

# Annual Report 2020

European Institute of Public Administration

The background of the cover is a photograph of a modern building with large glass windows, reflecting the sky and surrounding environment. In the foreground, there is a row of flagpoles with various national flags, including the European Union flag. The scene is set against a bright, hazy sky with a rainbow visible in the distance. A semi-transparent green rectangular box is overlaid on the middle of the image, containing the title text.

## Digital Services for Europe

**Cover photo:**

EIPA's headquarters in Maastricht  
The Netherlands

# Table of Content

A Note From our Chair	5
A message From the Director-General	6
Board of Governors	8
Our Locations	10
Institutional News	12
Our Role as a Knowledge Hub	13
EIPA's Activities in 2020	14
Support From the European Commission and the EU Member States	16
#ErasmusDays	17
Training Courses	19
Our Training Courses at a Gg glance	21
Data Protection	22
New Work	24
Contract Activities	27
Services to the European Union	28
Services for the EU Member States	32
Supporting the Legal Sector	34
Master of European Legal Studies - MELS Online	36
The European CAF Resource Centre at EIPA	38
Publications	40
Our Partners in 2020	44
EIPA's International Management and Staff	46
Contact Us	50



Co-funded by the  
Erasmus+ Programme  
of the European Union



The European Commission  
supports EIPA through  
the European Union budget







*‘To maintain the credibility and trust of European citizens, it is vitally important that the civil servants of public administrations in the European Union institutions, as well as the Member States, are well trained.’*

# A Note From our Chair

When I took up my position in December 2019, I could not have imagined that my first year as EIPA's Chair of the Board of Governors would see the institute – and the whole world – be in the process of constant change and rapid transformation, due to the Covid-19 pandemic.

EIPA has been providing its activities face to face for nearly forty years, so I was particularly impressed to see how quickly the institute managed the transition to online delivery. As we all know, this is not an easy change; but during the initial weeks of the lockdown, EIPA had already started the process of converting training activities to an online context. By the end of March 2020, a substantial part of EIPA's online training offer was up and running. This digital transformation of EIPA's services is still ongoing.

The last year has shown once more the importance of standing together as Europeans, within a strong and well-functioning European Union. Today, EIPA's mission is more relevant than ever. To maintain the credibility and trust of European citizens, it is vitally important that the civil servants of public administrations in the European Union institutions, as well as the Member States, are well trained. Through excellent training, staff members are well equipped to support the functioning of the EU in the best possible way. In this, EIPA is a cornerstone as a major learning and training hub within the EU.

I have always been convinced that the European Union needs reform to earn the trust of its citizens. With well-trained civil servants, we can build a Europe that is efficient and agile, with strong institutions and a capable public administration that defends European values. Today, faced with all the challenges due to the pandemic, I am more than ever convinced that we can meet the future even stronger, if we shoulder these difficulties side by side. We are indeed stronger together!

I know that EIPA plays an important role in this regard. In our beautiful premises in Maastricht and Luxembourg as well as on our digital platforms, we can provide the most current updates and training for public officials throughout the EU, its Member States and its institutions. With EIPA, participants can learn from each other, share experiences and grow stronger together.

As Chair of EIPA I would like, from the bottom of my heart, to thank the management, staff and our external experts for the enormous effort all of you have made throughout this past, difficult year. EIPA's strong results are a team effort that you should all be proud of. I also would like to thank all our clients for putting their trust in us, especially during such eventful times – we hope we can continue to serve you in the best possible way.

From left to right:

**Marco Ongaro**  
Director-General

**Cecilia Wikström**  
Chair

**Wim Van De Camp**  
Vice-chair



**Marco Ongaro**  
Director-General

# A Message From the Director-General

EIPA began 2020 with big ambitions and full of energy: new leadership and a new strategy had just been put in place and we were starting to put our plan into action. In a most unfortunate turn of events, the COVID crisis caught us like the rest of the world and locked all of us in our homes in early March. A digital approach, which had already been part of our transformation plan, immediately became a necessity. Within a few days, the teams were able to propose an online alternative for all our courses.



*‘Over the course of the year, we managed to propose 482 seminars for 7.770 participants, and 9.614 days of delivery.’*

During the first two or three months, adoption was pretty slow, strengthening gradually as it increasingly became clearer that the crisis would not be resolved rapidly. In the first few weeks, we were faced with a number of cancellations, in particular in our open course activities, as our customers have traditionally been used to face-face formats and the opportunity to network in person. We decided to postpone a number of activities, while moving our offer online. As a result, the level of activity in the second half of the year has been pretty high. This stretched the teams to their maximum delivery capacity. Over the course of the year, we managed to propose 482 seminars for 7.770 participants, and 9.614 days of delivery. 68% of these were online activities. Between January and December, we gradually upgraded our technology capabilities and equipment, including steps such as adopting a new Learning Management System.

We secured some strategic contracts with the Commission and Member States. In particular, through the European Commission’s DG HR for the fifth time, we were awarded the Lot1 multi-annual framework contract for learning and development services in the fields of European and international affairs, EU governance, law, policymaking and strategy building.

2020 was also the year in which we revived our research and publications activities as well as establish the Scientific and Editorial Committee (SEC), which should be extended to external members in the coming months. Overall, we managed to publish 17 feature articles on EU and Member States priorities. We also reactivated our blog section on our website, to ensure that we can react flexibly to new developments— thanks to shorter publications. With the help of our revitalised marketing team, we made sure we reached as many stakeholders as possible through available channels including social media.

We look back on 2020 with some relief, realising that we achieved an incredible amount of change which was much deeper than what we had expected while also strengthening our organisation for the challenges to come thanks to a sound financial position. We renewed our internal processes, redesigned our business and finances, enforced the ties with our Board of Governors, our Member States and the EU Institutions, and we invested in our people and in new resources. As a result, we are now starting 2021 with good perspectives foreseeing a deep involvement in the EU Resilience and Recovery plan with a stronger team and a stronger EIPA.

I hope you enjoy reading our Annual Report.

With best regards,

Marco Ongaro  
Director-General

# Board of Governors

Situation as per 31 December 2020



## Chair

### **Ms Cecilia Wikström**

Former Member of the European Parliament  
-Alliance of Liberals and Democrats for Europe (ALDE)-  
Chair of the Committee for Petitions  
Chair of the Conference of Committee Chairs  
Former Member of the Swedish Parliament for the Liberals

## Full members

---

### Belgium

#### **Mr Peter Vandenbruaene**

Learning Solution Manager  
Head of International Relations  
DG Recruitment and Development  
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

N.N.

Contact person is: **Ms Signe Ploug Hansen**  
Staff Manager at the Office for Leadership and Work Life

### Germany

#### **Dr Alexander Eisvogel**

Präsident  
Bundesakademie für öffentliche Verwaltung

### Greece

#### **Mr Ioannis (John) Spiliotopoulos**

General Director of the HR of Public Sector  
Ministry of Interior

### Spain

#### **Mr Mariano Fernández Enguita**

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

### France

#### **M. Florian Blazy**

Directeur, adjoint à la Directrice générale de  
l'administration et de Fonction publique (DGAFF)  
Ministère de la Transformation et de la Fonction publique

### Ireland

#### **Mr Robert Watt**

Secretary General  
Department of Public Expenditure and Reform

### Italy

#### **Ms Ermenegilda Siniscalchi**

Head of the Department for Public Administration  
Presidency of the Council of Ministers

### 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





## Vice-Chair

### Mr Wim Van De Camp

Former Member of the European Parliament  
-Leader of the Christian Democratic Appeal (CDA),  
part of the Group of the European People's Party (Christian  
Democrats)-  
Former member of the House of Representatives of the  
Netherlands

## Luxembourg

### M. Jean-Louis Thill

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

### M. Frédéric Schwandt

Directeur adjoint  
Conseiller de Légation au sein de la Direction des  
affaires européennes et des relations économiques  
internationales  
Ministère des Affaires étrangères et européennes

## 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 Foreign Affairs,  
Ministry of Foreign Affairs

### Mr Job Van Den Berg

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

### Mr Christophe Kemperle

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

### Mr Oskar Thorslund

Senior Advisor  
Department for Public Administration  
Ministry of Finance

## Third countries

### Mr Asgeir Fløtre

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

# Our Locations

8.115

Participant days

6.495

Participants

18

Training courses

*(of which 13 online)*

349

Contract activities

*(of which 255 online)*

## Maastricht

EIPA Maastricht, our headquarters, was founded in 1981 on the occasion of the first Maastricht European Council. Maastricht also carries special symbolic meaning for EIPA as the Treaty on the European Union was signed in this city, five minutes from our headquarters. EIPA receives support from the Province of Limburg and the City of Maastricht. For 40 years now, we have been known as an established centre for European integration and the new challenges for public management.

Our modern training facilities in this charming, yet vibrant city – located at the crossroads of the Netherlands, Germany and Belgium – are easily accessible from Brussels and other European areas.







1.499

Participant days

1.275

Participants

16

Training courses

*(of which 15 online)*

99

Contract activities

*(of which 45 online)*

## Luxembourg

Our Luxembourg Centre, now located in the renovated Maison de Maître, was 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 since 1992.

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, the applicant and candidate countries, those under the European Neighbourhood Policy and other third countries.

# Institutional News

## Three new key members for EIPA's management



**Peter Heijmans,**  
Director of  
Finance and Organisation

EIPA has appointed three new Management members in 2020: Peter Heijmans as Director of Finance and Organisation, Petra Jeney as Director of the Digital Innovation and Operations Coordination, as well as Isane Aparicio as Director of EIPA Maastricht and Business Development.

In January 2020, Peter Heijmans joined EIPA as Director of Finance and Organisation. Peter Heijmans is an experienced manager specialised in business controlling and finance management. In the past decade, Peter spent time at various multicultural international companies as interim manager. At EIPA, Peter's role as the DFO is to be the sounding board for the Director-General on financial matters and to play an important role in the business development strategy and the annual business planning. Also, Peter Heijmans will lead the reorganisation of the organisations' support staff and improve internal processes. He is also part of the management team implementing the overall change management process in the organisation.



**Petra Jeney,**  
Director of the Digital Innovation and  
Operations Coordination (DIOC)

Per November 2020, Petra Jeney has been appointed as Director of the Digital Innovation and Operations Coordination (DIOC), in addition to her role as Senior Expert on Freedom Security and Justice. As part of this role, she will support EIPA's experts in adopting and further developing the most suitable technological advancements and innovative methods to deliver online services and assure that EIPA will firmly establish its space in the online learning area.

*'I am excited to lead the ongoing implementation of our new digital strategy, focusing on the development of state-of-the-art digital learning materials, as well as the delivery of remote training activities, including full digital learning paths.'*



**Isane Aparicio,**  
Director of EIPA Maastricht  
and Business Development

As of December 2020, Isane Aparicio has taken up the role of Director of EIPA Maastricht and Business Development. Ms Aparicio now leads Maastricht's team of experts and is part of EIPA's Management. In this role, she is responsible for EIPA's corporate business development as well as building and maintaining relationships with the institute's stakeholders in EU and national public administration and other European and international organisations and relevant networks.

*'I am delighted to embark on my EIPA journey, as I foresee a plethora of opportunities for the organisation, in further developing new markets and EIPA's offer, most importantly our digital products, which have become much more relevant given this year's developments.'*



# Our Role as the Knowledge Hub

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 a knowledge hub: a place that brings experts and professionals together and through which we share our know-how and expertise, combining knowledge and practice.





# EIPA's Activities in 2020

482  
Activities

7.770  
Participants

9.614  
Participant Days

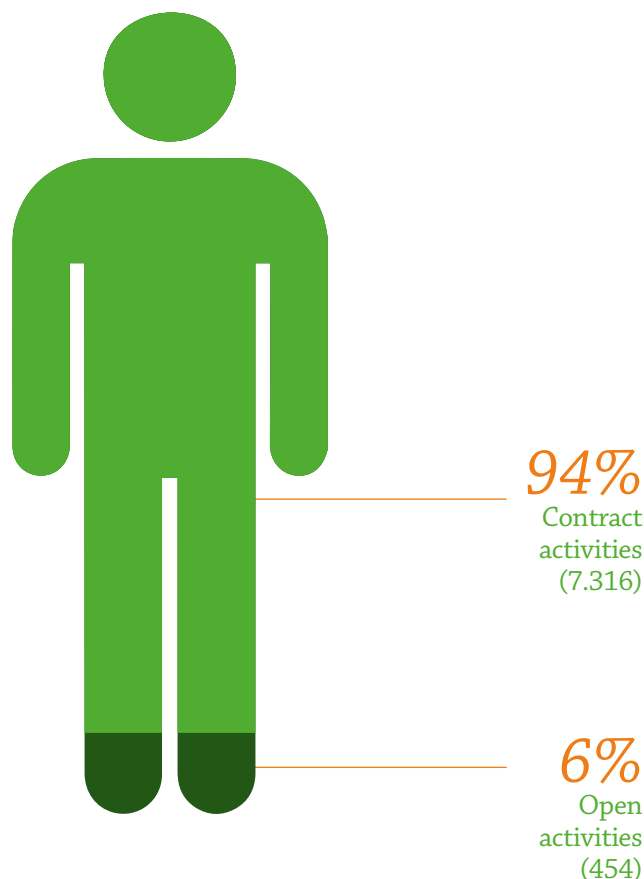
In 2020, we succeeded in implementing a substantial number of activities for participants from all over Europe and beyond, resulting in over 9 000 seminar days. Considering the unforeseen Covid-19 pandemic this is a very good outcome, and only slightly less than in 2019, thanks to EIPA's swift adaptation to providing online activities.

The vast majority of activities and participants are attributable to the contract activities that we implemented, mainly under our prestigious multiannual framework contracts with the EU. The relative proportion of participants in open and contract activities changed slightly towards contract activities (from 90% in 2019 to 94% in the last year). This is in line with a trend we have observed over the last years. Competition for open enrolment activities keeps on growing and Member States increasingly choose to send their participants to tailor-made contract activities. However, last year's development can also be attributed to the pandemic, which had a negative impact on participation in open enrolment activities in the first few months.

## Percentage of participants in open and contract activities

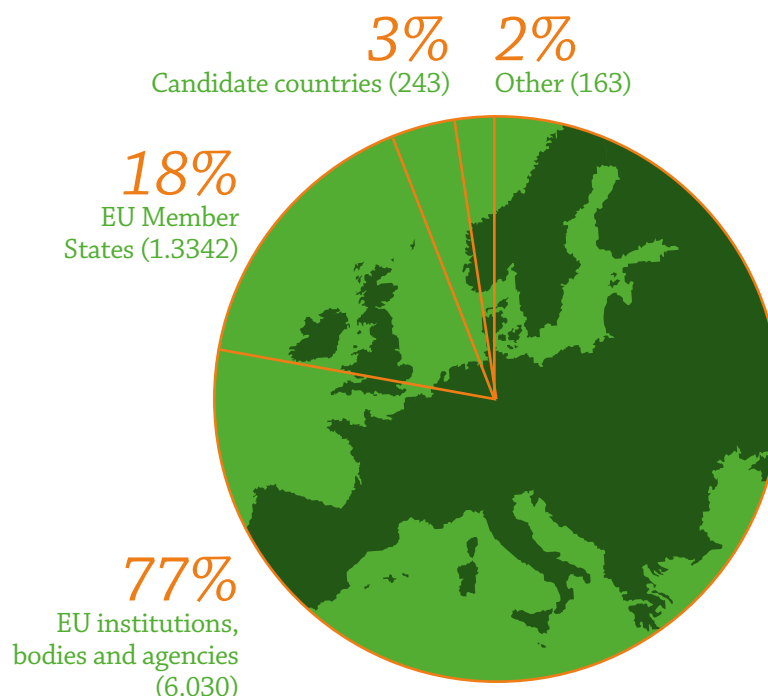
As regards to the origins of our participants, the EU and its Member States remain our biggest clients. The share of participants from the EU institutions, bodies and agencies increased to 78% (compared to 74% in 2019). In contrast, the share of participants from Member States decreased to 17% (compared to 19% in 2019)

The high percentage of participants from the EU institutions, bodies and agencies lends itself to our ongoing multiannual framework contracts. These contracts guarantee a degree of financial stability for EIPA and also provide us direct insights into the EU public administration. In 2020, the number of participants from Member States was dominated by the participants of the presidency training that EIPA delivered for the Slovenian Academy of the Ministry of Public Administration (page 30).

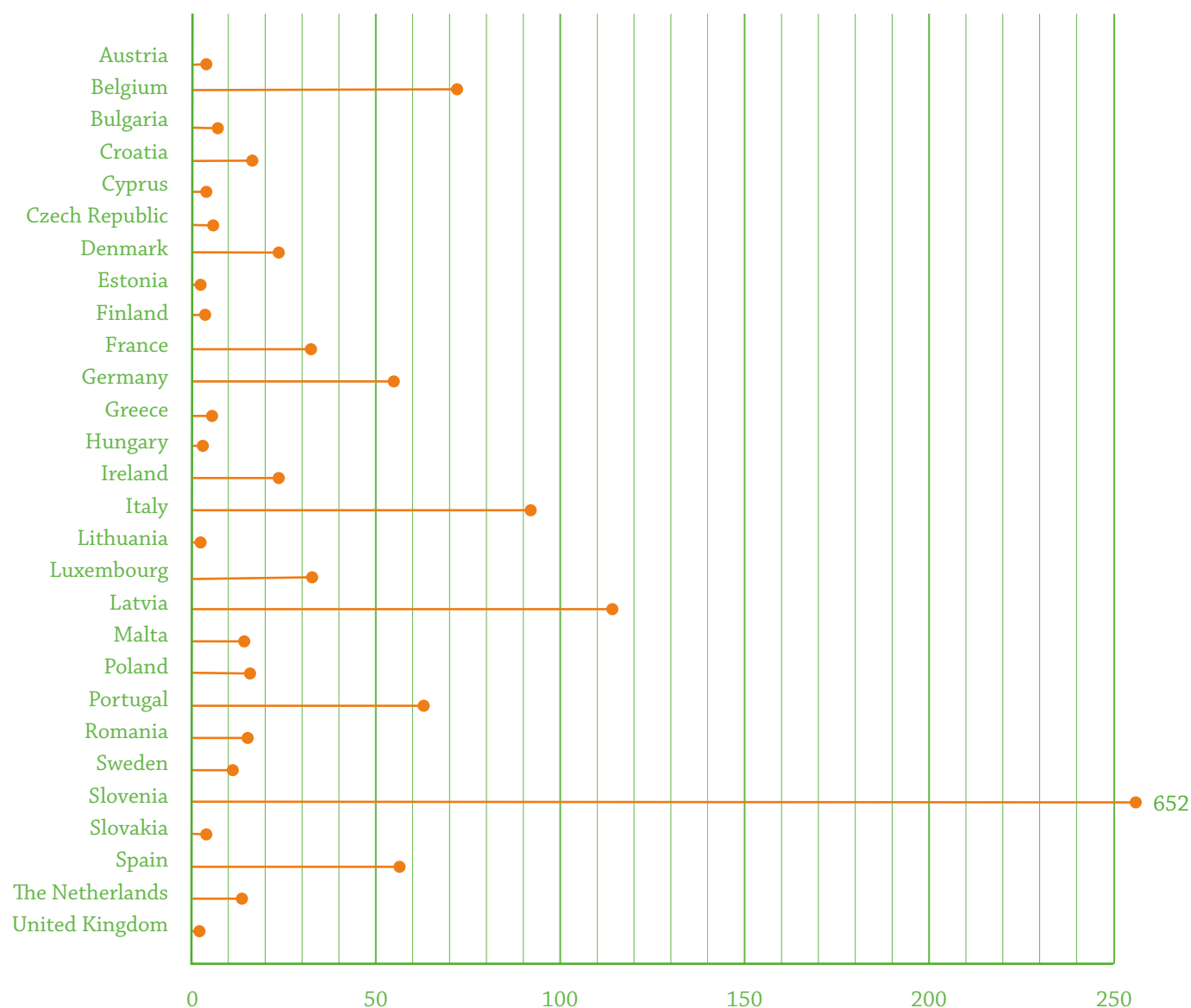


## Percentage of participants in terms of origin

In 2020, the largest number of participants came from Slovenia, followed by Latvia and Italy. For both Slovenia and Latvia, this outcome is due to the specific contracts for these countries. For open enrolment courses, the country with the highest number of participants was the Netherlands, followed by Romania and Belgium.



## EU Member States participants in terms of origin





# Support From the European Commission and the EU Member States

EIPA receives financial support from the Member States and the European Commission. As well as receiving the statutory contribution in 2020, EIPA Luxembourg was subsidised by the host country, which included contributions 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. €1.7 million.

In 2020, the statutory contribution from the Netherlands amounted to ca. €0.5 million.

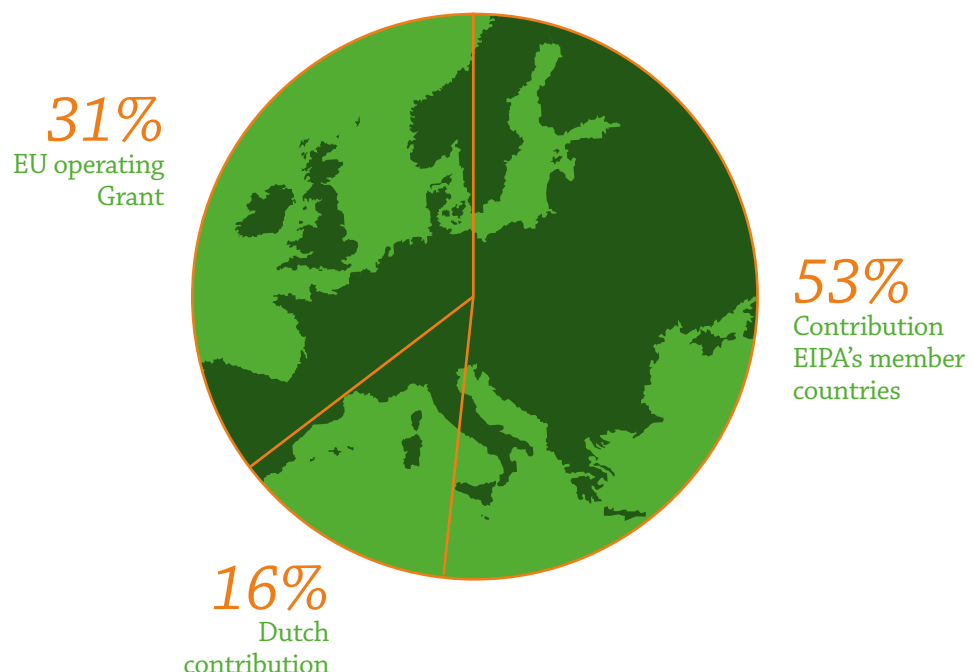
Via an annual Operating Grant, EIPA received ca. €1 million from the Erasmus+ Programme (Higher Education – Knowledge Alliances, Bologna Support, Jean Monnet) of the European Commission.

## Subsidies

In 2020, 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.

## Contributions to basic costs and subsidies in 2020

---





# #ErasmusDays

As a designated Jean Monnet Institution, EIPA supported the dissemination of the fourth edition of Erasmus Days with two free panel discussions, drawing together nearly 100 participants from EU and national public administration, academia as well as Master students from throughout Europe.

EIPA organised two online zoom sessions, one on the 'EU Cohesion and European Education Area 2025: views from the bottom', and 'Brexit, EU and international law: a ménage à trois'.

## **EU Cohesion and European Education Area 2025: views from the bottom**

EIPA organised an online session which gathered views from students, teachers, and projects promoters from different EU Member States on the topic of how to implement the European Education Area by making better use of ERASMUS+ and structural funds/ESF. The goal was to discuss the needs of users in a bottom-up manner.

## **Brexit, EU and international law: a ménage à trois**

The somewhat provocative title of this panel aimed to focus attention on different aspects of Brexit, including its different legal dimensions. The recent internal market bill proposed by the UK provided a springboard for our discussion, which explored the legal and political dimensions of the relationship between UK, EU and international law. Questions tackled were: should the UK use its new internal market bill? If so, they would be in violation of an international agreement and thus, international law. As well as what would it mean to break international law 'just a little bit'?





*‘Thank you for sharing practical experience from other Managing authorities and reviewing the latest EU policies in Simplified Cost Options!’*

**Vyara Andreycheva**

State expert

Risk Management and Control Directorate

Executive Agency Operational Programme Science and Education for Smart Growth





# Training Courses

**34**  
Open seminars  
(of which 28 online)

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.

**454**  
Participants  
(of which 359 online)

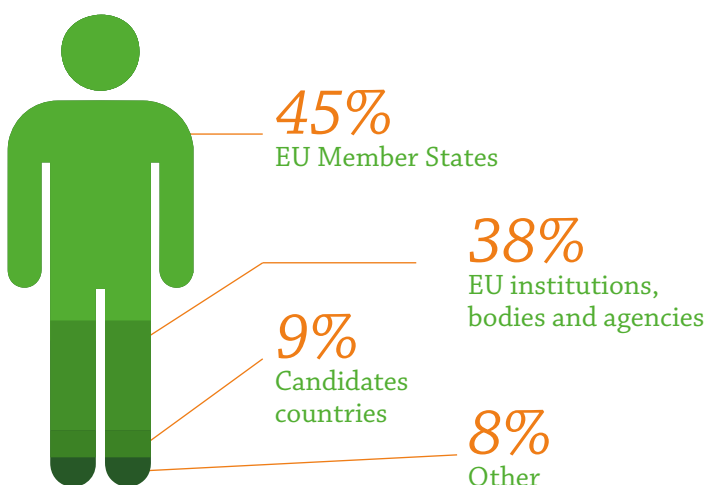
Our intensive, interactive training courses are short and succinct. Most aim to update participants' knowledge and deepen their understanding of the European environment in which they operate as well as the particular policy areas they need to master. Others provide an opportunity to acquire or upgrade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

**961**  
Course days

For the majority of 2020 most of our open activities took place online. After a slow start in the beginning of the pandemic, the same number of participants – and in some cases higher than usual – registered for the online courses, especially for our core activities. For example, EIPA Luxembourg's annual conference on EU Civil Service Law saw nearly 50 participants, while the number of participants at the EIPA annual summer school entitled 'The Current State of the Union' doubled compared to 2019.

*'There's nothing wrong with just looking at theory, but it is much more interesting to learn from people who really know how things work in practice. That is why I will use EIPA again if we need this type of training in the future'*

## Where do our participants come from?





# Our Training Courses at a Glance

## EU Governance

---

- Understanding EU Decision-Making: Principles, Procedures, Practice
- Learn How to Master Theory-Based Impact Evaluation

## Data protection

---

- Data Protection Certification Course
- Data Protection: Refresher and Advanced Course for DPOs and Data Protection Experts
- Cybersecurity Policies and Practices in the EU (for non-IT Experts)

## EU Law

---

- EU Law for Non-Lawyers
- Introduction to EU Asylum and Migration Law
- EU Financial Services Law for Non-Lawyers: Institutional and Regulatory Framework
- EU Civil Service Law
- Recent Trends in the Case Law of the Court of Justice of the European Union
- Introduction to the Procedures and Strategies of Litigation before the European Court of Justice of the European Union

## Public Procurement, PPP

---

- Introductory and Practitioners' Seminar: European Public Procurement Rules, Policy and Practice
- Competitive Dialogue and Negotiated Procedures Master Class
- Recent Developments in European Public Procurement and Case Law

## Financial Management

---

- Efficient Management of Public Sector Budgets and Services - What to Do and How to Do it?
- Cohesion Policy Project Appraisal standards in 2021-2027; Using CBA; The Connecting Europe Facility

## EU Structural Funds, ESIF

---

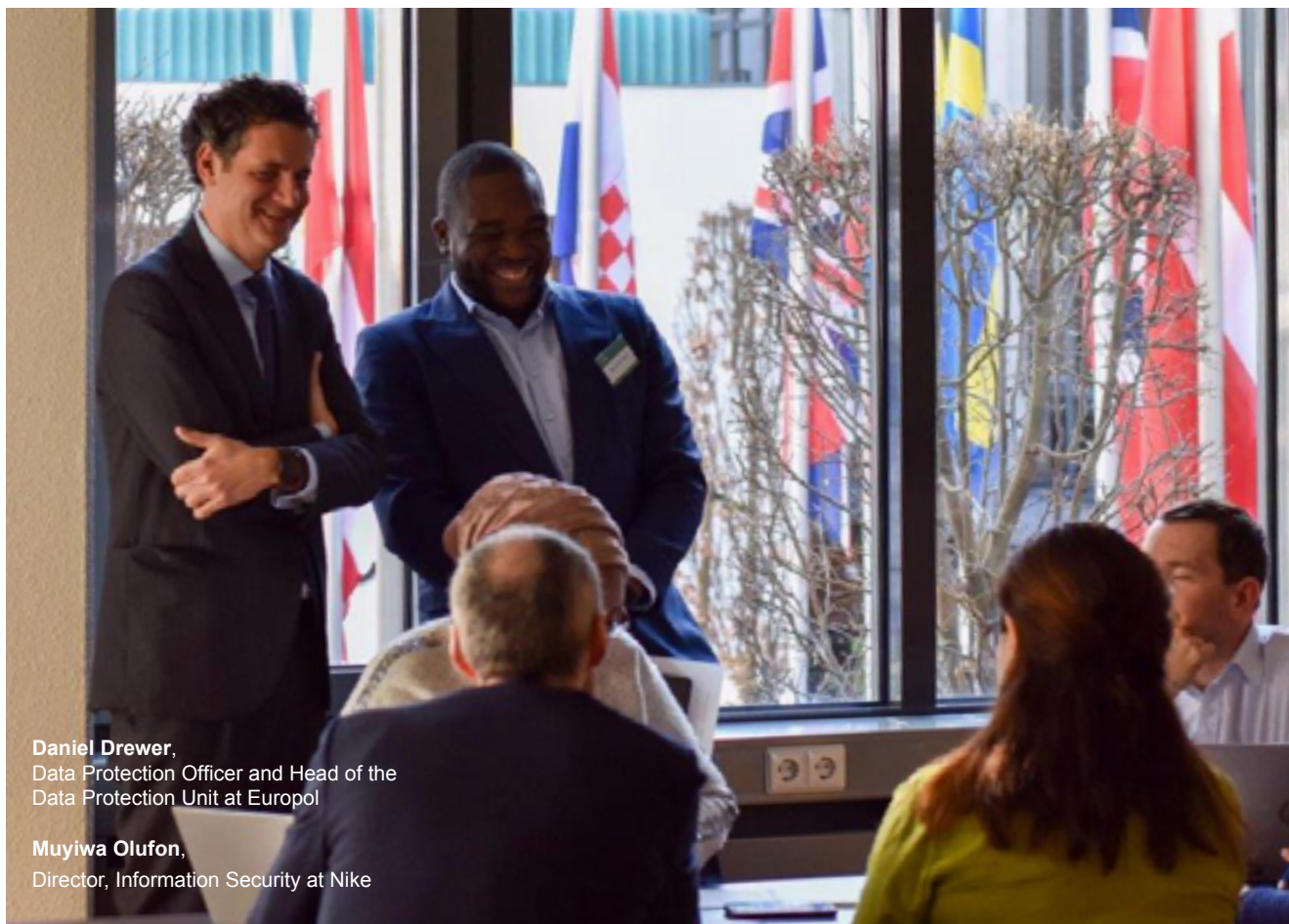
- Draft New Regulations for EU Structural Funds programmes in 2021-2027 and Emergency Measures 2014-2020.
- The New ESF+ Programmes: Preparing for 2021-2027 and Health Crisis Impact
- Financial Management and Audit of EU Structural and Cohesion Funds - Moving from 2014-2020 to 2021-2027
- Evaluation and Monitoring of EU Structural and Cohesion Funds programmes, 2014-2020 and 2021-2027
- Technical Assistance for EU Structural Funds programmes: moving from 2014-2020 to 2021-2027
- Simplification in Structural and Cohesion Funds 2014-2020 and 2021-2027 - From Basic to Advanced Simplified Cost Options (SCO)
- Financial Management and Control of EU Structural Funds: REACT EU and the New Draft Regulations 2021-2027

## Other

---

- The Current State of the European Union - At the Eve of the Conference on the Future of Europe
- The Current State of the European Union - Future of Europe
- The Current State of the European Union - EU Priorities
- The Current State of the European Union - External Relations and Security





**Daniel Drewer,**  
Data Protection Officer and Head of the  
Data Protection Unit at Europol

**Muyiwa Olufon,**  
Director, Information Security at Nike

# Data Protection

As of January 2021, more than 280,000 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.**

The year 2020 has been particularly challenging due to the COVID-19 pandemic. Nevertheless, this did not impede EIPA from delivering its usual training courses including the week-long certification courses with the option for a final examination for Data Protection Officers. As in earlier years, EIPA offered these certified online training courses for data protection officers in cooperation with the European Data Protection Network and the European Data Protection Supervisor (EDPS). We certified almost 100 data protection officers (DPOs) around Europe, and we have helped almost 50 professionals who needed to refresh their knowledge of the GDPR and Regulation 1725.

*‘This course guides you through a really inspiring journey in the world of data protection. It’s highly recommended for both newcomers in the field and privacy professionals!’*

Besides these core open enrolment activities, we offered an online training course for the European Investment Bank, and several courses for the European Parliament (EP) both in English and French that focused on the essentials needed to deal with the Regulation 1725 within the EP.

Our participants’ satisfaction for the activities was very satisfactory. Our commitment and continuous excellence in certifying DPOs is based on the high-level experts who teach on our courses and who are the official DPOs of 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.



*‘EIPA takes up the most relevant challenges in public administration and provides insights and good practices on how to tackle these challenges’*

# New Work

## Timely activities to support the functioning of the public sector

In the second half of the year, EIPA launched a series of resources in the area of HR and the challenges of New Work, consisting of free online activities in the form of panel discussions and a range of supporting articles (blog posts). Distinguished speakers from the public and private sectors as well as researchers shared their knowledge, with participants not only from Europe but also from South America, India and many other countries. These activities signified a revival of our presence in the area of public management and especially HRM, at a time when the pandemic led to unforeseen changes in the way public administration works throughout the whole of Europe.

In November and December, EIPA hosted the first two activities; the first one focused on the topic *New Work – The New Normal?* and the second one examined the competences needed for a modern and digital workforce. The panel discussions comprised speakers from policy and practice, and clearly met a high demand among the target group by presenting the latest research results. Nearly 250 people from all levels of government attended these activities, each taking place over two days, with lively discussions on new best practices and solutions needed in this crisis for public management. The presentations were made available to the participants to learn from the best and to support their work to find solutions for their organisations.






The articles consisted of a series on generation management (continued in 2021 with public goods activities) and a study on the existing research on home offices, which was published together with Prof. Bellmann from the Institute for Employment Research (IAB). While the blog series was read by a high number of people, the comparative research clearly ‘hit the nerve’ of the time. Published in English and German, the articles were the most read and shared among all of EIPA’s publications during the year; around 1.000 people accessed them. This is an example of how EIPA takes up the most relevant challenges in public administration and provides insights and good practices on how to tackle these challenges.

In the first few months, the activities focused on the German-speaking market (Germany, Austria and the German-speaking public administration in Belgium and Luxembourg), as a pilot. Also, German-speaking participants from other European countries were included. In 2021, these activities will be extended further throughout Europe.

The series on New Work and the challenges for public management is being continued in 2021, with a range of round tables and a modular conference series, as well as further articles supporting the online activities.





*‘I have heard from several of my colleagues that a lot of subjects that came up in the training course also came up later in their work. It was therefore definitely a relevant and useful training course.’*

# Contract Activities

448

Contract activities

(of which 300 online)

In 2020, we offered and hosted 448 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 and other countries. By offering our activities online within the space of a few weeks, we were able to continue delivery of our contracted activities. We are pleased that our services were once again requested by such distinguished partners and that we implemented an extensive range of activities.

7.316

Participants

(of which 5.293 online)

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:

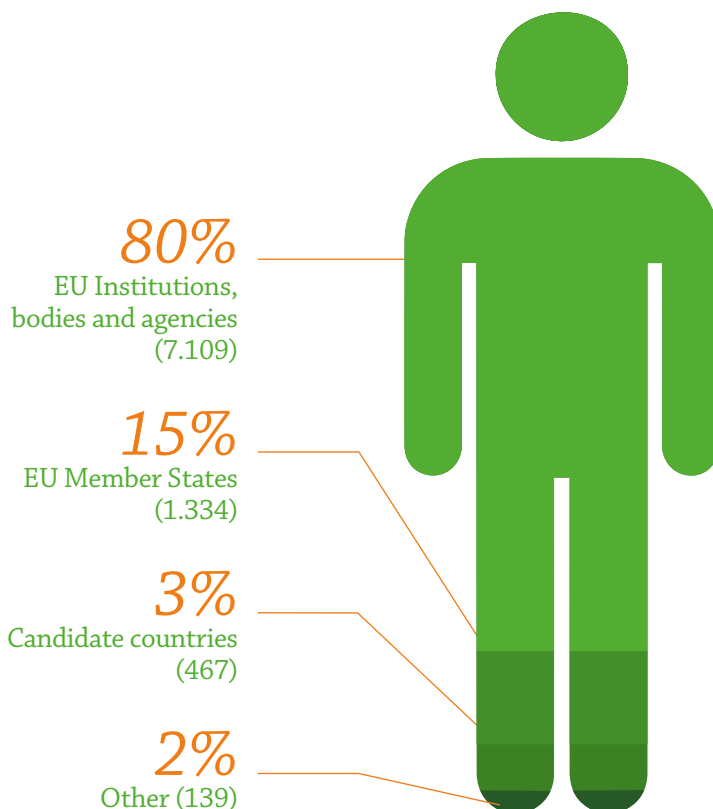
8.653

Seminar days

*'EIPA has always been very approachable and quick to respond, but when the COVID-19 pandemic hit, you noticed just how agile they really are. They responded in a really professional way, and everything was rearranged through joint consultation. A big thumbs-up for EIPA.'*

On the following pages we present a number of deliverables that give an idea of the various types of services we provided 2020. In most cases these were targeted towards a specific group of clients, such as the public administrations of the European Union, individual member states, or the legal sector.

## Percentage of participants in terms of contract activities in 2020





# Services to the European Union

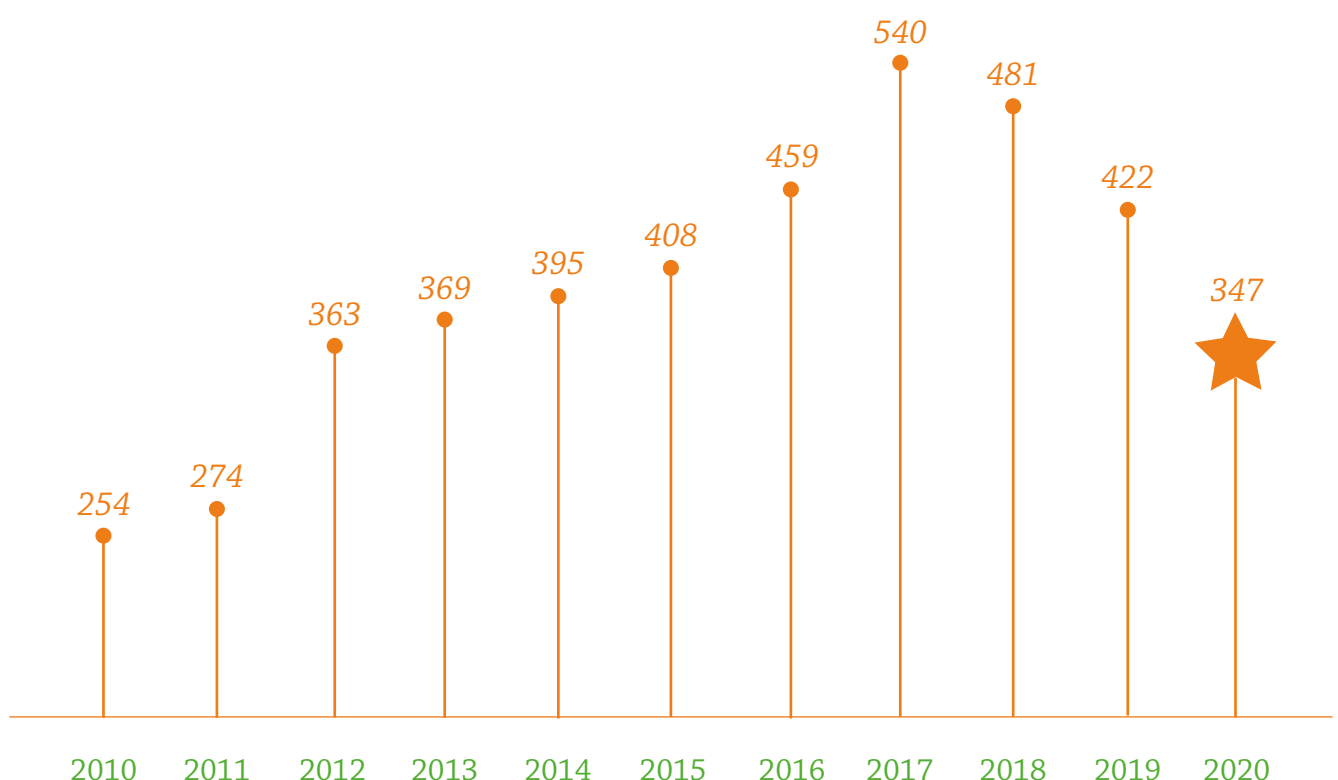
## Multi-annual framework contracts with the EU

Since 2020, we have won five 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.

In 2019 EIPA successfully tendered on its own for the new framework contract bringing back together in one Lot these two topical areas: **Learning and development services in the fields of European and international affairs, EU governance, law, policymaking and strategy building**. This came into force on 26 May 2020.

**In 2020, we trained 5,570 participants through 347 activities.**

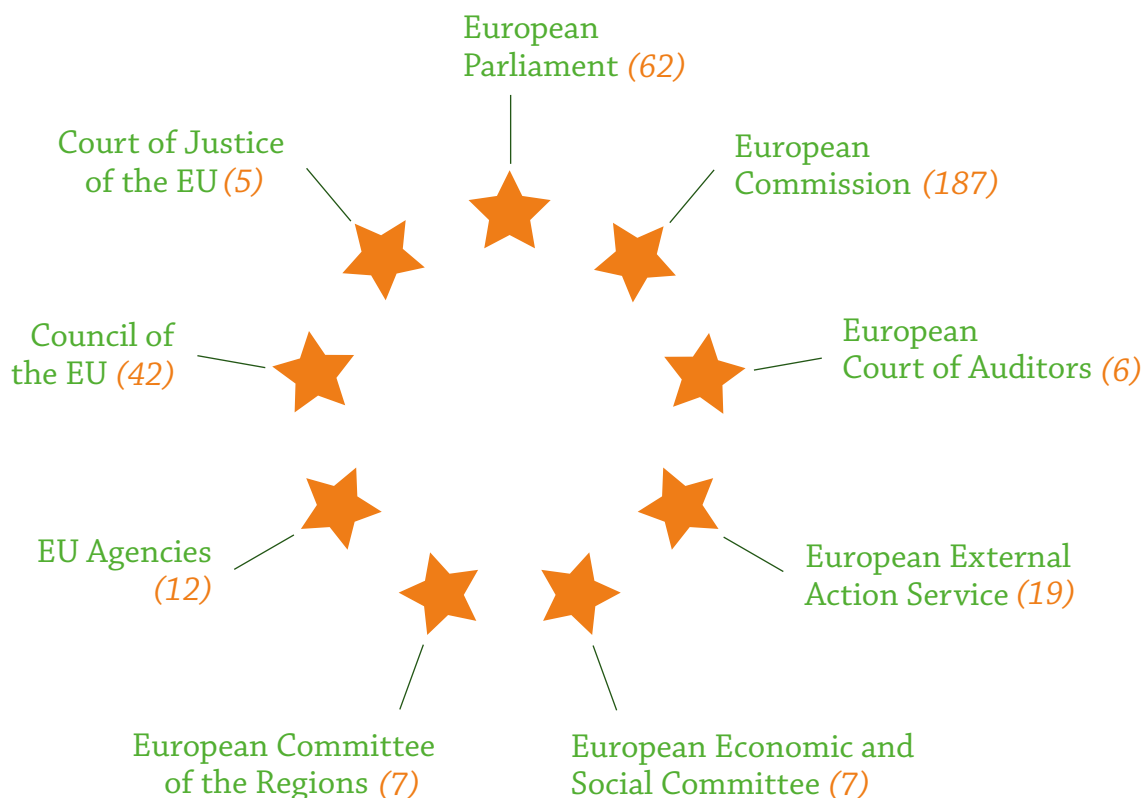
## Annual total number of activities organised by EIPA and consortium partners for the EU institutions, bodies and agencies, 2010-2020



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 2020, 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 seven 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, 2020



# Main series of activities delivered by our consortia, 2016-2020

## European Commission

---

### Secretariat-General

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 around the policy cycle  
Subsidiarity analysis  
Intervention logic  
Impact assessment  
Monitoring and indicators  
Quantification and monetisation  
Evaluation in the Commission  
Strategic foresight  
Public Access to Commission Documents

### DG Human Resources

The European Semester  
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 Interpretation (SCIC)

Asylum and migration policy  
The harmonised VAT system  
The banking union

## European Parliament

---

EU policies and EP powers  
EU law for non-lawyers  
Economics for everyone  
Drafting legislation  
Working with legislative amendments  
EP Rules of Procedure  
Legislative procedures  
Delegating and implementing acts  
EU decision-making in the budgetary field  
EU environmental law  
Economic governance in the EU  
External action and the EP  
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 recent years we have organised seminars on issues such as radicalisation and counterterrorism, connectivity, human rights, religion and foreign policy, as well as addressing the EU's relations with the United States, Russia, China, the Neighbourhood, Western Balkans, and Africa, and the perspectives for the implementation of EU's Global Strategy and for the future of diplomacy. In 2020, our services for the European External Action Service (EEAS) focused more on new internal training programmes: EEAS Working Methods and EU Policies, Newcomer Training Case Study, Toolkit for Policy-Driven Programming, Diplomatic Training Map for Policy Officers and EU Politics for Managers.

### Learning formats and methods

In the first months of 2020, the requests received were again almost exclusively for face-to-face activities (the exception being a series of eight web-based training sessions on Political Analysis and Reporting for the EEAS).

However, courses began to be delivered online in early May.

Where these were converted from face-to-face formats, the programme and learning materials were adapted to the online delivery mode (e.g. short sessions, use of breakout rooms and interactive exercises, online quizzes, adaptations of the slides), and the activities were in most cases delivered in half-days.



# Services for the EU Member States

## How to prepare and chair Council meetings in a pandemic



REPUBLIC OF SLOVENIA  
MINISTRY OF PUBLIC  
ADMINISTRATION

### Challenges and 'Learning by Doing': Presidency Training for the Slovenian public administration

EIPA won the project for the preparation of the 2021 Slovenian Presidency of the Council by the Slovenian Academy of the Ministry of Public Administration in 2019. Our role as the leading contracting partner for this project reflects our long-established reputation in presidency preparation for EU Member States, and our previous experience as a trusted partner in the preparation of Slovenia's first rotating Presidency of the Council in 2007.

The project was initially designed to be delivered face-to-face. But this year, the challenges encountered when delivering the project were not familiar in nature, for obvious reasons. At the beginning of 2020, as the Coronavirus spread across the globe, Brussels and its sui generis model adopted a remote negotiating format with most of the processes managed online. This shift to the online realm raised a crucial question for EIPA's experts when teaching presidency and EU negotiations processes: how do we teach a course designed to be in person in an online format while ensuring participants remain engaged and achieve the expected learning outcomes? Online learning presents many challenges for both lecturers and participants, but we made use of pedagogical opportunities too, such as pre-recording or holding live sessions via video, and the use of 'breakout rooms' where participants were able to conduct EU simulation exercises over video chat.

### Scope of the Presidency training

During 2020, we implemented a large-scale online training programme for participants from across the Slovenian public administration, including from the Permanent Representation to the EU in Brussels. Additional sessions were planned for the first semester 2021. By the end of the project, EIPA will have delivered almost 3,000 participant days and 50 activities during three modules:



- **Modules for civil servants** – Preparing and Chairing Working Party Meetings  
Modules designed for civil servants who will be appointed as working party chairpersons, deputy chairpersons or national delegates during the Slovenian Presidency. They provide the **essential knowledge** to enable participants to chair working party meetings in an efficient, structured and meaningful way.
- The **comprehensive chairing package** - in two parts  
The first one is more **principles-oriented** where participants acquire relevant knowledge in order to manage working party meetings. In the second, more practice-oriented part, they also receive advice and methodology to further develop their skills, behaviour and interpersonal relationships for effective chairing. The participants practise their roles in genuine EU simulations and role plays.
- **Module for Ministers, State Secretaries, and their teams** – Preparing and Chairing Working Party Meetings  
This **practice-oriented module** provides ministers and their teams with the essential knowledge and practical skills that enable them to lead EU Council Meetings in an efficient, structured and meaningful way. The training is organised in four integrated modular sessions focusing on managing the strategic preparation, performing the duties of the presidency and the conduct of a council meeting.

#### **Additional training requests following a positive impact assessment**

The Slovenian Academy of the Ministry of Public Administration undertook a thorough research on the benefits of the programme by gathering and then analysing the participants' initial expectations, needs and their level of satisfaction after the training. In this case, the results reported seem to be very high for this type of training.

With requests from the Slovenian side for an increase in the number of training sessions initially planned, the total number of participants and the total number of training days, it is clear that not only did the Slovenian administration enjoy increased returns from this project, but they were continuously satisfied with the service provide throughout the year.

*‘This training would probably be even more effective if it were carried out live, but it was an excellent opportunity to simulate negotiations in the current online reality.’*



# Supporting the Legal Sector



In 2020 EIPA's centre in Luxembourg was once again awarded a Convention by the Luxembourg Ministry of Foreign and European Affairs (MFEA), to support the European integration efforts of countries that have applied for EU Membership and/or have association agreements with the EU. Under the 2020 Convention, EIPA Luxembourg provided various institution and competence-building assistance to Bosnia and Herzegovina, Kosovo<sup>1</sup>, Montenegro, North Macedonia, Serbia and Turkey. In total, EIPA delivered a total of 17 training activities and undertook six fact-finding meetings with these countries.

In addition, the Convention provided 29 scholarships for officials from the above-mentioned beneficiary partner countries, to attend open enrolment training activities in Luxembourg.

## Successful digital transformation of services

The Covid pandemic forced a total revamp of EIPA's activities in these countries. After more than 20 years of delivering training and carrying out meetings face-to-face on location, the beneficiary partners, the EIPA experts and the training participants had to adjust to a new way of delivering and participating in training. While the transformation to synchronous online training went smoothly in some countries, others were initially more hesitant. Ultimately however, all training activities with both long-standing and new partners in all of the beneficiary countries were delivered successfully with very positive feedback from the participants. Evaluations from the participants showed that EIPA experts' ability to maintain the high quality of training and their efforts to introduce a high degree of interaction in the online training as well as the provision of simultaneous interpretation were much appreciated.

The training provided by EIPA Luxembourg covered a multitude of topics and addressed priority learning needs of very different target groups. For example:

- In Serbia and Kosovo, EIPA provided training on various aspects of European intellectual property law. In Serbia, mixed groups of officials from relevant ministries and agencies as well as judges received training on EU copyright law in the digital era and EU trademarks law. In Kosovo, mixed groups of civil servants and members of the Kosovo Institute for Public Administration (KIPA)'s pool of trainers received training on EU law in the field of patents, copyrights, designs and trademarks.
- In Montenegro and North Macedonia, the majority of the delivered training addressed judges and prosecutors. In Montenegro, the training included modules such as the judiciary's role to protect fundamental rights. In North Macedonia, EIPA experts delivered advanced training on the 'Right to Property' and EU judicial and law enforcement cooperation instruments.
- In Bosnia and Herzegovina, the training addressed the needs of officials involved in the approximation of EU legislation and the application of transposed EU law in the field of consumer protection.

2020 also marked the year where EIPA, represented by EIPA Luxembourg, entered its first bilateral cooperation agreement with a national institute of public



**Juan Diego Ramírez-Cárdenas Díaz**  
Senior Lecturer at EIPA

**Peter Goldschmidt**  
Director of the European Centre  
for Judges and Lawyers

<sup>1</sup>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.

*‘The training was well organised. All compliments for the lecturers and the organisers. I believe that training is essential for consumer protection in, BiH in the European integration process. I look forward to the next training.’*

**Participant training**  
for Bosnia and Herzegovina

administration in the Western Balkan region. Encouraged and supported by the Luxembourg MFEA, the directors of EIPA Luxembourg and the Serbian National Academy for Public Administration (NAPA) signed a Memorandum of Cooperation on 15 January 2020 (see image on the left).

### Services for the EU institutions and Member States

Apart from activities delivered during the first two months of 2020, all other training activities as well as meetings with partners and clients within the framework of various projects took place online.

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

- the European Investment Bank: six 1-day training as part of the Bank's onboarding for newcomers and one activity for experienced staff;
- BOSA (the Federal Public Service for Policy and Support): a 2-day practical training for 18 officials from throughout the Belgian administration on EU law approximation;
- Riga Graduate School of Law (RGSL): a total of 24 hours of online classes, the programme targets young professionals from the eastern and south-eastern European Neighbourhood Policy countries;
- the Luxembourg Ministry of Foreign and European Affairs: two training activities for diplomats from the MFEA and civil servants from other ministries, on EU negotiations and the EU decision-making procedures.

### DG Justice Action Grants

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:

- organised and delivered training, including the development of digital content and online learning materials on several flagship instruments of EU criminal law: the European Arrest Warrant (EAW), the European Investigation Order, the EU procedural guarantees legislation, and the Council Framework Decisions on detention and transfer of prisoners;
- led a consortium providing training on cross-border family matters, specifically on two main instruments of EU family law: the Brussels II Regulation and the Maintenance Regulation;
- organised a transnational conference and created highly interactive digital e-modules on the streamlined application of the EAW;
- developed pilot training including an asynchronous webinar with digital content and online learning materials on the overuse of pre-trial detention and the disproportionate use of EAW with alternative cross-border instruments.

# Master of European Legal Studies – MELS Online

In partnership with the Université de Lorraine in France, EIPA Luxembourg offers a truly international Master programme, which provides a comprehensive understanding of European law using an innovative teaching methodology: a combination of face-to-face lectures on our premises in Luxembourg during specific “academic weekends” each semester, and complemented with online tutorials and distance learning. This hybrid style had been the teaching methodology for the past 10 years, and when the Covid-19 pandemic began, the programme lent itself to be converted to 100% online learning with ease.

This programme has been developed with a particular student profile in mind – a student who may have already launched a professional career yet 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 complete the programme in September 2021, after having shown their resiliency during the first year and a half of the Covid-19 pandemic and the swift pivot to 100% online learning. The group consists of 21 students from all over Europe: they represent 13 Member States of the European Union and four candidate countries and potential 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, 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. Since the pandemic began, the live lectures of each synchronous academic weekend have been efficiently broadcast online via video conferencing platform. This methodology still allowed for fruitful exchange between the faculty and students, simply in accordance to the public health restrictions and social distancing measures.

Second, the typically face-to-face lectures are supplemented by online work, guided distance learning and self-study. A set of web-based learning tools such as video tutorials (asynchronous), webinars (synchronous), online assignments and online tests are offered. By virtue of the 'Campus', the 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 their particular areas of 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. Finally, due to the pandemic, a new methodology for online examinations has been expertly developed and implemented for the two semesters in 2020 following best practices.

*'From MELS, I take with me deepened knowledge of EU law, but besides that, the pride of having learned from great practitioners, always supported by the MELS team. Such a meaningful and memorable experience in beautiful Luxembourg!'*

**Zorka Karadzic**

Assistant Lawyer, European Court of Human Rights in Strasbourg,  
MELS Promotion 2019-2021

# The European CAF Resource Centre at EIPA



The European CAF Resource Centre (EU CAF RC) was created at the European Institute of Public Administration in Maastricht following the decision of the Directors General of the European Public Administration Network. EIPA's EU CAF Resource Centre works in close cooperation with the network of CAF national correspondents and experts.

In 2020, EIPA's European CAF Resource Centre (CAF RC) and the CAF network had to reinvent themselves and shift to a more digitalised way of working. In such a challenging year the network has:

1. Published a guideline for implementing CAF during the first Croatian presidency.
2. Organised various online meetings for external stakeholders. Most notably these came from OECD SIGMA, OECD Public Governance Evidence Monitoring and Policy Evaluation, and the European Commission Regulatory Scrutiny Board.
3. Had two CAF National Correspondents meetings in April and September under the respective Croatian and German Presidencies.
4. Welcomed Montenegro as an observer to the CAF Network.

In addition to these activities taking place within the network, in 2020, EIPA's CAF Resources Centre supported several national organisations. Examples are the collaboration with the Automobile Club d'Italia (ACI) and the Spanish public administration. For the latter, we organised a training on the CAF 2020 with the Spanish national CAF correspondent. The training was delivered online, and it helped over 20 Spanish public officials to better understand the model and its benefits.

## Linking the CAF and the Recovery and Resilience Facility

Towards the end of 2020, EIPA – together with the CAF network – explored new links between the CAF and the new Recovery and Resilience Facility (RRF) published by the European Commission. This project is very much linked to the spirit of CAF, in fact, one of the major objectives of the CAF Network is to support public administrations interested in the RRF. In 2020, the EU CAF RC has seen similarities in CAF cases which can be linked with two flagship areas of the RRF 'Modernise – the digitalisation of public administration and services including judicial and healthcare systems' and 'Reskill and upskill', and 'the adaptation of education systems to support digital skills and educational and vocational training for all ages'.



## Promoting cooperation between the CAF network and the OECD Public Employment Management (PEM)

One of the major achievements of 2020, has undoubtedly been the cooperation of the CAF Network with the OECD PEM. The CAF national correspondents of Belgium, Greece, Italy, and Portugal, with the support of the EU CAF RC accepted the OECD-PEM proposal to explore synergies between the CAF model and the OECD Recommendation on Public Service Leadership and Capability (PSLC). This collaboration resulted in a document approved by the CAF Network at the last CAF correspondents meeting.

The four participating countries – together with the EU CAF RC – have produced their own document with comparisons between the CAF model and the PSLC toolkit to facilitate the application of the principles and sub-Principles of the OECD Recommendation by linking them with the CAF. The outcome is a starting point for further cooperation between the European Public Administration Network, the EU CAF RC, and the whole CAF Network with the OECD PEM.





# Publications

EIPA's publications address key issues for public management, EU governance and EU law and form an integral part of the institute's services. The publications draw on the insights obtained when EIPA staff deliver activities in the EU institutions or Member States' administrations and on the exchanges of national public-sector practices that we organise and our participation in the European scientific and policy community.

Our briefings offer concise insights into current topics, whereas our papers address matters in greater depth and aim to contribute to policy debate. EIPA is also commissioned to produce studies and reports, usually of a comparative nature, and conduct applied research projects.

## Briefings



### **Brexit and Aviation: Flying High or Crashing Out?**

By Alexander H. Türk

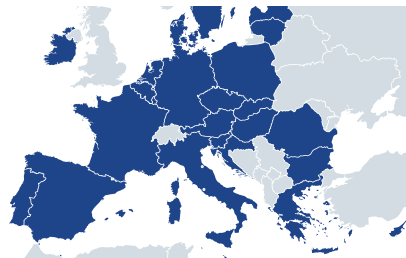
This briefing illustrates the state of Brexit negotiations in December 2020, along with specific issues that have arisen in the field of air transport. Several key differences and stumbling blocks in the negotiations are discerned. Major concessions are mapped out to avoid the damaging prospect of each party being denied access to the air space of the other.



### **The Perplexities of the Petruhhin Judgment**

By Petra Jeney

The Petruhhin ruling is discussed in this briefing. It analyses why Advocate General Hogan invites the Court of Justice of the European Union to reconsider its verdict as practice shows the dicta to be untenable. What lies behind this invitation and its perspectives are explained.



### **More important than ever – EU agencies in times of crisis**

By Michael Kaeding

What are the roles of agencies in shaping EU policies? This briefing pays special attention to support provided by several agencies in tackling the Covid-19 pandemic. An understanding is provided of what agencies are and how to work with them in order to contribute to a functioning European Union in times of crisis.



### **The Parliamentary Dimension in EU Governance**

By Edward Best and Nora Vissers

The role of National Parliaments in the EU is shifting as new forms of joint action by EU actors and national authorities have developed. Through mechanisms of Interparliamentary Cooperation, national chambers can be involved in EU governance in a way that strengthens the 'horizontal' dimension of EU integration. The Parliamentary Dimension of the Presidency of the Council is a manifestation of this trend.



### **Helping to spend it wisely: REACT-EU and the challenges of good projects**

By Maro Lopriore

The EU is urging EU Member States to use the new REACT-EU initiative to support regional and local economies. But how can EU Member States use it best to deliver effective programmes and projects? It requires Member States' modification of current programmes, improved project selection, reinforced partnership and attention to the current rule book.



### **Delegated act or implementing act: clearly delineated?**

By Sabina Lange

Almost a decade after the Lisbon Treaty introduced the division, the European Parliament, the Council and the Commission agreed on non-binding criteria to delineate between delegated and implementing acts. The criteria are instructive on how to negotiate better in pursuit of one's preferences with regard to the use of delegated or implementing acts.



## **EU public procurement policy in the context of COVID-19**

By Rita Beuter

At the height of the Covid-19 crisis in Europe, the European Commission published guidance on options and flexibilities for the Member States under the EU public procurement framework in the light of this emergency. This briefing addresses possible implications of the crisis on procurement.



## **L'intersection entre le droit de la Charî'a et le droit de la famille européen**

By Roberta Ribeiro Oertel

Les rapports entre le droit de la Charî'a et le droit de l'Union européenne occupent décidément de plus en plus les juridictions européennes. Il reste néanmoins opportun de s'interroger si les juridictions nationales peuvent accepter les effets d'un divorce religieux prononcé en dehors de l'Union européenne, pouvant être contraires à l'ordre public.



## **Sharpening the teeth of the infringement procedure**

By Juan Diego Ramírez-Cárdenas Díaz

In the much-awaited judgement in Case C-543/17, Commission v Belgium, the Court of Justice of the European Union for the first time formulated an extensive interpretation of the notification obligation. This ruling will have important practical implications for the work of state authorities responsible for EU law harmonisation and equips the EU with a new device to pressure the Member States to transpose directives in a timely way.



## **Procurement audit – helping to ensure public money is well spent in the crisis**

By Michael Burnett

Priorities in procurement audit need to be driven by the risk that value for money will not be secured in public procurement. Auditors need to change these priorities in response to the Covid-19 crisis.



## **Impending clash over effective return of illegally staying migrants**

By Petra Jeney

The EU needs to be more effective in returning third-country nationals who do not have the right to stay, for a credible EU migration policy. The Commission's proposal for a stricter regime raises important issues of practice and principle. The choices made will have significant effects on returnees and reflect the values that Europe wishes to project on the world stage.



## Studies



### **Evaluation of the EU's Response to the US GAG Rule**

By Petra Jeney and Clara Cotroneo

What are the challenges the EU faces in promoting sexual and reproductive health and rights in its external action, especially in providing aid to developing countries against the backdrop of US Global Gag Rules? The European Parliament commissioned this study at the request of the Committee on Women's Rights and Gender Equality.



### **Violence against Women Psychological violence and coercive control**

By Petra Jeney, Clara Cotroneo, Igor Dizdarevic, Virgil-Ivan Cucu, Tomasz Kramer, Juan Diego Ramírez-Cárdenas Díaz, and Roberta Ribeiro Oertel.

This study, commissioned by the European Parliament's Policy Department for Citizens' Rights and Constitutional Affairs at the request of the Committee on Women's Rights and Gender Equality, explores whether psychological violence against women is criminalised in select EU Member States, how data is collected regarding this particular form of gender based violence and, in close relation to this, whether custody and visiting rights of perpetrators are affected.



### **Survey on the Participation of EU MS Civil Servants in Twinning and TAIEX**

By Wolfgang Koeth and Christophe Casilla

At the request of the European Commission's Directorate-General for Neighbourhood and Enlargement Negotiations, this study analyses the national legal and administrative frameworks of the 27 Member States that regulate the participation of national institutions and civil servants in Twinning projects and TAIEX events. This study identifies elements in the national regulatory frameworks that either facilitate or create obstacles to the participation of national institutions and civil servants in these instruments.

## EIPA Papers



### **The EU agenda and the right of initiative**

By Edward Best

The Conference on the Future of Europe was to be launched on 9 May 2020 to debate the EU's priorities, institutional matters and democratic processes. Despite its delay due to the Covid-19 crisis, discussion of the EU's democratic functioning is ongoing. This EIPA paper seeks to shed light on one element in EU law-making that is under scrutiny, namely the exercise of the European Commission's 'right of initiative'.

# Our Partners in 2020

## European Institutions/Agencies and Bodies

---

- Committee of the Regions (CoR)
- Council of the European Union
- Court of Justice of the EU (CJEU)
- European Asylum Support Office (EASO)
- European Banking Authority (EBA)
- European Chemicals Agency (ECHA)
- European Commission (EC)
- European Court of Auditors (ECA)
- European Economic and Social Committee (EESC)
- European External Action Service (EEAS)
- European Investment Bank (EIB)
- European Network and Information Security Agency (ENISA)
- 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 Agency for Law Enforcement Training (CEPOL)
- European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA)
- Frontex

## Central Government's Ministries

---

- Belgian Federal Public Service Mobility and Transport (BE)
- Belgian Federal Public Service Policy and Support – BOSA (BE)
- Department for Business, Energy & Industrial Strategy (UK)
- Foreign & Commonwealth and Development Office (UK)
- Ministry of Foreign and European Affairs of the Grand Duchy of Luxembourg (LU)
- Ministry of Public Administration of the Republic of Slovenia (SI)
- Portuguese Parliament – Assembleia da República (PT)
- State Chancellery of the Republic of Latvia (LV)

## Regional/Federal/Local Authorities

---

- ART-ER S.cons. p.a. - Attractiveness Research Territory, Regione Emilia-Romagna (IT)
- Directorate-General of Transparency, City Council of Madrid (ES)

## Public Administration Networks and Schools

---

- Centre for Advanced Studies of the French Ministry of the Interior - CHEMI (FR)
- Regional School of Public Administration - ReSPA (ME)

## Universities

---

- Maastricht University (NL)
- Norwegian University of Science and Technology - NTNU (NO)
- Riga Graduate School of Law – RGSL (LV)
- Sciences Po (FR)

## Embassies/Diplomatic Missions/Representatives

---

- Permanent Representation of Denmark to the EU
- Permanent Representation of the Federal Republic of Germany to the EU

## International Organisations

---

- United Nations Development Programme - UNDP

## Others

---

- Automobile Club d'Italia – ACI (IT)
- IBF International Consulting s.a.



# EIPA's International Management and Staff

## Management



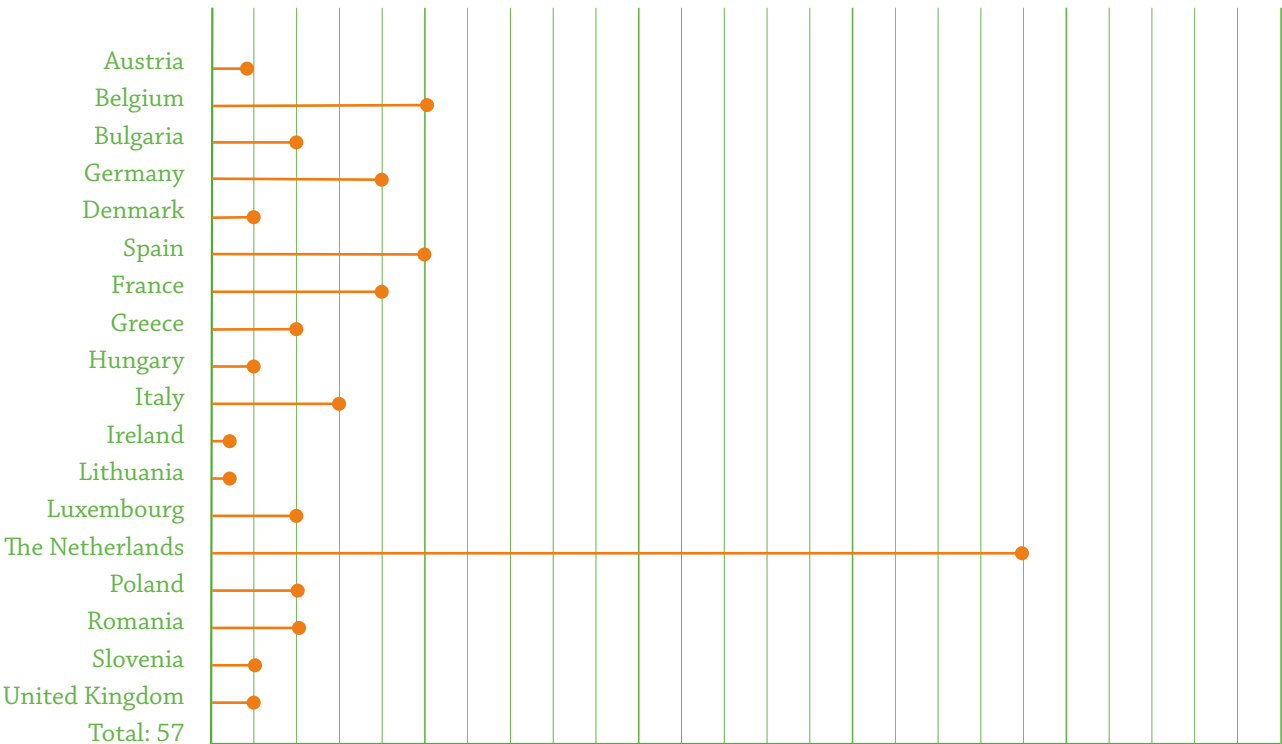
**Marco Ongaro (BE)**  
*Director-General*



**Peter Heijmans (NL)**  
*Director of Finance and Organisation*

## Nationalities

Being a multicultural and multinational Institute, EIPA's staff consisted of people from 18 different European nationalities in 2020.



## Directors [alphabetical order]

---



**Isane Aparicio (E)**  
*Business Development Director*

### Fields of specialisation

Business Development, EU Funding, Monitoring and Analysis EU Policy



**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.



**Dr Edward Best (UK)**  
*Director SEC  
(Scientific Editorial Committee)  
Professor*

### Fields of specialisation

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



**Petra Jeney (HU)**  
*Director Digital Innovation and Operations Coordination (DIOC)*

### 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.

## Scientific staff [alphabetical order]

---



**Rita Beuter (DE)**  
*Senior Expert*

**Fields of specialisation**

European public procurement rules and policy.



**Dr Theo Jans (BE)**  
*Associate Professor*

**Fields of specialisation**

Decision-making; European governance.



**Olivia Brown (IRL)**  
*Research Assistant*

**Fields of specialisation**

EU Employment; Social Affairs.



**Dr Iwona Karwot (PL)**  
*Senior Lecturer*

**Fields of specialisation**

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



**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.



**Wolfgang Koeth (DE)**  
*Senior Lecturer*

**Fields of specialisation**

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



**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.



**Tomasz Kramer (PL)**  
*Lecturer*

**Fields of specialisation**

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





**Dr Sabina Lange (SI)**  
*Senior Lecturer*

**Fields of specialisation**

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



**Fabrizio Rossi (IT)**  
*Research Assistant, CAF Desk Officer*

**Fields of specialisation**

CAF; Data Protection.



**Frank Lavadoux (FR)**  
*Senior Lecturer*

**Fields of specialisation**

Communication and behavioural techniques for  
European negotiation processes.



**Pavlina Stoykova (BG)**  
*Head Tender Office*

**Fields of specialisation**

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



**Marco Lopriore (IT)**  
*Expert*

**Fields of specialisation**

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



**Gracia Vara Arribas (ES)**  
*Expert*

**Fields of specialisation**

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



**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.



**Nora Visser (NL)**  
*Research Assistant*

**Fields of specialisation**

EU Governance; EU Law.



**Marina Vlachodimitropoulou (GR)**  
*Research Assistant*

**Fields of specialisation**

EU cohesion policies; EU funds and economic governance.

# Contact Us

## Headquarters Maastricht European Institute of Public Administration

---

O.L. Vrouweplein 22  
P.O. Box 1229  
6201 BE Maastricht  
The Netherlands  
Tel. +31 43 32 96 222  
E-mail: [info@eipa.eu](mailto:info@eipa.eu)

## EIPA Luxembourg European Centre for Judges and Lawyers

---

8, rue Nicolas Adames  
1114 Luxembourg  
Luxembourg  
Tel. +352 42 62 301  
E-mail: [info-lux@eipa.eu](mailto:info-lux@eipa.eu)

**[www.eipa.eu](http://www.eipa.eu)**



European Institute of Public Administration  
Institut européen d'administration publique







