EIPA Catalogue 2016

Seminars and Training Courses
The European Commission supports EIPA through the European Union budget.
# Table of Contents

**Welcome**
*EIPA’s Work*  

**A  EU Decision-Making**
  
  *EU Decision-Making*
  
  Understanding EU Decision-Making: Principles, Procedures, Practice  
  Understanding the EU Budget: Less of the Same Until 2020?  
  
  *Impact Assessment*
  
  Working with Impact Assessment at the EU Level  
  
  *Delegated and Implementing Acts*
  
  New Comitology and Delegated Acts: Practical Challenges and Institutional Perspectives  
  
  *EU Information Management*
  
  Europe on the Internet: Finding your Way through the European Information Jungle  
  
  *Presidency*
  
  EU Presidency Challenges: The Eight Steps to Successfully Manage and Chair Groups during the Rotating Presidency of the Council of the EU  
  
  *Transparency*
  
  Openness and Transparency in the EU: Where are we now?  

**B  EU Policies**
  
  *Energy*
  
  Funding Possibilities for Energy Efficiency Projects  
  Sound Management of EU Funds for Renewable Energy Projects  
  
  *External Relations*
  
  Successful Preparation and Implementation of Twinning Projects  
  
  *Personal Data Protection*
  
  Training and Certification Programme for Data Protection Officers and Other Data Protection Professionals  
  Advanced Training Course: Data Protection Compliance in the EU  
  Moving Securely to the Cloud: Key Issues, Risks and Compliance  
  
  *Public Procurement*
  
  Introductory and Practitioners’ Seminar: European Public Procurement Rules, Policy and Practice  
  Recent Developments in European Public Procurement and Case Law  
  European Public Procurement, PPP/ Private Finance and Concessions  
  ¿Cómo cumplir con Europa? Soluciones ante la nueva contratación pública  
  
  *Public-Private Partnerships*
  
  Contract Management for PPP and Other Complex Procurement Contracts  
  Competitive Dialogue and Negotiated Procedures Master Class
### Table of Contents

**State Aid**
- Advanced State Aid Seminar ........................................ 33
- Future Energy and Climate Change Policies under the New State Aid Guidelines ........................................ 34
- State Aid in the Transport Sector ........................................ 35
- Fachtagung EU-Beihilfenrecht ........................................ 36

**Trade Policy**
- A Guide to the Transatlantic Trade and Investment Partnership (TTIP) ........................................ 37

**C Cohesion Policy: EU Funds Access and Management** ........................................ 38

**Structural Funds**
- Financial Management and Audit of EU Structural Funds ........................................ 39
- Evaluation and Monitoring of EU Structural Funds ........................................ 40
- Implementing the Regulations of Structural Funds ........................................ 41
- Managing the Project Pipeline for EU Structural and Investment Funds (ESI) Programmes ........................................ 42
- Making ESF a Success in 2014-2020: Challenges and Best Practice in Programme Management, Monitoring and Evaluation ........................................ 43
- Delivering Better Results and Making Greater Use of Simplification in Structural and Investment Funds for the New Period 2014-2020 ........................................ 44
- Major Projects and Revenue-Generating Projects in Practice ........................................ 45
- Performance Audits on EU Funds carried out by the European Court of Auditors ........................................ 46
- Cost-Benefit Analysis (CBA) of EU-Financed Projects: How and Why ........................................ 47
- Internal, External and Performance Audit of EU-Funded Programmes and Projects 2014-2020 ........................................ 48

**Direct Funds**
- How to Select and Develop a Convincing Project Strategy for EU 2020 Funding: Dos & Don’ts ........................................ 49
- European Territorial Cooperation 2014-2020: How to Build a Successful European Partnership for Better Use of EU Funds ........................................ 50

**D European Public Management** ........................................ 51

**Capacity-building Evaluation**
- Evaluation Capacity-building in the EU: Counterfactual and Theory-Based Approaches for Evaluating Impact ........................................ 52

**Human Resource Management**
- Performance Assessment: Skills for Leadership ........................................ 53

**Public Administration**
- The ‘Politics & Management Deal’: Enhancing Public Financial Governance and Management in European Cities ........................................ 54
- Public Sector Innovation Lab: Innovation Update, Business Cases and Practical Tools ........................................ 55

**Public Financial Management**
- Public Sector Budgeting for Service Delivery: What to Do and How to Do It ........................................ 56
**Quality Management in the Public Sector**
- Risk Management in the Context of CAF and TQM 57
- Strengthening the Performance of Your Organisation with the Renewed Common Assessment Framework 58
- Performance Management in Public Sector Organisations: The Contribution of the CAF 59
- CAF Master Class 60

**E EU Law and Legal Affairs**
- Implementation of EU Law 61
  - Practical Tools for Law Approximation, Impact Assessment and Evaluation 62
- EU Litigation and Enforcement 63
  - How to Litigate before the Court of Justice of the European Union
  - How to Avoid Fines in Infringement Procedures: A Practical Guide 64
- Judicial and Law Enforcement Cooperation 65
  - Collecting Evidence in Criminal Matters
- Administration and Quality of Justice 66

**Special Programmes EU Law**
- EU Law for Non-Lawyers 67
- The 5th Annual Conference on European Union Civil Service Law 68
- Recent Trends in the Case Law of the Court of Justice of the European Union 69

**F Special Programmes**
- Managing the EU Policy Cycle: A Comprehensive Course on EU Decision-Making in Practice 70
- Summer School on EU Economic Integration, and Local and Regional Development 71
- Summer School on EU Law and its Implementation 72
- Winter School on Administrative Decentralisation for Good Local Governance 73
- Summer School on Leadership and Governance in a Multilevel Europe 74

**Management** 77
**Scientific Staff** 78
**Venue** 86
**General Terms and Conditions** 87
... Europe’s leading centre of excellence on European integration and the new challenges for public management.

In this catalogue of seminars and training courses you will find our open enrolment activities planned for 2016.

With our headquarters in Maastricht, Centres in Luxembourg and Barcelona, EIPA is alert to developments across Europe and is responsive to your needs and interests.

Having over 30 years of experience, EIPA is the place where you can learn about European affairs. Come and benefit from our unique combination of practical know-how and scientific excellence.

We help you to meet the challenges of Europe!

For an updated list of seminars and training courses or any further information, please visit our website:

www.eipa.eu
Learning and Development

Seminars and Training Courses
Our seminars address the latest developments and upcoming challenges in key areas of European affairs and public management. They offer you the possibility to share in practice-oriented discussions with leading experts and counterparts from other countries and institutions.

The training courses are short and to the point; intensive and interactive. Most aim to update knowledge and deepen understanding of the European environment, in which people operate, and the particular policy areas they need to master. Others provide an opportunity to acquire or upgrade skills in a multicultural context.

Tailor-made training
In addition to the activities open for registration, we offer tailor-made courses on request. Our specialised staff can help you to design your own seminar. Working together with us, you can build on the core modules of our open activities, but add specific elements which meet your particular needs and priorities. These customised courses can be organised in Maastricht, at one of our Centres, or at your own premises.

Learning methodology
Our services are characterised by a multidisciplinary learning methodology as well as a strongly comparative approach. EIPA provides a global outlook which, by illustrating contrasts, reflects European diversity in terms of governance and administration.

Our programmes are designed to provide a collaborative and stimulating environment for learning, as well as adding value to your professional career and personal growth. The topics are presented with the systematic use of case studies, simulation exercises and working groups. The diverse educational and professional backgrounds of our faculty and delegates enrich the experience. Moreover, most seminars and training courses bring together participants from many EU Member States and candidate countries.

In this multicultural environment the transfer of knowledge and know-how is successfully combined with exchanges of experience and best practices drawn from different administrative systems.
**i-Learn: Online Learning Solutions**

In addition to our face-to-face courses, EIPA offers a range of online learning solutions – called ‘i-Learn’ – containing self-study modules, online seminars and tailor-made blended learning.

Our self-study modules in the EU Governance e-Collection are the perfect starting point for quick and straightforward updates on key EU affairs topics. Clearly structured content, combined with glossaries, reading material, background documents, links and plenty of opportunities for interaction and self-evaluation enable you to quickly and efficiently improve your EU knowledge.

EIPA’s new online seminars offer you the possibility to study from home or at the office, while at the same time having direct interaction with an expert. These seminars are live and include online question-and-answer sessions. In addition, we will provide you with access to our e-Campus, where you can find all the recorded sessions including the questions and answers, learning materials, assignments and collaborative tools such as forum and chat.

With our tailored solutions, we create together with you the optimal learning and development programme. EIPA experts will work closely with you to customise a blended learning programme that perfectly matches your learning and development needs.

**Discounts**

EIPA Members take advantage of a reduced fee; this is available to all civil servants working for one of EIPA’s member countries (i.e. AT, BE, BG, CY, CZ, DE, DK, ES, FI, FR, GR, HU, IE, IT, LT, LU, MT, NL, NO, PL, PT, SE, UK), and civil servants working for an EU institution, body or agency.

**EIPA’s accreditation**

- NEN-EN-ISO 9001:2008 certified
- Cedo accredited

**Note:**

1. All dates, titles and fees indicated in this catalogue are subject to change. Please visit our website for an update of EIPA’s activities.
2. Simultaneous interpretation will always be subject to participant demand.
A EU Decision-Making

EU Decision-Making - Impact Assessment
Delegated and Implementing Acts
EU Information Management
Presidency - Transparency
Understanding EU Decision-Making: Principles, Procedures, Practice

Target group
This is an introductory learning package designed for public officials preparing to assume EU responsibilities, EU affairs professionals, and all people needing to quickly acquire a comprehensive familiarity with how EU decisions are taken.

Description
Participants are sent a set of concise preparatory materials to allow them to take full advantage of the course, which is based on cases and simulations.

The interactive face-to-face course first provides a framework for understanding EU decision-making by reviewing the basic principles and structures, and identifying the main institutional actors involved. It discusses the different phases in the EU policy cycle and illustrates each stage with recent examples. The elaboration of a Commission proposal is presented, with emphasis on public consultation and impact assessment. The course explains how a legislative proposal is then dealt with in the Parliament and Council, and the ordinary legislative procedure is illustrated by a case study. The final session reviews the system of delegated acts and implementing acts which are adopted at EU level in order to adapt or apply legislative acts, and the practical and institutional issues which have had to be addressed.

In order to help retain and deepen the knowledge acquired, participants receive a copy of Edward Best’s 2016 book Understanding EU Decision-Making published by Springer with the support of the EU Publications Office, as well as enjoying access to an online forum.

Objectives
Participants will understand the principles and structures of the EU system and the basic competences and functioning of the EU institutions; they will be familiar with the different stages in the legislative cycle; and they will have an insight into how decisions are reached in practice.
Understanding the EU Budget: Less of the Same Until 2020?

Date
12-13 May 2016

Project number
1612601

Fee
EIPA members’ fee: €900
Regular fee: €1000

Project Leader
Dr Theo Jans,
Associate Professor

Language
English

Location
Maastricht (NL)

Target group
Officials from Member State administrations, candidate countries, and the EU institutions, as well as budget and policy consultants who are directly or indirectly affected by European decision-making on budgetary issues.

Description
This two-day seminar offers an explanatory overview of EU decision-making in the budgetary field; it concentrates on the annual budget cycle and the Multiannual Financial Framework 2014-2020 (MFF). The seminar first sets out how the EU institutions prepare, adopt, execute and discharge an EU budget after the Lisbon Treaty. This is then followed by looking at the practices that have developed in budgetary procedures since 2010. After a detailed analysis of the revenue and expenditure sides of the budget and the MFF, the main changes in own resources and the MFF 2014-2020 are discussed. Particular attention is given to two major spending areas, namely, agricultural and cohesion policy. Participants will be given a clear and concise explanation of the budgetary principles, procedures and the roles of the different actors involved, as well as an insight into the political dimensions of this process and the inter-institutional tensions which arise.

Objectives
At the end of this seminar participants will have gained an overall view of the complexity of the decision-making process in the budgetary field and will be able to identify the relevant actors involved as well as understanding their role. Furthermore, they will be able to identify the main issues at stake in relation to the development of political strategies and the management of budgetary resources. The participants will be familiar with the relevant changes from the Lisbon Treaty as well as those triggered by the Multiannual Financial Framework 2014-2020 and its execution.
Target group
Officials from most ministries and agencies who are responsible for following policy dossiers at the EU level.

Description
This two-day seminar offers participants an intensive practical introduction to impact assessment in EU decision-making. It explains why impact assessment has become an increasingly important part of the policy-making and legislative processes in the EU. It discusses the key analytical steps followed by the European Commission in preparing an impact assessment, as well as the main quantitative and qualitative techniques and tools available. Finally, it offers a forum for considering the opportunities for stakeholder and Member State input into the preparation of the European Commission impact assessment, as well as the inter-institutional dimensions and challenges.

Objectives
By the end of the seminar, participants will have obtained a practical understanding of this increasingly important policy development tool. They will be better equipped to participate directly in such processes as well as to provide input into the exercises carried out by the EU institutions as part of the elaboration of EU legislation.
New Comitology and Delegated Acts: 
Practical Challenges and Institutional Perspectives

Target group
This two-day seminar is designed for civil servants from EU Member States, candidate countries and the EU institutions, as well as other stakeholders requiring a detailed understanding of the practical challenges posed by delegated and implementing acts as well as of the latest developments in this field.

Description
The seminar starts by positioning delegated and implementing acts within the EU policy cycle, identifying the basic differences between the two types of acts and doing away with a number of myths that have arisen in the years since the Lisbon Treaty separated delegated acts from the ‘old’ comitology. A number of cases are used to illustrate different types of acts.

This is followed by a review of procedures and actors. The respective systems of control for both types of acts, including the pre-Lisbon left-over measures adopted by the regulatory procedure with scrutiny, are analysed in detail. A workshop based on real cases will allow participants to reflect on the nature of negotiation processes, dynamics and issues in the field of delegated and implementing acts.

The seminar concludes with a discussion with practitioners from the EU institutions about current challenges and latest developments. Questions of consultation, delineation and recent Court judgements will be addressed in the light of the new Interinstitutional Agreement on Better Regulation and the related revision of the Common Understanding on Delegated Acts

Objectives
At the end of the seminar, participants will have a good knowledge of the nature and practice of delegated and implementing acts, as well as an insight into both the practical challenges posed and the institutional issues at stake. Participants will thus be well equipped in the future to both participate in processes concerning delegated and implementing acts in Brussels, and assist in managing these acts at home.
## Europe on the Internet: Finding your Way through the European Information Jungle

**Target group**
All those who need to be able to find EU information quickly and/or to update their research skills in EU-related matters: EU officials, national civil servants, consultants, information professionals, documentalists, translators, as well as people working in the commercial sector and for NGOs.

**Description**
This course provides participants with a comprehensive and structured guide to a wide range of free and commercial internet resources dealing with European issues. The working sessions allow participants to improve and/or update their knowledge of EU information sources, as well as their abilities to use them effectively.

This course will offer demonstrations of the most useful websites and databases, combined with ample opportunities for participants to develop hands-on expertise by exploring the websites themselves in order to find targeted information. Each participant will have at his or her disposal a PC with high-speed internet connection during the whole duration of the seminar.

**Objectives**
At the end of the training course, the participants will have a good knowledge of the key EU information sources and search techniques; practical experience in using the main EU and non-EU websites and databases; and a toolbox for finding targeted EU information. They will be able to quickly and efficiently find: legislation, case law and summaries of legislation; working documents, policy papers and press releases; public procurement, calls for tender, grants and loans; contact information, ‘who’s who’ and ‘who’s doing what’ in the EU; statistical data; bibliographical, translation, linguistic and terminological information.

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<thead>
<tr>
<th>Date</th>
<th>18-19 April 2016</th>
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<tbody>
<tr>
<td>Project number</td>
<td>1611001</td>
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<td>Project Leader</td>
<td>Cosimo Monda,</td>
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<td>Senior Lecturer</td>
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<td>Maastricht (NL)</td>
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EU Presidency Challenges: The Eight Steps to Successfully Manage and Chair Groups during the Rotating Presidency of the Council of the EU

Target group
The seminar is intended for future working party Chairs and their deputy Chairs, members of the Presidency teams, file and Ministry coordinators, capital- or Brussels-based experts and national delegates. Good prior knowledge of EU decision-making is required to take full advantage of the training.

Description
The rotating Presidency of the Council of the EU plays a central role in EU decision-making. The Presidency has to deliver results within complex formal and informal procedures, intricate dynamics and long-haul processes of negotiation, as well as manage cross-cultural and inter-personal communications. This seminar identifies strategic, logistical, procedural and practical challenges, and it offers eight steps to cope with them. It is organised around the practical aspects of preparing and chairing meetings, designing and implementing the agendas, leading the deliberations and negotiations, both within the Council and with the European Parliament. The seminar also discusses the relationship between the Presidency and the institutions, whilst providing a forum for debate on the preparation and management of the EU Presidency. This highly interactive seminar also aims to contribute to an exchange of practices and to foster connections between consecutive Presidencies.

Objectives
The objective of this seminar is to ensure that the Presidency teams are aware of what is involved in leading EU negotiations from the inside. After this seminar, participants will know how to:
• work with the procedures in accordance with the Council’s Rules of Procedure;
• manage formal and informal processes; network with the main players; map the stakeholders;
• cooperate efficiently with the representatives of the Council Secretariat and the European Commission;
• develop scenarios or a plan B for negotiations and appropriately prepare meetings;
• open a meeting and work out the subsequent sequence of events;
• apply technical and political tools for reaching compromises;
• use effective communication techniques and adapt them to cross-cultural differences;
• prepare for trilogues and negotiations with the European Parliament;
• read better the positions and interests of the European Parliament, as well as the attitudes and voting preferences of MEPs.
Openness and Transparency in the EU: Where are we now?

Target group
This seminar is recommended for anyone whose work relies on public access to documents or relates to the treatment of sensitive information. The target group includes information officers, information managers, data protection officers, European, national and sub-national officials, data protection and information lawyers, legal advisors, staff of civil liberties associations, consultants, lobbyists, journalists and researchers.

Description
The seminar will familiarise participants with the various aspects of openness and transparency in the EU: legislative, regulatory and international relations transparency. While linking the concept of transparency with the broader issues of democratic accountability, the sessions will address the latest developments regarding access to documents and the right to know. These will cover the acts of the EU institutions and other bodies such as agencies, treatment of sensitive data, relevant case law, as well as the role of the Member States.

Objectives
The seminar aims to give a practitioners’ view on the application of European provisions on transparency, to allow for a discussion on the key challenges of Regulation 1049/2001, and to demonstrate different issues faced by the institutional actors in the application of the legal framework for transparency and access to documents. At the end of the seminar, participants will have a sound understanding of ‘the politics of information’ at European level, be more aware of the rights and obligations underpinning the access to and treatment of documents, and have a better insight into the strategies aimed at promoting an open Europe.
Update of EIPAs activities at http://seminars.eipa.eu

EU Policies

- Energy - External Relations
- Personal Data Protection
- Public Procurement
- Public-Private Partnerships
- State Aid
- Trade Policy
Funding Possibilities for Energy Efficiency Projects

Date
2-3 June 2016

Project number
1660201

Fee
EIPA members’ fee: €900
Regular fee: €1000

Target group
This seminar is intended for all public officials coming from national, regional or local governments and related agencies, as well people from the private sector wishing to gain an insight into the funding possibilities for any project related to energy efficiency.

Description
This two-day seminar first presents the legal background and demarcates the playing field of Member States when promoting energy efficiency. The second day is devoted to a detailed explanation of the different funding mechanisms which parties can use. The complex web of EU-funded grants and loans is untangled and participants acquire an understanding of where and how to apply. Examples of funding mechanisms which are covered include the EEEF, ESI, Horizon 2020, the ‘renovation loan’. The general explanations will be complemented by presentations of concrete examples and open discussions with experts in the field.

Objectives
By the end of the seminar, participants will have gained an insight into the legal structure of the EU’s energy efficiency programmes and will be able to detect and succeed in applying for the funding possibilities for their energy-saving projects.
Sound Management of EU Funds for Renewable Energy Projects

Target group
This seminar is intended for all public officials from national, regional or local governments and related agencies, as well people from the private sector and NGOs wishing to increase their understanding of the management of EU funds in the field of renewable energy projects.

Description
EU leaders agreed on 23 October 2014 the ‘2030 framework for climate and energy policies’. This aims to make the European Union’s economy and energy system more competitive, secure and sustainable, and also sets a binding target of at least 27% for renewable energy and energy savings by 2030. Under the new 2014-2020 multiannual framework, a wide range of funding possibilities exists in order to comply with the Renewable Energy directive, as well as to close the energy savings gap. However, many countries lack adequate capacities for doing so.

This seminar first briefly presents the legal background and provides an overview of funding possibilities in the field of renewable energy. The seminar then focuses on how to use the possibilities available under ERDF and CF for renewable energy projects. It reviews the different phases of project management before explaining the dos and don’ts with reference to real case examples. Participants will work in groups on writing a proposal, handling the intermediate and final phases of a project, and financial reporting of renewable energy projects. Participants will also learn from a member of the European Court of Auditors how to prepare themselves for audits and how to avoid errors.

Objectives
By the end of the seminar, participants will have gained an insight into the legal structure of the EU’s renewable energy policy and will be able to detect the funding possibilities for their energy-saving projects. Participants will learn from experienced professionals how to write a funding proposal. Furthermore, participants will be trained to manage their projects in a sound manner so as to avoid errors and mistakes. This knowledge will lead to better absorption rates of EU funds as well as to better results on the ground.
Successful Preparation and Implementation of Twinning Projects

**Date**
10-11 March 2016

**Project number**
1634101

**Fee**
- EIPA members’ fee: €900
- Regular fee: €1000

**Project Leader**
Wolfgang Koeth, Senior Lecturer

**Language**
English

**Location**
Maastricht (NL)

**Target group**
The seminar is intended for civil servants and other persons interested in enhancing their knowledge on the Twinning instrument.

**Description**
Twinning has been one of the most extensively and successfully applied institution-building programmes over the past years. It has assisted the new Member States and the (potential) candidates in preparing for EU accession, and in the full adoption of the acquis communautaire. Since 2005, Twinning has also been applied in the countries of the European Neighbourhood Policy (ENP).

The seminar is delivered by experienced Twinning practitioners and will draw upon real-life examples, referring to numerous Twinning projects that have been carried out in the past. The facilitators will give an introduction to the concept of the Twinning project, and will go through the successive components of the process, with a focus on potential risks and ways to address these.

**Objectives**
The objectives of the seminar are:
- to bring together public officials and other persons involved (or planning to be involved) in Twinning projects, both from the Member States and the beneficiary countries, so that they can share their knowledge and practical experiences, identify essential cooperation issues and extend their network;
- for participants to achieve an in-depth understanding of all components of the process of preparation and implementation of a Twinning project;
- to discuss and analyse from the practical point of view the main opportunities and challenges of the Twinning project as an effective cooperation tool within the context of the EU integration process;
- to develop and enhance practical skills in drafting the necessary documents linked to the preparation of a Twinning project (Fiche/Logframe, Twinning proposal, Twinning contract).
Personal Data Protection

Training and Certification Programme for Data Protection Officers and Other Data Protection Professionals

Date
27 June - 1 July 2016

Project number
1611501

Fee
EIPA members’ fee: €1890
Regular fee: €2100

Project Leader
Cosimo Monda,
Senior Lecturer

Language
English

Location
Maastricht (NL)

Target group
This course is designed for anyone whose work relates to the processing of personal data. It is aimed, among others, at data protection officers, national and sub-national officials, compliance officers, information officers, record managers, human resources officers, and any other data protection professionals, particularly those in the public sector and from the EU institutions, agencies and bodies.

Description
The course will offer an in-depth analysis of the present data protection legal framework, and a detailed explanation of the key concepts and principles, actors and roles, before addressing the latest developments and challenges in the field of personal data processing and protection. The programme presents practical explanations and tools allowing the participants to develop or further enhance the professional skills necessary to be a top-performing data protection professional. Numerous practical examples, combined with a high level of interactivity, will provide participants with all they need to know about data protection in theory and practice, as well as an insight into how to handle the myriad issues that arise in the workplace on a daily basis in such a challenging and quickly developing working area. The course has been divided into two modules – basic and advanced – to offer participants the flexibility to adapt the event to their needs.

Objectives
The basic module will offer an explanation of the data protection legislative framework, key concepts and principles of privacy, actors and roles, before addressing the latest developments and challenges in the field of personal data use and protection. It will present participants with a full basic knowledge, allowing them to benefit completely from the advanced module. The advanced module will have a practice-oriented focus, providing participants with in-depth knowledge of issues related to data protection in theory and practice. There will be parallel workshops allowing participants to learn about the areas of their interest in more detail. The objective is to enable participants to obtain an expert’s working knowledge of data protection and to qualify them as data protection specialists.

Certification and examination
Those wishing to obtain the EIPA professional certification will have to pass a final test at the end of the advanced module. The examination consists of a multiple-choice test, covering the subject matters dealt with in the plenary sessions in both modules, followed by a written essay.
Advanced Training Course: 
Data Protection Compliance in the EU

**Date**
5-7 December 2016

**Project number**
1611502

**Fee**
EIPA members’ fee: €1275
Regular fee: €1416

*Optional Data Protection Examination on 8 December 2016.
EIPA members’ fee €470
Regular fee €522

**Project Leader**
Cosimo Monda,
Senior Lecturer

**Language**
English

**Location**
Maastricht (NL)

**Target group**
This advanced course is designed for data protection officers, privacy officers, compliance officers, information officers, information security officers, ICT employees, record managers, lawyers, human resources officers, and any other data protection professionals.

**Description**
This course gives professionals responsible for data protection issues within their organisations the key resources and practical information they need in their daily work. It starts with an overview of the current legal framework, an explanation of the key concepts and principles, actors, and roles, before addressing the latest developments and challenges in the field of personal data processing and protection. The course will discuss in depth current challenges relating to big data, cloud computing, the internet of things, data security, cyber risks, data breaches, privacy by design, privacy impact assessment, data protection audits, and cross-border data transfers. Each workshop includes an in-depth analysis of a specific issue of data protection compliance, and will give the participants opportunities to ask questions and discover how issues are dealt with in other organisations.

Numerous practical examples, combined with a high level of interactivity, provide participants with all they need to know about data protection compliance in theory and practice, as well as an insight into how to handle the myriad issues that arise in the workplace on a daily basis in such a challenging and rapidly changing field.

**Objectives**
The objective is to enable participants to deepen their working knowledge of data protection and to qualify them as data protection specialists.

**Optional module**
For those wishing to obtain the EIPA professional certification on Data Protection, this programme offers the option to register for the examination as well as the preparatory workshop.
### Moving Securely to the Cloud: Key Issues, Risks and Compliance

**Date**  
18-19 February 2016

**Project number**  
1611301

**Fee**  
- EIPA members’ fee: €990
- Regular fee: €1100

**Project Leader**  
Cosimo Monda,  
Senior Lecturer

**Language**  
English

**Location**  
Maastricht (NL)

#### Target group
This training course is designed for all those who are responsible for moving or managing data within the cloud. It will be of interest to EU officials, data privacy specialists, national civil servants, consultants, information professionals, as well as people working in the commercial sector and for NGOs.

#### Description
This course provides participants with a comprehensive and structured guide on how to successfully move data to a cloud service provider with the assurance that the security of that data will not be compromised. The objective of the course is to enable participants to understand the concepts of security, risk and compliance, as they apply to the various cloud computing environments. Various workshops will enable participants to apply what they have learnt in an effective and timely manner.

#### Objectives
At the end of the training course, the participants will have a good knowledge of the key security issues to consider when engaging with a cloud service provider; will understand the concepts of security, privacy, compliance and risk, as they apply to cloud computing. They will be able to understand how to underpin the security concepts with that of an enterprise cloud-computing environment; able to appreciate the unique security risks and challenges that cloud computing brings; and prepared to respond correctly should a security incident occur within their cloud-computing environment.
Introductory and Practitioners’ Seminar: European Public Procurement Rules, Policy and Practice

Target group
The seminar is intended for officials from national, sub-national and local authorities and other public bodies from the EU Member States, candidate countries and European bodies and organisations, who wish to familiarise themselves with European public procurement rules, policy and practice, as well as for other interested persons working in this field, for example representatives from industry and academia.

Description
The seminar will cover the principles and procedures of European public procurement policy, focusing on the Public Procurement Directives, relevant case law and the enforcement of the procurement regime. This comprehensive seminar will be based on the Public Procurement Directive 2014/24/EU, the Utilities Directive 2014/25/EU and the new Directive 2014/23/EU on the award of concession contracts.

Objectives
The primary aim of this seminar is to present and explain the European rules and principles on public procurement in an accessible way and to enhance awareness of professional procurement practices. Most importantly, the seminar will offer an excellent platform for participants to exchange experiences and concerns in dealing with public procurement.

Dates
23-26 February 2016
20-23 September 2016

Project numbers
1630801
1630802

Fee
Four days:
EIPA members’ fee: €1580
Regular fee: €1755

Three days:
EIPA members’ fee: €1185
Regular fee: €1316

Project Leader
Rita Beuter,
Senior Expert

Language
English

Location
Maastricht (NL)

The first day of the seminar (23 February/20 September 2016) is an ‘Introductory Seminar: European Public Procurement for Newcomers to Procurement’. The EIPA members’ fee for this introductory day is €395 (regular fee €439). Participants can choose to attend the four-day version of the seminar or the three-day version (excluding the introductory day).
Recent Developments in European Public Procurement and Case Law

Date
16-17 June 2016

Project number
1630805

Fee
EIPA members’ fee: €920
Regular fee: €1022

Project Leader
Rita Beuter,
Senior Expert

Language
English

Location
Maastricht (NL)

Target group
This seminar should be of interest to those in the legal profession (lawyers, judges), as well as policy makers, public officials, academics, and the private sector. The seminar is also intended for public officials from national, sub-national and local authorities and other public bodies from the EU Member States, candidate countries, European institutions and agencies, who deal with procurement.

Description
The seminar will examine current developments in European public procurement, with an emphasis on specific legal issues. The seminar will concentrate on the recent case law in the field of European public procurement. Special attention will be given to the jurisprudence of the General Court and the Court of Justice of the EU (CJEU). Furthermore, it will cover the relevant case law concerning remedies.

Objectives
This seminar will focus on current legal issues in European public procurement. Considering the growing significance and impact of the case law of the CJEU and the General Court for and on European public procurement policy and legislation, the seminar will update participants on the recent case law in this field.
European Public Procurement, PPP/ Private Finance and Concessions

Target group
The seminar is intended for officials from national, sub-national and local authorities and other public bodies from the EU Member States, candidate countries and European bodies and organisations, who wish to familiarise themselves with European public procurement, PPP/private finance and concessions. It should also be of interest to private sector providers, professional advisers and academics.

Description
The seminar will provide an overview of the rules and developments in European public procurement with a focus on the procurement directive (Directive 2014/24/EU). It will address key issues in the use of competitive dialogue and competitive procedure with negotiation as well as providing an introduction to PPP/private finance and the Investment Plan for Europe. The procurement directive will be examined in detail, covering the scope, procedures, rules on public contracts, contract performance and specific procurement regimes. Furthermore, the directive on the award of concession contracts (Directive 2014/23/EU) will receive special attention in the course of this seminar.

Objectives
This seminar will provide an understanding of the latest rules and developments in European public procurement, PPP/private finance and concessions. It should be of benefit to representatives from contracting authorities and businesses who need to familiarise themselves with the rules and policies at European level.

Dates
21-22 April 2016
20-21 October 2016

Project numbers
1620404
1630807

Fee
EIPA members’ fee: €895
Regular fee: €995

Project Leaders
Rita Beuter,
Senior Expert
Michael Burnett,
Expert

Language
English

Location
Dubrovnik (HR)
¿Cómo cumplir con Europa? Soluciones ante la nueva contratación pública

Destinatarios
Este workshop está destinado a funcionarios de la Administración Pública de todos los niveles que estén trabajando en contratación. El workshop resultará de gran interés para las entidades contratistas, responsables de contratación, directores comerciales, responsables de relaciones con administraciones públicas, asesores jurídicos y directores financieros. Las PYMES son objeto de especial atención en la nueva ley por lo que sus responsables son naturales destinatarios de este workshop.

Ámbito
La contratación pública desempeña un papel clave en la Estrategia Europa 2020 como uno de los instrumentos básicos para conseguir un crecimiento inteligente, sostenible e integrador, garantizando al mismo tiempo un uso más eficiente de los fondos públicos. Europa se ha dotado de la cuarta generación de Directivas en la materia, que sustituye a las actuales Directivas 2004/18/CE y 2004/17/CE y procede a cubrir, por primera vez, los contratos de concesión. Las nuevas normas aspiran a incrementar la eficiencia del gasto público, facilitando en particular la participación de las pequeñas y medianas empresas en la contratación pública, y permitiendo que los compradores utilicen mejor en apoyo de objetivos sociales y medioambientales.

Este workshop de dos días proporcionará una visión detallada sobre el impacto de las nuevas directivas en la reforma legislativa española actual, en especial en materia de procedimientos, criterios de adjudicación y la ejecución del contrato. También abordaremos el uso de la contratación pública para fines sociales, ambientales y de innovación, y debatiremos sobre los nuevos aspectos de la contratación electrónica. Especial atención se dedicará al análisis de la interesante doctrina emanada de los Tribunales administrativos de contratos.

Objetivos
El workshop analizará de manera detallada las novedades del paquete legislativo y su transposición en el ordenamiento jurídico español, destacando y señalando las necesarias modificaciones en el mismo si queremos cumplir con los mandatos europeos. Tanto la presentación de su propio caso (primer día) como la sesión de preguntas y respuestas (segundo día) permitirá al grupo debatir ampliamente con los expertos sobre cuestiones puntuales que les incumban en su práctica diaria.
Contract Management for PPP and Other Complex Procurement Contracts

Target group
This workshop is intended for officials from national, sub-national and local authorities and other public bodies from the EU Member States and candidate countries and from EU institutions and agencies responsible for the management of PPP and other complex procurement contracts awarded by their public body. It should also be of interest to auditors, private sector providers, professional advisers and academics.

Description
Value for money in PPP and other complex public procurement contracts starts with effectively applying a transparent and competitive procurement process to achieve value for money in the procurement phase. However, following the procurement phase, effective contract management is also needed to ensure that procured value for money becomes realised value for money in the contract execution phase. This will be of particular relevance to ensure that projects financed by the Investment Plan for Europe deliver their planned results. Because procurement processes for complex public procurement contracts such as PPP are often lengthy and resource intensive for a public authority and conducted to tight deadlines, it is very easy for the pressures of the procurement process, and a sense of achievement at selecting a partner, to lead to neglect of the contract management process. Good planning and selection can thus be undermined by lack of attention to contract management. This workshop will focus on what to do to create an effective contract management framework for PPP and other complex public procurement contracts and how to implement it in practice. Moreover, the workshop will offer an excellent platform to exchange experiences and concerns in dealing with how to manage complex public procurement contracts.

Objectives
The workshop addresses four key questions crucial to the management of complex public procurement contracts:
• What should a public authority do during the contract award phase to create the conditions for effective contract management during the contract execution phase?
• What structures and processes should a public authority create to implement effective contract management in the contract execution phase?
• What resources, powers and skills are needed in the contract management team?
• What are the key features of effective contract management for PPP and other complex public procurement contracts and how should they be applied in practice?
Competitive Dialogue and Negotiated Procedures Master Class

Target group
This Master Class is aimed at policy makers, public officials from national and sub-national administrations and contracting authorities (and their professional advisers) in EU Member States, candidate countries and beyond, from European institutions and organisations and from international organisations based in the EU.

Description
Negotiated procedures have for many years been available as award procedures in defined exceptional circumstances. Competitive dialogue was created as a special procedure by the 2004 Public Procurement Directives to provide a more flexible solution for public authorities wanting to award particularly complex contracts. There are now new rules for competitive dialogue and the competitive procedure with negotiation in the 2014 Public Procurement Directives.

There are also many practical questions about the effective implementation of these procedures. For example, is competitive dialogue a better procurement route than the restricted procedure or the competitive procedure with negotiation? What does the public sector need to do to plan the effective use of these procedures? How can the public sector best use the flexibility which the procedures provide? Not all methods of using these procedures have so far been equally effective in promoting value for money for the public sector; furthermore, objective advice on when and how to use these procedures is hard to find. This Master Class will give you the opportunity to receive advice from our experts on your specific issues and to share the experience of others in the public sector.

Objectives
Master Classes are intended for public officials and their professional advisers with a good understanding of public procurement issues, who are aiming to improve knowledge/skills in negotiated procedures and competitive dialogue and to discuss practical issues relevant to procurements in progress/about to be launched.
Advanced State Aid Seminar

**Target group**
This advanced seminar is of particular interest to policy-makers and practitioners experienced in state aid and involved in the design and implementation of state aid measures, as well as to lawyers and business managers who have to operate within the scope of the EU state aid regime.

**Description**
The aim of this advanced seminar is to analyse in depth the main developments and future challenges in state aid policy in the European Union, in particular after the almost finished State Aid Modernisation process and new jurisprudence. In order to devise appropriate aid schemes, Member States must not only ensure an accurate interpretation of the EU legal requirements, but also have a proper understanding of the approach adopted by the Commission and the most recent interpretation of the law by EU courts. In this respect, case studies and exchange of experiences with officials from Union institutions and Member States are an integral aspect of the seminar.

The seminar provides an opportunity for participants to discuss common problems and identify potential solutions.

**Objectives**
The seminar aims to help participants with experience with state aid to gain an in-depth understanding of important developments in the field of state aid, to facilitate discussion and the exchange of views on issues of common concern and analyse future challenges in state aid policy.
Future Energy and Climate Change Policies under the New State Aid Guidelines

**Target group**
The seminar is designed for officials from central and regional ministries and/or other authorities dealing with state aid, energy and climate change issues, as well as managers from public or private enterprises who may be involved in the formulation and implementation of energy and climate change-related state aid schemes under the new energy and environment guidelines.

**Description**
The primary objective of state aid control in the field of energy and climate change is to ensure that public funding leads to a higher level of environmental protection than without aid. The positive effects of the aid have to outweigh negative effects in terms of distortions of competition. The European Commission has launched new EU Guidelines on state aid for environment and energy, which are applicable since 1 July 2014.

This two-day seminar presents the different conditions and procedures under which state aid for sustainable energy measures can be granted, and the objectives and instruments of the European Union’s policy in this field. The seminar will go into the details of specific issues which are covered by the new guidelines, such as renewable energy, capacity mechanism, bidding procedures and feed-in-tariffs, resource adequacy, demand-side management and energy efficiency. It will also offer a forum for open discussions with national experts and Commission representatives on the expectations of the impact of the new guidelines.

**Objectives**
By the end of the seminar, participants will have improved their practical knowledge on how to design state aid schemes in the field of energy and climate change policy. They will be up to date with the ongoing discussions in Brussels, as well as understanding the changes that will have repercussions on national state aid policies.
State Aid in the Transport Sector

Target group
This seminar is intended for officials from central ministries and/or other authorities dealing with transport issues and managers of public enterprises who are involved in the formulation and implementation of transport state aid schemes. The seminar is also open to managers of private enterprises that may receive aid in this field.

Description
The seminar first reviews recent developments in the transport sector, with reference to all specific modes, and the application of the principles of EU state aid law in these different sectors. This is followed by an in-depth assessment of specific state aid issues: the application of the Altmark ruling (in particular the relationship to the new public procurement rules); the Commission’s interpretative guidelines on Regulation 1370/2007 and recent experiences from its application; the Commission’s consideration of the 4th Railway Package; and the application of the Market Economy Investor Principle (MEIP). Further sessions will cover infrastructure funding in the aviation sector (including the guidelines on state aid to airports and airlines of April 2014), and in the maritime transport sector, including the recent developments of funding of seaport infrastructure. Finally, there will be expert presentations on national experiences in transport funding.

The speakers involved have different backgrounds and perspectives so as to provide a variety of views and different topics to the participants.

Objectives
The seminar aims to give participants a comprehensive understanding of the concept of state aid and public service compensation in the transport sector. It explains the European Commission’s approach to state aid cases in this sector and familiarises public officials with experiences in various Member States. It analyses recent issues in detail and identifies potential problems.
Fachtagung EU-Beihilfenrecht

Datum
1-2 Dezember 2016

Projektnummer
1631205

Teilnahmegebühr
EIPA Mitgliedergebühr: €995
Nichtmitgliedergebühr: €1105

Projektleitung
Prof. JUDr. Daniela Heid, Ph.D., Visiting Expert

Sprache
Deutsch

Ort
Berlin (DE)

Zielgruppe

Beschreibung

Seminarziel
Das Seminar bringt die Teilnehmer auf den neuesten Stand des EU-Beihilferechts mit den entsprechenden Auswirkungen auf die Praxis. Durch eine vertiefte Analyse und Diskussion der verschiedenen neuen Regelungen wird den Teilnehmern die Ausgestaltung und Überprüfung von Beihilfemaßnahmen erleichtert und verspricht einen praxisorientierten Wissensvorsprung für die tägliche Arbeit.
A Guide to the Transatlantic Trade and Investment Partnership (TTIP)

Target group
The seminar is targeted at civil servants from the EU Member States, the EU institutions and from the partner states of the Union wishing to gain a better understanding of the background, dynamics, positions, possible consequences, risks and opportunities linked to the Transatlantic Trade and Investment Partnership (TTIP) which is currently being negotiated between the EU and the US. Some places are also reserved for civil society representatives and representatives of sectoral interest groups.

Description
The EU and the US together account for one-third of all global trade flows. The conclusion of a Free Trade Agreement between these two trading blocs would therefore be the most relevant bilateral trade agreement ever concluded. If this were to happen, it would have important consequences, not only for the two partners, but also for the rest of the world. As this agreement goes far beyond liberalising quotas and tariffs at the border, as well as affecting the ‘power to regulate’, it has a direct impact on both public administrations and economic actors (businesses, consumers, etc.) on both sides of the Atlantic. Some issues contained in the TTIP, such as Investor-State Dispute Settlement (ISDS) or phytosanitary measures have received broad coverage and continue to divide public opinion; however, the potential impacts of this agreement are multi-layered and not always obvious. Potential risks can easily turn into opportunities and vice versa. The presentations will be complemented with a real-life practical exercise (simulation game), where participants will gain hands-on experience of the mechanisms, procedures and dynamics of TTIP negotiations in an EU Council Working Group.

Objectives
The objectives of the seminar are the following:
• to equip participants with the tools to understand the political, economic and societal background to the TTIP;
• to help them to better understand the content of the TTIP (regulatory issues, rules, sanitary and phytosanitary issues, Investor-State Dispute Settlement (ISDS), etc.), as well as the associated challenges;
• to discuss the geopolitical challenges of the TTIP and its place in the EU’s Common Commercial Policy and in the global trade system (WTO);
• to give participants hands-on experience of the mechanisms, procedures and dynamics behind the policy process, and to enable participants to practically apply their knowledge in their own professional context.
C Cohesion Policy:
EU Funds Access and Management

Structural Funds - Direct Funds
Financial Management and Audit of EU Structural Funds

Target group
This seminar is intended for practitioners from national and sub-national authorities and from other public bodies of the EU Member States and associated countries working with Structural Funds.

Description
The seminar will examine:
• the impact of the new regulations on programme implementation in 2014-2020, with respect to financial management, financial control and audit;
• the closure procedures for the 2007-2013 programmes;
• there will be a special focus on the audit requirements related to the new accounting year, and how Member States can deal with a range of financial management challenges.

Speakers will include high-level officials from national managing authorities, as well as expert regional practitioners and consultants in the field of managing EU Structural Funds. Extensive reference will be made to official regulations, documentation and guidance, including the newly amended guidelines on the closure of programmes (2007-2013). We will provide practical exercises for participants to learn directly in workshops all details of financial management.

Objectives
The objectives of this seminar are two-fold:
• to bring together practitioners from the European, national and sub-national level, as well as academic experts, to enable them to share experiences and identify cases of good practice in the financial management of Structural Funds in different Member States;
• to discuss ways of implementing financial management rules such as eligibility rules, financial controls, different co-financing rates and state aid aspects.

The seminar will cover both the situation for the 2007-2013 period, and prospects for the new 2014-2020 period.
Evaluation and Monitoring of EU Structural Funds

**Date**
19-21 October 2016

**Project number**
1630208

**Fee**
EIPA members’ fee: €1275
Regular fee: €1416

**Project Leaders**
Marco Lopriore, Senior Lecturer
Robin Smail, Visiting Expert

**Language**
English

**Location**
Maastricht (NL)

**Target group**
Programme officers and managers, officials from central, regional and local government, as well as project managers and developers involved in the implementation or evaluation of Structural Funds projects and programmes. The seminar is also open to economic and social partners involved in the Structural Funds process, such as NGOs, higher education establishments and consultants.

**Description**
This two-stage seminar will consist of an optional introductory day for beginners and those wishing to refresh their knowledge followed by a two-day seminar for all practitioners. It will cover the evaluation cycle, starting with the method used for ex-ante programme evaluations for 2014-2020, plus key issues for ongoing and ex-post programme evaluations. The seminar also deals with ex-ante project appraisal techniques – including an introduction to cost-benefit analysis – the development of indicators, programme and project monitoring systems and the quantification of programmes. It will also detail the requirements laid down in the current and new draft regulations, as well as reviewing the support tools provided by the Commission and other bodies.

**Objectives**
At the end of the seminar participants should have a clear understanding of all the monitoring and evaluation requirements associated with EU regional and cohesion policy for 2014-2020. Participants should also acquire a quick general tool kit for programme and project appraisal, system monitoring and impact assessment.

‘19 October 2016: Prior to the full Evaluation and Monitoring seminar, EIPA will provide a basic introduction to evaluation, covering the evaluation cycle, key techniques within evaluation, and the use of monitoring and evaluation indicators. This introductory day will only take place if there is sufficient demand.'
Implementing the Regulations of Structural Funds

Target group
The seminar is aimed at all economic actors in the Structural Funds policy-making and implementation process, including managing authorities, national, regional and local officials or representatives, agencies with an economic development role (such as regional development agencies), educational and training establishments, and other local partners, including consultants and NGOs.

Description
This seminar will look at the changes brought about by the Structural Funds regulations for 2014-2020, and at issues relating to the current and future implementation of operational programmes. It will include detailed sessions on how programming, management and financial rules are expected to change, highlighting management issues, financial management and audit procedures. The seminar will examine evaluation and monitoring requirements, looking in particular at indicators, target-setting and the new performance framework. We will also consider changes to grant calculations for revenue-generating projects and there will be a round table discussion with experts and practical workshops on revenue generating projects and programme spend (n+3).

Objectives
At the end of the seminar, participants should have a clear understanding of what changes are being proposed for the new programming period and how these address the challenges that have been faced in the current programming period. This includes reference to detailed management procedures and best practices for implementation, as well as the use of tools to measure the effects of interventions.

Dates
10-11 March 2016
7-8 June 2016

Project numbers
1630201
1630205

Fee
EIPA members’ fee: €900
Regular fee: €1000

Project Leaders
Marco Lopriore,
Senior Lecturer
Robin Smail,
Visiting Expert

Language
English

Location
Maastricht (NL)
Managing the Project Pipeline for EU Structural and Investment Funds (ESI) Programmes

Target group
Programme officers and managers, project managers and project developers, as well as other officials from central, regional and local government involved in the implementation of European Structural and Investment Funds (ESI) projects and programmes. The seminar is also open to economic and social partners involved in developing Structural Funds projects, such as NGOs, higher education establishments, employers’ representatives, and consultants.

Description
This seminar will provide a step-by-step guide to the pipeline, from the point of view of both programme managers and project sponsors. We look at how to develop projects, starting from the determination of project priorities for the new programming period 2014-2020, planning and procedural issues, generating project ideas and establishing partnerships, putting financial packages and applications together, project development steps, ex ante project appraisal techniques (including an introduction to cost-benefit analysis), developing project and programme indicators, as well as how to get your project selected. We will also consider the key responsibilities and tasks required to manage and deliver projects successfully, in addition to looking at some management tools.

Objectives
At the end of the seminar the participants should have – from the point of view of managing authorities – a clear idea of how to create a strong project pipeline and a steady flow of quality projects. Participants should also have a clear understanding of how to generate good projects, how to maximise the probability of getting projects selected, and the essentials of good programme management.
Making ESF a Success in 2014-2020: Challenges and Best Practice in Programme Management, Monitoring and Evaluation

Target group
This seminar is aimed at managers and practitioners from ESF managing authorities (Managing, Certifying and Audit authorities), whether they are national or regional authorities. It is also designed to be relevant for project sponsors and other stakeholders associated with the Social Fund, either at programme or project level, including local authorities, education bodies, chambers of commerce, NGOs and community associations and so on.

Description
Since the beginning of the economic crisis, unemployment rates across the EU have increased sharply and employment rates have fallen. While the EU economy struggles to create new jobs, millions more are living in hardship and face the prospect of a bleak future. Huge resources have been made available by the European Union in 2014-2020 to help improve the functioning of labour markets and to support the less advantaged through the European Social Fund. Yet despite the clear range of problems facing us, using ESF effectively continues to be an elusive goal in many places and in many ways. Many Member States have admitted to the difficulties of reforming labour markets and improving labour market mobility, of upgrading skills for the 21st century, and of reducing levels of social exclusion. We are still a long way from successfully helping all sections of the population to enjoy a share of our relatively affluent society.

In the light of these huge problems and the difficulties facing the European Social Fund, EIPA is organising a new seminar on how to make the ESF more effective on the ground – or, how to make it a success. We will focus on the key elements of managing, monitoring and evaluating programmes.

Workshops will be used to help participants get to grips with quantification and indicator sets, evaluation methodologies and some of the practical details of management rules.

Objectives
The objective of this seminar is to ensure that participants have a good grasp of how ESF can be used to maximum effect. We will have looked closely at how to apply ESF rules, principles and procedures and at how to develop good practice in implementation of ESF programmes and projects. We will have practised using useful tools for socio-economic development.
Delivering Better Results and Making Greater Use of Simplification in Structural and Investment Funds for the New Period 2014-2020

Date
3-4 November 2016

Project number
1630209

Fee
EIPA members’ fee: €900
Regular fee: €1000

Project Leader
Marco Lopriore,
Senior Lecturer

Language
English

Location
Maastricht (NL)

Target group
This seminar is aimed at all actors involved in the Structural Funds implementation process, including national, regional and local officials and representatives, social partners, agencies with an economic and social development role, educational and training establishments, as well as other local partners, including NGOs, community associations and Chambers of Commerce.

Description
The seminar will address issues related to delivering better results and making greater use of simplification in the programming period 2014-2020 for the European Structural and Investment funds (ESI). There will be sessions on result-based management, and on speeding up absorption through lump sums, different possibilities of flat rates, including for indirect costs and standard unit costs, as well as the possible use of Joint Action Plans (JAPs). Furthermore, the seminar will cover best practices in using public procurement, global grants, as well as vouchers.

Objectives
At the end of the seminar, the participants should have a clear understanding of how to improve implementation and absorption of the Structural Funds regulations and how to best develop and support complex projects.
Target group
This programme is of particular interest to those planning to use, or currently using, EU Structural and Cohesion Funds to implement major projects, other large projects and revenue-generating projects. This includes programme officers and managers, project managers and project developers, as well as other officials from central, regional and local government involved in programme and project implementation. The seminar is also open to other economic and social partners involved in developing projects and programmes co-financed by the Funds, such as NGOs, academics, consultants and professional advisers, employers’ representatives, policy makers and officials of various European organisations, as well as private sector service providers and financial bodies.

Description
EU co-funded major projects will continue to play a key role in bridging Europe’s infrastructure gap and supporting important investments in certain sectors of industry. This programme will look at the EU major project approval system and the important changes that have been made for the 2014-2020 programming period. It will consider all the key steps of the application form, thus covering all the disciplines of a cost-benefit analysis, in particular the financial analysis and the economic analysis.

The seminar will also consider in depth the rules for revenue-generating projects – whether they are major projects or not – and the calculation of the grant. The new possibilities for using public-private partnerships (PPP) with EU co-finance will also be discussed.

We will look at issues in a number of sectors through case studies on waste disposal, energy generation, and transport provision; we also hope to have an exchange of experiences from different countries around the EU. Issues from other sectors will be addressed, including water supply, research and development, education and health.

Objectives
Participants should leave the seminar with the knowledge of how to complete the major project application form and how to conduct a cost-benefit analysis, or how to oversee such studies or exercises. Participants will gain an understanding of the rules associated with the award of EU co-finance for major projects, as well as familiarising themselves with the guidance on grant calculation for revenue-generating projects.
Performance Audits on EU Funds carried out by the European Court of Auditors

Dates
30-31 May 2016
November 2016

Project numbers
1660701
1660702

Fee
EIPA members’ fee: €900
Regular fee: €1000

Project Leader
Dr Iwona Karwot,
Senior Lecturer

Language
English

Location
Barcelona (ES)

Target group
This seminar is aimed at beneficiaries eligible for Structural Funds, Cohesion Fund and IPA (national and regional), managing authorities, certifying authorities and audit authorities, intermediate bodies, as well as independent auditors and junior auditors dealing with or interested in EU-funded projects and programmes, as well as consulting companies specialised in auditing EU co-funded programmes and projects.

Description
The goal of this highly practical two-day seminar is to present all aspects of each stage of the performance audit process, from the preliminary study, the risk assessment techniques, the importance of having good audit questions, detailed planning and effective audit work, up to techniques for drawing conclusions and reporting the audit results with clear conclusions and relevant recommendations for improved quality of spending by managers.

After the presentation of each stage of a performance audit, the participants will work on real-life case studies in small working groups with the direct involvement of experts from the European Court of Auditors. The workshops will be organised in such a way to allow participants to receive specific material to build up a performance audit themselves. This programme includes the unique feature of providing insight into how the European Court of Auditors think, plan, prepare and implement their audit assignments, as it will cover real audit case studies and experiences of the Court’s teams.

Objectives
The goal of this two-day practical seminar is to provide participants with a complete overview and detailed understanding of all aspects of the EU funds in the programming period 2007-2013 (closure) and 2014-2020.
Cost-Benefit Analysis (CBA) of EU-Financed Projects: How and Why


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<td>Fee</td>
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<td>Project Leader</td>
<td>Dr Iwona Karwot, Senior Lecturer</td>
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Target group
Two levels of training course are offered on Cost-Benefit Analysis. The basic course is designed for beneficiaries eligible for Structural Funds, Cohesion Fund and IPA, managing authorities, intermediate bodies, auditors, consulting companies and other actors involved in EU funding programmes and projects. The advanced course is aimed at participants of previous editions of CBA seminars, who wish to expand upon and improve their practical knowledge of CBA, as well as practitioners working in CBAs.

Description
For all investment projects eligible for EU funds in the programming period 2014-2020, one of the most important requirements remains the preparation of the Cost-Benefit Analysis (CBA). The goal of the basic course is to explain why CBA is such an important tool, not only for beneficiaries of EU funds, but also for national and regional administrations as the managing authorities of EU co-financed programmes. How to prepare and how to assess CBA is the second practical element. The programme will cover all essential aspects of CBA in the programming period 2014-2020 in line with the European Commission guide published in December 2014. The programme will also cover the closure of major projects and the so-called ‘phased projects’, i.e. projects for which a first stage is financed in 2007-2013, and the second stage to be financed in 2014-2020. The third element is a discussion on how the European Court of Auditors audits CBAs.

As a follow-up to the basic course, the advanced course explains how to perform each element of the CBA for projects eligible for EU funds in different sectors, with a special focus on typical benefits and the most frequently used techniques to evaluate them in the programming period 2014-2020, as well as how to review the quality of CBA and how to report their results.

Objectives
By the end of the basic course, participants will have improved their theoretical and practical knowledge with regard to the elaboration, assessment and audit of CBAs prepared for EU-funded investment projects in the programming period 2014-2020, in conformity with the DG Regio requirements, including, among other things, the NEW Guide to Cost-Benefit Analysis, the general and implementing regulations, the COCOF note and other documents. By the end of the advanced course, participants will have improved their practical knowledge of how to perform financial, economic, sensitivity and risk analyses of projects, and learned how to efficiently review the quality of CBA in different sectors and how to report their results.
Internal, External and Performance Audit of EU-Funded Programmes and Projects 2014-2020

Dates
20-22 April 2016
November 2016

Project numbers
1666601
1666602

Fee
EIPA members’ fee: €999
Regular fee: €1110

Project Leader
Dr Iwona Karwot,
Senior Lecturer

Language
English

Location
Barcelona (ES)

Target group
Beneficiaries eligible for Structural Funds, Cohesion Fund and IPA (national and regional), managing authorities, certifying authorities and audit authorities, intermediate bodies, as well as independent auditors and junior auditors concerned with EU-funded projects and programmes, consulting companies specialised in the auditing of the EU funds or programmes and projects.

Description
In the programming period 2007-2013, the effective control systems and audit of the EU funds became one of the key issues in the implementation of the EU Cohesion Policy. The administration bodies at national, regional and local levels had more responsibilities regarding the building of an effective control system and to assure the proper spending of public money than in previous financial periods. The control system and audit in the current programming period 2014-2020 will be even more important. The seminar will concentrate on the organisation of internal, external and performance audits in the programming period 2014-2020. It will not only focus on the EU Structural and Cohesion Funds, but also on the Instrument for Pre-accession Assistance – IPA II. In addition to the presentation of the relevant legislation and methods of increasing efficiency of control and audits, this seminar will provide know-how on combating fraud and preventing irregularities, public procurement and state aid. The unique feature of this seminar is that it covers the experience of internal and external audit experts from the Member States authorities, EU Commission, as well as the European Court of Auditors and the European Anti-Fraud Office (OLAF).

Objectives
The goal of this highly practical programme is to give participants an overview of the system and a detailed understanding of practical aspects of the control and audit of EU funds in the programming period 2014-2020, and the audit experiences from the closing of programmes from the 2007-2013 period.
How to Select and Develop a Convincing Project Strategy for EU 2020 Funding: Dos & Don’ts

Target group
This practical seminar is aimed at all levels of public administrations (and their agencies), and particularly sub-state authorities or bodies involved in the design, development and implementation of projects subject to compliance with European funds. It will also be of particular interest to NGOs, associations, university departments and consultants who are planning to apply for EU calls for proposal (or tenders) with their project(s).

Description
In line with the financial framework 2014-2020 and its supportive actions, the seminar now includes, several new aspects regarding the development of added-value projects, convincing proposals or bids for EU funds and their territory will be addressed. The seminar is thus an opportunity for participants to prepare themselves to compete in the EU funding arena, enabling them to quickly grasp the most relevant guiding principles and rules when it comes to preparing a bid for EU funding.

New element: Bring your own project ideas and proposals to receive individual feedback from our experts. In two tailor-made technical assistance sessions, you will have the unique opportunity to ask specific questions and receive concrete answers. If you are interested in this service, you will receive further details after registration.

Objectives
The main aim of this interactive seminar is to prepare participants to compete in the ever-changing arena of EU funding. Each programme or initiative has its own objectives or specific characteristics, but as far as the ‘key rules of the game’ are concerned, elements and success criteria continue to converge and show a harmonised pattern. The seminar will allow the participants to increase the success rate in the EU funding ‘jungle’ as well as the absorption capacity.

Dates
9-11 May 2016
October 2016

Project numbers
1660101
1660102

Fee
EIPA members’ fee: €999
Regular fee: €1110

Project Leader
Alexander Heichlinger,
Expert

Language
English

Location
Barcelona (ES)
European Territorial Cooperation 2014-2020: How to Build a Successful European Partnership for Better Use of EU Funds

Date
20-21 June 2016

Project number
1661001

Fee
EIPA members’ fee: €900
Regular fee: €1000

Project Leader
Dr Iwona Karwot,
Senior Lecturer

Language
English

Location
Barcelona (ES)

Target group
This seminar is designed for national, regional and local public administrations, NGOs, associations and other actors interested or involved in the design, development and implementation of territorial cooperation programmes and projects.

Description
This practical seminar provides a complete overview of all existing financial instruments accessible to countries, regions, provinces and municipalities in the framework of territorial cooperation in the programming period 2014-2020. Topics covered will include:

• the new Goal 2 of the Cohesion Policy: European Territorial Cooperation;
• European Grouping for Territorial Cooperation (EGTC), legal instrument to facilitate and promote territorial cooperation and European Economic Interest Grouping (EEIG);
• European Neighbourhood Instrument (ENI), designed to target sustainable development and approximate EU policies and standards in the neighbouring countries;
• Instrument for Pre-Accession Assistance (IPA II), providing assistance to candidate and potential candidate countries of the EU;
• Europe 2020 Strategy and territorial cooperation.

One of the most important elements of the seminar is the presentation of best practices of joint EU co-financed projects implemented in the previous and current programming periods in different Member States, as well as a practical workshop on ‘How to be efficient in joint projects’, managed by experts in the field.

Objectives
By the end of the seminar, participants will have gained a thorough knowledge of all accessible financial and legal instruments for territorial cooperation, the rules that apply to joint programmes and projects, the use of best practices, how to avoid mistakes, and how to negotiate with partners of the consortium. An additional goal of the seminar is to build a real territorial cooperation network between participants to support future joint projects and the exchange of practical experiences.
European Public Management

Capacity-building Evaluation - Human Resource Management
Public Administration - Public Financial Management
Quality Management in the Public Sector
Evaluation Capacity-Building in the EU: Counterfactual and Theory-Based Approaches for Evaluating Impact

Target group
Managing authorities at all levels, directors or civil servants responsible for designing evaluation systems, managing and monitoring evaluations carried out by external evaluators; as well as those responsible for controlling public administrations at different governmental levels, and who need to develop or are interested in developing their knowledge about public policy evaluation.

Description
Different evaluation approaches and methods will be presented and explained with the aim to analyse the advantages and disadvantages that justify the use of some above others. The goal is to raise awareness on the wide range of approaches that are deployed in the name of evaluation, and serve a range of different purposes (process and impact evaluation). The critical question is how these can tell policy makers what and what they cannot get from them. The examples presented in the seminar, will show how combining different types of impact evaluation in the appropriate way complement each other and help managing authorities to reach better and more useful evaluations.

The first sessions covers the introduction to evaluation and evaluation design, to set the level playing field for all participants. In the afternoon participants are challenged with the presentation on ‘Counterfactual impact evaluation’ by an expert on the topic who will be presenting examples and best practices. On the second day, theory-based evaluation is introduced, again followed by a practical example, and a discussion to compare the two groups of approaches and when they each might be best used. We will end with the wrap-up session and discussion on how best to combine different types of evaluation in the appropriate way with presentation of cases brought up by the audience and discussed with the experts.

Objectives
This seminar will raise your capacity to design, manage and monitor the evaluations conducted during the actual programming period. The main aim is not to train participants as evaluators, but to put them in a position to manage evaluations and understand the basics of certain tools and approaches so they can competently interact with (external or internal) evaluators and assess the quality of their work.
Performance Assessment: Skills for Leadership

**Date**
19-20 September 2016

**Project number**
1625002

**Fee**
EIPA members’ fee: €900
Regular fee: €1000

**Project Leader**
Harrie Scholtens,
Seconded National Expert

**Language**
English

**Location**
Maastricht (NL)

**Target group**
Middle and higher management of public administrations, at the national, regional and local level.

**Description**
It is very important for managers to be aware of the most recent developments in different topics of public administration, and what this means for their personal function within the organisation. Leadership is very important for motivating staff of a public administration. Changes within governments, other objectives and goals, requires leaders who can take their staff with them in other directions, based on an outcome of democratic developments. In particular, working in a political environment demands special qualities of leaders in public administration. This seminar aims to demonstrate this, as well as providing the relevant tools to deal with those situations.

**Learning methodology**
The seminar will include theory in the form of interactive presentations and exercises. There will be an emphasis on ‘learning by doing’.

**Objectives**
The goal of this seminar is to give participants an insight into the developments in the functioning of public administration in Europe and to bring some skills into practice, for example how to organise and implement a performance appraisal. The experience from these two days can be taken home to their own organisational surroundings. Participants will be able to recognise situations earlier and to act more adequately.
The ‘Politics & Management Deal’: Enhancing Public (Financial) Governance and Management in European Cities

**Target group**
This new executive course is aimed at senior public officials, managers and executives/CEOs, members of the board, management teams and executive committees from city and supra-local governments, their politicians and associations representing these actors as well as state officials who deal with cities in their respective countries. These principal corporate responsible representatives and leaders are key players in their organisations and need to ‘lead by example’ while being knowledgeable and acquainted with as well as capable of using innovative, future and sustainable concepts, tools and practices.

**Description**
In 2012, the 600 top economic cities generated 60% of the global GDP. In Europe, roughly 70% of the GDP is produced in metropolitan regions. In fact, in times of crisis, it is the local level that is hit first by the loss of jobs, closure or departure of companies and other socio-economic effects. As a consequence, every local territory is searching for a formula that creates growth, added-value jobs and sustainable development. Outstanding local and larger-scale public governance and management are the prime determinant factors in any scenario of growth and/or recovery.

To make it possible in a scenario of an already challenging and complex environment, a win-win deal between politics and management is a must; a deal to be reached in the ‘organisation keystone zone,’ the zone in-between the corporate/politics and executive boards and teams. The ‘Politics & Management Deal (PMD)’ model becomes a comprehensive and structured system that embraces a wide range of tools and concepts including the whole of government and its administration: from management to finance, from definition to execution of strategy and from result-oriented trends to visionary leadership. This programme is developed in partnership with J.Joly L Advising.

**Objectives**
This course will equip participants with the concept, processes and tools of the PMD model supported by hands-on practice and stewardship from the different European city cultures. Participants will acquire the knowledge, capacities and skills to design public strategies, align them with political priorities as well as to embed them in the available financial resources and establish sound performance and management/control systems to ultimately improve transparency, accountability and intergenerational equity in their own local administrations.
Public Sector Innovation Lab: 
Innovation Update, Business Cases and Practical Tools

Target group
This annual programme is aimed at senior public officials and leaders at the forefront of public service design and/or modernisation and reform efforts from all levels of public administration, as well as to policy officers, staff from NGOs, think tanks and other bodies eager to learn how to create innovative and radical new policies and services responding to the specific territorial challenges.

Description
Faced with increasingly complex challenges and tight budgets, the public sector needs to innovate and is working towards doing so. Changes towards more collaborative ways of working, or developing new approaches from service design to delivery, can be found in many administrations. New needs, new agents, new forms of communication and new governance models to avoid bureaucracy and excessive control are high on the public/political agenda. This PSI ‘lab’ will pave the way towards more strategic and systematic approaches to innovation. This will include the reform potential of digital technologies, improved access to services, co-design and co-creation, involving citizens and/or businesses in new service designs and/or modernisation processes, as well as diverse means and potentials of innovation management.

Participants will actively apply and be familiarised with different leading practical innovation methodologies to gain inspiration and tools that can be applied to their own national, regional or local contexts. These interactive workshops will be accompanied by first hand examples of public sector innovation showcased in the European Public Sector Award (EPSA) – the European network of public sector excellence generating valuable know-how and vital results. Furthermore, this lab will count on the cooperation of and contributions from internationally renowned experts at the forefront of public sector innovation, such as from Nesta or Citymart in previous editions.

Objectives
This practice-oriented seminar held every year aims to provide participants with a sound background to the main innovation challenges in the public sector, as well as successful existing and rewarded innovation cases. In addition, participants will acquire the skills to formulate challenges, to jointly create new services, to draft an innovation agenda for their respective organisations, and ultimately learn how to develop successful innovation projects.
### Public Sector Budgeting for Service Delivery:
**What to Do and How to Do It**

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<th>Date</th>
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<td>Project number</td>
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<tr>
<td>Project Leader</td>
<td>Michael Burnett,</td>
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<td>Expert</td>
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#### Target group
This workshop will be of interest to officials in ministries, executive agencies, regional governments, municipalities and other public sector bodies responsible for preparing or reviewing budgets at organisational and/or activity/project level (including budgets for EU-financed projects) and for using them deliver services. It will also be of interest to academics, officials in European institutions and agencies, international organisations and service providers (including NGOs) bidding for EU-financed projects.

#### Description
Understanding how to prepare public sector budgets is vital for public officials, irrespective of their function, and particularly in hard economic times. This workshop is aimed at public officials responsible for preparing budgets and for using them to deliver services. It covers both departmental and unit budgeting in public administrations and activity/project budgeting through the medium of EU-financed projects. It will also introduce participants to a methodology for reviewing public sector budgets and services when expenditure reductions need to be made.

#### Objectives
By the end of the workshop, participants will have a better understanding of:
- how to prepare public sector budgets at organisational, departmental and unit level;
- how to prepare budgets at activity/project level for EU-financed projects;
- how to conduct public sector budget reviews and service reviews in parallel.
Risk Management in the Context of CAF and TQM

Date
25-27 May 2016

Project number
1620604

Fee
EIPA members’ fee: €1089
Regular fee: €1210

Project Leaders
Harrie Scholtens,
Seconded National Expert

Patrick Staes,
Seconded National Expert

Language
English

Location
Maastricht (NL)

Target group
This seminar is designed for top and middle managers, quality and change managers, and experts in charge of strategy development in the public sector (ministries, agencies, regional and local administrations, education, police, healthcare, etc.), who have a special interest in two important items of good governance: risk management and TQM.

Description
The Common Assessment Framework (CAF) is a total quality management tool (TQM) specifically designed for the development of TQM in public sector organisations. It is based on the premise that excellent results in organisational performance, citizens/customers, people and society are achieved through leadership to drive strategy and planning, people, partnerships, resources and processes. Nowadays much attention is focused on the functioning of good governance. Due to the worldwide financial and economic situation, every government organisation must deal with reduced budgets. It is a challenge to reach goals and to improve performance, whilst budgets are simultaneously being cut drastically; all kind of risks can occur. Key items in good governance are risk management and internal control. What are the risks and how can we reduce them? Internal control is an important control measure that can reduce risks. Are the working processes at a level at which they can be trusted from a good governance perspective? In this seminar participants will discuss these issues with each other and with the speakers, as well as working on concrete examples of quality management and good governance.

Objectives
By the end of the seminar the participants should have a clear understanding of:
- the CAF 2013 quality model itself, the implementation process and the impact on the organisation;
- the process of developing a risk management strategy for their organisations;
- the necessary working steps and examples.

Consequently, the participants will return to their administration with their own view of risk management and internal control, based on the knowledge they will gain over the two days.
Strengthening the Performance of Your Organisation with the Renewed Common Assessment Framework: The CAF 2013

Date
5-7 October 2016

Project number
1620601

Fee
EIPA members’ fee: €1089
Regular fee: €1210

Project Leaders
Patrick Staes,
Seconded National Expert

Nick Thijs,
Senior Lecturer

Language
English

Location
Barcelona (ES)

Target group
Public top and middle managers as well as quality and change managers, interested and/or involved in introducing management tools and quality management techniques in the public sector (ministries, agencies, regional and local administrations, education, police, healthcare, etc.).

Description
The Common Assessment Framework (CAF) is a total quality management (TQM) tool specifically designed for the development of TQM in public sector organisations, starting with a self-assessment of their organisational performance leading to an effective improvement plan that brings the organisation step-by-step to the maturity level of Excellence. Performance management in public administration has a long history, and in all probability, a long road ahead. Nonetheless, performance management is not without its problems. New Public Management reforms worldwide have introduced a variety of performance measurement and management practices. Recent evolutions have corrected some aspects of the NPM and broadened the scope towards New Public Governance forms. This evolution from the traditional Weberian bureaucratic public organisation over the New Public Management towards the New Governance approach follows different rhythms in the different European countries and public organisations. But performance management has gradually become an integral part of all modern governance arrangements. What was missing is the global, holistic approach integrating all aspects of the functioning of public sector organisations, driving them towards Excellence and the ultimate level of performance. The CAF 2013 provides this approach.

This programme will focus on the total organisational performance. In fact, Total Quality Management has evolved towards overall organisational management, including all aspects of the functioning of public administrations and the results they achieve. Performance is looked at in the two senses of the word: performance as the way we do things, and performance as the results we achieve and the outputs and outcomes we deliver.

Objectives
At the end of this training, the participants should have a clear understanding of:
• the CAF 2013 quality model itself, the scoring system and the self-assessment process;
• how to implement the CAF 2013;
• how to use the CAF for self-assessment and formulate improvement actions;
• how to prioritise improvement actions on a short-, medium- and long-term basis;
• how to play the role of a coach in applying the CAF.
Performance Management in Public Sector Organisations: The Contribution of the CAF

Target group
Public upper and middle managers and experts on organisational development and public management of ministries and agencies who are responsible for putting strategic and performance management in place.

Description
The seminar on Performance Management in Public Sector Organisations aims to instruct participants on how to manage, measure and assess performance at organisational level in their own organisations. The aim of every public organisation should be the achievement of its mission in the light of its vision. The main building blocks of its performance will be discussed in the context of CAF: defining the mission, values and vision, determining strategy, measuring performance and perceptions and analysing impacts or outcomes. These will be illustrated by means of concrete examples and targeted exercises. In addition, important questions relating to the planning, measurement, monitoring, assessment and improvement of performance will be addressed. In particular, the implementation of the key elements of performance management and the different steps through which a public organisation carries out performance assessment will be analysed and discussed.

The seminar will have a strong emphasis on interaction and on practical, hands-on information on how to implement a performance management system. The exercises are systematically tailored, based on real cases and performance management.

Objectives
By the end of the seminar, participants will:
- have a clear understanding of the CAF 2013 quality model and its implementation;
- be able to formulate the mission, vision and values of their organisation, linking these to strategic objectives, key processes and key performance results;
- understand the importance of a stakeholder’s analysis needs in order to build a strategy;
- be aware of the main quantitative and qualitative techniques and tools for implementing performance assessment;
- have material with which to support the organisation in implementing performance assessment.
## Target group
Public upper and middle managers as well as quality and change managers who are interested and/or involved in the introduction of management tools and quality management techniques in the public sector (ministries, agencies, regional and local administrations, education, police, health care, etc.).

## Description
With more than 4000 CAF users registered in our database, seven European CAF Users Events organised since 2003 and the start-up of various new CAF Resource centres within and outside the EU, the European CAF RC considered the time right to develop a new kind of CAF training programme. It is time to deepen the practice of CAF and enhance its effectiveness with regard to the improvement of public sector organisations’ performance. Various topics will be discussed based on the demands from CAF National correspondents, CAF coaches, CAF External Feedback Actors, CAF users and even non-users of CAF. They will be related to the content of the model, the process of implementation of the self-assessment, effective improvement actions etc. Elements of success or failure will form a source of enriching interventions and discussions.

## Objectives
By the end of the seminar, participants will have:
- gained a deeper insight into the details of the content of the CAF 2013 quality model and the particularities of its implementation;
- found solutions for the specific problems and challenges encountered during their CAF implementations, guaranteeing greater success in the future;
- learned lessons about the success and failure factors;
- contributed to the learning of other CAF users;
- a greater appreciation of the added value of the Process on External Feedback and the CAF Effective User Label.
EU Law and Legal Affairs

Implementation of EU Law - EU Litigation and Enforcement
Judicial and Law Enforcement Cooperation
Administration and Quality of Justice
Special Programmes EU Law
## Practical Tools for Law Approximation, Impact Assessment and Evaluation

### Target group
Managers, experts, policy advisors and other officials from ministries, agencies and other authorities responsible for the transposition, coordination and/or application of EU policies and legislation at national and regional level. This workshop is also relevant for officials from the EU institutions seeking a better understanding of the challenges that EU legislation poses to the Member States.

### Description
The workshop deals in a very practical way with specific political, legal and managerial aspects of the implementation of EU law at the Member State level from the receipt of the EU legislative instrument to be introduced into the national legislation, including regulatory impact assessment, to the enforcement and post-implementation evaluation of the implemented act.

The workshop is divided into two stand-alone modules, which can be attended separately or together:

- **Module 1** focuses on implementation obligations and the law approximation process, including the identification of different legal instruments and what needs to be implemented, coordination and consultation, planning and allocation of responsibilities, communication, notification of national execution measures (NEM), enforcement and the consequences of non-implementation or incorrect or late implementation.

- **Module 2** concentrates on impact assessment, as well as the post-implementation evaluation of nationally implemented EU legislation.

### Objectives
This workshop aims to provide participants with:

- a better understanding of national needs and the Commission’s needs when implementing EU legislation, and practical approaches to meeting these needs;
- a toolbox of directly applicable approaches to strengthen both their institution’s efforts when implementing EU policies and law and their personal contribution to these efforts.

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<td>Project Leader</td>
<td>Peter Goldschmidt,</td>
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How to Litigate before the Court of Justice of the European Union

Date
3-5 October 2016

Project number
1652201

Fee
EIPA members’ fee: €1089
Regular fee: €1210

Project Leader
Petra Jeney,
Senior Lecturer

Language
English

Location
Luxembourg (LU)

Target group
This seminar addresses the needs of lawyers, judges and government legal representatives who apply European Union law in their work and need a deeper understanding of different litigation procedures before the Court of Justice of the European Union and the General Court of the European Union. Other members of the legal and judicial professions, academics, and people working in national and European administrations who are involved in topics concerning the functioning of the European Courts will also benefit from this seminar.

Description
This seminar provides a practical approach to the European Court's proceedings and deepens participants' knowledge of different written and oral phases of the Courts' procedures: how to draft the application, the response, the reply and the rejoinder and how to prepare for the oral hearing. It will also set out how to plead in an appeal case and ask for legal assistance, so as to promote the quality of judicial protection in the European Union legal system and to ensure speedy and smooth proceedings.

The programme consists mainly in discussions based on case studies and presentations of practical tips. The cases will relate to most frequent situations in which actions are brought against Member States; Member States lodge a complaint against the Commission; and in which Member States bring an action for annulment based on the infringement of the basic principles of the EU law or review of legality of the certain provisions.

Experts from the Courts will provide participants with both theoretical background information and practical examples from their daily work. The seminar discusses the written and oral proceedings and the litigation strategy before the Court of Justice and the General Court from both perspectives, plaintiff and defendant. The seminar includes a visit to the Court of Justice to attend a hearing and meet with court officials.

Objectives
Participants will gain directly applicable knowledge about the litigation procedures before the EU Courts and a clear understanding of particular procedural aspects, practical problems and how to resolve them and their role in the proceedings.
Target group
This intensive programme addresses government agents and other public sector employees, who are in charge of, or involved in the transposition and application of EU law and/or preparing the defences of Member States in all stages of the infringement procedure, irrespective of the level of government or origin of the case (i.e. national, regional and local level). The programme is also relevant to private practicing lawyers, consultants and other interested actors from the private sector, who wish to update their knowledge of the infringement procedure and obtain a comprehensive overview.

Description
As ‘Guardian of the Treaties’, one of the tasks entrusted to the European Commission by Article 17 of the Treaty on European Union is to oversee the application of EU law. The infringement procedure – Articles 258-260 of the Treaty on the Functioning of the European Union – is one of the enforcement mechanisms that can be applied by the Commission against a Member State whenever the Commission is of the opinion that the Member State is in breach of its obligations under Union law.

The programme provides, firstly, a commented overview of the infringement procedures, the role of the Commission and the position of the Member States. Secondly, it proposes practical guidance on how a state (or other public) administration should coordinate its national position and liaise with the Commission in the pre-litigation phase of the procedure and on how to avoid a Court Case and possible defences.

Objectives
The objective of this workshop is to strengthen the Member States’ capacity to respond – and the quality of responses – to Commission investigations of potential infringements, and to reinforce their position during the judicial phase of the procedure.
# Collecting Evidence in Criminal Matters

**Target group**
This interactive seminar is designed for national judges, prosecutors, investigators, legal advisors from national central authorities, and criminal defence lawyers.

**Description**
Collecting evidence in cross-border cases can be a difficult task for competent authorities in the different Member States of the European Union. Composed of different legal and judicial systems, the European Union has so far not had a uniform set of rules enabling Member States to deal efficiently and uniformly with the collection and recognition of evidence. This seminar will present the different common investigation tools recognised at EU level (Joint Investigation Teams, mutual legal assistance requests, freezing orders etc.), the key findings regarding cross-border cooperation in the use of investigative tools, as well as the recently adopted new legislative instrument the European Investigation Order. The analysis of those instruments and practical case studies will generate exchanges amongst participants and experts and the sharing of best practices.

The seminar will be composed of two modules:
- **Module 1** will focus on the EU legislative measures adopted to create a uniform set of rules enabling Member States to deal with the collection and recognition of evidence efficiently and uniformly.
- **Module 2** will deal with the practical use of common investigation tools recognised at EU level (Joint Investigation Teams, controlled deliveries and covert operations).

**Objectives**
This seminar aims:
- to help practitioners to understand and use the possibilities existing at European level to collect evidence and identify good practices;
- to enhance communication and cooperation in this field between national judicial authorities.
e-Justice in the European Union: What Does it Offer to Law Practitioners?

Date
23-24 May 2016

Project number
1652001

Fee
EIPA members’ fee: €900
Regular fee: €1000

Project Leader
Virgil Ivan-Cucu,
Senior Lecturer

Language
English

Location
Luxembourg (LU)

Target group
This seminar is aimed at EU officials, lawyers, national judges and prosecutors, judicial officers, and other legal practitioners who want to learn more about the general framework and main tools of European e-Justice. It is also relevant for officials of ministries of justice, who are involved in the computerisation of courts and judicial services and of national ministries involved in the development of e-Government projects. Staff of legal documentation centres and of NGOs can also benefit from the hands-on approach to existing European online resources.

Description
Within the European area of freedom, security and justice with porous frontiers, information technology-based support of justice in the EU Member States must not be stopped by internal borders. E-Justice has been under discussion at European level since 2007 and we are now able to use the practical tools developed as a result of the roadmap for European e-Justice. This programme is divided into two modules, which can be attended together or separately.

• **Module 1** is designed for those who require an overview of the evolutionary European framework, roadmap and action plan, exploring the progress and obstacles of a true European e-Justice system. It also allows participants to use two of the main tools of European e-Justice and discuss their relevance to their professional practice. Some succinct information on the work currently being done to develop further e-Justice tools will be provided.

• **Module 2**, for advanced e-Justice experts, builds on the programme of module 1 and addresses the issues related to future developments of European e-Justice. It introduces the large scale justice and home affairs information systems and platforms, such as EU-LISA – manging SIS, VIS and EURODAC – compiled at EU level, and the use of such systems in the framework of the European Information Exchange model for police and law enforcement cooperation.

Objectives
The objectives of this seminar are:

• to present the general framework, the existing tools and initiatives and their impact on the justice systems;

• to demonstrate the main functionalities of the principal tools and to build research reflexes through practical online exercises on the website of the Court of Justice of the European Union and the European e-Justice Portal;

• to present a prospective outlook, by addressing the feasibility of further projects, for instance for the online implementation of new European legal instruments.
EU Law for Non-Lawyers

Target group
EU regulatory affairs professionals from business and professional associations, officials and specialists in the national administrations and EU institutions who are non-lawyers but are affected – directly or indirectly – by European Union legislation, for instance by participating in the EU law-making or law approximation process, as well as when applying national laws derived from EU law. Other professionals wishing to gain or expand their knowledge of EU law will also benefit from this training.

Description
The body of national law derived from EU directives and regulations expands into all areas of government and officials in both, national and EU administrations play an increasingly active role as administrators and enforcers of EU law. Therefore, they need a sufficient understanding of legal norms to avoid actions incompatible with EU legislation, leading to compensation claims against them and their authority. On the other hand, regulatory affairs professionals from business and professional associations are required to possess good knowledge of EU legislative framework in order to actively influence the EU law-making process. This series of tutorials will provide a concentrated, in-depth introduction into the most important rules of EU law. It is divided into two modules, starting with the EU legal framework and the new system after Lisbon, moving to decision-making in the EU institutions, and ending with Internal Market rules and case law of the Court of Justice. Practical case studies and a workshop will enable participants to better understand various legal acts and their application in practice.

Objectives
The objectives of this seminar are:
- to provide non-lawyers with knowledge of the fundamental concepts of EU law and the EU law-making process;
- to allow participants to gain a practical understanding of the the system of implementing and delegated acts;
- to provide a practical understanding of the relevance and impact of EU legislation on their daily work and the mechanisms of its correct implementation into national systems;
- to provide a platform for the exchange of experience and information sharing.
The 5th Annual Conference on European Union Civil Service Law

Target group
Lawyers and specialists from personnel administration and human resource departments from all EU institutions, agencies and other bodies, private practicing lawyers, trade unions’ representatives and all other interested civil servants.

Description
With well over a hundred cases a year, for nearly 35,000 staff of the EU institutions, the EU Civil Service Tribunal not only deals with issues related to labour relations per se (pay, career, recruitment and disciplinary measures), but also with the social security system (sickness, pension, disability, accidents at work, family allowances). It also has jurisdiction in disputes between all bodies or agencies and their personnel, for which jurisdiction is granted to the Court of Justice of the European Union (including disputes between Europol, the OHIM or the EIB and their agents).

This annual conference will be an occasion to gather specialists of EU civil service law to debate the most pertinent topics of this rapidly evolving area of EU law.

Objectives
The purpose of this seminar is to provide an update on the application of EU civil service law by respective institutions, as well as the interpretation offered through its case law by the Civil Service Tribunal.
Recent Trends in the Case Law of the Court of Justice of the European Union

**Date**
1-2 December 2016

**Project number**
1650201

**Fee**
EIPA members’ fee: €900
Regular fee: €1000

**Project Leader**
Juan Diego Ramírez-Cárdenas Díaz,
Senior Lecturer

**Languages**
English
French

**Location**
Luxembourg (LU)

**Target group**
This annual conference is addressed to legal professionals within the public and private sector, judicial professionals, law enforcement officers, national civil servants and persons working on European Union law issues, academics, and others who are active or interested in EU legal issues in general, and in the main rulings delivered by the European Courts in particular.

**Description**
It reviews key rulings by the three jurisdictions of the Court of Justice of the European Union issued during the 12 preceding months, which either interpret new EU legal instruments, establish new interpretations, or adapt past jurisprudence on a wide range of EU law issues.

**Objectives**
The overall objective of this annual conference is to provide participants with an overview of the current case law of the three jurisdictions of the Court. By looking at general trends and also at specific trends stemming from different areas of EU Law, we will depict the main directions for the future.
Special Programmes
Managing the EU Policy Cycle: A Comprehensive Course on EU Decision-Making in Practice

| Dates             | 12-15 January 2016  
|                  | 5-8 July 2016       |
| Project numbers  | 1612401             |
|                  | 1612402             |
| Fee              | EIPA members’ fee: €1345  |
|                  | Regular fee: €1494   |
| Project Leader   | Dr Sabina Lange,    |
|                  | Lecturer             |
| Languages        | English              |
|                  | French               |
| Location         | Maastricht (NL)      |

**Target group**
Regional, national and EU officials, as well as interested stakeholders. This all-round course on decision-making was developed with the needs of civil servants in mind. However, it is equally suitable for other professional groups dealing with EU public affairs.

**Description**
Participants are given a comprehensive overview of European decision-making, following the legislative policy cycle from initiation through decision-making, to implementation. The first stage examines how the Commission elaborates a proposal, with particular attention on new developments regarding Better Regulation. This is followed by a review of internal procedures in the Council and Parliament, as well as interinstitutional negotiations. To round off the policy cycle, the seminar will look at the policy implementation stage at the EU level. It will examine how the Commission may be empowered by the EU legislator to adopt measures at EU level, whether of a ‘quasi-legislative’ nature (delegated acts) or of a more technical nature where uniformity is required (implementing acts). Through a simulation exercise participants will learn to manage negotiations in a complex environment and will see the impact of bargaining and compromise-building on the policy process. The final session builds on the experiences made in the simulation game and provides a forum for discussion on recent developments and future trends in EU policy making with officials from EU institutions and other European Affairs professionals.

**Objectives**
This comprehensive course will give participants a thorough and well-rounded view of the EU machinery, its institutions and decision-making procedures. By the end of the seminar, participants will be able to manage a European dossier through all the relevant stages of the EU policy process, from inception to implementation, as well as developing the personal skills to enable them to perform better when dealing with European affairs.
Summer School on EU Economic Integration, and Local and Regional Development

Target group
The programme is aimed at:
• public officials working primarily in the field of EU regional integration and economic policies in local, regional or national administrations, who require a detailed European overview of these issues;
• officers working for development agencies or bodies promoting business for SMEs dealing with European economics;
• social scientists, economists and other professionals from non-governmental organisations or think tanks, who wish to enhance their skills and become specialised in the field of European integration and regional development policies;
• graduate students wishing to acquire greater and more competitive personal competences, beneficial for a future career in academia or practice-orientated professions.

Description
The main aspects of economic integration, the aftermath of the financial and economic crisis, territorial development and its drivers in the EU will be highlighted in the first part of the week; regional and urban economic policies in view of the current Multiannual Financial Framework will then be presented. The second part of the week will discuss how regions and cities can try to boost growth while at the same time enhancing territorial cohesion and making smart use of the available EU supportive resources (specific cases from different funds will be presented). The programme will conclude with a comparative analysis of best-practice cases and with an examination of seven steps to achieve local-regional public management excellence. The Summer School is a unique opportunity for participants to receive practical advice, exchange experiences and establish contacts for future partnerships and strategies.

Objectives
The Summer School aims to equip participants with a comprehensive understanding of the regional-urban agenda and economic integration process in the EU, as well as a clear overview of the EU policy instruments in place to strengthen regional-local development competitiveness and growth. The current economic and financial climate, the huge challenges it involves, the overarching EU 2020 growth strategy with its new budgetary assignment for 2014-2020, and the impact of its implementation on regional-urban policies will be taken into account. The complexity of the system will be explained in an accessible way, thus allowing those unfamililar with the topic to enhance their knowledge and know-how.
Target group
This two-week course addresses:
• civil servants and officials from national, regional and local administrations and EU institutions and agencies;
• lawyers, economists, political scientists and other non-lawyers and people working for non-governmental organisations, consultancy and lobby offices; and
• journalists, teachers and trainers;
who need to gain – or have an interest in – a better understanding of how European law is adopted and implemented at the EU and national levels.

Description
This course is divided into three parts: Firstly, it provides a comprehensive practical view of the constitutional organisation and law-making procedures of the European Union, and it introduces the fundamental concepts and principles of EU law in general (five days). Secondly, it offers an overview of specific policy areas (two days). Lastly, it provides a practical overview of the implementation of EU law (including impact assessment) and the consequences thereof for the EU Member States in terms of administrative capacities and human resources (three days).

In order to allow attendees the highest possible degree of tailor-making, the second part of the course programme allows participants to choose to follow sessions on internal market issues or the area of freedom, security and justice. The programme also includes a study visit to the Court of Justice of the European Union, a ministry and social events.

Objectives
The overall objective of this course is to provide participants with a practical understanding of current EU legal issues and the resulting effects on national administrations and the people living in the EU.
Winter School on Administrative Decentralisation for Good Local Governance: Innovations and Best Practices

Target group
This Winter School is open to all civil servants from the Member States as well as candidate and potential candidate countries working in the field of public administration reform, EU membership preparation, good local governance, decentralisation and other related topics. People from regional and local government associations, as well as non-governmental organisations are equally welcome.

Description
Better adaptation to EU legislation requires an overall institutional and legal framework that supports the required decentralisation process. Member States and candidate countries seek to improve the overall coordination and monitoring of this process, and to ensure strong administrative capacity of public servants at lower levels. The EU enlargement process has put pressure on many states to gradually devolve and increase the administrative and fiscal capacity of sub-national governments. Successful integration depends on the application of EU legislation at all levels of government. High degrees of well-managed decentralisation is also positively linked to democratisation, to better EU compliance and to a more efficient absorption of EU funds. In this context, exchange of knowledge and experiences, institutional exposure to the work of regional and local representative entities, study visits, as well as comparative analysis, all become essential.

In order to better grasp the idea of decentralisation and acquire the necessary skills to reform public administrations, this Winter School brings together the actors from old and new Member States and candidate countries to provide expertise and experiences in areas such as division of responsibilities between different levels of government, mechanisms to enhance accountability of those in all levels of government, models of decentralisation, management of the civil service, integrity, lobby and European positioning.

The programme will offer participants a unique opportunity to network with peers with the same interests and from various nationalities, thus giving them the potential to identify new partners for joint endeavours.

Objectives
Upon completion of this Winter School, participants will have acquired knowledge and in-depth understanding of the concept of decentralisation, its benefits and strategies to implement it. They will comprehend the potential of effective multilevel governance, and will be able to create a SWOT analysis of the state of play in their home countries. The strong focus on local capacity-building allows for participants to think of strategies to enhance local governance institutions back home.
Summer School on Leadership and Governance in a Multilevel Europe

Target group
This summer school is addressed to national and local representatives and public servants leading departments, agencies, public enterprises, national/regional programmes for local development, and any other public officials, private stakeholders, researchers or postgraduate scholars involved in improving governance, representatives of grassroots associations and other local civil society representatives.

Description
In times of tight budgets and ever-changing challenges and societies, national and local governments have to redefine their role and functions. Old parameters no longer apply; instead, public authorities have to look towards different partners in search of new solutions. This calls for a reconsideration of the organisational culture and behaviour in national and local governments, as well as a greater focus on digital innovation and citizen engagement to maximise ‘local knowledge’. Furthermore, at a time when local governance is fundamentally changing, decent leadership matters more than ever. Barcelona is hosting a comprehensive one-week programme to boost your knowledge and skills to exercise leadership in the highly complex public environment.

Objectives
Participants will be able to detect the key challenges for their own administration, list priority areas suited for change, and consider how ready their government is for the challenges ahead. This helps to gain an increased insight into concepts of good governance, as well as how to implement them and to share best practices. Upon completion, participants will be able to maximise the potential of their HR, work with benchmarks, improve partnerships, and network.
Management

Prof. Dr Marga Pröhl (DE)
Director-General

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

Update of EIPA's activities at http://seminars.eipa.eu
Scientific Staff

Maastricht, Unit I - EU Decision-Making

Dr Edward Best (UK)
Head of Unit European Decision-Making; Professor

**Fields of Specialisation**
European institutions and decision-making processes; Comparative regional cooperation and integration

Dr Theo Jans (BE)
Associate Professor

**Fields of Specialisation**
Decision-making; European governance

Alain Guggenbühl (FR)
Senior Lecturer

**Fields of Specialisation**
EU governance; European negotiations

Frank Lavadoux (FR)
Senior Lecturer

**Fields of Specialisation**
Communication and behavioural techniques for European negotiation processes

Cosimo Monda (IT)
Senior Lecturer; Head of Information, Documentation, Publications and Marketing Services

**Fields of Specialisation**
EU information and communication management; EU decision-making procedures and institutions; EU agencies; EU law; Transparency; Data protection; Consumer protection and e-Learning & information society

Dr Sabina Lange (SI)
Lecturer

**Fields of Specialisation**
Decision-making in external relations of the EU; Presidency organisation and conduct
Maastricht, Unit I - EU Decision-Making

Frank Lambermont (NL)
Research Assistant

**Fields of Specialisation**
EU decision-making procedures and institutions; Common Foreign and Security Policy; Data protection; EU law

Marion-Valérie Grasset (FR)
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**Fields of Specialisation**
EU decision-making procedures and institutions; EU law
Maastricht, Unit II - European Public Management

Cristiana Turchetti (IT)
Head of Unit European Public Management; Seconded National Expert

**Fields of Specialisation**
Public administration; Cultural diversity; Intercultural and interreligious dialogue; Technical cooperation; Accountability mechanisms; Ethical and equal opportunities issues; Labour standards and social dialogue

Michael Burnett (UK)
Expert

**Fields of Specialisation**
Public procurement; Public-private partnerships and privatisation; Public service delivery management; Public financial management; European economic and monetary union

Patrick Staes (BE)
Seconded National Expert

**Fields of Specialisation**
Public management; Quality in the public sector; Common Assessment Framework (CAF); Consulting services

Harrie Scholtens (NL)
Seconded National Expert

**Fields of Specialisation**
Local government; Change management; Governmental benchmarking; Human resource management; Implementation of local e-Government; Client orientation in local government

Susanne Møller Nielsen (DK)
Capacity-building Specialist

**Fields of Specialisation**
Capacity-building in public administrations; Strategy development and planning techniques; Institutional assessment; EU policies; EU structural funds; EU enlargement and Instrument for Pre-accession Assistance (IPA); Project pipeline creation
Scientific Staff

Maastricht, Unit II - European Public Management

Nick Thijs (BE)
Senior Lecturer

**Fields of Specialisation**
Public management reform; Comparative public administration; Public sector quality management; Quality models and techniques; Common Assessment Framework (CAF); Consultancy services

Pavlina Stoykova (BG)
Lecturer; Coordinator Contracting and Tendering

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

Paola Bruni (IT)
Research Assistant

**Fields of Specialisation**
Project Cycle Management; EU project monitoring and evaluation; Public administration policies; European Neighbourhood Policy; Instruments for Pre-accession Assistance; EU macro-regional strategies
Scientific Staff

Maastricht, Unit III - EU Policies

Dr Simon Duke (UK)
Professor

Fields of Specialisation
Common Foreign and Security Policy; EU defence budgets and procurement; EU-US security relations; EU relations with WEU and NATO

Rita Beuter (DE)
Senior Expert

Fields of Specialisation
European public procurement rules and policy

Martin Unfried (DE)
Expert

Fields of Specialisation
Environmental policy; Climate change policy

Marco Lopriore (IT)
Senior Lecturer

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

Wolfgang Koeth (DE)
Senior Lecturer

Fields of Specialisation
EU external relations; Common Commercial Policy (CCP); External financial instruments
Scientific Staff

EIPA Barcelona

Alexander Heichlinger (AT)
Expert

Fields of Specialisation
Regional and local economic development, structures and cooperation; Management of EU projects and networks; Public Sector Innovation (PSI) and Information and Communication Technology (ICT) strategies and solutions in public administrations

Gracia Vara Arribas (ES)
Expert

Fields of Specialisation
EU law and institutions; Multilevel governance and decentralisation in Europe; European public procurement law and practice

Dr Iwona Karwot (PL)
Senior Lecturer

Fields of Specialisation
European Regional Development Fund (ERDF); Regional development; Institutional building and pre-accession funds

Julia Bosse (DE)
Research Assistant

Fields of Specialisation
Administrative and institutional capacity-building; European Public Sector Award (EPSA); Direct EU funds
Peter Goldschmidt (DK)
Director of the European Centre for Judges and Lawyers; Expert

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

Juan Diego Ramírez-Cárdenas Díaz (ES)
Senior Lecturer

**Fields of Specialisation**
Legal aspects of the European integration process; Constitutional and judicial system of the EU; Internal market and the four freedoms; Consumer law; External relations of the EU

Virgil Ivan-Cucu (RO)
Senior Lecturer

**Fields of Specialisation**
EU area of freedom security and justice; EU and international criminal law; EU judicial cooperation in criminal matters; Reform of justice and security systems; Prevention of and combating organised crime corruption and terrorism; e-Justice

Petra Jeney (HU)
Senior Lecturer

**Fields of Specialisation**
Area of freedom, security and justice in the European Union; EU judicial cooperation; EU family law; EU constitutional law issues; Quality of justice
Scientific Staff

EIPA Luxembourg, European Centre for Judges and Lawyers

Igor Dizdarevic (FR)
Lecturer

**Fields of Specialisation**
EU environmental law; EU constitutional law; European Investment Bank; EU regulations on structural funds and public-private partnerships

Tomasz Kramer (PL)
Lecturer

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

Dr Alina Domaradzka (PL)
Lecturer

**Fields of Specialisation**
EU financial services law; Free movement of capital; EU constitutional law

Roberta Ribeiro Oertel (DE)
Lecturer

**Fields of Specialisation**
Constitutional and judicial system of the European Union; EU judicial cooperation; EU competition law; Private international law; Contract law; Alternative dispute resolution and family law
The headquarters of EIPA are ideally located in the historic centre of Maastricht, the Netherlands. At this location we offer all the facilities to successfully host our training activities and meetings: conference rooms are fully equipped with a wide range of technical facilities, we offer simultaneous interpretation at many of our international conferences, participants can make use of our documentation centre, wireless internet is available and we offer in-house services for lunches, coffee breaks, social events, etc.

In addition, EIPA’s organisational staff will offer their professional assistance for any practical arrangements you might need: hotel accommodation at special rates in the centre of Maastricht, booking airport shuttles and taxis, administrative matters, etc. Moreover, our staff are at your disposal throughout the seminar/conference.

The city of Maastricht has its own airport and can also be easily reached by train, car or airport shuttle from Brussels, Liège, Amsterdam, Cologne and Aachen.

Close proximity to Brussels and Luxembourg means that study visits to the European institutions are easy to arrange.

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The number of places for participants is limited; unless stated differently, registrations are accepted on a first-come-first-served basis. The fee applicable to each activity is clearly indicated on the registration form and on the website. Unless stated differently on the registration form, the fee includes participation in the activity, lunches and beverages during the activity, documentation and participation in the evening social event (if applicable).

Travel and accommodation costs are at the expense of the participant or his/her administration. Pre-payment of the fee is a condition for participation in an activity. Prior to the activity, each participant will receive an invoice which can be paid by bank transfer or by credit card. In most cases, EIPA will assist in making hotel bookings. Participants should settle payment directly and personally at the hotel. Costs resulting from cancellation or ‘no-show’ are also at the participants’ expense.

Cancellation policy
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