



Annual Report 2021

# 40 YEARS OF MAKING EUROPEAN POLICIES WORK

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



The European Commission  
supports EIPA through  
the European Union budget



**“EIPA’S AIM IS TO FACILITATE THE EXCHANGE OF GOOD PRACTICES FOR THE EUROPEAN PUBLIC SECTOR. IT THEREFORE STRIVES TO BE A PLATFORM AND NETWORK FOR EXCHANGE AND SUPPORTING PUBLIC ADMINISTRATIONS ON THEIR PATH TO RECOVERY. STARTING 40 YEARS AGO AND STILL TO THIS VERY DAY, EIPA AND ITS MISSION REMAIN HIGHLY RELEVANT.”**

## A NOTE FROM OUR CHAIR

**The institute seeks to play a fundamental role, as a European hub, for actors to work together towards a global recovery led by a dynamic and efficient public sector. I believe that this is crucial for the future of Europe. We need civil servants from both the EU and national public administration to be prepared and well equipped for today’s challenges as well as those of the future.**

As European Commissioner Elisa Ferreira underlined during her keynote speech in EIPA’s first major conference, ‘High-quality public administration is a necessity for economic recovery, green and digital transition, and a strong and resilient Europe’, thus highlighting the importance of the advancement of public administration moving into the future. I could not agree more.

Yet despite all the challenges, 2021 was also a year of celebration for EIPA. I had the pleasure of being part of EIPA’s key events, which brought together all the various actors that are relevant for a well-functioning European Union: the EU and national public sector, academics and think tanks, and the

OECD. We consciously opened access to the general public and students as well. I strongly believe that this is what Europe is all about: connecting people, learning from each other, and offering opportunities – whilst supporting each other at the same time.

As the Chair of EIPA, I would like to thank Management, staff, and our external experts for their excellent work and the dedication shown throughout the last year. The amount of effort put in has been immense, and I am confident that we will continue to support the functioning of the EU in the best possible way in the next years to come by working together in this way.





Marco Ongaro, Director-General

## A MESSAGE FROM THE DIRECTOR-GENERAL

2021 promised to be a special year for EIPA as we celebrated 40 years of our organisation and honoured four decades of making European policy implementation work. However, due to the ongoing pandemic, 2021 has been another challenging year for EIPA and at times less smooth than we had anticipated.

Initially, we had hoped that EIPA could gradually return to face-to-face activities and invest time in continuing to develop and strengthen our European network and cooperation with key partners. Yet, this was not always possible – at least not to the extent we had hoped.

Nonetheless, we made good use of our time. Accelerating the roll-out of our digital strategy, we set up an improved and enriched digital learning system, ensuring all activities could take place in a digital format. These efforts were highly appreciated by our customers, who demanded a vast number of activities, the majority of which were once again requested by EU public administration.

Over the course of the year, we implemented 674 seminars for 12 425 participants, resulting in 14 817 delivery days. This is a real success, given that we provided 35% more days of activities than in 2020. The vast majority of these were online.

On top of the hard work being put into delivering activities, our experts produced a range of publications, all of which were widely read and downloaded. Overall, we managed to publish 11 papers and briefings and 13 blog articles. We also chose to translate a range of key publications into other languages, so that we could achieve an even wider dissemination.

Alongside that, we invested a substantial amount of time in developing other public goods, such as our new online web panel series and several conferences. We organised two key events around our 40th anniversary, bringing together renowned speakers

from EU and national public administration, the OECD and academia. It was a real pleasure to hold our official birthday event in a hybrid format, as it enabled us to reconnect with old and new stakeholders and supporters of EIPA.

Towards the end of the year, we launched our new corporate identity with a new logo and website. I believe that our new visual identity and website accurately reflect our ambitions and will enable us to increase our visibility among our target group. We should also be able to gain more insight into what our customers are most interested in, which should put us in a position to more effectively align our offer to their different needs.

We look back on 2021 with a sense of pride, having managed to successfully serve our clients and stakeholders throughout a very challenging year while adapting to new requirements and moving forward with our digital strategy.

With my dedicated team and supported by our European board and other stakeholders, I feel confident that we will shape the next years in the spirit of the past forty years, at all times focused on the key goal of supporting EU and public administration.

I hope you enjoy reading our Annual Report.

With best regards,  
**Marco Ongaro**  
Director-General



# BOARD OF GOVERNORS

Situation as per 31 December 2021



## 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



## 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

## Full members

### Belgium

Mr Peter **Vandenbruaene**  
Advisor-general /Manager Key Skills Development  
Coordinator International Relations  
OFO-IFA/BOSA

### Bulgaria

Mr Pavel **Ivanov**  
Director Institute of Public Administration

### Czech Republic

Mr Petr **Hůrka**  
Deputy Minister of the Civil Service  
Ministry of the Interior of the Czech Republic

### Denmark

Pending new appointment, contact person:  
Ms Emilie **Kaatmann**  
Officer at the Office of Leadership and Work Life

### Germany

Dr Alexander **Eisvogel**  
Präsident  
Bundesakademie für öffentliche Verwaltung

### Greece

Mr Pantelis **Tagkalakis**  
Head of the General Directorate of Financial and  
Administrative Services  
Ministry of Interior

### Spain

Ms Consuelo **Sánchez Naranjo**  
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 (DGAFP)  
Ministère de la Transformation et de la Fonction publique

### Ireland

Mr Robert **Watt**  
Secretary General  
Department of Public Expenditure and Reform

### Italy

Mr Marcello **Fiori**  
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

### 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 et 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

Mr Keith **Bartolo**  
Principal Institute for the Public Services  
Office of the Prime Minister

### 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 Job Van Den Berg

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

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

Represented by the substitute Board member:  
Ms Teresa **Ganhão**  
Director of the Department for Cooperation  
Management and Communication of the 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

### Norway

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



# OUR LOCATIONS



**3.590**  
PARTICIPANT  
DAYS

**2.769**  
PARTICIPANTS

**10**  
TRAINING  
COURSES

**138**  
CONTRACT  
ACTIVITIES

## 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 public professionals in the EU institutions and national public administrations. Specific outreach also goes to applicant and candidate countries, those under the European Neighbourhood Policy and other third countries.

**11.247**  
PARTICIPANT  
DAYS

**9.656**  
PARTICIPANTS

**23**  
TRAINING  
COURSES

**503**  
CONTRACT  
ACTIVITIES

## 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, just five minutes from our headquarters.

As a hub of knowledge on European policies, EIPA receives support from the Province of Limburg and the City of Maastricht. For more than forty years,

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.



# EIPA'S ACTIVITIES IN 2021

**674**  
ACTIVITIES

**12.425**  
PARTICIPANTS

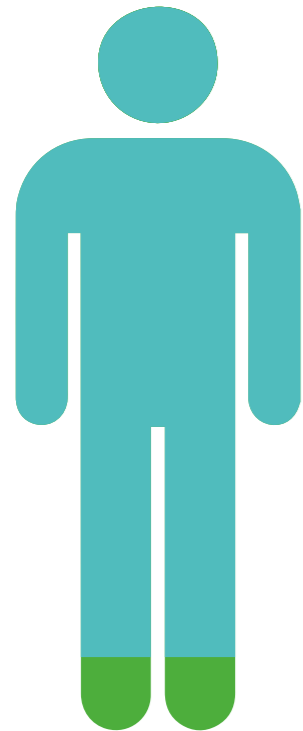
**14.817**  
PARTICIPANT DAYS

In 2021, we succeeded in implementing a considerable number of activities for participants across Europe and beyond, resulting in a total of 674 open and contract activities. Our online activities allowed for a very high number of participants (12.425) to benefit from our seminars, events, and courses. The number of participant days has increased by 35% from last year, resulting in a total of 14.817 days of 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 remains close to the last year's

proportion, with 95% of participants engaged in contract activities, compared to 94% in 2020. 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 and candidate countries increasingly choose to send their participants to tailor-made contract activities.



**95%**  
Contract Activities  
(11.804)

**5%**  
Open Activities  
(621)

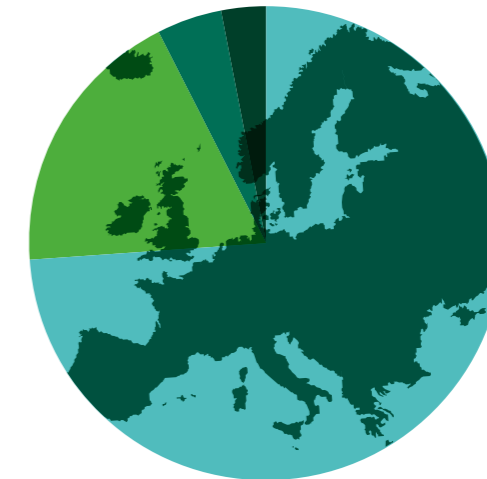
## Percentage of participants in open and contract activities

The most considerable number of participants came from the EU and its Member States. The share of participants from the EU institutions, bodies, and agencies slightly decreased compared to last year (from 78% in 2020 to 74% in 2021). This change is mostly attributable to an increased number of participants from EU Member States (18.5% in 2021) and candidate countries, which added up to 4.5% (compared to 3% in 2020).

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 with direct insights into the EU public administration.

## Percentage of participants in terms of origin

In 2021, the largest amount of participants came from Slovenia, followed by Spain and Latvia. This peak number of Slovenian participants can be attributed to the Presidency Training EIPA implemented for the Slovenian public administration (see page 37). For open enrolment courses, the highest number of participants came from Italy, followed by Ireland, Portugal, and Belgium.



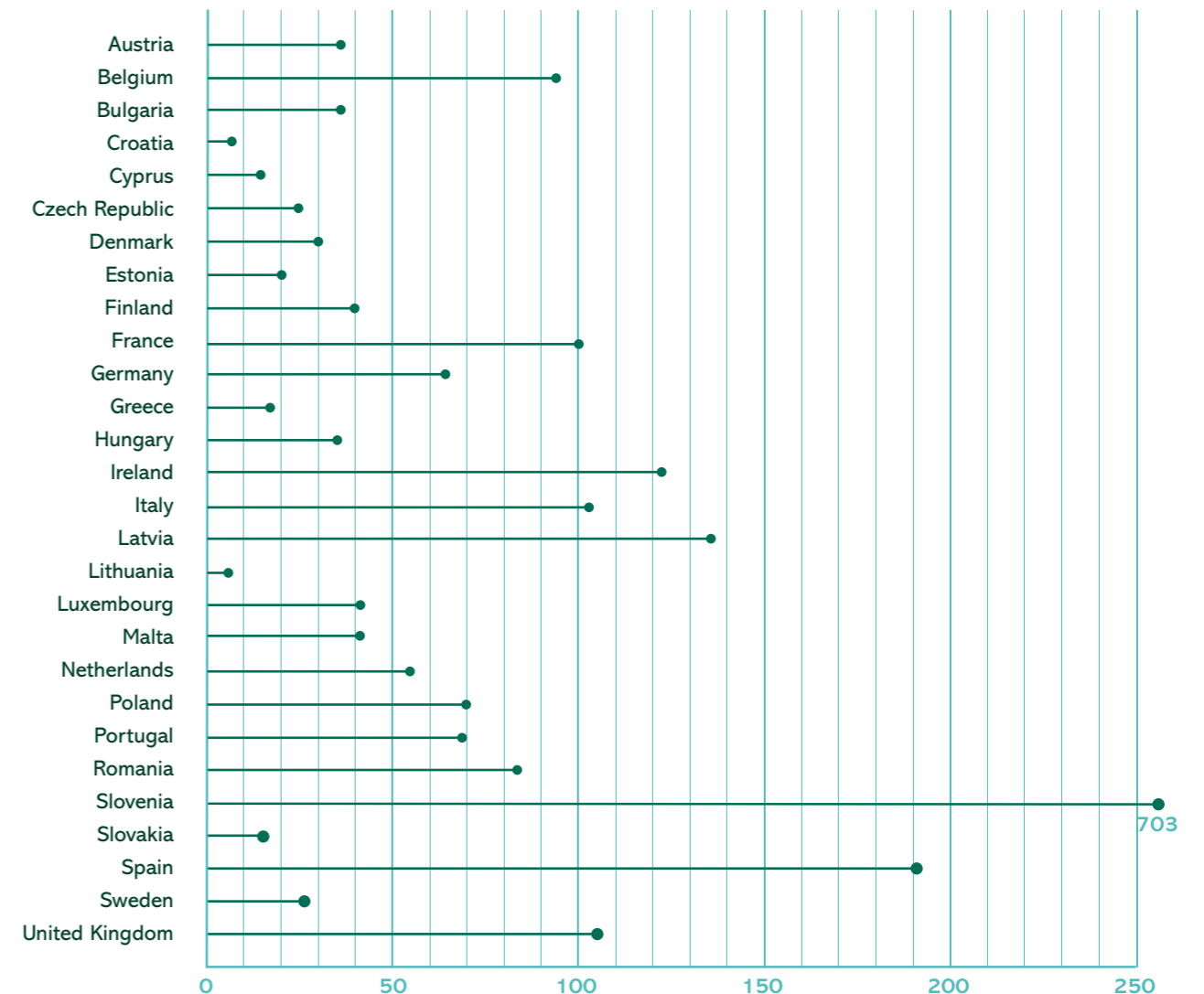
**74%**  
EU institutions, bodies and agencies (9.243)

**18,5%**  
EU member states (2.293)

**4,5%**  
Candidate countries (533)

**3%**  
Other (356)

## 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 2021, EIPA Luxembourg was subsidised by its 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 2021, the statutory contribution from the Netherlands amounted to ca. €0.5 million.

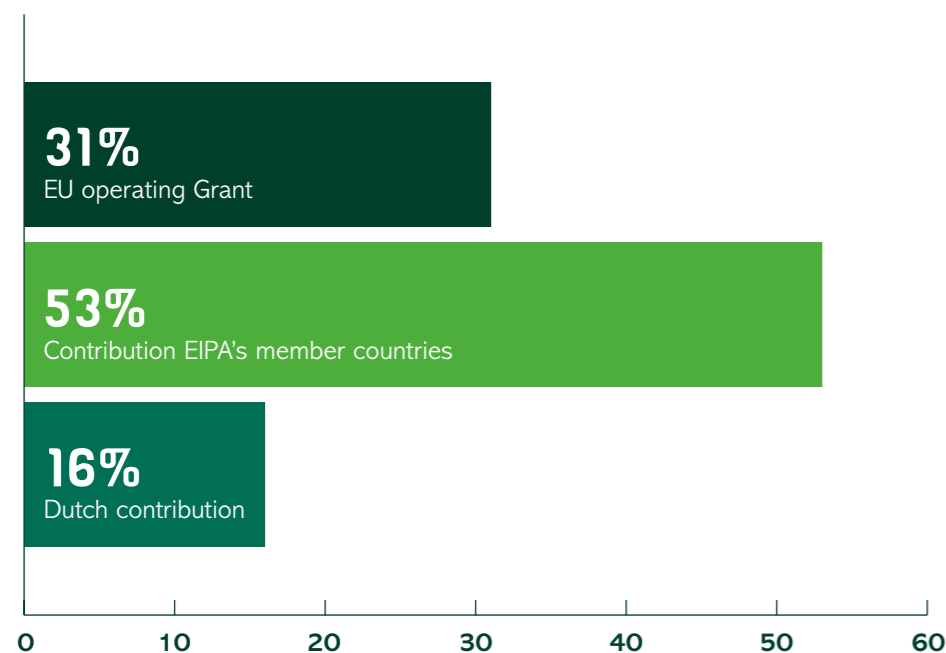
## Subsidies

In 2021, 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.

## EU Support

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.

## Contributions to basic costs and subsidies in 2021



Edward Best, Director, Scientific and Editorial Committee, EIPA  
Herwig Hoffmann, Professor, Faculty of Law, University of Luxembourg  
Phedon Nicolaïdes, Professor, Maastricht University and  
Visiting Professor College of Europe (Bruges Campus)







# OUR NEW CORPORATE IDENTITY

Nearing the end of the year, we were extremely delighted to announce the launch of our new corporate identity. This included a new visual identity and website to celebrate 40 years of EIPA's existence, more effectively represent our future aspirations and boost brand awareness.

## New logo

EIPA's new logo is a combination of the EU stars and a folded figure. The stars symbolise the sharing of knowledge on EU policy as the organisation's main focus, while the folded figure embodies the depth and

transparency of the community. As the folded figure is limitless and continuous, it also represents the network that connects public officials – 'together and onwards'.



## New tagline

Our new tagline presents the essence of our corporate brand:

### TOGETHER AND ONWARDS

These three words encapsulate our mission of bridging theory and practice in European Governance, Policies, Law, and Public Management. The words 'together' and 'onwards' refer to the values and motives of our organisation.

## Increased EIPA brand awareness

Both our stakeholders and customers have responded positively to this strategic branding process. The initial launch of our new website and brand identity on 1 December generated a massive volume of traffic, even resulting in a server overload for some time.

Our social media announcements were one of the most liked and shared in the past year, and our brand video introducing the 'next generation EIPA' has been accessed nearly 2000 times since being launched.



40  
YEARS

1981  
2021



# CHALLENGES AND OPPORTUNITIES FOR PUBLIC ADMINISTRATIONS IN TIMES OF RECOVERY

EIPA Online Conference

March 4, 2021 | 9:00 - 12:00 CET

## Keynotes



**Elisa Ferreira**

EU Commissioner for Cohesion and Reforms



**Alexandra Leitão**

Portuguese Minister for Modernisation of the State and Public Administration

**Elisa Ferreira**

European Commissioner for Cohesion and Reforms

## #EIPA40YEARS CELEBRATIONS

On 4 March 2021, EIPA commenced its 40-year celebrations with an online conference on the Challenges and opportunities for public administrations in times of recovery, gathering public and private actors involved in the recovery of the European economy to discuss the role that public administration can play in this.

### ONLINE CONFERENCE FOR PUBLIC ADMINISTRATIONS IN TIMES OF RECOVERY

On 4 March 2021, EIPA commenced its 40-year celebrations with an online conference on the [Challenges and opportunities for public administrations in times of recovery](#), gathering public and private actors involved in the recovery of the European economy to discuss the role that public administration can play in this.

Keynote speeches by Elisa Ferreira, EU Commissioner for Cohesion and Reforms and Alexandra Leitão, Portuguese Minister for Modernisation of the State and Public Administration, opened the conference.

Speakers represented both the public and the private sector, most notably the European Commission (DG REFORM and SG.RECOVER) and Member States' Ministries.

### Dissemination to an audience from all over Europe and beyond

More than 700 participants from 42 countries registered for the conference, with the majority coming from national and EU public administration. Universities, think tanks and the private sector were also represented, proving that the conference's topic sparked interest in many spheres.

**'HIGH-QUALITY PUBLIC ADMINISTRATION IS A NECESSITY FOR ECONOMIC RECOVERY, GREEN AND DIGITAL TRANSITION, AND A STRONG AND RESILIENT EUROPE.'**





**Edoardo Ongaro**, Professor, former President, European Group for Public Administration



**Alfonso Dastis**, Ambassador of Spain to the Republic of Italy; former Spanish Minister of Foreign Affairs, Permanent Representative to the EU and Secretary-General for EU Affairs  
**Cecilia Wikström**, Chair, EIPA Board of Governors, former MEP and former Member of the Swedish Parliament



**Mario Nava**, Director-General, DG Structural Reform Support (REFORM), European Commission



**Daniele Dotto**, Deputy Director and Head of Unit – Governance and Public Administration, DG REFORM, European Commission



Welcome and opening remarks,  
**Marco Ongaro**, Director-General, EIPA, Maastricht



**Herwig Hoffmann**, Professor, Faculty of Law, University of Luxembourg  
**Phedon Nicolaïdes**, Professor, Maastricht University and Visiting Professor College of Europe (Bruges Campus)



**Elsa Pilichowski**, Director for Public Governance, Organisation for Economic Cooperation and Development (OECD)  
**Edoardo Ongaro**, Professor, former President, European Group for Public Administration  
**Sabina Lange**, Senior Lecturer, EIPA  
**Daniele Dotto**, Deputy Director and Head of Unit – Governance and Public Administration, DG REFORM, European Commission

**EIPA'S 40TH ANNIVERSARY EVENT**  
**'Making European Policies Work- Next Generation EIPA'**

With our 40<sup>th</sup> hybrid anniversary event on the new challenges for EU Policy implementation, we built on past experiences, identifying areas where EU policies have been successful and looked at practices in different countries.

**New Challenges for EU Policy**

Together with our distinguished speakers from

academia, EU representatives and members of different levels of EU governance and international organisations, we discussed the new challenges for EU policy implementation from three perspectives:

- the design of multilevel administrative arrangements;
- the contribution of mutual learning and transnational cooperation;
- the role of political leadership and citizen engagement.



EIPA

IN CONVERSATION  
WITH

# WHERE POLICY AND PRACTICE MEET

In 2021 we launched our new series of regular round-table discussions '[EIPA in conversation with](#)'.

The round-tables are hosted by our in-house experts, bringing together key speakers from policy and practice. We tackle timely topics, high up on the EU agenda and provide our stakeholders with the latest insights they need to stay up to date.

**Overall, nearly 500 people from EU and national public administration, universities and the private sector attended our web panels in 2021.**

## Topics covered in 2021

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- 22 January  
**The Global GAG Rule: latest developments, future challenges and EU leaders' opportunities to respond**
- 29 April  
[Deployment of Trustworthy Artificial Intelligence](#)
- 6 May  
[CAF as a tool to promote resilient public administrations in the post-pandemic era](#)
- 27 May  
[The gender gap in the 27 EU Member States and policy measures for reducing it](#)
- 29 June  
[How to successfully influence EU negotiations?](#)
- 30 September  
[The Trio Presidency – 3 countries hand in hand](#)
- 12 October  
**No Future without Public Sector Innovation**
- 18 November  
[Updating CAF Education: The challenges for education and training centers in the post pandemic](#)

All available recordings can be watched on EIPA's [YouTube Channel](#).



# TRAINING COURSES

**33**  
OPEN SEMINARS

**621**  
PARTICIPANTS

**1.335**  
COURSE DAYS

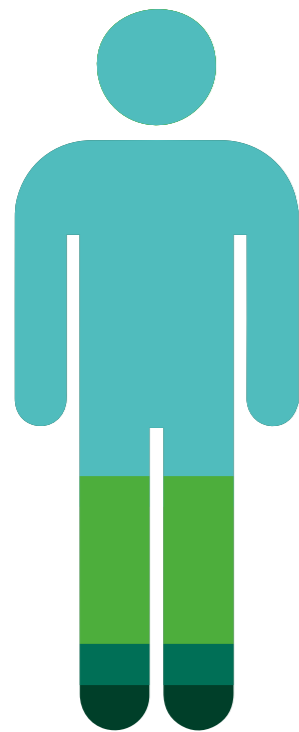
Our open enrolment training courses are the perfect example of how we bridge theory and practice when it comes to the latest developments and upcoming challenges in key areas of European affairs and public management. They offer participants from all over Europe the chance to get involved in practice-oriented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

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.

During 2021, all of our open activities took place online, enabling us to engage a higher number of participants than last year.

## Where do our participants come from?



**52%**  
EU Member States (324)

**36%**  
EU institutions, bodies,  
and agencies (224)

**4%**  
Candidate countries (25)

**8%**  
Other (48)

Ellie White  
Health Action International (HAI)

**'I THOROUGHLY ENJOYED THIS COURSE ON EU DECISION-MAKING – IT WAS VERY WELL STRUCTURED, PACKED WITH INFORMATION AND EXERCISES TO KEEP US ENGAGED THROUGHOUT. A HIGHLY IMPRESSIVE ONLINE COURSE, THAT I'D RECOMMEND TO ANY PEERS WORKING IN EU ADVOCACY.'**

Understanding EU Decision-Making: Principles, Procedures, Practice



# OUR TRAINING COURSES AT A GLANCE

## EU Governance

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- Understanding EU Decision-Making: Principles, Procedures, Practice

## Data Protection

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- Data Protection: Refresher and Advanced Course for DPOs and Data Protection Experts
- Cybersecurity Policies and Practices in the EU - for non-IT experts
- Data Protection Certification Course
- Challenges posed by the Technological Disruption, Data Protection and Artificial Intelligence

## EU Law

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- EU Law for Non-Lawyers
- A Practical Guide on EU Law for Local Governments: Responding to EU Legal, Institutional and Jurisdictional Challenges to Sub-state Entities
- Procedures before the European Court of Justice of the European Union
- The European Public Prosecutor's office and its role in combating crimes against EU financial interests
- The Green Deal 2021-2027
- Introduction to EU Immigration and Asylum
- 10<sup>th</sup> Annual conference on EU Civil Service Law
- Recent Trends in the Case Law of the Court of Justice of the European Union

## Public Procurement, PPP

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

## EU Structural Funds, ESIF

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- Using REACT-EU and the RRF while Implementing the New Structural Funds Programmes, 2021-2027
- The New Cohesion Policy Regulations 2021-2027 and Implementing New Structural Funds Programmes
- Financial Management of EU Structural and Cohesion Funds: Moving from 2014-2020 to 2021-2027
- Performance Audit degli investimenti co-finanziati dal budget UE: L'approccio della Corte dei Conti Europea
- New Regulations for Financial Management and Audit of EU Structural and Cohesion Funds: lessons from 2014-2020 and key issues for 2021-2027
- Implementing the New Regulations for EU Structural and Cohesion Funds programmes in 2021-2027
- Cohesion Policy Project Appraisal standards in 2021-2027; using CBA; and the Connecting European Facility: 2-stage seminar
- Audit and Anti-Fraud Measures, ESI Funds 2021-2027 ARACHNE Programme
- Implementing the new EU Structural and Cohesion Funds Programmes alongside the Recovery and Resilience Facility (RRF)

## Other

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- Knowledge Management in Public Sector Organisations: The Do's and Don'ts
- Capacity Building in Impact Evaluation: Counterfactual and Theory-Based Approaches



# DATA PROTECTION

The progressive process of datafication, turning many aspects of our life into digital data, has influenced the rapid evolution of new technologies and transformation of our society. With data being at the centre of this digital revolution, data protection and data security are more than ever playing an essential intertwined role in safeguarding our fundamental rights. Identifying the new vulnerabilities that could be exploited by malicious parties and new ways of ensuring that critical infrastructure, systems and assets are safe is paramount for protecting our privacy.

## Our training courses

The year 2021 was 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 Board (EDPB) and the European Data Protection Supervisor (EDPS). **We certified almost 100 data protection officers (DPOs) around Europe, and we have helped nearly 70 professionals who needed to refresh their knowledge of the GDPR and Regulation 2018/1725.**

In addition, we offered the pilot course on artificial intelligence (AI) and data protection in June 2021. Following its successful implementation and further requests on this topic, we hosted a second edition in November 2021, and we will continue to tackle this subject and its legal challenges in the coming year.

Besides these activities, we offered an online training course to data protection specialists in Serbia on the most pressing subjects related to the topic. This was in addition to sessions related to the challenges with the enforcement of GDPR against big tech industry

for digital single market professionals in Turkey. Both activities have been delivered by the data protection in-house expert within the acceding country framework.

Our participants' satisfaction with the activities was very high. Our commitment and continuous excellence in certifying DPOs are 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.

## Publications, blogs and events on data protection and AI

In 2021, we complemented our offer with various publications and blog articles around the topic of data protection, all of which were widely accessed by our target group. For the first time, we also hosted a web panel on the 'Deployment of Trustworthy Artificial Intelligence', featuring several renowned data protection and artificial intelligence experts. At the same time, we researched, produced papers and participated in several discussions on regulatory sandboxes and data protection related topics.

Pierre Langlois de Bazillac  
Partner, Lexial

**'EXCELLENT PRESENTATIONS  
AND REAL-CASE INSIGHTS ON  
THE CHALLENGES FACED BY  
DPOs AND HOW TO HANDLE  
THEM.'**

**Refresher and Advanced Course for DPOs  
and Data Protection Experts**





“MORE THAN 600 GERMAN-SPEAKING PARTICIPANTS WERE DRAWN TO OUR CONFERENCE ON THE NEW ROLE FOR HR MANAGEMENT. THESE PEOPLE CAME FROM ALL LEVELS OF GOVERNMENT – NATIONAL, FEDERAL AND LOCAL.”

## EFFECTIVE PUBLIC ADMINISTRATION

### In diversity united!

These three words are significant for life and work in the EU and within its Member States. For business and administration, the diverse and different skills of employees are an important basis for meeting the needs of customers and citizens. This needs to be in a way that fulfils service expectations, and demonstrates positive performance.

Challenges for innovative and current HR work have arisen for a number of reasons. Some are consequences of demographic and social change, digitisation, globalisation, European integration, a growing focus on environmental protection and New Work. There is also increasing diversity in the population and in the workforce.

Longer professional lives, an older, more female and diverse workforce together with an increasing shortage of talent demand integrated concepts

and approaches. There is a need for demographic diversity and digitisation to be 'thought out together', and to be strategically anchored in the respective business and HR policy.

EIPA's Diversity Conference brought the academic sector, business and public administration together to learn from each other from different angles and to develop innovative solutions.

Our conferences on the new challenges of diversity, equality and inclusion, and the digital working environment clearly addressed this need. In the first half of 2021 **we attracted more than 500 participants from EU and public administrations as well as the private sector to our online events** to discuss the new challenges of diversity, equality and inclusion.

### Activities for German-speaking public professionals

The pandemic has intensified the discussion about increasing flexibility in working times, work and home office, and how these will influence the work environment in the longer term as the 'new normal'. Work 4.0 or New Work, with the demand for 'purpose', will continue to demand more from organisations and HR management. Empowerment, personal responsibility, self-organisation, collaborative forms of work, sustainability, flat hierarchies, project structures and other keywords are cited as areas for action.

Lifelong learning and employability – skills, health and commitment – must be promoted at every phase of life. Attractive offers are desirable not only as part of recruitment, but as part of employee retention as well. Good working relationships and conditions offer accompanying incentives, including those with a view to employee retention.

The complexity of these topics is constantly expanding, and HR management has an active role to play in supporting the (digital) transformation with

appropriate tools and programmes, and in advising and supporting managers and employees.

**Our conference series had six modules dedicated to New Work.** Together with key speakers from the fields of business, science and public administration we discussed how the role of HR management could change under different aspects, and a holistic understanding of HR management.

### Articles and blogs

Our conferences were accompanied by a series of blog articles on the new challenges for public managers. The most popular articles focused on intergenerational management, demography, diversity and digitisation inside public administration. Most of these articles [can be accessed in both English and German](#).





# CONTRACT ACTIVITIES

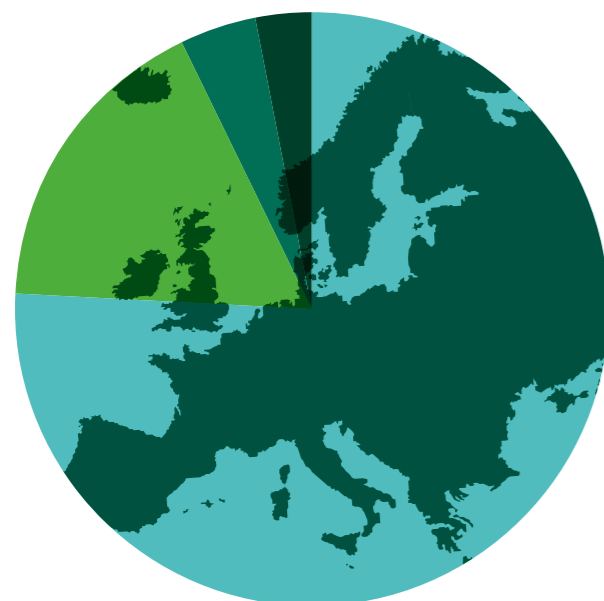
**641** CONTRACT ACTIVITIES      **11.804** PARTICIPANTS      **13.482** COURSE DAYS

In 2021, we implemented 641 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. We are pleased that our services were once again requested by a variety of distinguished partners and that we implemented an extensive range of activities.

An important aspect of 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: *'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 in 2021. In most cases, these were targeted toward a specific group of clients, such as the public administrations of the European Union, individual member states, or the legal sector.

## Where do our participants come from?



**76%**  
EU institutions, bodies, and agencies (9.019)

**17%**  
EU member states (1.969)

**4%**  
Candidate countries (533)

**3%**  
Other (308)

# SERVICES TO THE EUROPEAN UNION

## Multiannual framework contracts with the EU

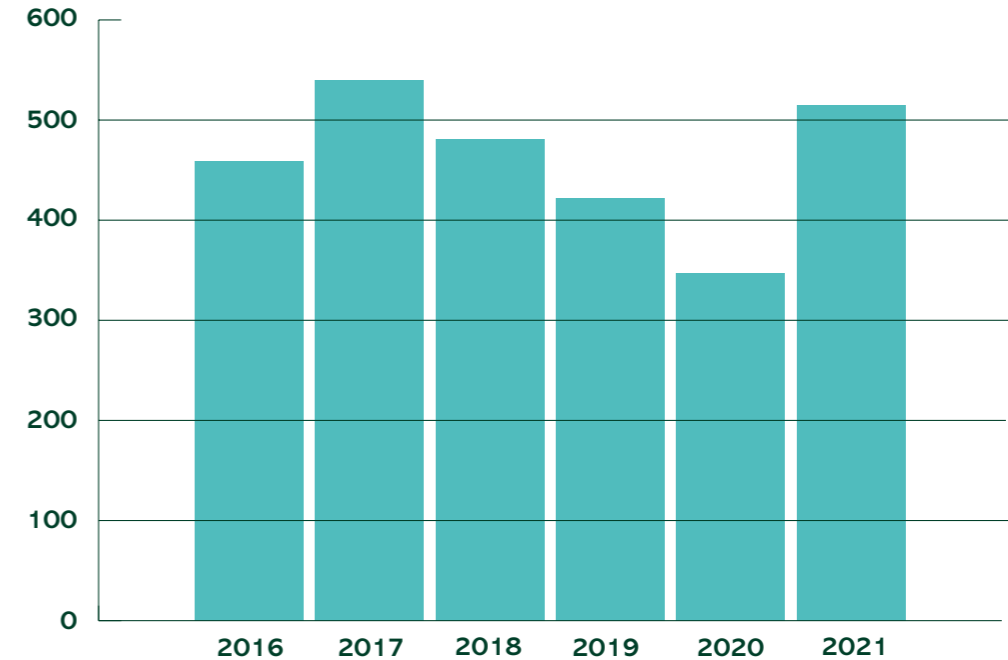
Since 2021, EIPA has been managing the multiannual EU framework contract covering **Learning and development services in the fields of European and international affairs, EU governance, law, policymaking and strategy building.**

This is the fifth successive multiannual framework contract on EU governance that EIPA has won since 2003, previously in partnership with the College of Europe and Lattanzio Learning.

These contracts cover almost all the EU institutions, bodies and agencies.

**In 2021, we organised 515 activities with a total of 9.285 participants. Out of these, seven activities, with a total of 423 participants were part of the former contract.**

## Annual number of activities within the framework contracts organised by EIPA for the EU institutions, bodies and agencies, 2016-2021



These activities cover EU law, EU decision-making and economics; Better Regulation, strategic foresight and new approaches to policymaking; and a range of EU policies including the environment, asylum and

migration and EU external action. They are organised in close collaboration with the responsible unit or division.



While we draw on a broad network of external specialists and partner organisations, most of EIPA's own experts contribute to these large-scale framework contracts. This means that we are familiar with the latest developments in EU policies and

processes, as well as having direct contact with actors across the EU universe. Input and insights we receive from EU practitioners about policy issues and perspectives enrich all EIPA's activities.

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

### Annual number of activities within the framework contracts organised by EIPA for the EU institutions, bodies and agencies, 2016-2021



### Main series of activities delivered, 2016-2021

#### 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
- Political thinking
- Policy by design
- Public access to Commission documents
- Citizen engagement
- Equality mainstreaming

#### 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
- Rule of law
- Judicial cooperation in criminal matters
- Cybersecurity
- Data protection
- Protocol and etiquette

#### 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
- Justice and cyberspace
- The harmonised VAT system
- Company law
- The banking union

#### 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
- Smart policy thinking
- Open Source Intelligence
- Equal opportunities, diversity and inclusion





# SERVICES FOR THE EU MEMBER STATES

## PRESIDENCY TRAINING FOR THE SLOVENIAN PUBLIC ADMINISTRATION

Between February 2020 and May 2021, EIPA implemented a large-scale training programme to prepare the Slovenian administration for the 2021 Slovenian Presidency of the Council of the European Union, on behalf of the Slovenian Academy of the Ministry of Public Administration. After the start of the programme with face-to-face sessions in February 2020, the training had to be transferred to an online format.

In total, 650 Slovenian public administration officials were trained.

Our role as the leading contracting partner for this project reflects our long-established reputation in presidency preparation for the 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.

### Scope of the training

During 2021, we continued to implement this large-scale online training programme for participants from across the Slovenian public administration, including those from the Permanent Representation to the EU in Brussels. Additional sessions had been planned for the first semester 2021.

During the course of the project EIPA has delivered almost **3.000 participant days** and more than **60 activities** over three modules:

- **Modules for civil servants**  
These modules were designed for civil servants who will be appointed as working party chairs, deputy chairs or national delegates during the Slovenian Presidency. They provided the essential knowledge to enable participants to chair working party meetings in an efficient, structured and meaningful way.
- **The comprehensive chairing package**  
Participants acquired relevant knowledge to manage working party meetings, and they also received advice and methodology to develop further their skills, behaviour and interpersonal relationships for successful chairing. During the training, participants practised their roles in EU simulations and role plays.

- **Module for Ministers, State Secretaries and their teams**

This practice-oriented module provided ministers and their teams with the essential knowledge and practical skills that will enable them to lead EU Council Meetings effectively. The training was 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 originally 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 provided by EIPA.



# CAPACITY BUILDING: IDENTIFYING AND PREVENTING FRAUD AND CORRUPTION IN THE EUROPEAN STRUCTURAL AND INVESTMENT (ESI) FUNDS

Between January 2020 and June 2021 EIPA, in a consortium led by PwC EU, implemented a capacity building project on behalf of DG Regio.

The objective of the contract was to contribute to capacity building on anti-fraud and anti-corruption in Member State authorities through a capacity building package on identifying and preventing fraud and corruption in ESI funds. The project was closely coordinated with OLAF.

### Key tasks performed under the contract

- **Task 1:** scoping and in-depth analysis of anti-fraud and anti-corruption practices in ESIF management;
- **Task 2:** development of a video-based e-learning module as an introduction to anti-fraud and anti-corruption in ESI funds;
- **Task 3:** development of an online capacity building module in the form of a toolbox of anti-fraud and anti-corruption practices based on cases studies and good practice examples;
- **Task 4:** proposal on the promotion and roll out for wide use of the developed capacity building and e-learning modules by the Member State authorities;
- **Task 5:** development of a website to host the deliverables.

The action produced **an array of case studies with a diverse country scope**, namely: Germany, Hungary, Italy, Latvia, Poland, Romania, Slovakia, Spain, Croatia and Slovenia.

### EIPA's responsibilities included:

- **Task 1:** contribution to the development of a common guidance document, **analyses of good practices and case studies, vetting of potential good practices**, development of a concept for the e-module and capacity building toolbox;
- **Task 2:** contribution to detailed script and production of eight videos;
- **Task 3:** draft content of seven modules, preparation of practical diagnostic exercises and tests, and contribution to additional features of the capacity building toolbox;
- **Task 4:** promotion workshop.

The project's output contributed to the EC Anti-Fraud Knowledge and Resource Centre: [https://ec.europa.eu/antifraud-knowledge-centre/index\\_en](https://ec.europa.eu/antifraud-knowledge-centre/index_en)



# SUPPORTING THE LEGAL SECTOR CONVENTION FOR INSTITUTION AND COMPETENCE – BUILDING ASSISTANCE

In 2021, 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 or have association agreements with the EU. Under the 2021 Convention, our experts provided various institution and competence-building assistance to Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, Serbia and Turkey. In total, EIPA delivered a total of 23 training activities, prepared a comparative study on alternative dispute resolution mechanisms related to insurance for Montenegro, and initiated consultancy projects for Albania and Montenegro.

In addition, the Convention provided 32 scholarships for officials from the above-mentioned beneficiary partner countries to attend open enrolment training activities in Luxembourg.

#### Topics covered within the Convention include:

- Digital Single Market;
- digitalisation of justice;
- EU internal market and regulatory policies;
- legal aspects of EU external action, EU enlargement, accession negotiations;
- European intellectual property law;
- EU data protection law;
- EU environmental law/EU Green Deal policies;
- judicial organisation and the role of the national judge;
- ECHR and EU law in relation to the independence of the judiciary and the rule of law;
- EU intellectual property, patents, copyrights, designs and trademarks.

2021 also marked the year in which EIPA, represented by EIPA Luxembourg, signed a **Memorandum of Cooperation with the Albanian School of Public Administration (ASPA)**. This autonomous government institution's mission is to train the civil servants of the central government, local government and independent institutions.

#### Launching the Environmental Academy for the Western Balkans

In an effort to promote the capacity building of countries aspiring for EU membership, EIPA supported the Swedish Environmental Protection Agency (Naturvårdsverket) in launching the [European Environmental Academy for the Western Balkan region](#). The Academy offers a free-of-charge, online training course for the selected participants, focusing on EU accession and integrating the EU environmental acquis.

#### DG JUST action grants

In 2021, EIPA Luxembourg won two actions grants.

##### 1. Fundamental Rights and Data Protection

The project's overarching objective is to help ensure the effective and coherent application of EU law, especially with regard to the implementation of mutual recognition instruments in judicial cooperation. It aims to achieve this objective by increasing the correct and consistent understanding of the fundamental rights in the EU area of freedom, security and justice.

The project will address the needs of justice professionals across the EU. To do so, it will provide hands-on training on the scope and application of the Charter of Fundamental Rights of the European Union (EU Charter) and the General Data Protection Regulation (GDPR) from the perspective of the rights protected by these instruments by putting them into



Ministry of Foreign and European Affairs Luxembourg

specific contexts relevant for the judiciary. EIPA is leading this project in partnership with the Polish National School of Judiciary and Public Prosecution, the Lithuanian National Courts Administration, the General Council of Spanish Lawyers and the Polish Supreme Bar Council.

##### 2. Digital learning paths on criminal law

EIPA and the Polish National School of Judiciary are joining forces in this project to develop a series of digital learning paths in relation to EU criminal law. This also includes introductory and advanced sessions supported by individual coaching. The digital learning paths intend to offer a guided learning experience for legal professionals who wish to have the 'full picture' to benefit from a structured EU criminal-law curriculum that is tailored to their needs, or simply to explore ideas in a systemic and comprehensive fashion while benefiting from the flexibility offered by an online learning environment. The second rationale of the digital learning path is to ensure heightened awareness of the stumbling blocks that EU criminal law faces today.

#### Ongoing DG JUST projects

Besides this, in its role as a lead organisation or consortium partner, EIPA Luxembourg implemented a wide range of activities in ongoing projects co-financed by DG JUST action grants:

- [training courses, including the development of digital content and online learning materials](#) on several flagship instruments of EU criminal law;
- [training courses and conferences](#) on cross-border family matters and EU family law;
- launch of a [practitioner's consultation](#) focusing on the streamlined application of the European arrest warrant;
- [research](#) on the overuse of pretrial detention and the disproportionate use of the European arrest warrant with alternative cross-border instruments and creation of a pilot training course, including an asynchronous webinar with digital content and online learning materials;
- [training course, conferences and train-the-trainer events](#) to improve the implementation of EU legislation in civil and commercial law, criminal law, family law and data protection.





# THE EUROPEAN PUBLIC SECTOR AWARD 2021

## BUILDING A BETTER EUROPE FOR CITIZENS NEW CHALLENGES, NEW AWARD CATEGORIES

The European Public Sector Awards (EPSA), organised by EIPA since 2009, is the only award scheme open to public sector entities at all levels of government across Europe. EPSA identifies, promotes and disseminates projects that showcase excellence in the design and implementation of public sector innovation.

The EPSA 2021 edition took place in the midst of the COVID-19 pandemic. The post-pandemic challenges societies, economies and the public sector, but also provides opportunities to rethink and reform the delivery of public services. To address these new challenges, EPSA 2021 awarded innovation in

three new categories: green, digital and innovative public administration. In addition, several projects were direct responses to the pandemic and received special recognition for providing innovative solutions to pertinent problems.

**1**  
**OVERARCHING THEME**  
"BUILDING A BETTER EUROPE FOR CITIZENS"

**3**  
**AWARD CATEGORIES**  
- GREEN INNOVATION  
- DIGITAL INNOVATION  
- INNOVATIVE PUBLIC ADMINISTRATION

**126**  
**INNOVATIVE PROJECTS FROM 23 COUNTRIES AND ONE EU AGENCY**

## EPSA 2021 AWARD WINNERS

### Green innovation

**EnerCoach – a digital energy accounting platform for municipalities to monitor energy consumption of public infrastructure**

The EnerCoach project, submitted by the Syndicat Intercommunal de Gestion Informatique, is an inter-administrative energy accounting platform to encourage political leaders to reduce energy consumption in their municipalities in Luxembourg. After the initial launch in 2013, the current EnerCoach is a centralised, fully integrated platform with new and improved functionalities.

### Digital innovation

**Vienna provides space (Wien gibt Raum)**

The Austrian project Vienna provides space creates a digital one-stop shop for citizens to apply for permits and for the responsible departments to cooperate more efficiently. Hence, the project simplifies administrative and legal procedures, and provides for a new approach to customer communication.

### Innovative public administration

**LabX - Experimentation Laboratory for the Public Administration**

The LabX project, led by the Portuguese Administrative Modernization Agency, aims to facilitate an innovation-friendly ecosystem across public administrations. The innovation laboratory serves as a testing ground for innovative solutions, disseminates best practices and builds capacities among public servants.

## GOOD PRACTICE CERTIFICATES AND SPECIAL RECOGNITIONS

In addition to the three award winners, 30 projects have been awarded good practice and two projects received a special recognition for responding to challenges stemming directly from the COVID-19 pandemic.

In line with the theme of EPSA 2021, "Building a better Europe for citizens", the received applications show a high degree of commitment by public administration to address the needs of citizens in the face of current and future challenges.



## ONLINE AWARD CEREMONY

The EPSA 2021 Award Ceremony was held as virtual event on 29 November 2021. After the opening by EIPA Director-General Marco Ongaro, participants were welcomed by Commissioner for Cohesion and Reforms, Elisa Ferreira and Vivianne Heijnen, then Alderman for (EU) regional cooperation in the City of Maastricht.

Overall, the Award Ceremony was attended by 108 participants on Zoom. During the stream of the event, between 30 and 77 additional participants followed the event via YouTube. The highest number of viewers (77) at a time were counted during the announcement of the awards.

During the event, EPSA friends and partners reflected on the role of EPSA for mutual learning to address current and future challenges. The ceremony was

concluded by an informal (online) networking event in which EIPA staff, experts and EPSA applicants exchanged views about the past, present and future of public sector reform in Europe.

The general report presents the key outcomes of the 2021 edition including general statistics and basic information about the winning projects and Good Practice Certificate recipients. In addition, EPSA 2021 provides specific publications about reform projects in times of crisis in the three award categories of green, digital and innovative public administration.





## INSTITUTIONAL PARTNERS OF EPSA 2021



European Commission



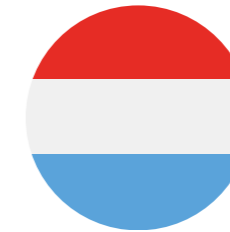
Austria



Hungary



Italy



Luxembourg



The Netherlands

EPSA 2021 is financially supported by the European Commission, Directorate-General for Structural Reform Support (DG REFORM), through the Technical Support Instrument (TSI).

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



Gemeente Maastricht

provincie limburg



# MASTER OF EUROPEAN LEGAL STUDIES – MELS ONLINE

In partnership with the Université de Lorraine in France, EIPA Luxembourg offers a master's programme which provides a deep understanding of European law. MELS online covers the main topics of EU law as EU institutional law, EU substantive law, EU litigation and European economic law.

## Structure of the programme

The master's studies are structured in the form of a two-year programme. 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: 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 the protection of the internal market. It has a particular focus on EU competition law, EU consumer law, intellectual property law and the Digital Single Market.

## Methodology: blended learning

The MELS provides teaching staff composed of academics, practitioners and officials of European institutions. It provides an innovative approach to education that combines online courses and face-to-face activities. The master's programme is mainly delivered online but is punctuated by some face-to-face sessions to promote flexibility and to allow students to follow the courses, thanks to a distance

learning format. The programme spans two years and is based on a combination of teaching methodologies. 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.

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 studies.

## Applicants: master's requirements

The MELS welcomes young graduates but also practitioners interested in European law in the context of their activity. Applicants need to possess a bachelor's degree but no prior degree in law is required to participate in the programme. The courses are held in English and in French. Candidates must therefore be bilingual in these two languages to apply.

Zorka Karadzic  
Assistant Lawyer,  
European Court of Human Rights in Strasbourg

**'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!'**

MELS Promotion 2019–2021





COMMON ASSESMENT  
FRAMEWORK

## THE EUROPEAN CAF RESOURCE CENTRE AT EIPA

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

### Core activities throughout the year

In 2021, EIPA's CAF Resource Centre was invigorated with a new team in form of a senior expert and CAF officer. They led several projects in the realm of the centre's mission and participated in a variety of activities within the network, most notably:

- A panel session on accounting and innovation in CAF, as part of the OECD's Observatory of Public Sector Innovation (OPSI) and Slovenian Presidency hosted online conference on the Future of the Public Administration 'Government beyond Recovery';
- The CAF National Correspondents Meeting, organised by the Slovenian Presidency;
- The launch of the revision of CAF Education towards CAF Education 2020;
- The relaunch of the CAF newsletter "CAF Speak Up".

### A new website and CAF user database

In the second half of 2021, the existing database of CAF users was updated and completed. The former CAF website and database were taken offline and all CAF user data was imported to a new database, at the same time assuring full GDPR compliance.

As part of the corporate website the CAF Resource Centre also launched its new CAF website, with the updated contact lists of correspondents and experts, as well as a new platform for CAF best practices. In 2022, the CAF user database will be made accessible to the CAF community, via the new website.

### Building a resilient public sector with the use CAF

In 2012 the OECD, the European Commission (DG REFORM), and 12 EU Member states embarked on a joint research project to strengthen the resilience of public sector organisation in EU Member states, using the CAF model.

EIPA's CAF RC was chosen to undertake the first survey phase of the project. That is, designing and distributing a questionnaire and online survey to collect insights into the responses of public sector organisations to the crisis, their use of the CAF tool, and its role in supporting greater resilience across its different CAF criteria. This work was done in the second half of 2021, leading to a high response rate amongst CAF users.







## 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 during EIPA's staff activities in the EU institutions or Member States' administrations, likewise, on the exchanges of national public-sector practices and our participation in the European scientific and policy community.

Our briefings offer concise insights into relevant topics in public administration, whereas our papers address matters in greater depth that aim to

contribute to policy debate. EIPA also contributes with studies and reports, usually of a comparative nature, and conducts applied research projects.

### Briefings



#### **Sandboxes for Responsible Artificial Intelligence**

By Florina Pop and Lukas Adomavičius

This briefing note explains the regulatory sandboxes for responsible Artificial Intelligence, and how they fit within the concept of 'legally disruptive experimentation'. It also asks whether the regulatory sandboxes may themselves pose challenges regarding personal data protection in the context of the AI Act Proposal and its possible loopholes.



#### **The Artificial Intelligence Act Proposal and its Implications for Member States**

By Martina Anzini

In this paper, the author provides a concise overview of the European Commission's proposal for harmonised rules regarding AI applications. Moreover, it highlights the proposals' main implications for the EU Member States and explores the appropriate balance between fundamental rights protection and public security, likewise, its enforcement arrangements.



#### **The EU Conditionality Regulation – Variations on Procrastination**

By Petra Jeney

This briefing describes why the application of the Conditionality Regulation has become a political and legal minefield for the Commission. Our expert also explains why the European Parliament is threatening legal action to finally put in place the mechanism envisaged by this law.



#### **Getting Fit for Public Procurement: The Push for Professionalism**

By Gracia Vara Arribas

The main aspects of professionalisation of procurement management are discussed in this publication. Furthermore, it maps the needs and objectives of Member States, by outlining several steps for effective improvement in public procurement. The briefing also reviews various initiatives that are underway to address these needs, by focusing on the instrument ProcurCompEU.



#### **Health Crises and the Growth of EU Agencies: The Response to the COVID-19 Pandemic**

By Christoph Klika

This paper presents the proposal of the European Commission to mandate the existing agencies and to create new agencies that would strengthen the EU's preparedness for cross-border health threats. The author discusses the challenges of 'agencification' in public health, such as limited coordination among the Commission and the Member States for knowledge generation and threat assessment.



#### **Enforcing EU chemicals policy: the multi-level pursuit of zero tolerance**

By Christoph Klika

This briefing describes the measures aimed at improving enforcement for EU chemicals policy, as a response to low level of compliance by companies as well as uneven enforcement by the EU Member States. The briefing also draws attention to remaining challenges to ensure compliance with chemicals legislation.



## Papers



### **Making European Policies Work – Evolving Challenges and New Approaches in EU Law Enforcement**

By Martina Anzini, Petra Jeney, Godefroy de Moncuit and Juan Diego Ramírez-Cárdenas

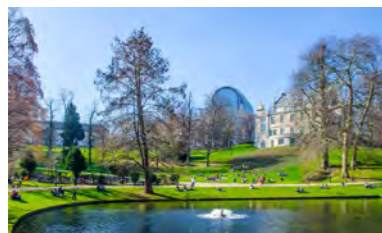
This publication delves into the legal enforcement tools used by the EU to ensure compliance of the Member States with EU policies. It highlights the main characteristics and differences between centralised and decentralised enforcement. The authors present three case studies that showcase different trends and issues within the process of enforcement.



### **Making European Policies Work – Multilevel Administration and Policy Integration**

By Edward Best

Our expert Edward Best explores the overall arrangements for 'multilevel administration' through which EU policies are managed. The paper maps out the different forms of vertical and horizontal coordination mechanisms involved, and characterises the hard and soft approaches taken by the EU in the process of harmonised implementation and deeper administration cooperation.



### **The European Parliament and the Right of Initiative: Change Practice, Not Powers**

By Edward Best

The study reviews the developments in the process of the European Parliament insisting on getting greater right of legislative initiative. Furthermore, the author investigates how the European Parliament's formal roles as the directly representative institution can be made to interact more effectively with the Commission, citizens and stakeholders.



### **Member States and EU agreements: Is it really national parliaments that are standing in the way of EU strategic autonomy?**

By Wolfgang Koeth

The paper explores the EU's limited ability to act as a global actor, with regards to the Member States ability to block EU actions. Our expert Wolfgang Koeth focuses on one specific illustration of this, namely the fact that EU action may be blocked by any single of the 36 legislatures in the EU Member States through their de facto veto right on 'mixed' agreements.



### **Recovery and Resilience Plans for the Next Generation EU: a unique opportunity that must be taken quickly, and carefully**

By Marco Lopriore

This publication investigates the state of play as of early February 2021 caused by the New Recovery and Resilience Facility. It also highlights the challenges and opportunities posed for the EU Member States to ensure that funds will be used in ways that result in a real transformation of Europe's economies.

## Studies



### **Study on the Training Needs of Court Staff on EU Law in the EU**

By Jeremy Cooper, Clara Cotroneo, Chrystelle de Coligny, Roberta Ribeiro Oertel, Gerd Sinding, Raf Van Ransbeeck

Our expert Clara Cotroneo contributed to this study, which was prepared by the European Judicial Training Network in consortium with EIPA. It maps in detail the training needs in EU law of the different types of court staff according to their respective tasks in the EU Member States. The study also makes recommendations to the different national and EU-level stakeholders on how to answer these training needs.



### **The Gender Gap in the EU's Public Employment and Leadership: Mapping promising measures for gender equality and equal opportunities in the EU27**

By Clara Cotroneo, Olivia Brown, Iwona Karwot, in collaboration with Lukas Adomavicius, Elena Velasco

This study was commissioned by the European Parliament's Policy Department for Citizens' Rights and Constitutional Affairs. The publication provides a situational analysis of the gender gap in the EU and Member States' public sector, administration, and sphere, likewise, it identifies promising policy measures for reducing it.



### **New Work – the new normal “after” COVID-19?**

By Beatrix Behrens & Lutz Bellmann

Our expert Beatrix Behrens is one of the authors of this study on teleworking. It outlines several changes faced by public administrations concerning the 'New Work', which was fostered by the COVID-19 pandemic. The authors elaborate on the characteristics of 'New Work' that public administrations need to take into account in the changing working environment.

## Books



### **The Making of European Security Policy**

By Roberta Haar, Thomas Christiansen, Sabina Lange, Sophie Vanhoonaeker

This volume addresses how and in what capacity the European Union and its Member States are able to respond to fundamental shifts occurring in global politics and how to remain relevant for the future. Our expert Sabina Lange, together with prominent scholars in the field of European security, outlines a range of pertinent issues related to Europe's role in the context of evolving global challenges.



# CONTRACTING AUTHORITIES 2021

## European Institutions/Agencies and Bodies

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Committee of the Regions (CoR)  
Council of the European Union  
Court of Justice of the EU (CJEU)  
European Centre for Disease Prevention and Control (ECDC)  
European Chemicals Agency (ECHA)  
European Climate, Infrastructure and Environment Executive Agency (CINEA)  
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 the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA)  
European Union Intellectual Property Office (EUIPO)

## Central Governments Ministries

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Federal Ministry for Economic Cooperation and Development (DE)  
Federal Ministry of Arts, Culture, Civil Service and Sport (AT)  
Foreign & Commonwealth and Development Office (UK)  
French Ministry of the Interior (FR)  
Government Office for Legislation, Slovenia  
Irish Department of the Environment, Climate and Communications (IE)  
Irish Department of Transport (IE)  
Ministry of Foreign and European Affairs of the Grand Duchy of Luxembourg (LU)  
Ministry of Public Administration of the Republic of Slovenia (SI)  
Ministry of the Interior and Kingdom Relations (NL)  
Ministry of the Public Service of the Grand Duchy of Luxembourg (LU)  
Presidency of the Council of Ministers, Department of Public Administration (IT)  
Spanish Ministry of Science and Innovation (ES)  
State Chancellery of the Republic of Latvia (LV)

## Regional/Federal/Local Authorities

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Automobile Club d'Italia – ACI (IT)  
Centre for European Perspective – CEP (SI)  
Municipality of Maastricht (NL)  
National Transport Authority – NTA (IE)  
Province of Limburg (NL)

## Public Administration Networks & Schools

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National Institute of Public Administration - INAP (ES)  
National School of Administration – SNA (IT)

## Universities

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Maastricht University (NL)  
National University of Public Service (HU)  
Norwegian University of Science and Technology - NTNU (NO)  
Riga Graduate School of Law – RGSL (LV)  
Sciences Po (FR)  
Universitat Autònoma de Barcelona – UAB (ES)

## International Organisations

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International Organisation of La Francophonie – OIF  
OECD

## Others

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ACTIRIS, Brussels Employment Office (BE)  
Belgian-Italian Chamber of Commerce, Brussels (BE)  
Council for Negotiation and Cooperation – PTK (SE)  
DNA Consulting Europe Ltd. (BE)



# EIPA'S INTERNATIONAL MANAGEMENT AND STAFF

## Management



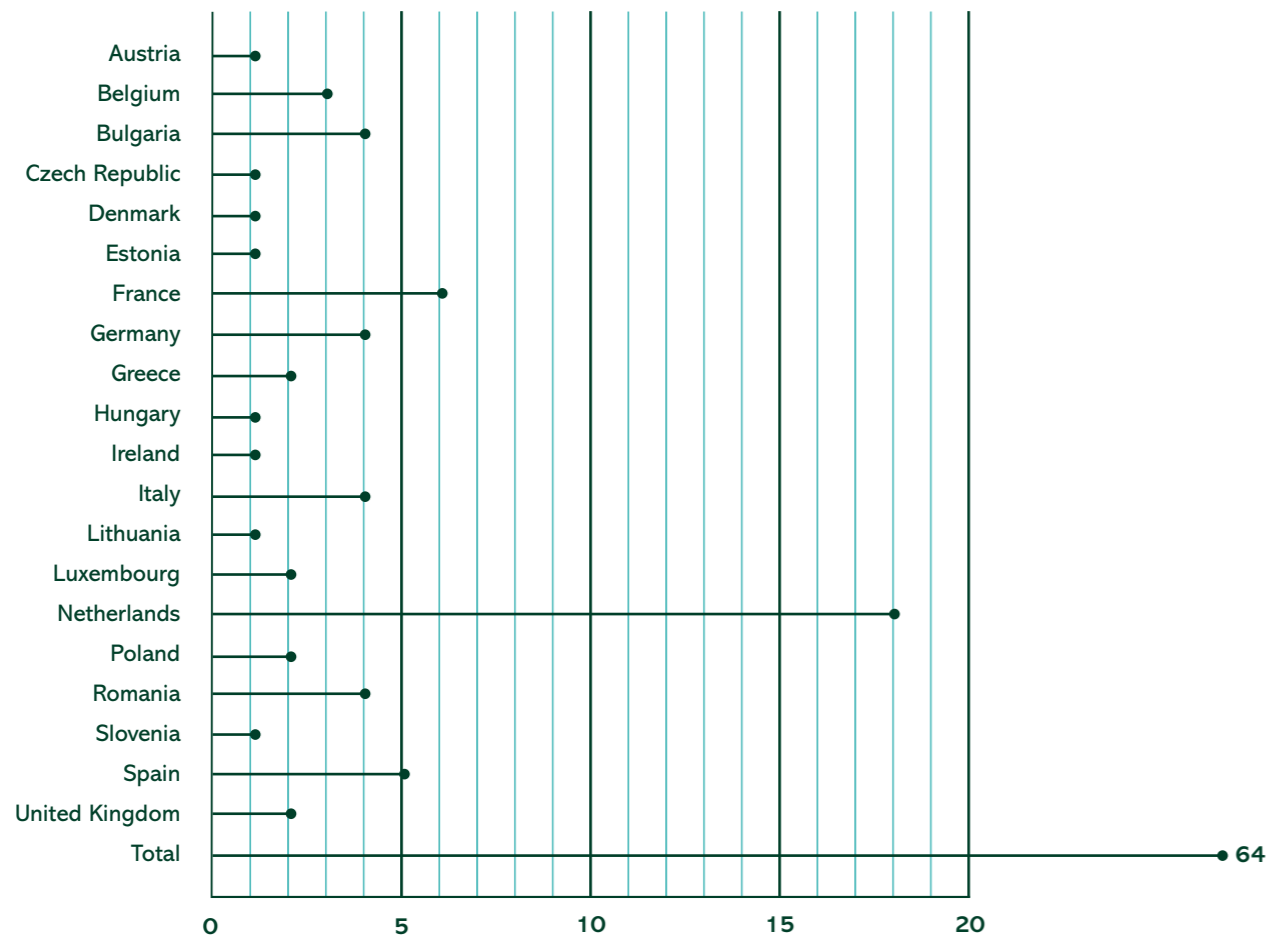
**Marco Ongaro** (BE)  
Director-General



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

## Nationalities

Being a multicultural and multinational Institute, EIPA's staff consisted of people from 20 different European nationalities in 2021.



## Directors [alphabetical order]



**Isane Aparicio** (ES)  
Director Maastricht & Business Development  
**Fields of specialisation**  
Business Development, EU Funding, Monitoring and Analysis EU Policy.



**Petra Jeney** (HU)  
Director of EIPA Luxembourg, 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.



**Dr Edward Best** (UK)  
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Professor  
**Fields of specialisation**  
European institutions and decision-making processes; Comparative regional cooperation and integration.





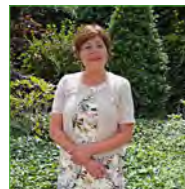
**Lukas Adomavičius (LT)**  
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Data Protection



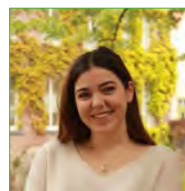
**Martina Anzini (IT)**  
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**Fields of specialisation**  
EU digital market; EU law and economic law.



**Dr Beatrix Behrens (DE)**  
Seconded Expert  
**Fields of specialisation**  
HRM Policies and Public Management



**Rita Beuter (DE)**  
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**Fields of specialisation**  
European public procurement rules and policy.



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**Fields of specialisation**  
EU foreign policy, external action, and diplomacy



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



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



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**Fields of specialisation**  
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**Wolfgang Koeth (DE)**  
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EU external relations; Common Commercial Policy (CCP); external financial instruments.



**Tomasz Kramer (PL)**  
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**Fields of specialisation**  
Internal market; EPSO recruitment procedures and staff regulations of EU institutions; EU company law; EU competition law.



**Dr Sabina Lange (SI)**  
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**Fields of specialisation**  
Decision-making in external relations of the EU; Presidency organisation and conduct.



**Frank Lavadoux (FR)**  
Senior Lecturer  
**Fields of specialisation**  
Communication and behavioural techniques for European negotiation processes.



**Marco Lopriore (IT)**  
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**Fields of specialisation**  
European Social Fund (ESF); Lisbon Agenda; Enterprise policy; SME aspects of the structural funds.



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Public Policy Evaluation and Impact assessment.



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**Fields of specialisation**  
Data protection and privacy law; international contract law; corporate law; intellectual property law.



**Juan Diego Ramírez-Cárdenas Díaz (ES)**  
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**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.



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Evaluations and Impact Assessments; EU Legislation; Transport.



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**Gracia Vara Arribas (ES)**  
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