



Annual Report 2023

ENHANCING THE EUROPEAN PUBLIC SECTOR

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The European Commission supports EIPA
through the European Union budget



Ministry of Foreign Affairs

NOTES FROM OUR CHAIR AND VICE-CHAIR

Europe is experiencing turbulent times. Challenges inside and outside our borders continue to grow. Critical voices against the European project and its administration and civil servants are on the rise. A significant part of citizens perceive a lack of transparency and – too often – feel disconnected from the EU and its public administration.

If we want to maintain the trust of our citizens, Europe must foster and cater for a capable and effective public administration, with civil servants who are well-prepared to tackle current and future challenges. As noted by the EU Commission, it is through reform and upskilling that we can shape the public administrations of the future to be more efficient, less bureaucratic, much more transparent and closer to people in the different member states.

As the Chair of EIPA's Board of Governors, I believe that EIPA has a lot to offer and a critical role to play in this regard. EIPA's mission is to empower public professionals across the EU Member States, institutions and agencies. EIPA is contributing to the proper functioning of the European Union. By delivering activities to strengthen public administration and enhance the quality of civil service, EIPA contributes to a strong and well-functioning Europe.



Cecilia Wikström
Chair
Image: Karin Röse
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The need for comprehensive reforms and support for European public administration has been stressed by the Commission's recent Communication "Enhancing the European Administrative Space (ComPAct)" which proposes a strategic set of actions to support Member States administrations and enhance administrative cooperation between them.

To quote Commission Ferreira, "Reinforcing the capacity of public administrations across the EU, at national, regional, and local level, to implement policy priorities, effectively react to crises, and manage structural transformations, is crucial to ensure the modernisation of our Union. From crisis management to policy implementation and strategic reforms, public administrations are at the forefront of achieving our shared goals."

EIPA, being a hub of expertise and innovation in public administration, offers a platform for civil servants from all over Europe - and beyond its borders- to do exactly that: exchange knowledge, share best practices and grow a network beyond borders. I am pleased that EIPA's offer also includes a range of public goods available to the public. These events, publications and learning modules provide knowledge on how the European Union functions, fostering understanding beyond public administration.

As the Chair of EIPA, I would like to thank Management, all its staff and our external experts for their excellent work and dedication shown throughout the last year. My gratitude also goes out to our European stakeholders and clients who continue to put their trust in us.

I am confident that by maintaining this collaborative spirit, we will be able to continue making a positive impact on the EU as a whole and in particular the European public administration.



Mr Wim Van de Camp
Vice-Chairman
Image: © all rights reserved

EIPA serves as a hub for professionals from all over Europe and beyond to network and exchange best practices, fostering collaboration and cooperation to enhance excellence in public administration.

As the Vice-Chairman of the Board of Governors of EIPA, it is with pleasure that I reflect on the strides we have made throughout in building networks and providing a platform for sharing good practices: together, we have continued our journey of excellence, innovation, and collaboration within the realm of public administration.

For 2023, I would like to highlight two specific projects that illustrate the positive impact that EIPA makes on European Public Administration. The European Public Sector Award (EPSA) and the multiannual international benchmarking study which EIPA undertakes for the Dutch Government. Both projects exemplify how EIPA stimulates a culture of continuous improvement and learning from each other within the public sector.

More than just recognising excellence, EPSA serves as a dynamic platform for sharing best practices and fostering mutual learning. Through EPSA, we have

created a vibrant community where innovative solutions are born and knowledge is freely exchanged, transcending borders and boundaries. You will find more details on page 22.

Benchmarking assumes a central role in our pursuit of elevating public sector performance. By benchmarking the performance of public sector organisations worldwide, EIPA enables policymakers throughout Europe and beyond to learn from each other's most effective policies to create a more efficient public sector for citizens. Read more about the benchmarking study on page 40.

I look forward to continuing the work with EIPA and witnessing the impact of European collaboration and knowledge sharing in inspiring innovation, drive change, and transform the public sector for the betterment of all.

"Our commitment to knowledge sharing extends beyond specific projects. Across various initiatives covering diverse topics, we're shaping a future where innovative solutions flourish and peer learning across Europe knows no bounds."

A MESSAGE FROM EIPA'S DG

2023 was a successful year for EIPA, in which we once more achieved our mission of developing the capacities of professionals in EU and national public administration in dealing with EU affairs.

Over the course of the year, we implemented 615 activities for 12.496 participants, resulting in 16.013 participant days. This is a real success, meaning we were able to create a tangible impact on the European public sector, via our training, technical assistance activities and comparative research. It also proves that we have stabilised the number of activities delivered and participants reached, after a few difficult years.

We continued to deliver a mix of online and face-to-face activities, allowing our customers to choose the mode of learning most appropriate to their needs. Given the positive evaluations for our activities received throughout, I am pleased that we were able to suit all of our customers, whether they came to us via a contract or open enrolment activity. Our offer provided a dynamic and interactive learning environment where participants from all over Europe and beyond got to exchange experiences and best practices, network, and learn from each other.

On top of the hard work being put into delivering activities, our experts produced a range of freely accessible blogs and publications, all of which were widely read and downloaded. Overall, we published 24 blogs and several other publications, including the first part of the international benchmarking study that we undertake for the Dutch Ministry of Kingdom Relations and Interior between 2022 and 2025.

In addition, we developed and delivered other public goods, that we made accessible free of charge, such as our online web panel series 'EIPA in conversation with' and several online conferences. We also continued with the work on our digital learning offer, however in this case, growth has fallen behind our ambition, mostly due to the lack of time and resources. We will have to evaluate our strategy in this regard in 2025 and beyond.

2023 also saw the start of a new edition of the European Public Sector Award (EPSA), the EPSA 2023-24 which we organise with the support of the European Commission and several Member States for the ninth time since 2009. We received more than 150 eligible projects from 27 countries and three EU institutions for the award categories in Innovation, Green Transition and Sustainability and Digital Transformation, allowing us to showcase and disseminate a high number of best practices for the public sector.

Besides our activities for the EU and Member States, we continued to enhance our impact in candidate and potential candidate countries. One example is our Convention with the Luxembourg Ministry of Foreign and European Affairs which we implement via our Luxembourg Centre for Judges and Lawyers. We also worked on strengthening engagement with partners in the Western Balkans, such as with the Regional School of Public Administration (ReSPA).

Our experts and I continued to participate in a range of key European networks, such as the EUPAN network, which brings together the Directors-General responsible for public administration in the EU Member States; the DISPA Network of Directors of Institutes and Schools of Public Administration, but also EU and national expert groups. Our role in the various networks, combined with the direct relations we have with national administrations via our Board and the insights we gain via our large framework contracts with the EU gives us a unique understanding of what is at play in current and future EU affairs. This allows us to develop timely and relevant activities that bridge theory and practice and make EIPA the knowledge transfer bridge both between Brussels and the Member States as well as among the Member States.

With my dedicated team, our integration in key European networks and supported by our European board and other stakeholders, I feel confident that we will continue to provide successful activities that make a positive impact on public administration in the EU, Member States and beyond.

I wish you a pleasant reading of our Annual Report.

Marco Ongaro
Director-General



Marco Ongaro
Director-General

“Our offer provided a dynamic and interactive learning environment where participants from all over Europe and beyond got to exchange experiences and best practices, network, and learn from each other.”

BOARD OF GOVERNORS

Situation as per 31 December 2023



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-Chairman

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
DG Recruitment and Development
Federal Public Service Policy & Support, BOSA

Bulgaria

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

Czech Republic

N.N.
Represented by the substitute Board member:
Mr Jindřich **Fryč**
Chief State Secretary
Ministry of the Interior of the Czech Republic

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Ms Lotte **Ravnholt Christensen**
Head of Office, Working Environment, Cooperation
and Competence Development
Danish Agency for Employees and Competence
Development

Germany

Mr Arne **Schönbohm**
Präsident
Bundesakademie für öffentliche Verwaltung

Ireland

Mr John **Kinnane**
Acting Assistant Secretary General
Expenditure Policy Division
Department of Public Expenditure and Reform

Greece

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

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Ms Consuelo **Sánchez Naranjo**
Director
Instituto Nacional de Administración Pública (INAP)
Ministerio de Política territorial y Función Pública

France

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

Italy

Mr Marcello **Fiori**
Head of the Department for Public Administration
Presidency of the Council of Ministers

Cyprus

Ms Eliza **Loizou**
Head of the Cyprus Academy of Public Administration
(CAPA) and
Chief public administration and personnel officer
Public Administration and Personnel Department
Ministry of Finance

Lithuania

N.N.

Luxembourg

Mme Angèle **Da Cruz**
Ambassadrice et Directrice des affaires européennes et
des relations économiques internationales
Ministère des Affaires étrangères et européennes, de la
Défense, de la Coopération et du Commerce extérieur

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, de la
Défense, de la Coopération et du Commerce extérieur

Hungary

Ms Györgyi **Nyikos**
Professor, Head of the Department of Public Finance
National University of Public Service

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 Robert Farla

Strategic Director EU Affairs
Ministry of Foreign Affairs

N.N.

Represented by the substitute Board member:
Mr Frans **Van Dongen**, Programme Manager
Ministry of the Interior and Kingdom Relations

Austria

Mr Christophe **Kemperle**
Head of Division III (Civil Service and Public Sector
Innovation)
Federal Ministry for Arts, Culture, the Civil Service and
Sport

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Ms Sylwia **Ojdym**
Deputy Director of the Civil Service Department
Chancellery of the Prime Minister

Portugal

Ms Teresa **Ganhão**
Director
Department for Cooperation, Management and
Communication
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 for National IT-policy and Public Governance
Ministry for Digitalisation and Public Governance

OUR LOCATIONS



3.408
PARTICIPANT
DAYS

1.678
PARTICIPANTS

9
TRAINING
COURSES

88
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. Since its inception, the European Centre for Judges and Lawyers has been a trusted knowledge and training hub specialised in the interpretation, application and enforcement of the EU law.

The Centre's in-house team of experienced legal experts delivers high-quality training, capacity-building and consultancy services, and comparative studies. With a deep understanding of EU law and its incorporation into national law, our experts offer tailored solutions to legal professionals and public officials in the EU institutions and national public administrations.

Specific outreach also goes to applicant and candidate countries, as well as those under the European Neighbourhood Policy and other third countries.

EIPA's Centre for Judges and Lawyers receives support from the Luxembourg Government, in form of contributions to housing and related costs.



THE GOVERNMENT
OF THE GRAND DUCHY OF LUXEMBOURG



12.605
PARTICIPANT
DAYS

10.818
PARTICIPANTS

35
TRAINING
COURSES

460
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, a mere five minutes from our headquarters.

As a hub of knowledge on European policies, EIPA receives support from the Netherlands and the City of Maastricht. For more than four decades, we have been known as an established centre and knowledge hub for European policies and law and the new challenges for public management.

Located in the heart of this charming yet vibrant city, our modern training facilities provide an ideal setting to expand your knowledge and grow your professional network. Situated at the crossroads of the Netherlands, Germany, and Belgium, EIPA Maastricht is easily accessible from Brussels and other major European areas. This geographical advantage enables us to support our programmes with diverse perspectives and experiences as our customers come from public administrations from all over Europe and beyond.



Gemeente Maastricht

EIPA'S ACTIVITIES IN 2023

615
ACTIVITIES

12.496
PARTICIPANTS

16.013
PARTICIPANT DAYS

In 2023, we implemented a considerable number of activities for participants from across Europe and beyond, resulting in a total of 615 activities, spread over paid activities and those offered free of charge. Overall, 12.496 participants benefitted from our services, during 16.013 participant days, which is an excellent turnout.

Our website was visited regularly, with nearly 730.000 views on our various pages, resulting in more than 58.000 views on our academic publications, handbooks and blogs.

Distribution of participant days over the various types of services

As in earlier years, the greater part of activities and participants are attributable to activities that we deliver under specific contracts. Most of these fell under our multiannual framework contracts with the European Union. Compared to the last years, we once again increased the number of participants in our open enrolment courses, albeit not yet to the high turnout reached in former record years.

In 2023, a high number of public professionals benefitted from the free access to public activities that we could offer, partially via our events, web panels and conferences as well as under contracts. One example of a contract activity that included large-scale dissemination of knowledge to the wider public was the two-day conference for our multi-annual benchmarking study. As these contract activities were free of charge and open to our target group from public administration and the legal sector, we classify these participant days as part of our public activities here.



15%
Open enrolment courses (2.342)

82%
Contract activities (13.171)

3%
Public activities (500)

Origins and share of participant days

The high percentage of participant days 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 provide us with direct insights into the EU public administration.

Over the last years, participation in public activities (activities free of charge to our core target group or to the public) has developed into a substantial share of our overall activities, as we have been offering more such activities via our own resources as well as within contract activities.



60%
EU institutions, bodies and agencies (9.683)

20%
EU Member States (3.126)

10%
Candidate countries (1.544)

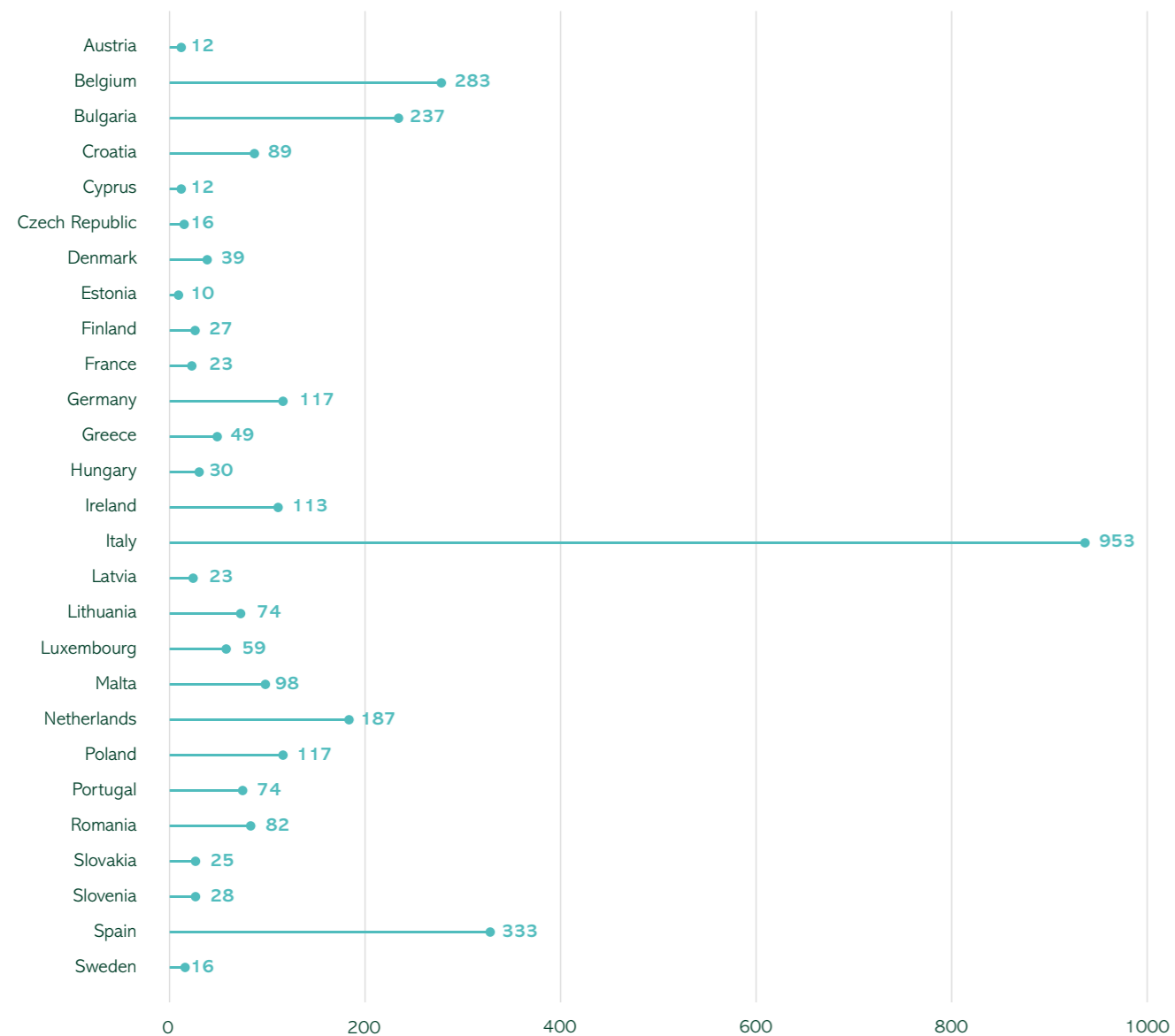
10%
Other (1.660)

Participant days per EU Member State

Over the past year, 1.759 people from various EU Member States benefitted from our activities. These participants came to us via a range of activities, including open enrolment courses, contract activities, as well as free events and conferences.

The number of participant days from each country varied. Some Member States were represented with higher number of training days than others, reflecting

the specific contracts that we implemented for those countries or the effect of public goods that we offered in the national language. One example is Italy, where we implemented several contract activities for large groups of civil servants during the year (see page 39 for details). With regards to Germany, we offered an online conference series in the German language, as part of our agreement with the German Ministry of Interior (more about these events on page 26).



Visit Delegation National Assembly Vietnam
30 June

SUPPORT FROM THE EUROPEAN COMMISSION AND THE EU MEMBER STATES

EIPA continues to receive financial support from the Member States and the European Commission.

Contributions to basic costs

The annual contributions of EIPA's Member States, excluding the Netherlands, amount to approx. €1.65 million. In 2023 the statutory contribution from the Dutch Government amounted to approx. €0.5 million.

EU Support

In 2023, EIPA received ca €1.1 million via an annual operating grant under the Erasmus+ Programme of the European Union.

Subsidies

In 2023, the Luxembourg Government not only contributed to the overhead costs of EIPA's Luxembourg branch, but in addition to the statutory support, it also bore the costs for housing facilities and related costs.

The contribution of the Dutch Ministry of the Interior is dedicated to the International Benchmark programme (2022–2025).

Contributions to basic costs and subsidies in 2023

34%

EU operating Grant

50%

Contribution EIPA's member countries

16%

Dutch contribution



Anna Stättin

Senior Policy Advisor, Swedish Better Regulation Council/
Swedish Agency for Economic and Regional Growth

“The Ex post Evaluations in the context of Better Regulation course contained an informative, relevant and comprehensive framework of the regulatory policy cycle, with focus on ex post evaluation. The course gave me new theoretical insights as well as practical tools and tips which will be useful in my work. The expertise and enthusiasm of the lecturer, in combination with a pedagogic set-up including interactive elements made the three day course pass quickly. I can warmly recommend it to any civil servant with responsibility for regulatory matters at national or EU level.”

A GLANCE AT EIPA'S ACTIVITIES THROUGHOUT THE YEAR

January

Representatives from DG REGIO visited our office in Maastricht.



February

We hosted a conference to celebrate the launch of the first part of the International Benchmarking Study on Public Sector Performance.



March



The German Federal Ministry of Interior renewed its partnership with EIPA with a new Ancillary Agreement, signed by the Head of the Federal Academy of Public Administration (Bundesakademie für öffentliche Verwaltung – BAKöV).

March



EIPA Luxembourg, in collaboration with Swedish Environmental Protection Agency – Naturvårdsverket – successfully completed the first edition of the online Environmental Academy for the Western Balkans.

April

We published 10 e-training modules on the European Arrest Warrant (EAW) as part of the STREAM project.



May

We hosted the CAF National Correspondents Meeting at our offices in Maastricht. More than 25 national correspondents from 12 countries took part.



July

We welcomed the German Bertelsmann Foundation for a specialised training event on EU Trade Policy and Geoeconomics.



August



Claudio Matera took up a position as the new Director of EIPA Luxembourg.

September

Martijn Pluim started as EIPA Programme Director.

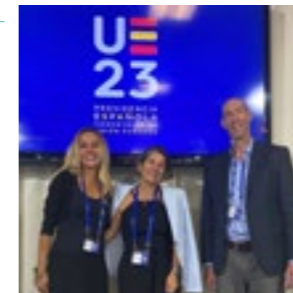


September

EIPA won DG REGIO's Framework Service Contract to provide training events for national and regional authorities responsible for the management of Cohesion Policy programmes.

October

EIPA's European CAF Resource Centre participated in the CAF National Correspondents Meeting in Madrid, which brought together CAF correspondents from across Europe.



Our DG met with Commissioner Elisa Ferreira to discuss further cooperation between EIPA and DG REFORM, especially related to the Commission's recently launched ComPACT Communication

November

Our Programme Director delivered a key speech to the European Union Scholarships (BEUs) Project Launch in Istanbul.



EIPA's Director-General, Marco Ongaro, delivered a presentation at the EUPAN DG Meeting in Madrid.



December

Public servants from the Ministry of Public Administration of Montenegro expanded their expertise in EU-related matters and quality management through engagement and active exchange in Maastricht.





TWO NEW KEY MEMBERS FOR EIPA'S MANAGEMENT

“Speaking to EU and Member States officials has made me aware of the multifaced challenges public administration is facing. I am glad that I will be able to contribute to a better Europe, with EIPA being one of the key organisations supporting public administration.”

Martijn Pluim
Programme Director

In 2023, EIPA appointed two new management members: Martijn Pluim as Programme Director and Claudio Matera as Director of EIPA Luxembourg and Senior Lecturer in EU Law.

Claudio Matera took up position as the new Director Luxembourg and Senior Lecturer in EU Law in August 2023. He has been working in research, consultancy and higher education in EU law since 2008 and has an in-depth knowledge of EU institutional and substantive law as well as comparative public law.

Claudio joined EIPA from the Department of Public Administration at the University of Twente (NL) where he was Assistant Professor in Comparative and European Public Law. Earlier on, he honed his skills at the T.M.C. Asser Institute in The Hague, where he played a pivotal role in designing courses and conducting training sessions for civil servants, judges, and legal practitioners from emerging member states and neighbouring nations of the EU. He also worked as a legal expert with the International Centre for Counter-Terrorism (ICCT) in The Hague.

In September 2023, Martijn Pluim joined EIPA as Programme Director. Martijn already established a significant presence within the European policy-making community, building up his career at the International Centre for Migration Policy Development (ICMPD) in Vienna. In his last position, he was Director of the Migration Dialogues and Cooperation Directorate, leading around 350 people in 30 offices.

Martijn brings an extensive network in EU Institutions, UN and other multilateral organisations, EU Member States and partner countries, combined with expertise in project development, acquisition and management to EIPA.

European citizen's panel debate



THE EUROPEAN PUBLIC SECTOR AWARD 2023-24

BOOSTING INNOVATION THROUGH LEARNING

The European Public Sector Award (EPSA), organised by EIPA since 2009, is the award scheme open to public administrations at all levels of government across Europe. Since its launch, EPSA has consistently provided a unique opportunity for public sector bodies to submit innovative projects, showcase practical solutions to present and future challenges, and celebrate outstanding achievements in public administration.

The award recognises initiatives demonstrating excellent performance, creativity, and the ability to deliver tangible results in delivering services to citizens. By showcasing these success stories, EPSA enables the sharing of best practices and knowledge to foster a culture of learning and continuous improvement in the public sector.

EPSA 2023-24 recognises innovation in three award categories: innovative, green, and digital public administration. Furthermore, selected projects will receive special recognition for outstanding efforts and commitment.

Award categories

- Innovation in Public Administration
- Green Transition and Sustainability
- Digital Transformation

Key figures

A total of 151 eligible projects were submitted from 27 different countries at all levels of government, and three EU institutions:

INNOVATION IN PUBLIC ADMINISTRATION

79 projects

GREEN TRANSITION AND SUSTAINABILITY

18 projects

DIGITAL TRANSFORMATION

54 projects



Evaluation

The EPSA evaluators discussed all eligible projects in the first round of evaluation. In December, EIPA convened the Consensus Meeting for evaluators to discuss in detail the 53 highest-scoring projects, and to collectively agree on the nine shortlisted projects and potential winners of the respective award categories.

In addition to the potential winners, the evaluators identified 26 projects for the Good Practice Certificate and 3 projects for special recognition of their outstanding efforts towards change.

Deliveries foreseen in 2024

- Nine validation visits to the shortlisted project teams in seven countries;
- Presentation of projects at the EPSA Jury Meeting;
- Celebration of the EPSA 2023-24 Award Ceremony in March 2024 in Maastricht.

EPSA projects database

The database contains the projects submitted to all EPSA editions since 2017. It is open to the public and free of charge. In 2023, the EPSA database included more than 350 projects, providing information about the project, developments after project submission and lessons learnt.

Official partners of EPSA 2023-24



European Commission



Austria



Hungary



Luxembourg



The Netherlands

EPSA 2023-24 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



Co-funded by the European Union

EIPA

IN CONVERSATION
WITH

WHERE POLICY AND PRACTICE MEET

In 2023, we continued our regular round-table discussions 'EIPA in conversation with'.

Our in-house experts moderate the online discussions, which feature prominent speakers from both policy and practice. We address pressing issues that are high on the EU agenda and give our stakeholders the most recent information possible so they can stay informed.

Overall, around 300 people from EU and national public administration, universities and the private sector attended our discussion panels in 2023. Our recorded conversations attracted an impressive total of 700 views in 2023.

Overview of topics covered in 2023

- 24 February
[The EU's response to the Ukraine's invasion: One year after](#)
- 30 March
[Knowledge Sharing for Excellent Public Administrations: Leaders teaching leaders](#)
- 6 June
[A Culture of Trust with CAF: Employee satisfaction and well-being](#)
- 3 October
[Bringing Knowledge into Action: Ways to increase learning in public organisations with CAF](#)
- 5 December
[Dynamic Excellence with CAF: Agile Strategies for Advancing Continuous Improvements](#)

All available recordings can be viewed on our dedicated [YouTube Channel](#).

In addition to our regular series of round table panels, we also implemented 8 round-table discussions that were conducted in German (see page 26 for more details).

NAVIGATING THE NEW WORLD OF WORK

'NEUE ENTWICKLUNGEN IN DER ARBEITSWELT'

In 2023, we launched an online German event series titled "Neue Entwicklungen in der Arbeitswelt – New Work in Kürze", hosting a total of eight web panels with ten speakers from the public, private and academic sector.

During the events, challenges and opportunities from both the public and private sector were discussed and presented. From reimagining organisational structures to fostering inclusive work cultures and redefining health paradigms. The series not only dissected challenges but also shared pathways toward holistic and sustainable approaches in the ever-evolving landscape of work.

THE EVENTS ATTRACTED A COMBINED TOTAL OF 110 participants

Key takeaways from [the series](#) underscored the vital importance of:

- Placing trust in employees when adapting to new work environments
- Self-management
Maintaining a physical separation between workspace and personal activities
- Leadership Behaviour: Individual Attention
Building trust among team members and between the team and leadership
- Leadership Behaviour: Structure & Goals
Both individual attention to employees and setting structure and goals are essential
- Home Office Equipment & Resources
Having the right equipment and resources is a necessary condition for being productive in a home office
- Work-Family Conflict
An increasingly blurring boundary between work and personal life
- Communication Format
There should be a good mix between videoconferencing and face-to-face meetings
- Having strategies in place to bolster diversity, inclusion, and well-being

Overview of topics covered during the online event series:

28 September

Neue Arbeitswelten gestalten- neue Erkenntnisse zum Homeoffice / *Designing new working environments – new insights into home offices*

10 October

Diversitätsstrategie und diversitätsorientierte Organisationsentwicklung in der österreichischen Bundesverwaltung / *Diversity strategy and diversity-oriented organisational development in the Austrian federal administration*

19 October

Demografiemanagement bei der Deutschen Bundesbank – Wissenstransfer und Lernende Organisation im Fokus / *Demographic management at the Deutsche Bundesbank – knowledge transfer and learning organisation in focus*

26 October

Diversität, Inklusion, Wohlbefinden – der Mix macht es! / *Diversity, inclusion, well-being – it's the mix that counts!*

2 November

Grünes Personalmanagement – neues Rollenverständnis für Personaler / *Green HR management – new understanding of roles for HR managers*

9 November

Wohlbefinden am Arbeitsplatz in jedem Alter – Gute Arbeitsbeziehungen und Arbeitsbedingungen / *Well-being at work at all ages – good working relationships and working conditions*

16 November

Die neue hybride Arbeitswelt gestalten – die Politikwerkstatt des BMAS / *Shaping the new hybrid working world – the BMAS policy workshop*

23 November

Vielfalt leben und Diskriminierung vermeiden – die Sprache macht es / *Live diversity and avoid discrimination – it's all in the language*



"It was great sharing experiences and learning within a diverse group of participants from the public, private and academic sector. Evidence-based policies are needed to shape the future."

Beatrix Behrens
HRM Policies and Public Management

OPEN ENROLMENT COURSES

44
OPEN COURSES

933
PARTICIPANTS

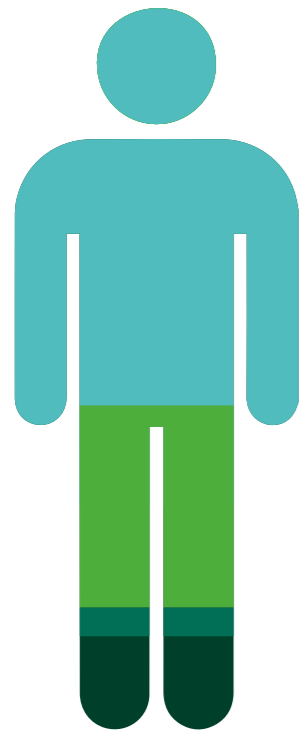
2.342
PARTICIPANT DAYS

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.

Origins and share of participant days



51%
EU Member States (1.206)

32%
EU institutions, bodies and agencies (747)

5%
Candidate countries (108)

12%
Other (281)



Annamaria Fiore
Economist, the Regional Agency for Economic Development at the Puglia Region

“EIPA’s location in Maastricht offers the opportunity to meet a lot of other people from around Europe. It provides a great experience to learn from colleagues and experts. Their interactive way of teaching is much appreciated and I had a very, very wonderful experience.”

BETTER REGULATION:

EX ANTE IMPACT ASSESSMENTS, EX POST EVALUATIONS AND MORE

Better Regulation (BR) is at the heart of the **EU-policymaking process** and is born out of the desire for better governance. It is a vital tool in enhancing legitimacy and safeguarding democracy by ensuring policies and laws are future-proof, fit for purpose, simple, evidence-informed, open and transparent.

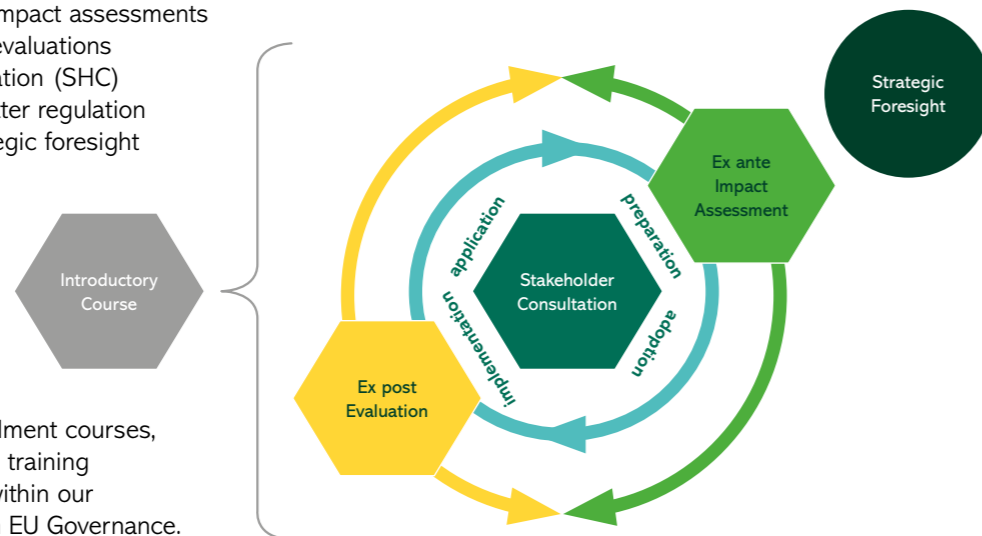
Regulatory ex ante impact assessments, ex post evaluations, stakeholder consultation and Strategic Foresight are essential instruments that ensure policy-making can:

- a) deliver results smarter and faster, on an increasing number of complex policy issues, as well as
- b) design, develop and assess effective, efficient and future proof policies.

Our Training Portfolio

In 2023, EIPA offered five open enrolment courses on Better Regulation:

- Introductory course on Better Regulation
- Regulatory ex ante impact assessments
- Regulatory ex post evaluations
- Stakeholder consultation (SHC) in the context of Better regulation
- Introduction to strategic foresight



Next to our open enrolment courses, we also provided such training to EU public officials within our framework contract on EU Governance.

The aim of these courses is to equip policy officers with the knowledge, skills and competencies to ensure Better Regulation in the current policy environment. These courses:

- Provide a comprehensive overview of the most essential elements of the Better Regulation agenda implemented at the EU and national levels by using the **EU Better Regulation Guidelines and Toolbox** as a starting point.
- Enhance the ability to design, manage and communicate the results of regulatory ex-ante impact assessments and ex-post evaluations.
- Upgrade and enrich the skills and knowledge necessary to independently understand data, appraise evidence and incorporate it in the policymaking process.
- Improve the ability to effectively use consultation methods in order to meet increased expectations to engage with stakeholders, civil society, citizens and end- users.
- Develop and improve the ability to use methods and tools for strategic foresight and futures design.

In addition we published several blogs on the topic of Campaigns and Consultations in EU policy – making (more details on page 52).

We also developed 13 expert and explainer videos on better regulation, specifically tackling regulatory ex-post evaluations, impact evaluation and strategic foresight.

EIPA EXPERT ON

[Jordi del Bas on regulatory ex-post evaluations](#)



[Johannes Gabriel on strategic foresight](#)



[Wim Marneffe on regulatory impact assessments](#)



TESTIMONIAL

[Wim Marneffe on why you should participate in the regulatory impact assessments course](#)



EIPA EXPLAINER | Strategic Foresight

- ▶ [Johannes Gabriel explains what strategic foresight is](#)
- ▶ [Johannes Gabriel explains why strategic foresight is important](#)
- ▶ [Johannes Gabriel explains how strategic foresight is implemented](#)



EIPA EXPLAINER | Regulatory Ex-Post Evaluations

- ▶ [Jordi del Bas explains what regulatory ex-post evaluations are](#)
- ▶ [Jordi del Bas explains how regulatory ex-post evaluations can be improved](#)
- ▶ [Jordi del Bas explains why regulatory ex-post evaluations are important](#)



EIPA EXPLAINER | Regulatory Impact Assessments

- ▶ [Wim Marneffe explains how regulatory impact assessments have improved over time](#)
- ▶ [Wim Marneffe explains the origin of regulatory impact assessments](#)
- ▶ [Wim Marneffe explains why regulatory impact assessments are relevant now](#)



OUR OPEN ENROLMENT COURSES AT A GLANCE

Data protection/AI

- Data Protection: Refresher and Advanced Course for DPOs and Data Protection Experts + Hands-on Module
- Data Protection and the Healthcare Sector
- Data Protection Certification Course
- Artificial Intelligence: Laws, Challenges and Opportunities

EU decision-making

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



EU law

- EU Law for Non-Lawyers – Advanced
- Procedures and Strategies of Litigation before the Court of Justice of the European Union
- General Aspects of EU Law I: EU Law for Non-Lawyers – Introduction
- Introduction to EU Asylum and Migration Law
- EU Law Resources Online – Find the EU Info You Need in a Couple of Clicks
- Action for Annulment (Advanced): Procedural Aspects and Strategies
- Fundamental Rights in the European Union: Main Principles and Contemporary Challenges
- European Union Civil Service Law

European Green Deal

- European Green Deal 2021-2027: DG Regio and EIB Financial and Economic Appraisal
- Sustainable Finance in the EU: Regulatory Framework and Implementation

Human resource management

- Knowledge Management in Public Sector Organisations: The Do's and Don'ts

Quality management/CAF

- Quality of Public Administration with CAF – A Toolbox for Top Performance

Policy design, impact assessment and evaluation

- Introduction to the Better Regulation Agenda
- Regulatory ex post Evaluations
- Regulatory Impact Assessments
- Stakeholder Consultation in the Context of Better Regulation
- Strategic Foresight in Policy-Making: From Anticipating Surprise to Robust Strategy



Public procurement

- Introductory and Practitioners' Seminar: European Public Procurement Rules, Policy and Practice
- European Defence and Security Procurement
- Recent Developments in European Public Procurement and Case Law
- Competitive Dialogue and Negotiated Procedures Master Class
- Strategic Public Procurement: Achieving Innovation, Green and Social Dimensions
- European Public Procurement, PPP/Private Finance and Concessions

Structural and cohesion Funds/ESIF

- New Structural Funds Programmes and the New Regulations
- Performance Audit Degli Investimenti Co-finanziati Dal Budget UE
- Financial Management of EU Structural and Cohesion Funds
- Cohesion Policy Project Appraisal 2021-2027, CBA, and Economic Appraisal
- Performance Auditing of ESIFs and RRF by the European Court of Auditors: Problems and Challenges of AAs, MAs and RRF Bodies
- Management, Control, Audit and Fraud in the ESIFs and RRF Funded Programmes and Projects: 2021-2027
- Audit and Anti-fraud in RRF and ESIFs 2021-2027 – Exchange of First Audit Experiences between AAs, EC, OLAF and ECA

CONTRACT ACTIVITIES

548
CONTRACT
ACTIVITIES

10.894
PARTICIPANTS

13.171
PARTICIPANT DAYS

In 2023, we implemented 548 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 established and new partners for whom we were able to implement an extensive range of activities.

Part of this success is based on the long-lasting relationship we form with many of our contracting partners.

'We have been collaborating with EIPA to our satisfaction for many years now. They really know about what goes on, they are a knowledge institute with expertise on EU matters and they pass on this knowledge outstandingly well.'

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 the required expertise and is also able to combine this knowledge with situations that are familiar to us. This is highly important in our domain, in which we need to keep up with new developments'.

On the following pages, we present a number of deliverables that give an idea of the various types of services we provided in 2023. 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.

Origins and share of participant days



68%
EU institutions, bodies
and agencies (8.926)

11%
EU Member States (1.510)

11%
Candidate countries
(1.390)

10%
Other (1.345)



Sabina Valek-Derganc
European Commission

"This course is organised really very well. Participants are really taken good care off, meaning good and clear instructions, access to materials, plenty of coffee/tea breaks, fresh fruits, organised lunches with plenty of excellent food. Maastricht is very lovely, venue of EIPA is nice and comfortable, and all organisers are happy to go an extra mile to accommodate participants needs, with a smile. From my side, highly appreciated."

SERVICES TO THE EUROPEAN UNION

Multiannual framework contracts with the EU

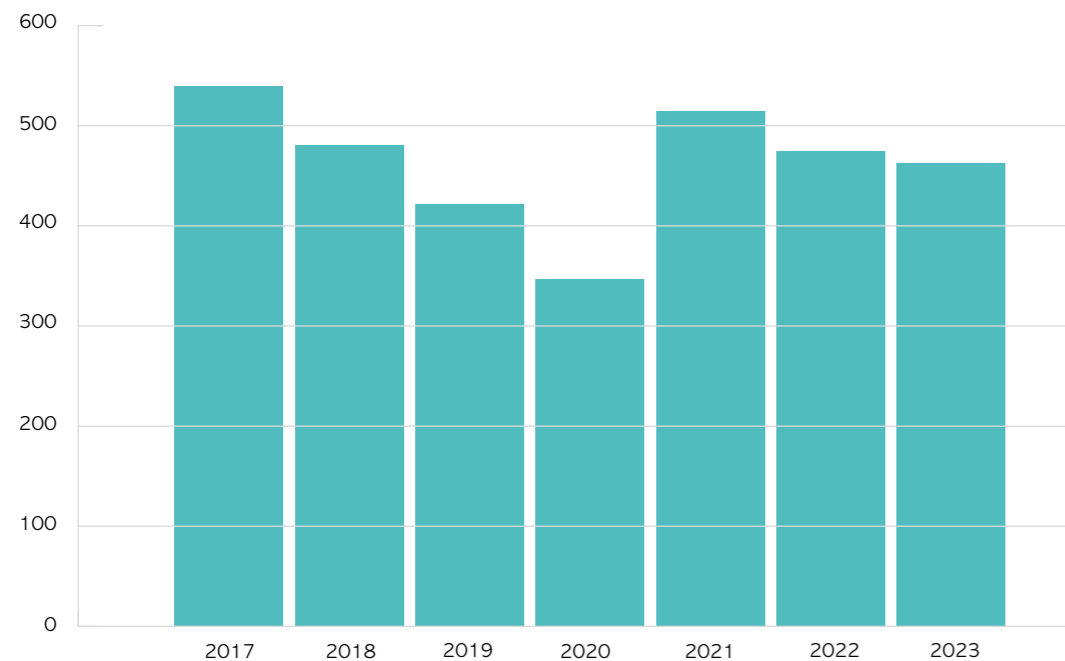
Since 2021, EIPA has been managing the multiannual EU framework contract covering **Learning and development services in the fields of European and international affairs, EU governance, law, policymaking and strategy building.**

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 2023, we organised 463 activities with a total of 8.557 participants.

Annual number of activities within the framework contracts organised by EIPA for the EU institutions, bodies and agencies, 2017-2023



“The trainer was able to make the decision-making procedures absolutely fascinating. I was able to follow with vivid interest and engagement. I will recommend the course to all colleagues who want to better understand this area of policy-making. Many thanks!”

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.

Number of activities organised by EIPA for the EU institutions, bodies and agencies, 2023



Main series of activities delivered, 2016-2023

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:

European Commission		
Secretariat-General	Strategic foresight	DG Joint Research Centre
Internal and interinstitutional procedures	Political thinking	The role of DG JRC in EU decision-making
Relations with the Council	Policy by design	Economics for non-economists
Relations with the European Parliament	Public access to Commission documents	DG Research and Innovation
The ordinary legislative procedure	Citizen engagement	Economics for non-economists
Delegated and implementing acts	Equality mainstreaming	DG Trade
EU decentralised agencies	DG Human Resources	WTO and international law
Better Regulation around the policy cycle	The European Semester	DG Interpretation (SCIC)
Subsidiarity analysis	Introduction to microeconomics	Asylum and migration policy
Intervention logic	Introduction to macroeconomics	Justice and cyberspace
Impact assessment	Behavioural insights and policy-making	The harmonised VAT system
Monitoring and indicators	The global financial crisis	Company law
Quantification and monetisation	The EU sovereign debt crisis	The banking union
Evaluation in the Commission		

European Parliament		Council of the EU
EU policies and EP powers	Citizenship of the EU	EU institutions and legal acts
EU law for non-lawyers	Rule of law	EU law for non-lawyers
Economics for everyone	Judicial cooperation in criminal matters	Delegated and implementing acts
Drafting legislation	Cybersecurity	EU financial services
Working with legislative amendments	Data protection	Better Stats, Better Policy
EP Rules of Procedure	Protocol and etiquette	Political thinking
Legislative procedures		Writing effective policy briefings
Delegating and implementing acts		Delivering better oral briefings
EU decision-making in the budgetary field		Strategic foresight and scenario planning
EU environmental law		Smart policy thinking
Economic governance in the EU		Open Source Intelligence
External action and the EP		Equal opportunities, diversity and inclusion



CAPACITY-BUILDING ACTIVITIES IN THE AREA OF STRUCTURAL FUNDS

In 2023 we supported various capacity-building initiatives in the public administration sector through framework and individual activities.

Framework contract with DG Regio

Within the multi-annual framework contract for DG REGIO, our experts continued to deliver training to Managing Authorities, Audit Authorities, and Certifying Authorities throughout 2023. The purpose of the training sessions was to support these entities in effectively delivering structural funds programmes – particularly relating to compliance with state aid regulations, fraud and corruption prevention, integrity pact, and strategic procurement. We also applied and won the contract for the next 4 years together with Lithuanian public partner CPVA-agency, the inhouse agency of the Lithuanian government in charge of EU funds. The new framework contract is of key importance as Member States close the 2014-2020 period, deliver the 2021-2027 and discuss the delivery mechanisms for post 2028.

Activities for the European Court of Auditors

EIPA continued providing training on the Recovery and Reform Facility (RRF) delivery to the European Court of Auditors (ECA). In June, our experts were called to intervene at the contact committee meeting with the ECA and the Heads of the EU State Audit Institutions on the topic of the 'do no significant harm principle' in RRF and Structural funds.

Training the Italian Public Administration

We also provided three training sessions for Regione Campania on the management of ESF+ and EAFRD

funds. The training took place in Brussels and targeted 150 local and regional authorities.

In Rome, our key experts delivered the annual Performance Audit training for the Italian Public Administration together with our partner SNA, the Scuola Nazionale dell'Amministrazione (SNA).

EIPA finally delivered five online training sessions to Italian civil servants under our Memorandum of Understanding with the SNA: three on the topic of NGEU/RRF and two on the European Semester.

Study visits for the Bulgarian Road Transport Agency

In 2023, EIPA continued to support the capacity-building efforts of the Bulgarian Road Transport Agency by organising two study visits to learn from Austrian and Slovakian stakeholders. The visit was designed to reinforce the agency's skills in managing the European Regional Development Fund (ERDF) and Cohesion Fund (CF) projects in the road infrastructure sector, with a particular focus on meeting new environmental requirements and complying with green and innovative procurement practices in the 2021-2027 programming period. Through this visit, EIPA provided the Bulgarian Road Transport Agency with valuable insights and expertise to enhance their project management capabilities and contribute to sustainable development in the region.

INTERNATIONAL BENCHMARKING STUDY

Benchmarking is the formal and structured process of searching for those practices which lead to excellent performance, the observation and exchange of information about those practices, the adaptation of those practices to meet the needs of one's organisation, and their implementation.

In the search for practices that lead to excellent performance, EIPA and the Ministry of the Interior and Kingdom Relations of the Netherlands are performing an international benchmarking study. This will evaluate the effectiveness, efficiency, cost-effectiveness, satisfaction, and trust of citizens, enterprises, and other relevant stakeholders regarding available products, services, provisions, and outcomes in ten policy areas in 35 countries, with a longitudinal perspective.

The study runs from 2022 to 2025 and includes an annual publication, and the subsequent launch of individual dashboards for each examined policy area.

Policy areas examined are:

1. Public Administration
2. Social Safety
3. Education
4. Housing
5. Economy, Infrastructure and Science, Technology, Innovation
6. Social Security, Employment, Income and Wealth
7. Environmental Protection, Climate Change
8. Health
9. Sports, Culture and Participation
10. International Best Practices in Social Security Systems



Ministerie van Binnenlandse Zaken en Koninkrijksrelaties



2023 Knowledge Dissemination activities

2022 Benchmarking Study Launch

In February 2023, we hosted a conference to celebrate the launch of the first part of the study, the 2022 Benchmarking Study and to present the results of the in-depth analysis of the first four policy areas (public administration, education, housing, and social safety).

The conference provided a platform to discuss the results of the presented benchmark study and explored the latest trends and best practices in enhancing the performance of public sector organisations from 35 countries around the world. More than 350 people from all over Europe and beyond attended the two-day conference online.

Together with renowned experts from the OECD, the European Research Centre for Anti-corruption and State-building (ERCAS), and various universities including TU Delft, Tilburg University, University of Lausanne, and University College London, we discussed the most recent advancements and performance analyses across the four policy areas. Our experts shared their perspectives on the current state of public sector performance and provided valuable insights on how to improve it.

You can read more about the Public Sector Performance Programme 2022-2025 Benchmarking Study and access the 2022 edition on our website.

Launch of the Dashboard on Public Sector Performance

In October 2023, our experts presented the key results of the first chapter of the 2022 edition, which focuses on **public administration**, emphasising its significant role in influencing a state's performance across all policy areas. They shed light on emerging challenges and overarching trends in the sector, such as digitalisation and changing demographics.

On the same occasion, we launched the first [dashboard](#) of the benchmarking study. This dashboard, accessible from our website, provides an interactive way to explore the complete data of the examined topic – in this case, public administration – and allows a view of the performance of 35 countries with just a few clicks.

In 2024, the 2023 study and the next dashboards will be launched and discussed.



SUPPORTING INTEGRATION AND COOPERATION THROUGH LAW

Convention for institution and competence – building assistance

In 2023, 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 2023 Convention, our experts provided various institution and competence-building assistance to the six Western Balkan countries, Turkey, Moldova and Ukraine. In total, EIPA delivered 12 online seminars, 10 trainings on location, one consultancy project and nine fact-finding missions.

In addition, the Convention provided 34 scholarships for officials from the above-mentioned beneficiary partner countries to attend open-enrolment training activities in Luxembourg.

When delivering training activities, EIPA pays particular attention to ensuring the transfer of practical and up-to-date knowledge and know-how on a number of EU legal, institutional and policy issues, and strengthening the capacity to transpose, apply and/or enforce the rules or policies covered by the respective activities. The evaluations from the participants of the various training activities show 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 are much appreciated.

Topics covered within the Convention include:

- European intellectual property law;
- The judiciary's role to protect fundamental rights;
- The right to property;
- EU Consumer Rules in the Digital Single Market;
- Digitalisation of criminal and civil justice;
- EU internal market and regulatory policies;
- Legal aspects of EU external action, EU enlargement, accession negotiations;
- Judicial cooperation in civil matters and family law;
- Judicial cooperation in criminal matters;
- EU data protection law;
- EU environmental law/EU Green Deal;
- ECHR and EU law in relation to the independence of the judiciary and the rule of law;
- EU Area of Freedom Security and Justice.

DG JUST action grants

In 2023, EIPA Luxembourg, the European Centre for Judges and Lawyers, implemented – as lead firm or partner in consortia – a wide variety of activities within the framework of projects co-financed by DG JUST:

1. Advanced training on EU judicial cooperation in civil and criminal law

In 2023, EIPA Luxembourg started the implementation of a DG JUST action grant to provide advanced training on the law of the Court of Justice of the European Union (CJEU) on the flagship instruments of EU judicial cooperation in both civil and criminal law. The overall objective of the project is to contribute to the effective and coherent application of EU law, especially regarding the implementation of mutual recognition instruments in the field of judicial cooperation by increasing the correct and consistent understanding of the case law of the CJEU.

EIPA Luxembourg implements this project in consortium with KSSIP – Krajowa Szkoła Sadownictwa I Prokuratury (PL), CGAE – Consejo General De La Abogacia Espanola (ES), The Law Society Of Ireland (IE), NCA – Tuomioistuinlaitos (FI), CEPS – Centre for European Policy Studies (BE), MoJ Slovenia – Ministrstvo za Pravosodje (SI) and IGO-IFJ – Instituut voor Gerechtelijke Opleiding - Institut de Formation Judiciaire (BE).



DataProtFundRights in Madrid

2. Fundamental Rights and Data Protection in EU Law

DataProtFundRights aims to contribute to the effective and coherent application of EU law, especially regarding the implementation of mutual recognition instruments in the field of judicial cooperation by increasing the correct and consistent understanding of the fundamental rights environment in the EU Area of Freedom, Security and Justice. Target groups are legal practitioners working in the EU Member States' justice system, either in the capacity of a judge, prosecutor or defence lawyer.

EIPA and its partners deliver a series of online training and advanced seminars on the relevance of the EU

Charter of Fundamental Rights in the area of judicial cooperation in civil matters, judicial cooperation in criminal matters, and on data protection. The digital training courses and learning materials developed within this project will be made available to a wider audience of legal professionals, including in the languages of the partners of the project (French, Polish, Lithuanian and Spanish). The project will continue in 2024 with a final event.

EIPA Luxembourg implements this project in partnership with KSSIP, NCA – Nacionaline Teismu Administracija (LU), CGAE – and NRA – Naczelna Rada Adwokacka (PL).

3. Digital learning materials in EU Criminal Law

DIGICRIM creates digital learning modules in EU criminal law composed of digital lectures, assignments and coaching materials. The digital learning path in criminal law intends to offer a guided learning experience to those legal professionals who wish to have the 'full picture', to benefit from a structured EU criminal law curriculum tailored to their needs.

In addition to self-learning modules, the project also provides for several live events that will take place in 2024.

The digital learning modules will be made available in 2024. The project will continue until early 2025.

EIPA implements this project in partnership with KSSIP.

4. Improving implementation of EU Law through interprofessional training

FILIT – for the improved implementation of EU law through interprofessional training offered large-scale training to bailiffs/judicial officers and lawyers on EU law using a blended learning method. This project aimed to improve the implementation of EU legislation in the fields of civil/commercial, criminal, family law and data protection, and raise awareness of legislation and jurisprudence. Through large-scale trainings and

conferences the activities fostered dialogue between judicial trainers of different national backgrounds, while strengthening cross-border cooperation between the different actors in civil proceedings in Europe.

EIPA implemented the project in partnership with the European Union of Judicial Officers (UEHJ), the Ecole de Formation des Barreaux (EFB), the Order of Solicitors and Enforcement Agents (OSAE), and the Fondazione Scuola Forense Vittorio Eman (IT).

5. Strengthening Trust in the European Criminal Justice Area

After the implementation of the Lisbon Treaty, the European Criminal Justice Area gradually introduced new EU legal standards that apply to different aspects of the European Arrest Warrant (EAW). These include the issuance and validation of the EAW, its recognition and execution, and access to remedies before and after the surrender. The content and implications of these standards are constantly being examined by European courts.

Stream

The **STREAM** project aimed to promote a unified understanding of the rules and safeguards that apply to each phase of the surrender process in the post-Lisbon Treaty era. As part of the STREAM project, EIPA developed 10 E-Training Modules that tackle specific cross-cutting needs and common challenges faced by end-users of the EAW. The e-training modules are based on real-life case studies and are available in 12 languages: English, Dutch, French, Finnish, German, Greek, Hungarian, Italian, Polish, Portuguese, Spanish, and Swedish. Access is free via [European Arrest Warrant - EIPA](#)

EIPA was part of a consortium led by the Centre for European Policy Studies (CEPS), FTE – Fair Trials Europe and AGENFOR- Fondazione Agenfor International.



Signing ceremony in the presence of the Swedish Ambassador to North Macedonia, H.E Ms Ami Larsson Jain.



Students with certificates of successful completion

6. EU Environmental Law Academy

In 2023, EIPA Luxembourg, in cooperation with the Swedish Environmental Protection Agency – Naturvårdsverket – successfully completed the first edition of the online Environmental Academy for the Western Balkans.

The aim of the Academy was to provide civil servants of the beneficiary Western Balkan countries with a fully-fledged academic programme (around 280 hours of academic teaching, including an examination and the equivalent of 9.8 ECTS credits), on the approximation of legislation and integration of the EU acquis in the field of environmental protection. The host country for this first edition was North Macedonia. The overall objective was to prepare civil servants from North Macedonia, Kosovo, Albania, Serbia, Montenegro, and Bosnia and Herzegovina, for negotiation of Chapter 27 of the EU *acquis*. At the end of the programme, 32 participants received a certificate confirming a successful completion of the programme.

This academy was composed of online courses divided into three learning modules designed to cover the entirety of the EU *acquis* under Chapter 27 on environment, including the process of accession negotiations.

A final event took place in Skopje on 8–9 March 2023, where the certificates were officially awarded to the participants during a reception in the residence of the Swedish Ambassador to North Macedonia, and in the presence of the Minister for Environment of North Macedonia.



The second edition of the Environmental Academy started in April 2023 and will be finalised in the first quarter of 2024.



Sabrina Lazzaro

“I recently participated in a captivating training event dedicated to the strategic utilisation of funds such as ESF+, ERDF, AFRD, and RRF.

Throughout this event, I gained valuable insights into the intricacies of funding mechanisms and learned to create synergies with programs like ERDF, ERASMUS+, and LIFE. In this context, the sharing of best practices in territorial cooperation programs, with a particular focus on Interreg Europe, proved to be essential.

This training journey provided a unique opportunity to explore challenges and opportunities related to European funding, with a specific emphasis on transforming ideas into projects with a real impact.”



Edita Velic
The Government of Bosnian-Podrinje,
Canton Gorazde

"I joined the MELS programme because I was looking to get a lot of new knowledge, new experiences, and a new network because the MELS is a great network of successful people. This programme will help me in my professional career."

MASTER OF EUROPEAN LEGAL STUDIES – MELS ONLINE 2023

In partnership with the Université de Lorraine in France, EIPA Luxembourg, the European Centre for Judges and Lawyers, offers a two-year bilingual master's programme in the domain of European law. The programme is delivered by a panel of EIPA lecturers, external academics, legal practitioners and EU institution officials. Courses are being taught in both English and French.

Over the course of their studies, students are prepared to deal with legal matters that arise in a wide range of EU-policy domains, equipping students for professional advancement and the next step in their career. Once graduated, our students become part of our strong and growing MELS Alumni Network; with more and more students going on to pursue successful careers in legal and European affairs each year.

Structure of the programme

The Master's is structured in the form of a two-year programme. The first academic year introduces students to the field of European studies. On that basis, the legal dimension of the process of European integration is progressively explored 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; the EU's system of protection of fundamental rights, the area of justice, freedom and security, and subsequently the common foreign and security policy. Lectures gradually progress deeper into EU economic law by covering EU competition law, EU consumer law, intellectual property law and the Digital Single Market.

Blended learning

To promote flexibility and to allow professionally active students from all over Europe to follow the courses, the programme is mainly delivered online and during a series of academic weekends and evening lectures.



Several face-to-face activities were facilitated throughout 2023, providing opportunities to strengthen bonds and connections within the MELS community – including current students, alumni and the teaching staff. The programme is based on a combination of teaching methodologies. Lectures and tutorials include various interactive educational methods such as group work, case studies, simulation exercises and problem-based learning.

Typically, lectures are supplemented by online work, guided distance learning and self-study. A set of web-based learning tools such as video tutorials, webinars, online assignments, and online tests are offered. Through the MELS e-Learning platform students regularly receive up-to-date learning material; including extracts of legislation, case law and references to recommended literature.

Ongoing MELS Promotions

In 2023, EIPA Luxembourg was running two MELS programmes, MELS Promotion 2022–2024 and Promotion 2023–2025, comprising a total of 31 students from all over Europe. Eight students are presently being supported by a scholarship through the Luxembourg Ministry of Foreign and European Affairs, allowing students from Albania, Republic of North Macedonia, Moldova, Montenegro, and Bosnia and Herzegovina to participate in this unique opportunity to develop their professional skills and experience.



Daniel Gerson
Head of Public Employment and Management
Team at the OECD

“CAF has created a culture of trust in organisations. Trust, collaboration, a deeper understanding of how the organisation functions, its strengths and its risk areas.”



THE EUROPEAN CAF RESOURCE CENTRE AT EIPA

Our CAF Resource Centre operates in close coordination between the members of the European Public Administration Network (EUPAN) and practises common European public sector values: openness, accountability, participation, diversity, equality, solidarity, collaboration and partnership. The European CAF Resource Centre was established at the European Institute of Public Administration (EIPA) in Maastricht. It is a centre of expertise in CAF implementation promoting the CAF and good practices in its use in public administrations in Europe.

Core activities throughout the year

To support the CAF's implementation and dissemination in 2023, EIPA's CAF experts implemented several initiatives and key events. Most notably, these included the following:

Knowledge dissemination

- One open enrolment course on the topic of CAF in Barcelona
- A two-day course in Albania, via MFEA Luxembourg
- Two CAF consultancies in Tunis, via OECD/SIGMA, as well as a consultancy for the Quality Management "Academy" in Georgia within Eastern Partnership GIZ OECD/SIGMA initiative
- Four online discussion rounds around CAF and quality management, attracting around **180** participants in total
- The dissemination of the CAF model and its benefits through EIPA's EPSA Award Scheme

Activities for key networks

- Coordination and expert input for the Revision of the External Feedback Procedure within the CAF Network
- Presentation of CAF actions at the EUPAN meeting in October in Madrid
- The organisation of the CAF National Correspondents meeting held in April in Maastricht, and in October, with the support of the Spanish presidency of the Council of the EU
- Presenting CAF in Bulgaria's Quality Conference

New CAF e-tool for CAF assessment

One of the key projects for the European CAF Resource Centre in 2023 was the implementation and further development of the CAF e-tool. Its aim is to support CAF users during their assessment cycle by providing online access to a tool aiding the assessment of all the nine CAF criteria and 28 sub-criteria. Based on requests, the tool has been translated into Polish, French, German and Dutch language, with requests for Spanish and Slovenian to be implemented in 2023.

The tool is dedicated towards CAF users to get the most out of their assessment, benefitting both new CAF users and seasoned veterans.

The CAF e tool will be made available for free to the CAF community during 2024.

EIPA's CAF Resource Centre is a centre of expertise in CAF implementation promoting the CAF and good practices in its use in public administrations in Europe.



Growth of the CAF

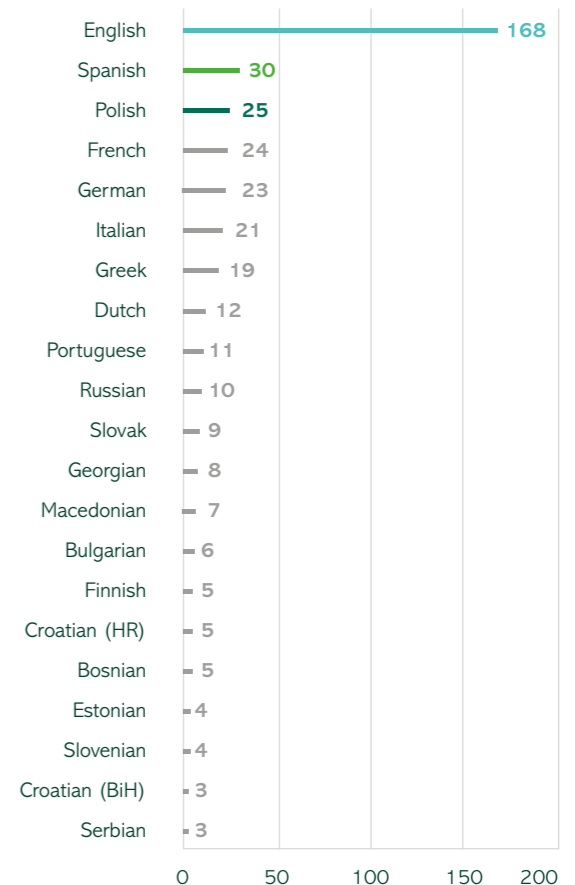
In 2023, we saw a steady increase in CAF-user registrations, traffic to the CAF-website, online CAF activities and new best practices for the CAF-community.

The CAF 2020 model was downloaded a total of:

402
times

Most popular languages for the CAF

168 downloads in English
30 downloads in Spanish
25 downloads in Polish





PUBLICATIONS AND BLOGS

EIPA's publications cover important topics in public management, EU governance, and EU law, and are a vital component of the institute's offerings. The publications are based on knowledge gained from EIPA staff work in EU institutions or Member State administrations; they also draw from our involvement in the European scientific and policy community and national public sector practice exchanges.

Our briefings provide clear analyses of relevant public administration topics, while our papers tackle more in-depth issues with the intention of advancing policy discourse. Additionally, EIPA contributes studies, reports, and applied research projects, most of which are comparative in nature.

Our blogs are an effective way to offer relevant commentary on news, current events, or issues while stimulating discussion and engagement among our readers. They are easy to read and are informative by providing the author's opinions or ideas on a particular topic. To ensure our blogs are relevant, we link them to an EIPA activity, core topic, or other public goods.

Relevance of EIPA's publications

Our library of publications is widely accessed by practitioners and scholars alike. Some of our publications appeal to a broader audience of public servants while those dealing with complex EU matters of practical and tangible relevance to EU and national practitioners find wider resonance among technical experts. In this way, EIPA's publications provide practical value add and feed back to EU policy experts.

Total number of views publications and blogs: +/- 58.100

Examples in 2023 were our publications related to the Recovery Plans of the European Commission. Our Briefing on 'Recovery plans and structural funds' **was referenced multiple times in key documents of the Mid-term evaluation of the Recovery and Resilience Facility (RRF)**, both in the European Commission Staff Working Document as well as in the External Support Study.

Similarly, **our blog on 'Modifying the national recovery and resilience plans: existing opportunities and proposed changes under REPowerEU' was referenced in the same mid-term evaluation of the RRF as well as in other academic publications.** It has since been included in national libraries such as the [E-library of the Bulgarian Council of Ministers](#).



Book studies and reports

International Benchmarking Study: Public Sector Performance 2022 Edition

The in-depth study identifies challenges, shares the most recent advancements and analyses performances across the policy areas of Public Administration, Social Safety, Education and Housing. The study was conducted in collaboration with the Ministry of Interior and Kingdom Relations of the Netherlands and evaluates the effectiveness, efficiency, cost-effectiveness, satisfaction and trust of citizens, enterprises and other relevant stakeholders regarding available products, services, provisions and outcomes in ten policy areas in 35 countries, with a longitudinal perspective.

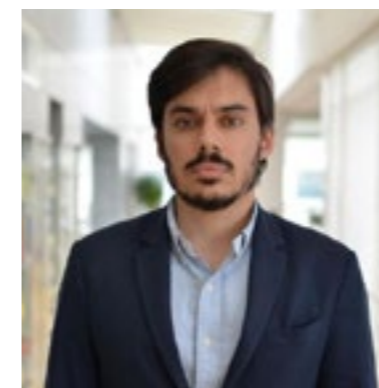


Practitioner Guide

Handbook on the national information authorities responsible for investigating the debtor's bank accounts under Article 14 of the EAPO Regulation (No. 655/2014)

Carlos Santaló Goris, May 2023

Regulation 655/2014 establishing a European Account Preservation Order ('EAPO Regulation') not only created a procedure to obtain the provisional attachment of the debtors' bank accounts; it also introduced a procedure to search for the debtor's bank accounts. The so-called information mechanism is structured in four steps: (1) application for the information; (2) examination of creditor's information request by the court and sending the request to the information authority of the Member State where the bank accounts are suspected to exist; (3) investigation by an information authority of the debtors' bank account; (4) reception of the outcome of the investigation by the court which submitted the request for information.



Briefings

The boundaries of arbitration exclusion in the EAPO Regulation

Carlos Santaló Goris, May 2023

The European Account Preservation Order consists of an interim measure at the EU level. It allows the temporary attachment of debtors' funds in cross-border civil and commercial claims. The EAPO Regulation states that it does not apply to 'arbitration'. The meaning of 'arbitration' is not a settled question among scholars and national courts. In this article, Dr Carlos Santaló Goris, Lecturer at EIPA Luxembourg explores the underpinning debate surrounding the arbitration exclusion, focusing on the interpretation some national courts have made of it.



Articles

Jahrbuch

By Christoph Klika

Klika, C. (2023). Europäische Agenturen. In W. Weidenfeld & W. Wessels (Eds.), Jahrbuch der Europäischen Integration 2023 (pp. 149-155). München, Deutschland: Nomos Verlagsgesellschaft, December 2023.

Europa von A bis Z

Klika, C. (2023). Agenturen. In W. Weidenfeld, W. Wessels, & F. Tekin (Eds.), Europa von A bis Z: Taschenbuch der europäischen Integration (pp. 45-51). Wiesbaden, Deutschland: Springer VS.

BLOGS



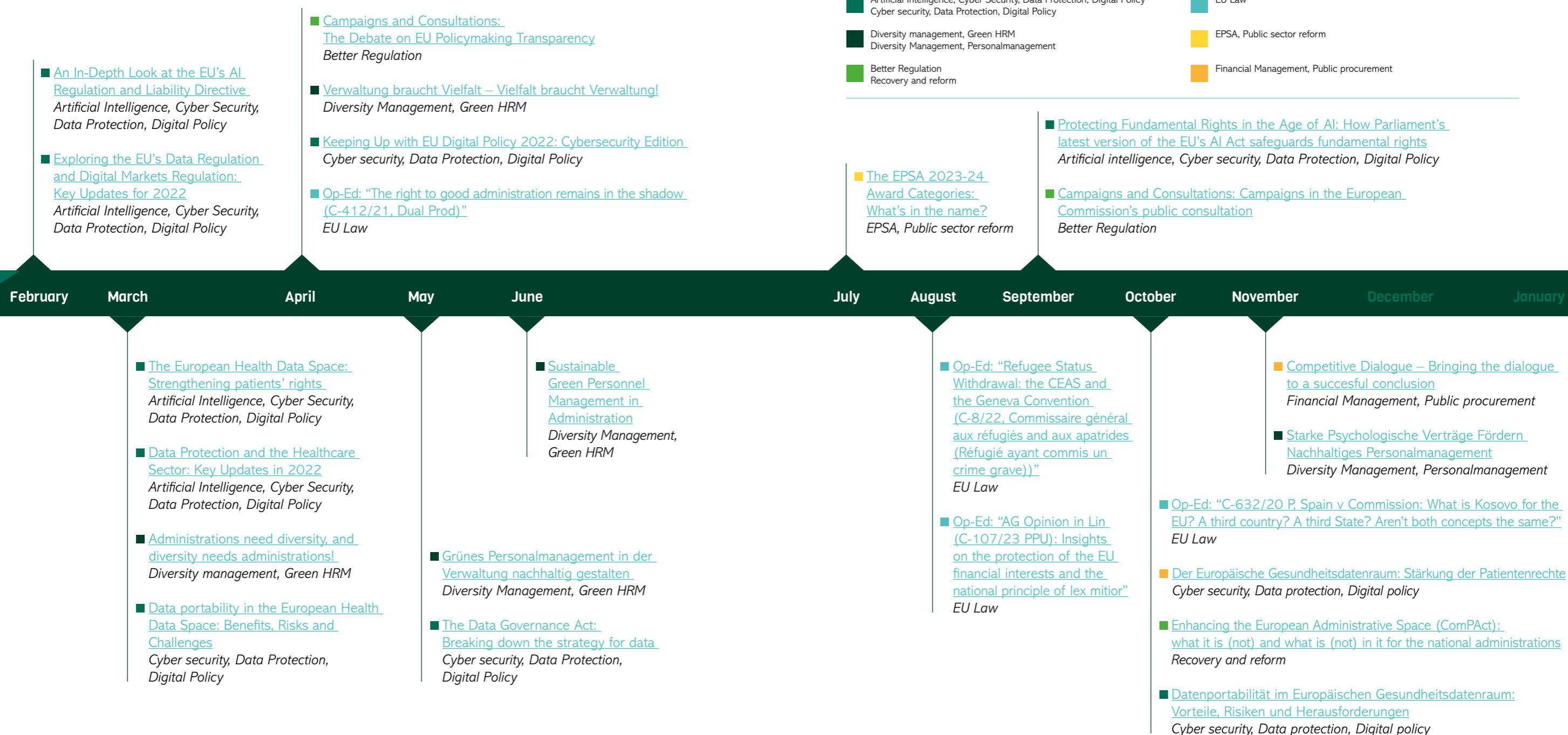
Our blogs are an effective way to offer relevant commentary on news, current events, or issues while stimulating discussion and engagement among our readers. Our blogs are easy to read and are informative by providing the author's opinions or ideas on a particular topic. To ensure our blogs are relevant, we link them to an EIPA activity, core topic, or other public goods.

24
BLOGS

± 21.000
VIEWS



Blogs per topic, 2023





#WorkingAtEIPA: HOW TO MAKE AN IMPACT ON EU PUBLIC ADMINISTRATION

In June, we launched our employer branding campaign to showcase the relevance and benefits of working at EIPA, aiming to attract the right candidates for our future endeavours. In a tight market for highly talented and skilled people, it was important for EIPA to work on our visibility as an attractive employer and clearly communicating the impact our work has on EU public administration. Having the best team possible in place will ensure that we can continue to serve our customers to their highest satisfaction. The new section of 'working at EIPA' on our website brings together the benefits of working at EIPA in a nutshell.

Our mission and values

At EIPA, we strive to lead in excellence and innovation across all levels of public administration. Our mission is to support public administration in the EU and its Member States, contributing to a well-functioning Europe.

We recognise that our people are essential to achieving this mission. We believe that every staff member contributes to our vision of making a positive impact on a Europe that works for all its citizens.

As an employer, we are dedicated to providing an environment where our employees can thrive and grow, both professionally and personally. We value diversity and

inclusivity, understanding that our strength lies in our ability to bring together different perspectives and ideas.

We are committed to fostering a culture of lifelong learning and growth, actively seeking talented and driven individuals who share our vision.

Benefits of working with EIPA

Joining EIPA offers numerous benefits including career development opportunities, a supportive work culture, and a dedication to innovation and excellence.

Our colleagues' experiences, shared through testimonials from current and former employees, highlight the positive aspects of working with EIPA.



Wolfgang Koeth
Senior Lecturer

"Through my activities at EIPA, I have been able to extensively exchange ideas with officials from all Member States and the EU institutions, which allowed me to deepen my understanding of processes and policies from different angles and perspectives. This is a unique experience, and it is a great pleasure to be involved in the development of a truly European public administration."



Amber Bolk
Marketing and
Communications Officer

"What I like most about working at EIPA is how it promotes training and self-development. The field that I work in – marketing – is very dynamic. I always have to stay up to date with the latest trends, and here at EIPA, I am able to learn about the newest developments in the marketing field and make sure that the things I learn can be directly applied to the work field."



Ramon Minoves i Ravell
Research Assistant

"I joined EIPA as an intern in the Evaluation and Impact Assessment team, and after six months of internship, I was offered a contract as a research assistant in the EU governance team. What I enjoy the most about working at EIPA is that there is room for professional development and that EIPA is a flexible organisation, as I got the opportunity to work in different fields."

EIPA'S INTERNATIONAL MANAGEMENT AND STAFF

Management



Marco Ongaro (BE)
Director-General



Martijn Pluim (NL)
Programme Director



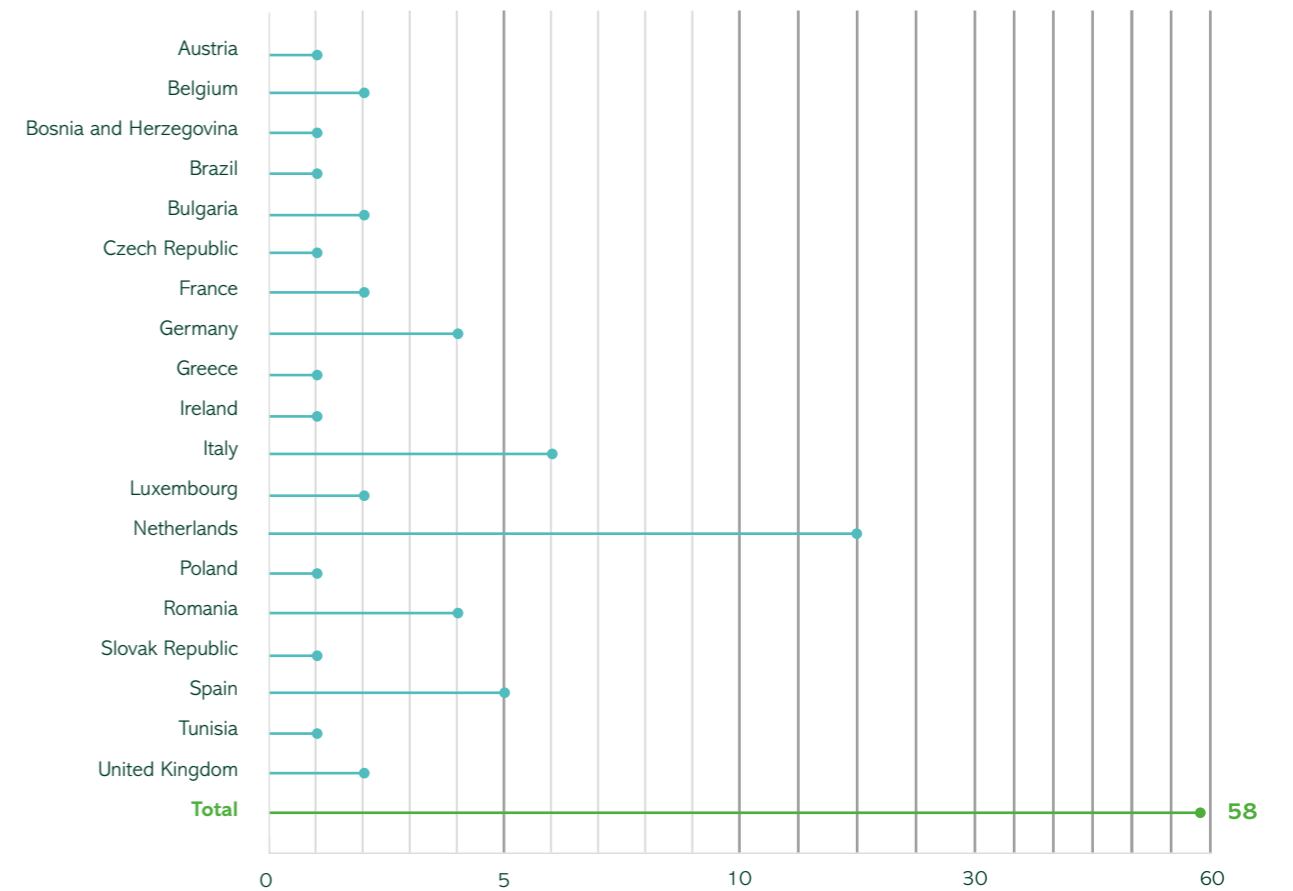
Claudio Matera (IT)
Director EIPA Luxembourg



Roel Habets (NL)
Director of Finance and Organisation

Nationalities

Being a multicultural and multinational Institute, EIPA's staff consisted of people from 19 different European nationalities in 2023.



Our experts [alphabetical order]



Giovanna Belisário (BR)
Research Assistant
Fields of specialisation
CAF and Knowledge Management.



Wolfgang Koeth (DE)
Senior Lecturer
Fields of specialisation
EU external relations, Common Commercial Policy (CCP), external financial instruments.



Jannigje Bezemer (NL)
Research Assistant
Fields of specialisation
Dutch Law, Corporate and Commercial law, Data Protection, Cybersecurity & Artificial Intelligence, Fundamental Rights, European Criminal Law, and Development Studies



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



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.



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



Paolo Giovanetti (IT)
Research Assistant
Fields of specialisation
Quantitative research, Data Analysis, Project Coordination.



Miranda Lovell-Prescod (UK)
Researcher
Fields of specialisation
Public Policy Evaluation and Impact assessment.



Dr Iwona Karwot (PL)
Senior Lecturer
Fields of specialisation
European Regional Development Fund (ERDF), Regional development, Institution-building and pre-accession funds.



Claudio Matera (IT)
Senior Lecturer
Fields of specialisation
EU institutional law, EU external relations law, EU AFSJ law.



Christoph Klika (AT)
Senior Lecturer
Fields of specialisation
EU policy implementation.



Maros Matis (SK)
Researcher
Fields of specialisation
EU governance, EU institutions and decision-making, EU in the world, communications.

Our experts [alphabetical order]



Ramon Minoves i Ravell (ES)
Research Assistant
Fields of specialisation
EU institutions and decision-making, EU governance.



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.



Florina Pop (RO)
Senior Lecturer
Fields of specialisation
Data protection and privacy law, international contract law, corporate law, intellectual property law.



Lucrezia Tombelli (IT)
Research Assistant
Fields of specialisation
EU Structural and Cohesion Funds.



Tihana Puzic (BA)
Deputy Head of the European CAF Resource Centre
Fields of specialisation
Total Quality Management (TQM), Common Assessment Framework (CAF), organisational management.



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 Ramirez-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.



Dr Catherine Warin (LU)
Lecturer
Fields of specialisation
EU fundamental rights protection, EU administrative law, Law of the Area of Freedom, Security and Justice, EU asylum and immigration law, EU internal market law Luxembourgish public and administrative law, Human rights protection in Luxembourg.



Carlos Santaló Goris (ES)
Lecturer
Fields of specialisation
EU law, Civil procedural law, Private International law. Area of Freedom, Security and Justice, Cross-border judicial cooperation.



Nikolaos Sarris (GR)
Expert
Fields of specialisation
Evaluations and Impact Assessments, EU Legislation, Transport.

CONTRACTING AUTHORITIES 2023

European Institutions/Agencies and Bodies

- Committee of the Regions (CoR)
- Council of the European Union
- Court of Justice of the EU (CJEU)
- European Banking Authority (EBA)
- European Centre for Disease Prevention and Control (ECDC)
- European Climate, Infrastructure and Environment Executive Agency (CINEA)
- European Commission (EC)
- European Council
- European Court of Auditors (ECA)
- European Economic and Social Committee (EESC)
- European External Action Service (EEAS)
- European Investment Bank (EIB)
- European Parliament (EP)
- European Police Office (EUROPOL)
- European Public Prosecutor's Office (EPPO)
- European School of Administration (EUSA)
- European Union Agency for Criminal Justice (EUROJUST)
- European Union Agency for the Cooperation of Energy Regulators (ACER)
- European Union Agency for Railways (ERA)
- European Union Agency for the Space Programme (EUSPA)
- European Union Aviation Safety Agency (EASA)
- European Border and Coast Guard Agency (Frontex)

Central Governments Ministries

- Foreign & Commonwealth and Development Office (UK)
- Ministry of Foreign Affairs, Andorra (AD)
- Ministry of Foreign and European Affairs of the Grand Duchy of Luxembourg (LU)
- Ministry of the Arts, Culture, the Civil Service and Sport (AT)
- Ministry of the Interior and Kingdom Relations (NL)
- Ministry of the Public Service of the Grand Duchy of Luxembourg (LU)

National Agencies and Authorities

- Official Credit Institute – ICO (ES)
- National Transport Authority – NTA (IE)
- Public Procurement Agency – PPA (BG)
- Road Infrastructure Agency – RIA (BG)
- Swedish Environmental Protection Agency (Swedish EPA) (SE)

Regional Agencies and Authorities

- Sviluppo Campania SpA, Regione Campania (IT)

Local Authorities

- Municipality of Maastricht (NL)

Public Administration Networks & Schools

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

Universities

- Fondazione Università Ca' Foscari di Venezia (IT)
- Maastricht University (NL)
- National University of Public Service (HU)

International/intergovernmental Organisations

- OECD
- International Organisation of La Francophonie (OIF)
- North Atlantic Treaty Organisation – NATO

Others

- ESSEC Group Association (FR)
- Bertelsmann Stiftung (DE)
- Digileren B.V. (NL)
- German Agency for International Cooperation – GIZ (DE)

CONTACT US

Maastricht

O.L. Vrouweplein 22 | P.O. Box 1229
6201 BE Maastricht
The Netherlands
+31 43 32 96 222
info@eipa.eu

EIPA Luxembourg

European Centre for Judges and Lawyers

8, rue Nicolas Adames
1114 Luxembourg
Luxembourg
+352 42 62 301
info-lux@eipa.eu

www.eipa.eu



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TOGETHER AND ONWARDS

