

- CAF - The reference Model for Quality in Public Sector Organisations:
All you need to know to implement the Common Assessment Framework
- Knowledge Management in Public Sector Organisations: the Dos and Don'ts
- Capacity Building in Impact Evaluation:
Counterfactual and Theory Based Approaches
- Digital Transformation Project Management in the Public Sector

EU Structural Funds, ESIF

- The New Regulations for EU Structural Funds programmes 2021-2027:
The new OMNIBUS regulation and challenges for preparing and implementing new programmes
- Implementing the New Regulations for EU Structural Funds programmes in 2021-2027: Programme preparation, lessons learnt, and the new OMNIBUS regulation
- Preparing New Structural and Cohesion Funds Programmes for 2021-2027 - Implementation Lessons from 2014-2020 and Taking Forward Good Practice
- The Draft New Regulations for Programme and Financial Management of EU Structural and Cohesion Funds
- Evaluation and Monitoring of EU Structural and Cohesion Funds Programmes, 2014-2020 and 2021-2027
- Simplification and Results in ESIF Programmes and Projects in 2014-2020 and 2021-2027 - How to Use Simplified Cost Options (SCO)?
- Combining EU Structural and Investment Funds with other Forms of Financial Support: Grants, Loans, Financial Instruments, EFSI and InvestEU
- Financial Management and Control of EU Structural and Cohesion Funds - Management Verifications, the Audit Trail and the New Draft Regulations
- Financial Management and Audit of EU Structural and Investment Funds: Moving from 2014-2020 to 2021-2027
- Cost-Benefit Analysis (CBA) of EU-Financed Projects: Why and How? CBA Guide 2014-2020 and its future 2021-2027
- Internal, External and Performance Audit of EU-Funded Programmes and Projects: 2014-2020 and 2021-2027
- Successful Implementation of the 2021-2027 Period Starts Now: Concrete Steps to be Prepared
- Internal, External and Performance Audit of EU-Funded Programmes and Projects: 2014-2020 and 2021-2027
- Anti-Fraud and Arachne in ESI Funds Audit of the European Social Fund (ESF) and European Regional Development Fund (ERDF)
- Performance Audits on EU Funds carried out by the European Court of Auditors
- ESF to ESF+: Ensuring Success in 2014-2020 and Preparing for 2021-2027

Data protection

As of January 2020, a total of 160,000 data breaches have been reported since the European Union's General Data Protection Regulation (GDPR) entered into force on 25 May 2018. The number of breaches and other security incidents being reported is on the rise. According to official records, within the first eight months of the GDPR there were an average of 247 data breach notifications per day. Since then, the number has risen to an average of 278 notifications a day.

National administrations have the responsibility to support regional and local administrations in complying with the GDPR.

In 2019, EIPA offered certified training courses for data protection officers in cooperation with the European Data Protection Network and the European Data Protection Supervisor (EDPS). We have certified 49 data protection officers (DPOs) around Europe and we have helped 45 professionals who needed to refresh their knowledge of the GDPR and Regulation 1725. Our commitment and continuous excellence in certifying DPOs is based on the high-level experts that teach on our courses and that are the appointed DPOs in various EU institutions. EIPA is proud to be the host of the first training and certification course for DPOs in the EU. We also believe in offering practical courses on data protection for anyone who works with data on a daily basis, but does not have prior knowledge of the subject and has no need to become a certified DPO. As well as this, we offer a specified training course on how to conduct a data protection audit and we have been very active in organising training courses for EU institutions in Brussels and Luxembourg.





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

“I strongly recommend this course to anyone needing to acquire practical insights, as it combines theory and practice on both the legal and operational needs for successful implementation.”

Gabriele Voss-Bacher
European Commission
DG Environment

Our courses are specifically designed to provide the required knowledge that will help you deal with daily data protection issues. Depending on the specific focus of the programme, our courses cover, but are not limited to, the following topics: The European legal framework for data protection, key data protection concepts, the role of the DPO, the EDPS and the national supervisory authorities, cloud computing and data security, data protection audits, e-privacy, the rights of data subject.

The primary scope and aspect of our courses that is most appreciated by our participants is the knowledge exchange and sense of belonging to a community of professionals that continue to work together long after they leave our institute. This is also possible thanks to our speakers, who not only teach the theoretical aspect of data protection but also explain how to work and deal with it on a daily basis.

As well as offering our updated, improved and specific training courses portfolio, in 2020 we aim to continue to build our community of professionals that work with data protection in order to assist Member States and EU institutions, bodies and agencies.



EU Decision-Making Courses


EIPA has been running courses on EU Decision-making for nearly twenty years, making it one of our longest – standing activity. Our current course gets officials up to speed on the essential elements of how the EU system works. It focusses on the different powers that the EU has, who does what, and officials can have a role in shaping EU decisions. It is concise but thorough, and gives special attention to EU law-making.

Throughout the 2.5 days of our open enrolment courses we use group exercises, role plays and simulation games. We also provide inputs from an experienced EU practitioner as the basis for discussion among participants about the practical demands of participation in the various stages of EU decision-making. This is the perfect example of how our courses combine theory and practice to offer a holistic learning experience to our participants.

What did our participants learn in this course?

- The differences between legislative acts, implementing acts and delegated acts, relating them to their place in the EU policy cycle, as well as in the hierarchy of laws.
- Decision-making procedures in the Commission, the Council and the European Parliament, and the ways in which national officials and other stakeholders fit into the policy process.
- The ordinary legislative procedure and how a 'trilogue' works.
- Delegated and implementing acts using topical cases.

All of the participants left this course with a thorough understanding on the essential principles and procedures necessary in order to be credible when operating in an EU context.



“The course was brilliant. In addition to the expert’s truly immense knowledge of the field (and his ability to convey that knowledge), a remarkable feature is the participation of insiders from the EU institutions.”

Peter Bonnor
Case Handler
European Ombudsman



Contract activities

506

Contract activities

9.049

Participants

11.924

Seminar days

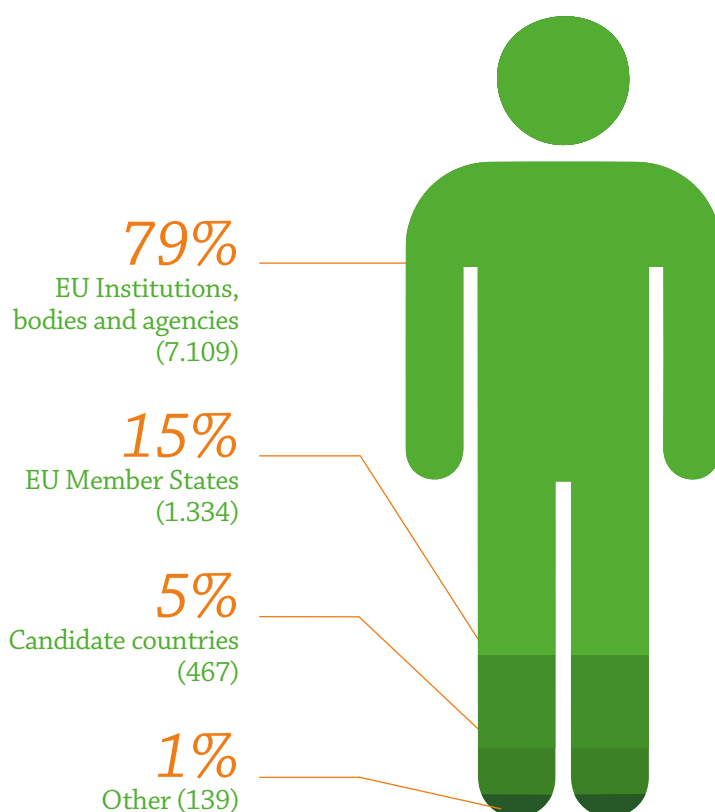
In 2019, we offered and hosted more than 500 contract activities, enabling us to reach a wide audience not only at the EU Institutions, bodies and agencies, but also in the EU Member States, candidate countries and other countries. We are pleased that our services were once again requested by such distinguished partners and that we implemented an extensive range of activities.

An important aspect in developing our contract activities is that we have an in-depth discussion of our clients' specific requirements as early as the preparatory stage, so we can develop a programme that is tailored to their individual needs. This approach is clearly appreciated:

'Communication was excellent. Before starting a new programme, there is plenty of opportunity to discuss our specific requirements. We also discuss the dates and times and which instructor will be teaching the training programme. The programmes are updated each year, and certain areas are tailored to our individual requirements.'

On the following pages we present a number of deliverables that give an idea of the various types of services we provided in 2019. In most cases these were targeted towards a specific group of clients, such as the public administrations of the European Union or the national judiciary. A selection of new contracts we acquired in 2019 gives an outlook to the services we will deliver in 2020 and beyond.

Percentage of participants in terms of contract activities in 2019



New Contracts

In 2019, EIPA succeeded in winning several prestigious contracts from both the EU and Member States. These will be implemented in 2020 and beyond. The following examples of new contracts illustrate how EIPA tailors its offer to the specific needs of different customers.

Services for the SRSS

In 2015, the Commission set up the Structural Reform Support Service (now DG REFORM), as part of the Secretariat-General of the European Commission, with the mandate to provide technical assistance to the EU Member States to effectively design and implement structural reforms.

In January 2019, DG REFORM procured the second **'Multiple framework contract for the support to structural reforms in EU Member States'** to assist the EC and the beneficiary countries in the design and implementation of structural reforms.

EIPA (as a sole partner in a consortium led by Deloitte Belgium) is one of the successful bidders. The Framework contract will run for 24+24 months, with a global ceiling of 100 million euros.

It includes the following three main types of services:

- Policy and strategy development
- Assessment of service provisions and reorganisation proposals
- Consultancy assistance for reform implementation

The above services are to be delivered across 37 policy areas. They cover the EU acquis and mandate, ranging from state governance and better policy-making to non-performing loans.

In a consortium with Deloitte Belgium, EIPA had also been a successful bidder in the first multiple framework contract of the SRSS. This contract ran from 2017 to 2019.



State Chancellery
Republic of Latvia

Latvia – Seminars on new EU Funds, programming period 2021–2027

In November 2019, the Latvian State Chancellery awarded EIPA a contract on **'Provision of training services to institutions of Latvia involved in the management of the European Union Funds: new EU Funds programming period 2021–2027'**. As a single contractor, EIPA will deliver five training seminars to Latvian public officials on the topics of European Structural and Investment Funds (ESIF) management, monitoring and control.

EIPA training services will improve the capacity of Latvian officials to: prepare their new Partnership Agreement and Operational Programmes, measure progress, understand simplification and the use of financial instruments, and deal with programming and financial planning challenges. Each seminar factors in upcoming changes of the 2021–2027 programming period and the draft new Common Provisions Regulation. Services will be delivered in the period of January to December 2020.

This contract award is yet another acknowledgement of EIPA's long-established expertise in the area of Structural and Cohesion Funds. As the main training provider on European Structural and Investment Funds to the staff of the EU institutions since 2014, EIPA brings a particular added value to the stakeholders from the national level.



DG REGIO – Capacity building on anti-fraud and anti-corruption in ESI Funds

In December 2019 EIPA, as partner in a PwC Luxembourg-led consortium, was awarded the contract '**Capacity building on identifying and preventing fraud and corruption in the European Structural and Investment (ESI) Funds**' by DG REGIO. In support of the EC's ongoing efforts to combat fraud and corruption in ESI Funds, the consortium will deliver a capacity-building package that includes: scoping and analysis of anti-fraud and anti-corruption good practices, case studies in ESI Funds management across the EU, creation of e-learning modules and an online capacity-building toolbox.

EIPA will use its extensive network across the EU Member States to conduct scoping interviews with national stakeholders to obtain the necessary sensitive data on anti-fraud and anti-corruption practices. EIPA's pan-European view and specialised knowledge on EU Funds will underpin the subsequent in-depth analysis and vetting of identified good practices and relevant case studies, and help develop substantial parts of the capacity-building toolbox. As a long-standing training institute, EIPA will furthermore support the development of e-modules as an introduction to anti-fraud and anti-corruption measures in ESI Funds, and help organise stakeholder workshops. The project will be delivered between January 2020 and March 2021.



Slovenian Presidency Training

In November 2019, EIPA was selected by the Slovenian Ministry of Public Administration as one of the main training providers for the preparations of the upcoming 2021 Slovenian Presidency of the Council of the EU. Within the contract 'The Slovenian Presidency of the Council of the European Union 2021 – skills and language', EIPA will be the single provider for three important training blocks. More precisely, EIPA will be training Slovenian ministers, senior officials and civil servants for their roles and duties in preparing and chairing respectively council and working party meetings.



EIPA services will include highly interactive and tailored seminars, where participants will be provided with the necessary skills and knowledge needed to chair council and working party meetings in an effective manner. The practical hands-on training will provide the participants with an understanding of formal and informal rules, tools for performing their presidency duties in critical situations (e.g. time pressure, disagreement between Member States) and an opportunity to test and further develop their chairing skills throughout simulations and role play, facilitated by an EIPA team of senior trainers.

Between January 2020 and March 2021, EIPA is expected to deliver approximately 60 separate seminars in Ljubljana and Brussels.

The award of this contract does not only show recognition of EIPA's long-established reputation in presidency training for EU Member States, but also acknowledges the good cooperation between EIPA and Slovenia in preparation of the first Slovenian Presidency rotation in 2008.

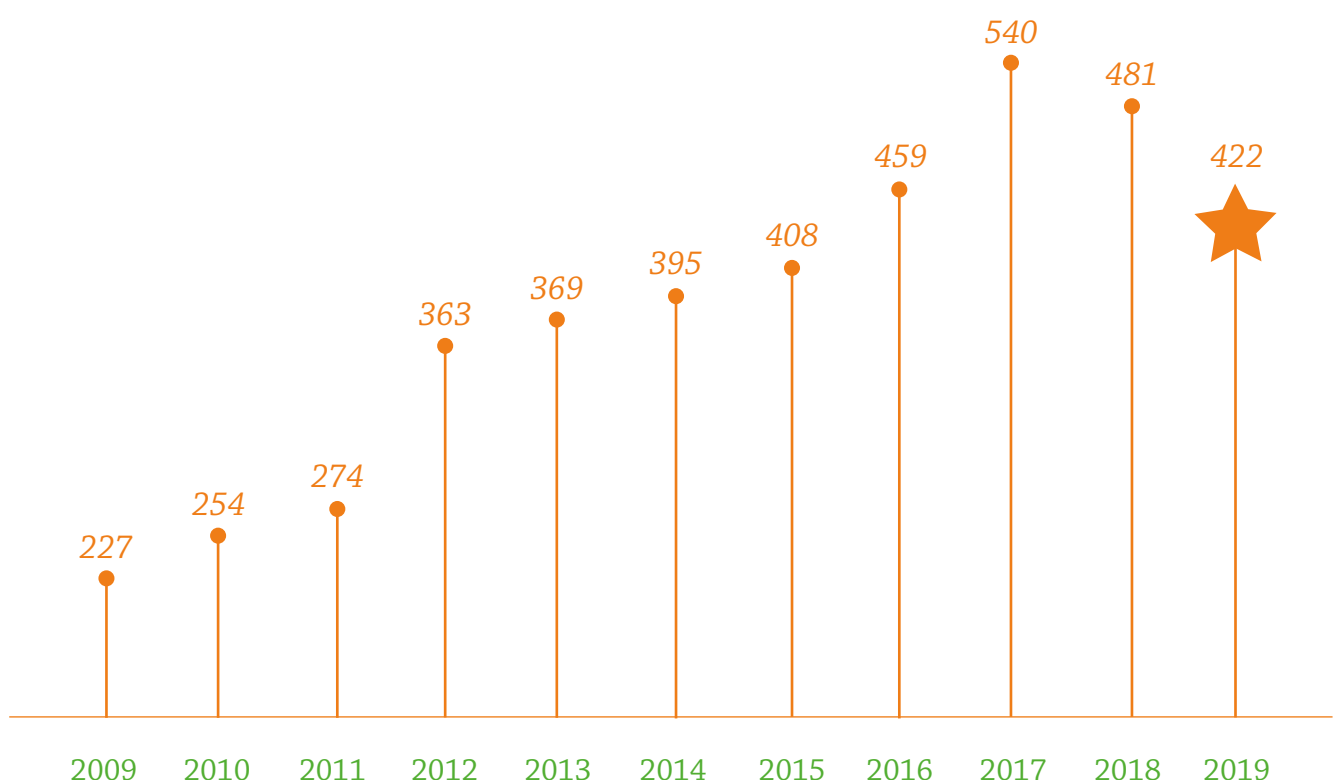
Services to the European Union

Multi-annual framework contracts with the EU

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

The total number of activities delivered annually through these activities has grown constantly over the years. In 2019 alone, we trained nearly 6750 participants during 422 activities.

Annual total number of activities organised by EIPA and consortium partners for the EU institutions, bodies and agencies, 2009-2019

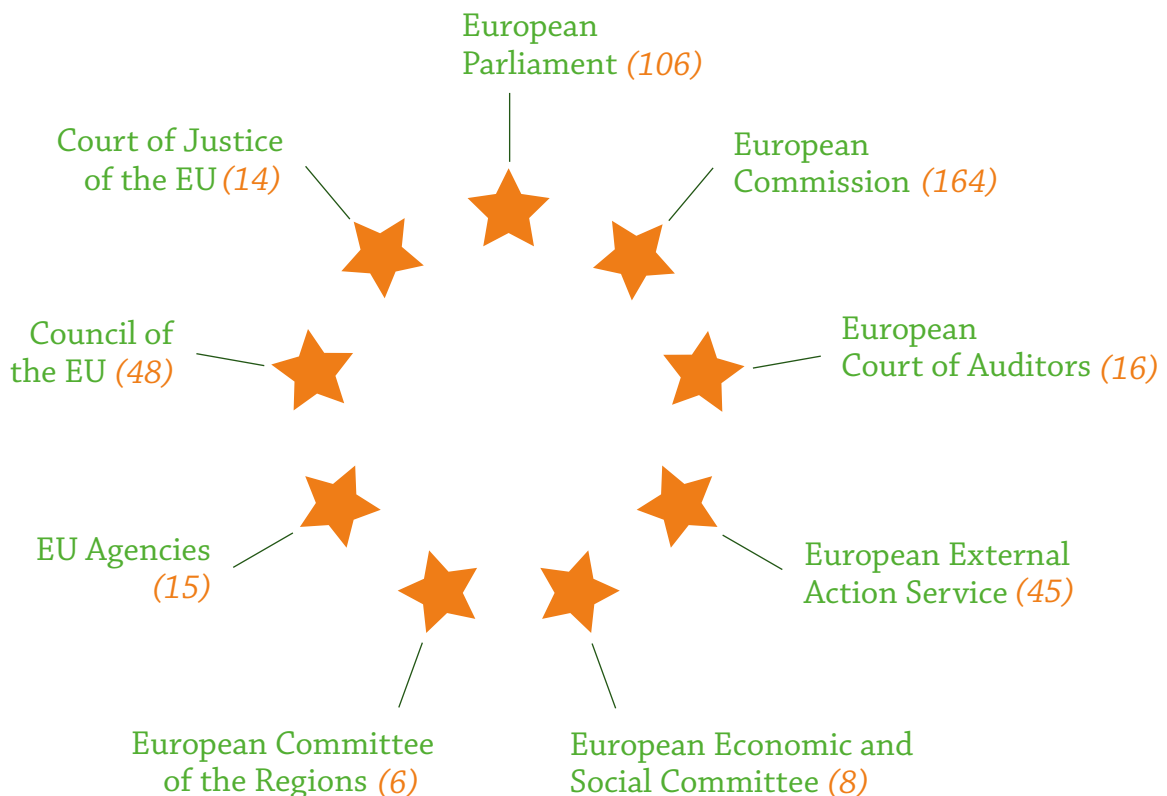


These contracts cover almost all the EU institutions, bodies and agencies. The main exception is the European Investment Bank, for which we deliver services separately. The European Commission and the European Parliament request the largest number of activities. In 2019, we also delivered services for 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 eight different EU Agencies.

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

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

Number of activities organised by EIPA and consortium partners for the EU Institutions, bodies and agencies, 2019



Main series of activities delivered by our consortia, 2016-2019

European Commission

Secretariat-General

Ariane courses

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

Better Regulation courses

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

DG Human Resources

The European Semester
The politics of new economic governance
Introduction to microeconomics
Introduction to macroeconomics
Behavioural insights and policy-making
The global financial crisis
The EU sovereign debt crisis

DG Joint Research Centre

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

DG Research and Innovation

Economics for non-economists

DG Trade

WTO and international law

DG Translation

Asylum and migration policy

European Parliament

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

Council of the EU

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



We cover a range of specialised topics in international affairs for the EU. In the case of the **European External Action Service (EEAS)**, for example, in 2019 these again included a range of themes such as radicalisation and counterterrorism, human rights, religion and foreign policy, public diplomacy, strategic planning, political analysis and reporting, as well as addressing the EU's relations with the United States, Russia, China and Africa, 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.

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

Law services

Technical assistance in cooperation with the Luxembourg Ministry of Foreign Affairs



Since 1998 EIPA, through its Centre in Luxembourg, has been working closely with the Luxembourg Ministry of Foreign and European Affairs (MFEA) to support the European integration process. It has provided various institution and competence-building assistance to countries that have applied for EU Membership and/or have association agreements with the EU.

In 2019, EIPA Luxembourg was awarded a multi-beneficiary Convention to provide such assistance to Bosnia and Herzegovina, Kosovo¹, Montenegro, the Republic of North Macedonia, Serbia and Turkey. Within the framework of this Convention, EIPA delivered a total of 21 activities: 17 training activities, 2 fact-finding assignments, 1 combined training and study visit to Luxembourg and 1 consultancy assignment.

In addition, the Convention provided 49 scholarships for officials from the above-mentioned beneficiary partner countries plus Albania, to attend open enrolment training activities in Luxembourg.

In each of the beneficiary countries, EIPA Luxembourg has established close and smooth cooperation with partner institutions, which contribute to the activities in various ways e.g. providing input with respect to real assistance needs, hosting training activities, identifying local experts, organising translation and/or interpretation, translating evaluation forms, providing refreshments and meals for participants. It is this close cooperation that allows EIPA to deliver the high number of quality activities and services in the course of a year.

The assistance provided by Luxembourg via EIPA training activities addressed the priority needs of very different target groups identified by the beneficiary partner countries.

For example, in Serbia EIPA provided training for:

- judges and prosecutors on EU environmental and family law instruments recently implemented in the country;
- civil servants from relevant ministries and agencies on the latest initiatives to update EU copyright and trademark legislation as support to Serbia's efforts to ensure that the country's national legislation complies with the EU legislation in these areas.

In Kosovo, EIPA provided:

- training for officials in the area of freedom, security and justice, and the Fundamental Rights Charter as part of efforts to ensure that both national law and national administrative procedures comply with EU standards;
- consultancy for the Ministry of European Integration with a view to assisting in the ongoing efforts to strengthen the capacities of Kosovo's public service and, in particular, to support the preparation of guidelines, procedures and good administrative practices related to the drafting of legal opinions.

¹ This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

Services for the EU Member States and beyond

In addition to training activities delivered under EIPA's framework contracts with the European Institutions (Lot 1) and the European Investment Bank, in 2019 EIPA Luxembourg experts delivered tailor-made training services to several EU Member States, including:

- a total of three training modules on EU law in general, European social and labour law and the Posted Workers Directive for the *Inspection Générale des Affaires Sociales* (IGAS), which is the French Government's audit, evaluation and inspection office for health, social security, social cohesion, employment and labour policies and organisations;
- the Attorney General's Office of the Republic of Cyprus in cooperation with the Cyprus Academy for Public Administration on the juris prudence of the Court of Justice of the European Union covering specific questions and fields requested by the Attorney General's Office;
- training activities (EU law for non-lawyers and EU family law) for the Luxembourg *Institut National d'Administration Publique* (INAP);
- the Luxembourg Ministry of Foreign and European Affairs (MFEA): under a framework convention awarded to EIPA Luxembourg, eight training activities for diplomats from the MFEA and/or civil servants from other line ministries.

EIPA Luxembourg also implemented – as lead firm or partner in consortia – a wide variety of activities within the framework of different projects co-financed by DG Justice action grants. In addition to training for judicial professionals (judges, prosecutors, defence attorneys, court staff, etc.), EIPA Luxembourg experts:

- contributed to the final conference in a two-year project providing European Judicial Training for Court Staff and Bailiffs;
- evaluated and submitted an evaluation report on the implementation of the project Governing Inheritance Statutes after the entering into force of the EU Succession Regulation (the project activities targeted European notaries, and EIPA experts evaluated both training activities and publications delivered within the framework of the project);
- led the preparation of a study providing an analysis of the application of the 2004 Compensation Directive on Victim's Access to Compensation in EU Member States.

Following up on a study on the State of Play of EU Law Training for Court Staff delivered by EIPA Luxembourg in 2014, EIPA –through its antenna in Luxembourg – joined a consortium with the European Judicial Training Network (EJTN) in 2019 to update and expand on the study. The study is financed by the European Commission's DG Justice and Consumer Affairs and will be delivered in 2021. This project constitutes the first formalised cooperation between EIPA and the EJTN, and will not only lead to a useful study but will also be an opportunity to strengthen institutional ties between the two consortium partners.

EuroMed Justice IV



Between May 2016 and July 2019, EIPA – as the senior partner of a consortium led by EIPA's long-standing partner FIIAPP (Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas) and the support of two other consortium partners, CILC (Center for International Legal Cooperation) and JCI (Justice Coopération Internationale) – has carried out the EU-funded EuroMed Justice IV project.

The overall objective of the EuroMed Justice IV programme was to build the fundamentals for a sustainable Euro-Mediterranean mechanism of judicial and law enforcement cooperation. This was building upon 15 years of EuroMed Justice programmes, developed and implemented by various EIPA-led consortia. The programme had four modules, three of which aimed at promoting and strengthening cooperation in:

- criminal matters,
- family law – child protection,
- legal aid.

The last module aimed at strengthening the high judicial councils of the ENP-South partner countries as well as the cooperation between them.

To ensure ownership by the participating countries an expert group, **CrimEx**, was established by the project team with the support of the European Commission (DG NEAR and DG Justice). The CrimEx was made up of members of the judiciaries (judges and prosecutors), civil servants from the Ministries of Justice, representatives from bar associations, and family law and legal aid NGOs, as well as law academics from the ENP-South partner countries. It was directly connected with and supported by Eurojust and the European Judicial Network (EJN).

During the project, the CrimEx met eleven times and demonstrated the expertise, diversity and advancement in judicial cooperation of and among participating countries. The committee created a space for dialogue, collaborative work and mutual trust between the participating countries. It became a driving force behind the establishment of the **EuroMed Forum of Prosecutors General**, which held its first meeting in January 2018 in Madrid. This historical event was a cornerstone and an essential step to build trust and confidence at the highest judicial level. It was followed by the second forum hosted by Eurojust in The Hague on 31 January 2019, where the forum was formalised as a new and sustainable network.

CrimEx also had a number of operational roles. It produced a number of documents and practical tools for cross-regional cooperation in the Mediterranean:

- *A Digital Evidence Manual*;
- *a Handbook on Judicial Cooperation in Criminal Matters*;
- an update and expanded set of the *EuroMed Fiches*, the initial version of which had been authored during the EMJ III programme;
- *seven legal and gaps analyses* addressing mutual legal assistance, confiscation and assets recovery, extradition, transfer of criminal proceedings, transfer of sentenced persons, special investigation techniques, cybercrime, money laundering and terrorist financing, and countering terrorism.

To ensure the practical application of these CrimEx documents, training needs analyses were elaborated, desirable training methodologies identified, and training curricula and trainers' manuals developed. In the field of criminal justice, six 'train-the-trainers' events and two study visits were organised.

Under the auspices of CrimEx, a special working group CHILD was established with a view to delivering a **comparative study on the application by national religious and secular judges of the international norms concerning the best interests of the child**. Three seminars and a technical assistance facility activity (TAF) involving Algeria, Tunisia and Morocco were subsequently organised to provide training on the outcomes of the comparative study. This included increasing knowledge on cross-border conflicts in the field of family law, and on the international standards on the protection of the best interest of the child.

“Overall, EMJ IV contains many elements in its approach that contribute to its significant success and make it an example of best practice for regional projects beyond the Euro-Mediterranean context as well as beyond the justice sector.”

External evaluation commissioned by the EU Commission

In terms of legal Aid, a **regional study** was undertaken and a TAF activity implemented. The latter investigated how high-quality legal aid services could be provided to vulnerable populations in three of the ENP-South partner countries (Lebanon, Libya and Jordan)

To strengthen the capacity of the **High Judicial Councils**, two study visits and two seminars were organised jointly with the European Networks of the Councils for Judiciary (ENCJ) on the assessment of the judiciary's independence and accountability.

The EuroMed Justice IV went far beyond the status of a project or initiative, and developed into a sustainable cross-regional action for justice.

The activities undertaken during the implementation of EuroMed Justice IV have formed sustainable building blocks for the development of a Euro-Mediterranean area of judicial cooperation. Trust, confidence and dialogue have been established among justice professionals in this complex Euro-Mediterranean region, and between justice professionals in the region and in EU Member States.

Study visits

EIPA regularly organises 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 these participants 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.

Once again EIPA organised several programmes for various groups of public officials in 2019. One example is the continuation of our long-standing cooperation with the Republic of Korea, for which we organised six study visits to district and appeal courts in France, Italy, Portugal and Spain. The following study visits we set up for Turkish public officials illustrate how we tailor each programme to the specific needs of the particular public administration.



Local Administration Reform Project: European learning and practice transfer for Turkish senior officials

The United Nations Development Programme (UNDP) within the Local Administration Reform project (LAR III), tasked EIPA with three “learning journeys” November 2019 in Spain, and in France and Poland in 2020. This project was co-financed by the European Commission and conducted with the Turkish Ministry of Environment and Urbanisation and the Ministry of the Interior.

The first five-day study visit to Spain – to the cities of Barcelona, where EIPA had a centre for many years, and Madrid – was carried out for a high-level Turkish delegation. The objective was to gain insights and support their legislative drafting process by addressing a number of relevant topics, and learning from innovative approaches and practices in the provision of public services and municipal public finance management.

Specifically, participants had the opportunity to acquire first-hand knowledge, local experiences and lessons from Spain in the following areas:

- How is the public administration system structured and what roles and functions do local governments exercise? Which local government reforms are being undertaken?
- How is the financial management system (including operational and capital budgeting, fiscal planning, and monitoring of performance management and reporting) organised? Can local authorities increase their revenue and share it? What mechanisms of intergovernmental fiscal transfer between central and local governments exist?
- What legal and institutional structures allow local authorities to issue business licensing? Which other tools support the local business climate and economic development?
- How do relations between central governments and municipalities in terms of control and oversight of local governments function? Are there anti-corruption strategies and relevant legislation in place?

This extensive information and knowledge was not only acquired by visiting both the Spanish local and state administrations, but was also transferred via several rich tool boxes of best practices produced by EIPA such as the EPSA scheme, the EUPACK project, the European CEFG Group, and the Local Public Management Excellence Cloud.

A well-balanced mix of visits was made to local institutions (e.g. the City Council and Province of Barcelona, the Catalan Government as well as the Spanish Ministry of Territorial Policy and Civil Service together with the Spanish Federation of Municipalities and Provinces) in both cities. There were also in-depth discussions and lectures from in-house experts that provided the participants with a full overview, top-level expertise and best-practice models in the areas outlined above.

Master of European Legal Studies – MELS Online

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

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

The current class of MELS 2019 – 2021 started in September 2019 and will be finished in September 2021. The group consists of 23 students from all over Europe: they represent 13 Member States of the European Union and 4 potential candidates and candidate countries. The latter four benefit from a scholarship funded by the Ministry of Foreign and European Affairs of Luxembourg.

Programme about rapidly evolving European law

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

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

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

Innovative teaching methodology

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

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

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

The pluralism of both the lecturers' and students' backgrounds, accompanied with a novel blend of teaching methodologies, results in a truly unique Master programme.

"Great programme! It has provided me with in-depth knowledge about European legislation in a flexible and results-oriented manner. This has definitely helped my career develop further in the European institutions."

Alberto Gago-Fernandez
Policy Officer, DG CNECT, European Commission



The new CAF 2020

20 years of excellence in public administration



On November 28, 2019 the EUPAN Directors-General in Helsinki unanimously adopted the CAF2020. CAF2020 is the fifth version of the Common Assessment Framework. Currently, around 4,100 organisations use the CAF, and many countries have included it in their administrative reform strategies.

CAF2020 was developed by EIPA's CAF Resource Centre (<https://www.eipa.eu/portfolio/european-caf-resource-centre/>) together with the European CAF Correspondents Network in an interactive two-year process.

Originally developed as model of Total Quality Management inspired by the European Foundation for Quality Management (EFQM®) CAF has constantly evolved since its launch in the year 2000. **Today, the CAF2020 aims to be the European guideline for good governance and excellence in public sector organisations.**

What is new in CAF 2020?

The basic structure with 9 subject areas and 28 criteria is preserved. The language has been simplified, shortened and is now more concise. CAF2020 reinforces the focus on digitisation, agility, sustainability, innovation, collaboration and diversity. As a result, there have been significant changes of each individual criterion and example. However, users of previous CAF versions will find it easy to familiarise themselves with the new version. The comparability with the “predecessor” CAF2013 is ensured. The permanent acquisition of information and participation has become an indispensable part of everyday life and work for many people. Citizens demand more, become more critical and want to participate. This has put more pressure on traditionally shaped administrative structures and cultures. More agility and innovation in strategy development, in the organisation's structures and processes and above all, the awareness of the staff is required in order to master the necessary “change”.

The new CAF 2020 provides a comprehensive and updated reflection framework by which each public administration can autonomously find the appropriate tools for administrative development. Think: “Change it - CAF it”.

The core of CAF2020 is a questionnaire with 200 examples of self-assessment of public organisations. The aim of the CAF is to initiate a continuous improvement process and to create the conditions for efficient and high-quality public services. Managers, together with employees, improve their organisation on the basis of common European principles and values of public management and governance.



CAF Correspondents approved the new CAF 2020 during their last meeting in Helsinki

Main principles of the new CAF2020:

- Better services for citizens: CAF initiates and manages the advancement and change of public administrations in order to better serve the citizens.
- Tailored for the public sector: CAF was developed by the public sector for the public sector.
- European principles and values: CAF is based on common European principles and values of public management and governance. This is ensured through cooperation in the European CAF network.
- Common language: CAF enables leaders and staff to constructively discuss organisational improvements and fosters dialogue and bench learning in the organisation.
- Involvement of employees: The self-assessment process is the basis for the systematic involvement of the staff and continuous improvement of the organisation.
- Evidence-based administrative reform: CAF encourages public sector organisations to undertake reforms based on objective information and data.
- No external costs: CAF is free and is provided by the European CAF Resource Centre and the network of national CAF correspondents.
- CAF seal of approval: External evaluators give recommendations for improving the organisation and are awarded the label "Effective CAF User".
- Five Principles of the European Ombudsman's public service: commitment to the European Union and its citizens, integrity, objectivity, respect for others and transparency.

Download the new CAF2020

<https://www.eipa.eu/portfolio/european-caf-resource-centre/>

The European Public Sector Award 2019



‘Assess Yourself and Learn from the Best’

Three categories, three innovative winners

In 2019, EIPA – with the institutional and financial support of 8 European public partners – ran and managed the European Public Sector Award for the sixth time in a row. The EPSA award – the only award scheme open to all public sector bodies across Europe – recognises the best and most innovative performers in public administrations.

Since its launch in 2007, EIPA's EPSA award scheme has received, assessed, and made accessible nearly 1400 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.

Networking Day II



1

Overarching theme

“New solutions to complex challenges – A public sector citizen-centric, sustainable and fit for the future.”

3

Different administrative categories:

- European and National category
- Regional administrative category
- Supra-Local and Local administrative category

158

Innovative projects tackling current and complex challenges for public administrations from 28 countries, one EU agency and one EU Justice-related international organisation.

Final conference and award ceremony

Over 120 guests from 15 different European countries and the European institutions participated in the range of EPSA 2019 events held in Maastricht on 4-6 November 2019.

The three EPSA 2019 winners showed how innovation in the public sector can really help to make life better for citizens. As Marco Ongaro, EIPA's Director-General said, “We are very proud at EIPA to have hosted the EPSA for the last ten years – it's at the heart of our mission to serve the public sector in Europe by sharing good practice which everyone can learn from”.

On 6 November, EIPA presented the European Public Sector Awards (EPSA) 2019 to the three winning projects in the three administrative categories – European and National, Regional and Supra-Local and Local. The winners received their EPSA 2019 trophies during the final award ceremony, which took place at the Provincial Government House in Maastricht, where the Maastricht Treaty was signed in 1992.

EPSA award winners with EIPA's DG Marco Ongaro and EIPA staff



Three EPSA 2019 award winners:

European and National category:

Simplex+Program – Portugal's way of helping government work better for citizens

The project "Simplex+ Program", submitted by Portugal's Administrative Modernisation Agency (the Agency) is a national programme for the simplification and digitalisation of administrative procedures across all parts of government. As independent reviews have shown, the programme measures make it easier for citizens and businesses to use public services in Portugal and save them time when they do. Many of them have also saved working time for the public sector.

The Simplex+ Program has led directly to other excellent projects from the Agency which have won Best Practice Certificates in EPSA 2019 such as Citizen Spots (supported assistance for citizens to access digital services) and ASET – Automatic Social Energy Tariff (automatically offering affordable energy tariffs to low income consumers).

Regional administrative category:

Groeipakket – Equal treatment for all children in Flanders

The project "Groeipakket" (Growth Package) was submitted by Kind en Gezin, Agentschap Informatie Vlaanderen and Agentschap Uitbetaling Groeipakket (BE). It offers an integrated family policy with competences of education, care and childcare together with child benefits. One basic principle in achieving this is the automatic granting of rights, which reduces administrative burden for the families and ensures that no child is left out.

This project is the result of the collaborative efforts of all departments in Flanders connected to family policy, breaking silos and working in self-organising teams. The results are already evident, resulting in less poverty and equal treatment between the working and non-working poor. Other regions in Belgium are adopting the Groeipakket model, based on allowances granted automatically and expansion to more children to minimise the risk of child poverty.

Supra-Local and Local administrative category:

Rooftop Gardens – Taking social inclusion to a new level

The project "Rooftop Gardens: Growing greens for social inclusion" was submitted by the Municipal Institute for People with Disabilities of the City of Barcelona (ES). This project takes advantage of unused public space, such as rooftops of municipal buildings, to set up rooftop gardens with innovative urban farming methods that are operated by people with disabilities. It fosters social inclusion and increases quality of life of the participants by changing their role from that of being beneficiaries towards being contributors producing goods for the community.

Theo Bovens, King's Commissioner
of the Province of Limburg

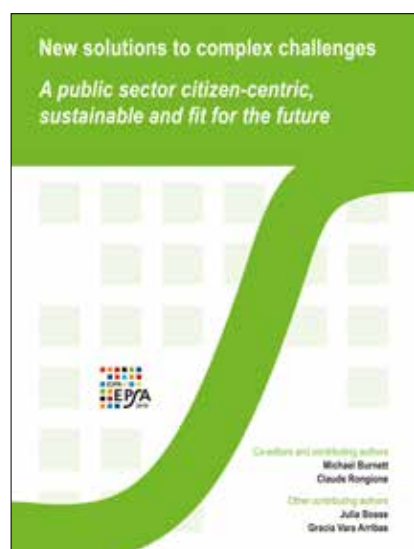
Vivianne Heijnen, Counselor, City of Maastricht





Project leader Michael Burnett with Menno Spaan
(Director Haagse Beek Consultancy) and EIPA's Dutch Board
Member Frans van Dongen

Gala reception at Town Hall Maastricht



The Rooftop Gardens also support the circular economy as food waste is minimised by donating any surplus of fresh vegetables to local food banks and associations. They also enrich the local community by creating networks between the occupational centres managing the rooftop gardens, local food banks and associations as receivers of fresh food.

In different ways, these three winners have shown why the EPSA 2019 invited the public sector in Europe to show how they can be citizen-centric, sustainable and fit for the future.

The EPSA 2019 publication presents the key outcomes of the 2019 award.
[New solutions to complex challenges – A public sector citizen-centric, sustainable and fit for the future.](#)

Official Partners EPSA 2019

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



Gemeente Maastricht

With the support of

the City of Maastricht
and the Dutch Province of Limburg.

provincie limburg



Our partners in 2019

European Institutions/Agencies and Bodies

- Agency for the Cooperation of Energy Regulators (ACER)
- Committee of the Regions (CoR)
- Council of the European Union
- Eurojust
- European Agency for Safety and Health at Work (EU-OSHA)
- European Asylum Support Office (EASO)
- European Banking Authority (EBA)
- European Commission (EC)
- European Court of Auditors (ECA)
- European Data Protection Board (EDPB)
- European Defence Agency (EDA)
- European Economic and Social Committee (EESC)
- European Environment Agency (EEA)
- European External Action Service (EEAS)
- European Investment Bank (EIB)
- European Parliament (EP)
- European Police Office (EUROPOL)
- European Railway Agency (ERA)
- European School of Administration (EUSA)
- European Union Agency for Fundamental Rights (FRA)
- European Union Aviation Safety Agency (EASA)

Central Government's Ministries

- Federal Chancellery Republic of Austria (AT)
- Council of Ministers of the Republic of Bulgaria (BG)
- Danish Ministry of Finance (DK)
- Prime Minister's Office, Finnish Government (FI)
- Department for European Policy, Italian Presidency of the Council of Ministers (IT)
- Ministry of the Civil Service of the Grand Duchy of Luxembourg (LU)
- Ministry of Foreign and European Affairs of the Grand Duchy of Luxembourg (LU)
- State Chancellery of the Republic of Latvia (LV)
- Ministry for Justice, Equality and Governance of Malta (MT)
- Dutch Ministry of the Interior and Kingdom Relations (NL)
- Norwegian Ministry of Local Government and Modernisation (NO)
- Foreign & Commonwealth Office (UK)

National Agencies and Authorities

- Road Infrastructure Agency – RIA (BG)
- Federal Statistical Office - Destatis (DE)
- Engineering Systems for the Defence of Spain – Isdefe (ES)
- French General Inspectorate for Social Affairs – IGAS (FR)
- Italian Permanent National Committee for Microcredit (IT)
- The Supreme Court of Korea (KR)

Regional/Federal/Local Authorities

- Flemish Government, Work and Social Economy Department – WSE (BE)
- Government of Catalonia (ES)
- Province of Barcelona (ES)
- Province of Limburg (NL)
- Harghita County Council (RO)

Public Administration Networks and Schools

- Cyprus Academy of Public Administration - CAPA (CY)
- Basque Institute of Public Administration - IVAP (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)

Local Authorities

- Free and Hanseatic City of Hamburg (DE)
- Barcelona City Council (ES)
- Bordeaux Métropole (FR)
- Municipality of Milan (IT)
- Vilnius City Municipality (LT)
- City of Amsterdam (NL)
- Municipality of Maastricht (NL)
- City of Trondheim (NO)
- City of London (UK)

Universities

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

International Organisations

- International Organisation of La Francophonie - OIF
- United Nations Development Programme - UNDP

Others

- ACTIRIS, Brussels Employment Office (BE)
- Nordlicht Management Consultants GmbH (DE)
- Barcelona Institute of International Studies – IBEI (ES)
- Metropolis (ES)
- Ernst & Young Croatia (HR)
- WYG Türkiye (TR)

Institutional news: A new DG for EIPA

3 December marked the day on which EIPA bid farewell to Prof. Dr Marga Pröhl, EIPA's Director-General since 1 November 2017. We then had the pleasure of welcoming her successor, Marco Ongaro, who took up his new position as Director-General on 1 November.

Some impressions from the honorary reception



Marco Ongaro with EIPA's Board members Paulius Skardžius (LT) and Juha Sarkio (FI)



Four past and present EIPA DG's: Prof. Dr Gérard Druesne, Prof. Dr Marga Pröhl, Marco Ongaro and Isabel Corte-Real (from left to right)



Marga Pröhl with Slawek Zalobka (Counsellor-General at KPRM/Chancellery of the Prime Minister, Warsaw)



Speech Guy Verhofstadt, then Chair of Board of Governors



Marco Ongaro and Dr Wolfgang Heusel (Director ERA)



Marga Pröhl and EIPA staff



Hanno Würzner, Dutch Board member
(Ministry of Foreign Affairs)



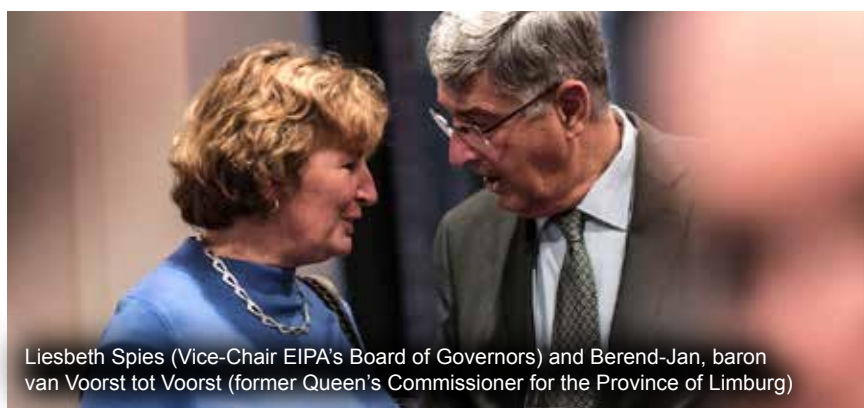
Isabel Corte-Real and
Dr Wolfgang Heusel



Guy Verhofstadt
and Prof. Dr Gérard Druesne



Marga Pröhl and Jean Bruijnzeels
(City of Maastricht)



Liesbeth Spies (Vice-Chair EIPA's Board of Governors) and Berend-Jan, baron
van Voorst tot Voorst (former Queen's Commissioner for the Province of Limburg)

EIPA's International Management and Staff

Management



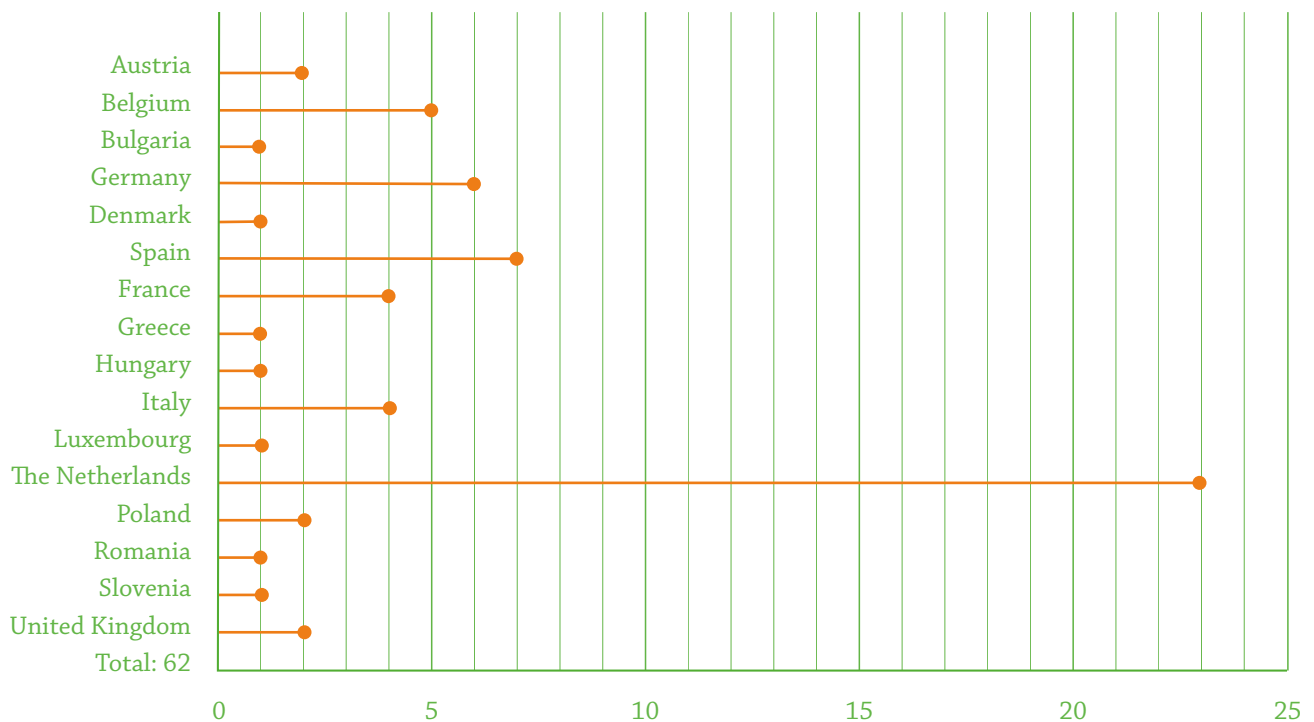
Marco Ongaro (BE)
Director-General



Peter Heijmans (NL)
Director of Finance and Organisation

Nationalities

Being a multicultural and multinational Institute, EIPA's staff consisted of people from 17 different European nationalities in 2019.



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.



Julia Bosse (DE)
Researcher

Fields of specialisation

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



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

Fields of specialisation

Coordination of national preparation and implementation of EC and EU policies and law; EC competition and merger control law; Training needs analysis; EU international and accession negotiations; EU enlargement and law approximation and the administration of justice.



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 Theo Jans (BE)
*Acting Head of Unit European Public
Management and Antenna Barcelona,
Associate Professor*

Fields of specialisation

Decision-making; European governance.



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.

Scientific staff [alphabetical order]



Rita Beuter (DE)
Senior Expert

Fields of specialisation

European public procurement rules and policy.



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.



Wolfgang Koeth (DE)
Senior Lecturer

Fields of specialisation

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



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.



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.



Fabrizio Rossi (IT)
Research Assistant, CAF Desk Officer

Fields of specialisation

CAF; Data Protection.



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)
*Senior 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.



Gracia Vara Arribas (ES)
Expert

Fields of specialisation

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

Contact us

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