



# EIPA

European  
Institute of  
Public  
Administration

# TRAINING OFFER 2024

European Institute of Public Administration



# TRAINING OFFER 2024

Training has been one of the main pillars in EIPA's work over the decades. Our institute has specialised in short courses that offer busy public sector professionals a concise and practice-oriented understanding of EU policy and legal questions, insight into the broader European context, and other actors' perspectives. Our participants gain valuable tools and insights that they can use in their daily work.

Our training courses complement the services offered by national and private bodies, since they usually involve multinational perspectives and build on European networks and best practices.

Our courses address a range of learning needs. Some are designed primarily to explain how the European Union works and to help participants from public administration keep up to date with current developments and challenges. Many of these courses also aim to explain to national actors what they need to do to comply with EU rules or take advantage of EU funding. Others focus on skills, such as negotiating techniques.

In all cases, EIPA adopts a problem-solving approach and uses a variety of interactive methods to engage participants in thinking through and applying the information and insights acquired.

Our Training Offer 2024 provides a non-exhaustive list of EIPA's possible courses this year. It presents the topics on which EIPA can offer expertise, as well as the main learning objectives for each training. Most of our trainings are offered as open-enrolment courses. Other modules are available on demand and can be delivered on location or in the national language. The current schedule of open-enrolment courses, together with specific course descriptions and programmes, is available at <https://www.eipa.eu/courses/>.

If your organisation or institute has a specific training need, you can create your own course by building on our training offer 2024 as well as our existing courses.

Contact us at [info@eipa.eu](mailto:info@eipa.eu) and we will be happy to develop a tailor-made offer that meets your organisation's requirements.

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# EFFECTIVE PUBLIC ADMINISTRATION

*Quality Management/CAF and Knowledge Management*

## OPEN COURSES

Topics	What you will learn
<b>Knowledge Management (KM) in Public Sector Organisations: The Do's and Don'ts</b>	<p>Learn to assess the level of current KM practices within your organisation.</p> <p>Develop and deploy tailored KM action plans and strategies.</p> <p>Apply the most effective KM tools while designing training and intervention programmes for efficient knowledge transfer and retention. Learn and benchmark from the good practice of other countries.</p>
<b>The Common Assessment Framework (CAF)</b>	<p>The Common Assessment Framework (CAF) is a comprehensive quality management model developed by the public sector for the public sector. It operates on the principle that employees, working closely with management, act as the best evaluators to pinpoint an organisation's strengths, areas for improvement and required actions. With its 9 criteria and 28 sub-criteria that encompass the entire organisation, the CAF offers a user-friendly and cost-free self-assessment framework. Implementing and maintaining the CAF enhances the decision-making process and prioritises a focus on results.</p>
<b>CAF Success Decoded: Leadership Commitment and Agile Management</b>	<p>Gain a comprehensive understanding of leadership commitment, agile management principles and total quality management (TQM) tools.</p> <p>Learn how to effectively develop, implement and monitor Common Assessment Framework (CAF) action plans, alongside practical skills and actionable strategies.</p> <p>Amplify your confidence to drive positive change within your organisations.</p>

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

## Negotiation, communication and soft skills

### OPEN COURSES

Topics	What you will learn
<b>Get Ready to Negotiate: Essential Techniques and Negotiation Skills</b>	<p>Leaders and managers often think that negotiation skills training is only important for those who are directly exposed, such as teams and power negotiators in the organisation. The reality is that no matter where in the organisation we are, we are negotiating daily to complete our work.</p> <p>Many managers fail to consider that negotiation situations include internal negotiations at first and then external ones. Developing the skills in leaders, managers and team members to successfully negotiate in all situations is the key goal of an effective organisation that knows how to combine outcomes and relationships.</p> <p>Improve your analytical and interpersonal soft skills in negotiation processes. Learn how to negotiate a mandate and build a strategy, how to map stakeholders, and how to prepare and conduct a negotiation.</p>
<b>Mastering Bilateral Negotiation Skills in a Cross-Cultural Environment</b>	<p>The international environment deals not only across borders but also across cultures. Culture profoundly influences how people think, communicate and behave. Therefore, it affects the kinds of transactions they make and the way they negotiate them.</p> <p>Become familiar with:</p> <ul style="list-style-type: none"> <li>✓ elements of negotiating behaviour which constitute the necessary framework for identifying cultural differences that may arise during the negotiation process;</li> <li>✓ applying this framework in international negotiations to enable participants to better understand their counterparts and anticipate possible misunderstandings.</li> </ul>
<b>Survival Toolbox for Participating in International and Multilateral Negotiation Processes</b>	<p>Learn techniques that strengthen the capacities of the negotiator evolving in multicultural and multilateral negotiation processes. Build a clear and strategic mandate for international and multilateral negotiation.</p> <p>Prepare, implement and debrief your negotiation strategy for a situation involving multiple stakeholders on various issues. Prepare interactions in plenary meetings as well as in caucuses.</p> <p>Build and maintain coalitions and be an effective negotiator to reconcile conflicting positions. Learn to communicate the negotiation outcomes.</p>

# MANAGEMENT OF PUBLIC FUNDING

MFF 2021–2027

## OPEN COURSES

Topics	What you will learn
<b>Management, Implementation, Audit and Anti-fraud Measures in the New 2023-2027 Common Agricultural Policy. Practical Use of ARACHNE</b>	<p>Obtain a complete overview and detailed understanding of all practical aspects of management, implementation, control, audit and fraud prevention of the new 2023–2027 Common Agricultural Policy (CAP) and its funds.</p> <p>Learn from the experience of experts from the EU Commission, the European Court of Auditors (ECA), the European Anti-Fraud Office (OLAF) and Member States.</p> <p>Gain first-hand knowledge of how auditing of CAP funding is carried out by the relevant authorities and learn the best practices for the implementation of the agricultural budget.</p> <p>Understand how fraud in agricultural funds can be detected thanks to Arachne – an IT tool that has been developed by the European Commission for anti-fraud purposes.</p>
<b>EU Green Deal 2021–2027: DG Regio and EIB Financing and Economic Appraisal</b>	<p>Learn how the European Commission – DG REGIO – and the European Investment Bank finance and appraise investments that contribute to climate action and environmental sustainability, including RePower EU.</p> <p>Acquire a deeper knowledge of the methods to assess the economic viability and the socio-economic costs and benefits of a wide range of green investment projects. These are funded under the European Green Deal in different sectors including energy, a circular economy and mobility.</p> <p>Take part in workshops that will allow you to practise how to assess the viability of projects, and how to adjust the project quality and make it desirable for EU co-financing.</p>

## ON DEMAND COURSES

Topics	What you will learn
<b>Understanding the EU Budget and the Multi-annual Financial Framework</b>	<p>Gain a detailed overview of the EU decision-making process in the budgetary field and the different ways in which the EU institutions interact to elaborate, decide and discharge an EU budget.</p> <p>Become familiar with the revenue and expenditure sides of the EU budget through a clear and concise explanation of the budgetary principles and procedures in place and the roles of the different actors involved.</p>

### **The European Green Deal: The Commission's Initiatives and EU Funding**

Part of the EIPA series on the Green Deal, this is an opportunity to see the 'big picture' on the Green Deal as well as a clear overview of its main components.

Learn about the climate change objectives ('fit for 55', carbon neutrality by 2050), energy union (energy efficiency and energy renewables), circular economy, biodiversity strategy, 'farm to fork' strategy and zero pollution objectives.

Be updated on the latest legislative developments on all issues related to the Green Deal.

Get a clear picture of the financing of the Green Deal and understand the allocation of EU funds to projects and initiatives that contribute to the objectives of the Green Deal.



## Structural Funds; Recovery & Resilience Facility

### OPEN COURSES

Topics	What you will learn
<b>The New Cohesion Policy Regulations 2021-2027 and Implementing New Structural Funds Programmes</b>	<p>Examine the 2021-2027 regulations in detail, along with the new programme and reporting templates, and understand how the new performance framework will work and how to measure success.</p> <p>Gain an in-depth understanding of how the new programmes have been simplified and consider the impact of the health crisis.</p> <p>Understand how the selected priorities and planned finances of the regulations have been selected and how they measure performance.</p>
<b>New ESF+ Programmes 2021-2027</b>	<p>Understand the European Social Fund Plus (ESF+) regulation for the new programming period 2021-2027 and how to implement new ESF+ programmes, priorities and projects.</p> <p>Revise what lessons must be taken forward from current and previous programmes.</p> <p>Compare the current and new programming period requirements and focus on some recent cases of good practice from Belgium, Italy and around the EU.</p>
<b>Cohesion Policy Project Appraisal Standards in 2021-2027; Using CBA and the Connecting Europe Facility.</b>	<p>Become familiar with the new project appraisal requirements for EU co-financed investment projects and the new Economic Appraisal Vademecum of DG REGIO.</p> <p>Examine the link between the Guide to Cost-Benefit Analysis (CBA) and the CBA requirements of the Connecting Europe Facility.</p> <p>Learn the fundamentals of the methods, concepts and calculations connected to the guide with direct access to key experts from EIB, DG REGIO and the European Climate, Environment and Infrastructure Executive Agency (CINEA).</p>
<b>Financial Management and Closure: Moving from 2014-2020 to 2021-2027</b>	<p>Develop an understanding of financial management and control of operational programme key live issues in the new 2021-2027 period.</p> <p>Discover whether these issues are accentuated as current programmes try to absorb the emergency REACT-EU funding and use the flexibility of the CRIL and CRIL+ amending regulations.</p> <p>Comprehend how to make management verifications simpler and more efficient and understand the key rules of the new regulations 2021-2027 towards the risk-based approach.</p> <p>Identify the range of simplified cost options and the verification issues arising, in particular focusing on the necessary audit trail.</p> <p>Review the steps for closure of current 2014-2020 programmes and understand how to best prepare for this.</p>

### Financial Management and Audit of EU Structural and Cohesion Funds 2021-2027

Understand how financial management and audit rules between the 2014-2020 and 2021-2027 programming periods have changed. There is a special focus on financial planning, increasing the use of simplified cost options (flat rates, lump sums, standard scales of unit costs) and the audit issues arising, and anti-fraud measures and protecting the audit trail.

Become familiar with the programme and reporting templates for the new Structural Funds programmes, examining the special link between finance and performance, and how will you report programme progress.

Learn how control and audit differ and look in detail at the audit of accounts, systems and operations for 2021-2027. Highlight key audit issues for Cohesion Policy and the RRF (Recovery and Resilience Facility) such as the most frequent audit issues, and how to simplify audit work.

### Evaluation Plans, Monitoring and Indicators 2021-2027

Get a clear understanding of how to deal with monitoring tasks, output and results indicators, and the Performance Framework.

Discuss how to ensure the quality, accuracy and reliability of the monitoring system and data on indicators.

Understand how to best prepare for the requirement of Article 44.6 of CPR 2021-2027 to submit the evaluation plan to the monitoring committee no later than one year after the decision approving your programme.

Learn how to conduct evaluations during the programming period and which are the two broadly recommended evaluation methods – theory-based and counterfactual evaluations – and the choices for project or programme evaluations on the ground.

***“The course delved deep into the strategic utilisation of European funds. Under the expert's guidance, I gained invaluable insights into funding mechanisms intricacies and learned to create synergies with programs like ERDF and ERASMUS+”***

## ON DEMAND COURSE

### Topics

### What you will learn

#### European Economic Governance

Become familiar with the underlying concepts, legal framework and institutional roles involved in European economic governance.

See how the European Semester operates in practice, be aware of issues and obtain a clear view of how your own policy sector is affected.

Understand the instruments put in place at EU level as a response to the pandemic crisis and how the European Semester will be central in the EU recovery and resilience plans.



***“The level of expertise is amazing. The networking opportunities are beyond great. Getting to know colleagues in different agencies or local governments is a great and well-organised experience. I look forward to more.”***

## Audit and Fraud

### OPEN COURSES

Topics	What you will learn
<b>Performance Auditing of EU Co-Funded Investments carried out by the ECA (only delivered in-person)</b>	<p>Master all aspects of each stage of the performance audit process; gain insights into how the European Court of Auditors plan, prepare and implement their audit assignments, covering real-life audit case studies and experiences of the Court's teams.</p> <p>Analyse the rules proposed for performance measurement for the 2021–2027 period, the unique features, and insights into the analysis of costs and benefits, the methodologies and tools, and the strength of key performance indicators and their use.</p>
<b>Management, Control, Audit and Fraud in the ESIFs and RRF Funded Programmes and Projects: 2021-2027 (with OLAF, EC, ECA and MS)</b>	<p>Obtain a complete overview and detailed understanding of all practical aspects of control and different types of audits of EU funds in the 2021–2027 programming period, including NextGenerationEU.</p> <p>Learn from the experience of audit experts from the European Commission, the European Court of Auditors and the European Anti-Fraud Office, and Member States.</p> <p>Improve your knowledge about errors, irregularities and fraud in EU co-financed projects, with special focus on public procurement and state aid.</p>
<b>Audit and Anti-fraud Measures in ESI Funds and NextGenerationEU 2021-2027 – Arachne</b>	<p>Deepen your knowledge practically about main errors, irregularities and fraud in projects co-financed by EU funds (ERDF, CF, ESF+ and RRF) and how audits should be carried out.</p> <p>Understand the organisation, mission and procedures of the European Anti-Fraud Office (OLAF) for 2021-2027.</p> <p>Gain a comprehensive overview of the Arachne programme – an integrated IT tool for data mining and data enrichment developed by the European Commission for combating fraud – and its practical use.</p>

# European Certification for Public Procurement Professionals



Our organisation has a wealth of experience in elevating the standards of public procurement for over two decades. Our certification programme in public procurement offers a customised approach that can meet the diverse needs of professionals in the field. The programme provides a comprehensive understanding of the day-to-day challenges and questions that arise in European procurement, and also offers a range of modules for advanced specialisation. To be awarded EIPA's certification for public procurement professionals, participants need to complete three standard EIPA PP modules within two years. You must participate in three courses and three exams prior to obtaining the certificate. It is obligatory to complete the course mentioned in Module 1, whereas in Module 2 and 3, you only need to choose one of the two courses offered and thus, partake in the examination. See more information on the page: <https://docs.eipa.eu/areas-of-expertise/public-procurement-certification/>

<b>Module 1</b>	Introductory and Practitioners' Seminar: European Public Procurement Rules, Policy and Practice
<b>Module 2</b>	Strategic Public Procurement: Achieving Innovation, Green and Social Dimensions OR Recent Developments in European Public Procurement and Case Law
<b>Module 3</b>	One specialist seminar OR Masterclass of your choice: a) Competitive Dialogue and Negotiated Procedures Masterclass b) European PP, PPP/Private Finance and Concessions

## Public Procurement

### OPEN COURSES

Topics	What you will learn
<b>Introductory and Practitioners' Seminar: European Public Procurement Rules, Policy and Practice</b> (Part of EIPA's European Certification for public procurement professionals.)	<p>Gain an understanding of the principles and procedures of European public procurement policy, focusing on the public procurement directives and relevant case law.</p> <p>Be guided through the Public Procurement Directive 2014/24/EU and the Utilities Directive 2014/25/EU.</p> <p>Become familiar with the application of professional procurement practices, the various phases of the procurement cycle and its practical implications.</p>
<b>Recent Developments in European Public Procurement and Case Law</b> (Part of EIPA's European Certification for public procurement professionals.)	<p>Be updated on the legal issues in European public procurement, and the recent legal developments and recent case law from legal experts.</p> <p>Gain insight into the General Court's recent jurisprudence relating to challenges to contract awards by the EU institutions, agencies and bodies, and based on procurement under the financial regulation.</p> <p>Become able to interpret the recent jurisprudence of the Court of Justice of the European Union (CJEU) and the essence of the remedies directives.</p>
<b>Innovative Strategic Procurement (including green and social dimensions)</b> (Part of EIPA's European Certification for public procurement professionals.)	<p>Become acquainted with the innovative practices in Europe on public procurement.</p> <p>Learn about the benefits of strategic procurement, with an emphasis on sustainability, social responsibility and innovation. Share all your doubts with our recognised experts in the field and start buying strategically.</p>
<b>European Public Procurement, PPP Private Finance and Concessions</b> (Part of EIPA's European Certification for public procurement professionals.)	<p>Develop an understanding of the current rules and developments in European public procurement based on the Public Procurement Directive 2014/24/EU and Directive 2014/23/EU on the award of concession contracts.</p> <p>Examine the Public Procurement Directive in detail, covering the scope, procedures and rules on public contracts, contract performance and specific procurement regimes.</p> <p>Address key issues in competitive dialogue and the competitive procedure with negotiation and cover Public-Private Partnerships (PPP) and private finance for financing infrastructure projects.</p>
<b>Competitive Dialogue and Negotiated Procedures – Master Class</b> (Part of EIPA's European Certification for public procurement professionals.)	<p>Develop your knowledge of competitive dialogue and negotiated procedures. These are difficult to implement effectively but are essential for complex infrastructure and ICT projects and for modernising public services in the current fiscal climate.</p> <p>Receive case-specific advice on issues arising in your procurement from our experts.</p>

## EIPA ProcurCompEU Certificate

The European Commission has designed a tool called [ProcurCompEU](#), with a competency matrix and a self-assessment tool to create a tailor-made training curriculum, flexible and adaptable to all organisations.

EIPA offers – on request – coaching services to comply with the European Commission Competency Matrix and the Self-Assessment Tool.

We help participants to explore their current public procurement capacity through self-assessment, detect the missing knowledge and skills for future professional goals, and prioritise the needs and selection of tailor-made training. At the end of the process participants will be awarded the EIPA ProcurCompEU Certificate.

Become skilled in using the European Commission Competency Framework and Self-Assessment Tool to assess how you can develop your current public procurement capacity to reach your future professional goals.

<b>Phase I</b>	<b>Self-assessment in Your Organisation</b>  Be part of a programme that will be facilitated by using one of the predefined ProcurCompEU job profiles. The results of your competency analysis will identify areas where there is a need to upskill your teams, and we will accompany you in the preparation of the training curricula for it.
<b>Phase II</b>	<b>Generic Training Curriculum Basic and Intermediate Levels</b>  Certify your level of professionalisation in public procurement from basic, intermediate, to advanced levels in the different competencies accredited throughout the various modules.
<b>Phase III</b>	<b>Generic Training Curriculum Advanced Level</b>  Be involved in peer-to-peer exchange and coaching among experts from different organisations.

***"The training courses offered by EIPA are very special, and I think we cannot find them elsewhere on the market".***

## State Aid

### ON DEMAND COURSE

Topics	What you will learn
<b>State Aid Cases and Procedures</b>	<p>Become familiar with:</p> <ul style="list-style-type: none"> <li>✓ State aid procedures: notified aid, unlawful aid (recovery), misused aid and existing aid, the compatibility of State aid, the block exemption regulations, and the horizontal and sectoral aid rules;</li> <li>✓ major issues of the EU State aid policy and the changes resulting from the modernisation of State aid policy.</li> </ul> <p>Exchange information on existing practices in the Member States and discuss this with European and national experts.</p>



# POLICY-MAKING AND BETTER REGULATION

## Decision-making

### OPEN COURSE

Topics	What you will learn
<b>Understanding EU Decision-Making</b> (can be linked to substantive policy areas or skills)	Understand the principles underlying EU action, the roles of the institutions, and the main EU instruments and decision-making procedures. Situate your role or policy field in the processes of EU policy-making, map key actors and stages, and plan effective action.

### ON DEMAND COURSES

Topics	What you will learn
<b>Decision-Making in CFSP and CSDP</b>	Decision-making in the Common Foreign and Security Policy (CFSP) and Common Security and Defence Policy (CSDP) is subject to special procedures.  Understand how decisions are made as well as the various stages of decision-making and implementation in EU crisis management.
<b>National Approaches to EU Policy Processes: Managing the Policy Cycle</b>	Learn how to participate effectively in EU policy processes at each stage of the European policy cycle, and how to ensure early engagement with the legislative process in Brussels.  Improve your skills for communication and participation in negotiations, the anticipation of implementation requirements and good national coordination.
<b>Delegated and Implementing Acts</b> (can be linked to substantive policy areas)	Know the legal nature and practical dimensions of delegated and implementing acts adopted by the Commission based on EU legislative acts.  Be up to date on procedures and institutional with issues, and see how your work is related to the preparation, adoption or application of these acts.

## Negotiation skills and strategies for EU Influence

### OPEN COURSES

Topics	What you will learn
<b>How to Work with the EU Institutions: Practical Guide for a Winning Strategy</b>	<p>Learn how to work with the EU institutions for a stakeholder who needs to engage with and influence the EU governance system to defend particular positions and interests.</p> <p>Acquire the knowledge, methodology, tools and confidence to fully understand and effectively engage in the Brussels decision-making process.</p>
<b>Preparing National Positions for EU Negotiations</b>	<p>National representation needs to be well-prepared if you are called upon to represent your regional, national or institutional interests in the European Commission or Council meetings. You have to be well aware of the specific procedures and norms that influence these discussions and communicate in new ways.</p> <p>Learn the fundamental skills required to help you shape EU decisions effectively in these settings.</p>
<b>EU Presidency Challenges: Making Things Work in Your Turn in the Chair</b>	<p>Managing the rotating Presidency of the EU Council demands considerable preparation on the part of national administrations. This programme builds on EIPA's long experience in delivering Presidency training programmes in almost all the Member States since the 1990s.</p> <p>Acquire the critical knowledge and skills that officials need to develop to be ready to deal with the challenges effectively.</p>
<b>EU Advocacy – How Do you Defend Regional Interests and Influence EU decisions?</b>	<p>Acquire or update your techniques and skills to perform EU advocacy actions with efficient resources, positive reputation, integrity, credibility and tangible results.</p> <p>Learn how to establish efficient and confidence-based communication between the Region and the EU institutions or agencies in a post-crisis context, combining face-to-face and digital interactions.</p>

### ON DEMAND COURSES

Topics	What you will learn
<b>Managing the Challenges of 'Co-decision' as a National Representative</b>	<p>Look closely at the challenges of legislative negotiations from the perspective of National Representatives, with both theoretical and practical lenses.</p> <p>Discuss and share your professional views and deliberations in the European Parliament, whether you are engaged directly or in a supporting role in the processes within preparatory bodies of the Council.</p>

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### Understanding the Brain – Key Tools for Being more Persuasive and Influencing People

Understand how the success of the organisation is influenced by behaviour, personality, and methods of communication, experience and culture.

Learn how to think about your own behaviour and how to understand that of your counterparts to improve communication skills, especially in the context of interactions within a diverse and multicultural environment.

Acquire knowledge about cultural differences in these areas and reflect on your own behaviour in interpersonal, diverse and intercultural relationships.

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### Managing the Challenges of Multilingualism as a National Representative in International Negotiation Processes

Acquire the tools that will help you take advantage of the multilingual profile of each person, and thus enhance your professional interactions.

Get answers to a series of pertinent questions, such as:

- ✓ In the interests of efficiency and economy, is it a good idea to give up the possibility of expressing yourself in your native language during complex international negotiations?
  - ✓ What should be the place of translation and interpretation in this process?
  - ✓ How do you make good use of language skills?
  - ✓ How do you deal with the choices and preferences of the other stakeholders?
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### Towards a Better Understanding of the Mindsets of Negotiators

Learn more about 'integrative mindset', which steers negotiators towards curiosity, creativity and collaboration.

Understand how the mindsets of ourselves and our counterparts help us to positively influence these mindsets.

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***“The course gave me new theoretical insights as well as practical tools and tips which will be useful in my work. The expertise and enthusiasm of the lecturer, in combination with a pedagogic set-up including interactive elements made the three-day course pass quickly. I can warmly recommend it to any civil servant with responsibility for regulatory matters at national or EU level.”***

## Impact Assessment and Evaluation

### OPEN COURSES

Topics	What you will learn
<b>Introduction to the Better Regulation Policy Cycle</b>	<p>Learn the key concepts of EU Better Regulation (BR) and how they are applied across the policy cycle. Become acquainted with the context and history behind the Commission's Better Regulation agenda, covering its objectives, justification, structure, functions and tools.</p> <p>Using insights from the EC's BR guidelines and toolbox<sup>1</sup>, learn about the core elements of BR: evaluations, impact assessments, stakeholder consultation and implementation of EU law.</p> <p>Gain an overview of the important horizontal aspects to be considered throughout the policy cycle such as strategic foresight, fundamental rights or Sustainable Development Goals.</p>
<b>Regulatory Impact Assessments</b>	<p>Enhance your ability to design, manage and communicate the results of ex ante impact assessments (IAs) conducted by your organisation.</p> <p>Enhance your skills in the main methods and tools used in the IAs of legal acts.</p> <p>Gain a good understanding of the key elements required for ex ante IAs and how these can be used as a tool to support decision-making. Learn how to assess the effectiveness and efficiency of policies or programmes.</p>
<b>Crash Course on Better Regulation</b>	<p>Gain a detailed overview of the Better Regulation (BR) agenda and its implementation in EU policy-making.</p> <p>Learn the key concepts of BR and how they are applied across the policy cycle. Using insights from the BR guidelines and toolbox<sup>2</sup>, learn about the core elements of BR: evaluations, impact assessments, stakeholder consultation and implementation of EU law.</p> <p>Gain an overview of the important horizontal aspects to be considered throughout the policy cycle such as strategic foresight, fundamental rights and sustainable development goals.</p>
<b>Regulatory ex post Evaluations</b>	<p>Learn how to ensure high quality ex post evaluations by providing a foundation of good practices, insights of a sound evaluation design and knowledge of the latest developments in evaluation.</p> <p>Enhance your ability to design, manage and monitor the evaluations conducted by your organisation, irrespective of whether they are supported by EU funds or not.</p> <p>Gain insight into good practices in ex post evaluations based on the lessons learned from the implementation of the BR agenda.</p>
<b>Designing and Assessing Logics of Intervention</b>	<p>Enhance your abilities to design and implement (including monitoring and evaluating) your programmes and policies. Learn how to link problems with the</p>

<sup>1</sup> As revised in November 2021 by the European Commission.

<sup>2</sup> As revised in November 2021 by the European Commission.

## in Policy-making and Implementation

corresponding drivers, set objectives and distinguish between outputs, results and impacts.

Study how to identify and illustrate the causal links between what they intended to implement, and the changes identified on the ground (for each stakeholder group affected).

Learn how to ease the implementation process and its monitoring by selecting relevant, attributable, robust and reliable indicators<sup>3</sup>.

## Stakeholder Consultation in the Context of Better Regulation

Gain a comprehensive overview of the importance, uses and methods of stakeholder consultation in the context of BR.<sup>4</sup>

Learn how to design an effective consultation strategy, to communicate to all relevant stakeholders, how to draft fit-for-purpose and state-of-the-art consultation documents, and to effectively communicate your consultation activities to as many stakeholders as possible.

Gain an understanding of how to identify and prioritise stakeholders, how to decide on consultation methods and tools, how to design questions and questionnaires, collect the information required, clean and analyse the data, and report on the findings.

## Embedding Gender and Disability Mainstreaming in Policy-Making

The EU and many Member States are placing growing emphasis on incorporating gender and disability perspectives.

Build your knowledge of the key concepts around gender, disability and intersectionality.

Gain practical insights into gender and disability mainstreaming to ensure policies do not perpetuate inequalities, and positively impact minorities and discriminated groups.

Understand the importance of integrating equality principles at all stages of the policymaking process and how ultimately this leads to more efficient and effective policies, legislation and activities.

## Introduction to Strategic Foresight From Anticipating Surprise to Robust Strategy

Acquire the relevant knowledge about the most essential foresight tools, how these tools can be combined and what it takes to implement them.

Understand the nature, benefits and limitations of strategic foresight.

Gain an overview of the entire foresight toolbox.

Gain a deeper understanding of the scenario methodology and how to use strategic foresight in policy planning and decision making.

## Applying Evaluation Methods in Practice (Theory-based Counterfactual Analysis)

Broaden your knowledge on theory-based impact evaluation, drawing on the latest advances made in terms of methodologies for impact evaluation.

Learn how the theory-based impact evaluation can match the rigour associated with counterfactual impact evaluation and when it might be a better approach to determining how interventions can be more effective.

## ON DEMAND COURSES

<sup>3</sup> This course is based on the European Commission Better Regulation methodology (November 2021).

<sup>4</sup> This course is based on the European Commission Better Regulation methodology (November 2021).

Topics	What you will learn
<b>Equality Mainstreaming in Policy-Making</b>	<p>Equality mainstreaming involves integrating an equality perspective into all aspects of an institution's policies and activities, including preparation, design, implementation, monitoring and evaluation of policies, regulatory measures, funding programmes and service provision.</p> <p>Learn how to integrate equality perspectives at every stage of policymaking process.</p> <p>Gain knowledge in gender mainstreaming and its role in paving the way for other categories such as disability, race equality and LGBTIQ perspectives.</p> <p>Acquire practical insights into the effective implementation of equality mainstreaming; how this ensures a positive policy, and ultimately leads to more efficient and effective policies for all.</p>
<b>Quantification and Monetisation of Impacts I</b>	<p>Enhance your ability to quantify and monetise the impacts of policy interventions with a view to improve the quality and raise the standards of Regulatory Impact Assessments and ex post Evaluations carried out by your organisation.</p> <p>Learn about the impacts of policies and programmes and how to identify them.</p> <p>Gain an understanding of the different categories of impacts and the typology of costs and benefits.</p> <p>Expand your knowledge on the different methods of counterfactual analysis and learn how to apply them in practice.</p>

# EU LAW AND EU POLICIES

## *EU Law – Horizontal Topics*

### OPEN COURSES

Topics	What you will learn
<b>EU Law for Non-lawyers – Introduction</b>	Learn the fundamentals of the legal and institutional framework of the EU, the internal market and the four freedoms of movement, and the protection of fundamental rights under EU law.
<b>EU Law for Non-lawyers – Advanced</b>	<p>Acquire a complete understanding of the EU law-making process, represent your corporate and professional interests, and have a role in shaping EU decisions.</p> <p>Obtain in-depth insights about the adoption procedures of delegated and implementing acts (and comitology) that establish the bulk of regulatory standards governing EU policies.</p> <p>Expand your knowledge on the procedural abilities to challenge the action or inaction of EU institutions, bodies and agencies of the EU before the EU courts and seek legal redress.</p>
<b>EU Administrative Law</b>	Understand the sources of EU administrative law, the rules governing execution of EU administrative actions, organisational arrangements and the remedial part of this area of law.
<b>A Practical Guide on EU Law for Local Governments: Responding to EU Legal, Institutional and Jurisdictional Challenges</b>	<p>Understand the position of sub-state authorities and administrations in the EU legal system, analyse their responsibilities in the application of EU law, and describe the various forums and mechanisms permitting their intervention in the shaping of EU policies.</p> <p>Improve your skills for tasks such as interpretation of EU legal requirements, the approximation to EU standards, the representation of interests before the EU institutions and legal procedural strategies before the CJEU.</p>
<b>Annual Conference on EU Civil Service Law</b>	Explore some of the recent developments in the case law of the General Court and look in more detail at specific issues regarding civil service litigation in the EU, including those which are currently on the agenda.
<b>EU Law Resources Online – Find the EU Info You Need in a Couple of Clicks</b>	Become familiar with the most useful and practical EU information resources. Learn which tools to use to quickly access official documents, publications, statistics, open data and legal information about the EU, how to intervene in EU consultations and express and voice interests in the making of EU legislation.
<b>Fundamental Rights in the European Union: Main Principles and</b>	Acquire an overview of fundamental rights in the EU system of legal norms and understand their role as a mechanism to control the legality of EU policies and instruments vis-à-vis individuals, whether exercised by the EU or

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## Contemporary Challenges

indirectly by Member States. Understand the relationship of EU fundamental rights to other sets of EU legal rules (the internal market, the Area of Freedom, Security and Justice) and other legal systems.

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***“We met a lot of other people from around Europe and we exchanged knowledge and experience with other colleagues and experts.”***

## ON DEMAND COURSES

Topics	What you will learn
<b>EU Rule of Law</b>	Understand the background to the Article 7 TEU (Treaty on European Union) procedure: the role of the EU in preserving the fundamental values of democracy, rule of law and fundamental rights, and in ensuring full compliance by the Member States.
<b>How do you Transpose EU Law? A Practical Guide to EU Law Approximation</b>	<p>Receive guidance on practical questions and challenges to implementing EU legal acts at the national level, including identifying measures to be determined and implemented by the national legislative body.</p> <p>Learn how to draft national legal instruments to comply with the requirements set out in EU legal acts, and how to notify national implementation measures to the European Commission.</p> <p>Deepen your insight into balancing EU implementation obligations with national implementation strategies and priorities.</p> <p>Discover how to use national coordination as a tool to ensure appropriate administrative capacities to apply and enforce implemented EU legal acts.</p>
<b>How to Ensure Compliance with EU Law</b>	<p>Deepen your insight into various policies and initiatives aiming to support Member States' timely and correct implementation of EU law at the national level.</p> <p>Understand the link between the European Commission's Better Regulation agenda with practical initiatives such as support with implementation plans, guidance documents and exchanges of good practices in expert group meetings.</p>



## Competition Law and State Aid

### ON DEMAND COURSES

Topics	What will you learn
<b>State Aid Cases and Procedures</b>	<p>The programme provides practical legal training to practitioners involved in State aid cases.</p> <ul style="list-style-type: none"> <li>✓ Gain a deep knowledge of the EU rules on State aid.</li> <li>✓ Become more aware of the major issues of EU State aid policy and the changes resulting from the modernisation of State aid policy.</li> <li>✓ Receive an update of the case law and legislation on State aid.</li> <li>✓ Exchange information on existing practices in the Member States and discuss with European and national experts.</li> </ul>
<b>Financial Instruments – Ensuring Compliance with State Aid Rules</b>	<p>The course provides a practical approach of the State aid regulations applicable to financial instruments:</p> <ul style="list-style-type: none"> <li>✓ how State aid rules have to be applied to financial instruments;</li> <li>✓ how State aid rules are respected when granting aid through financial instruments;</li> <li>✓ how financial instruments in the EU Structural and Investment Funds must be implemented from a State aid law perspective;</li> <li>✓ the rules on financial instruments in the general block exemption regulation (GBER);</li> <li>✓ the State aid control in the field of risk finance investment.</li> </ul> <p>Gain a deep knowledge of the EU rules on State aid.</p>
<b>Development of Private Enforcement of EU Competition Law</b>	<p>This course covers the development of the private enforcement of EU competition law:</p> <ul style="list-style-type: none"> <li>✓ the main legal issues related to private enforcement of EU competition law;</li> <li>✓ a synthesis of the most important case law related to private enforcement of EU competition law;</li> <li>✓ a practical analysis of the litigation related to action for damages for anti-competitive practices.</li> </ul>

## Freedom, Security and Justice

### OPEN COURSES

Topics	What will you learn
<b>EU Values and Protection of Fundamental Rights</b>	Acquire an overview of the legal aspects of how fundamental rights are protected under EU law, what is the relevance of the EU Charter and why accession to the European Convention on Human Rights is important.
<b>EU Family Law</b>	Understand the underlying concepts, main institutions and major regulatory issues of family law from both the Member States' perspective and that of the European Union. Gain insights on cross-border divorce, matrimonial, maintenance, parental responsibility and succession issues by mapping out the European Union's regulatory response.
<b>Asylum and Migration Policy</b>	Learn about the Common European Asylum System and how the EU provides international protection for those in need. Acquire an overview of the EU immigration policy, including facilitation of labour migration and measures to return people staying illegally, and understand the cross-cutting issues of asylum and migration policy.
<b>EU Justice and Home Affair Policy</b>	Receive thorough guidance on the EU area of freedom, security and justice, and learn about the Schengen Area, EU border policy, and judicial and police cooperation.
<b>Judicial Cooperation in Criminal Matters</b>	Understand why and how the EU deals with criminal law. Examine the main procedures of judicial cooperation in criminal matters, including the European Arrest Warrant, the European Public Prosecutor's Office and common definitions of crimes.
<b>The European Arrest Warrant</b>	Develop a solid understanding of the operational success of the efficient tool – the European Arrest Warrant (EAW) – and discuss the concerns. Analyse the concerns present in applying the EAW. Decipher and overcome those issues, such as those related to constitutional and fundamental rights protection, which the Member States find difficult to accommodate in their respective legal systems.
<b>Cross-Border Civil Judicial Litigation: Service of Documents and Taking Evidence</b>	Familiarise yourself with the different scrutinised European and International legal instruments on the service of documents and taking evidence in the light of the national practice and relevant case law of the Court of Justice of the European Union and domestic courts. Gain an overview of the equivalent instruments elaborated by the Hague Conference and attain a global picture of the possibilities you might encounter when taking evidence or serving documents in a cross-border context.
<b>EU Proceedings Specialised in Cross-Border Debt Recovery: A Practical Overview</b>	Become acquainted with the different EU civil procedural instruments specialised in cross-border debt recovery (the European Enforcement Order (EEO), the European Payment Order (EPO), the European Small Claims Procedure (ESCP) and the EAPO) from both a theoretical and a practical perspective, and gain the necessary knowledge and tools to use and apply them efficiently. Examine relevant case law rendered by the Court of Justice of the European Union and national courts. Learn how to assess whether a claim

falls within the material and territorial scope of application of any of the scrutinised EU civil proceedings. Gain a clear overview of the different mechanisms that defendants have at their disposal to intervene in these proceedings.

**Cross-border Civil Judicial  
Cooperation on Civil  
Matters: Recent  
Developments of the CJEU**

Become familiar with various key judicial decisions issued by the Court of Justice of the European Union (CJEU) during the past 12 months. Learn from several renowned EU law experts' and speakers' comments on the selected collection of the CJEU's judgements, offering a first-time interpretation of certain EU legal instruments, giving new meaning to existing legal rules, or adapting or re-examining past jurisprudence.

## ON DEMAND COURSES

### Topics

### What will you learn

**E-evidence and Artificial  
Intelligence for Law  
Enforcement Agencies  
(LEAs)**

Be prepared to navigate the complexities of e-evidence legislation confidently and understand practical challenges in cross-border cooperation. Acquire a solid understanding of the fundamental concepts related to e-evidence and the international and EU legal frameworks, and the opportunities and challenges of artificial intelligence (AI) applied to law enforcement.



***“Experts use a very interactive way of teaching: it is a wonderful learning experience.”***

## Internal Market Regulation

### OPEN COURSES

Topics	What will you learn
<b>EU Financial Services Law for Non-lawyers: Institutional and Regulatory Framework</b>	<p>Gain a complete understanding of the EU institutional framework for financial regulation and supervision, the respective role of the supervisory authorities and the industry in the shaping EU financial law decisions.</p> <p>Gain a proficient understanding of other regulatory aspects in financial services law.</p> <p>Be equipped with the tools to challenge the legality of actions taken by the ESAs, the European Central Bank (ECB) and the Single Resolution Board (SRB) before the General Court.</p>
<b>Sustainable Finance in the EU: Regulatory Framework and Implementation</b>	<p>Sustainable finance is a key driver of the transition to sustainable economic growth by taking into account considerations on Environmental, Social and Governance (ESG) issues for investment decisions. Understand the foundations of the EU sustainable finance regulatory framework and the relations of the key legislative acts.</p> <p>Understand the timeline for implementing the framework and the importance of applying technical criteria and standards in implementing legislation.</p> <p>Understand why the taxonomy poses significant challenges for implementation by public authorities and private institutions.</p> <p>Learn about good practices in addressing these challenges.</p> <p>Familiarise yourself with key stakeholders and forums to follow on-going developments and to prepare yourself for further implementation of the framework.</p>
<b>The EAPO Regulation: Freezing Bank Accounts Across the EU – A Practical Approach</b>	<p>Acquire a complete understanding of the European Account Preservation Order (EAPO) Regulation from both a theoretical and a practical perspective. Learn how to approach some of the EAPO procedure's essential aspects in an effective manner. Discover the first-hand difficulties and challenges that courts and practitioners might encounter while using the EAPO Regulation.</p>
<b>Legal Aspects on Money</b>	<p>Gain a clear understanding of the legal system for the financial services regulation and supervision before and after the reform. Learn about the respective roles and powers of various actors involved in decision-making in financial services, with a particular emphasis on the tasks of the EU supervisory authorities (ESAs).</p>

## ON DEMAND COURSE

### Topics

### What will you learn

#### **The European Pillar of Social Rights**

Understand the content of the three chapters contained in the European Pillar of Social Rights and what is feasible and not feasible in the social policy area under the current treaties.

Analyse the most recent and current legislative developments in this area (e.g. posting of workers, work-lifebalance directive, proposal for a directive on adequate minimum wages in the European Union, the creation of a European Labour Authority).

Examine the most recent case law of the CJEU.



## Digital Policy, Cyber Security and Data Protection

### OPEN COURSES

Topics	What you will learn
<b>Data Protection Certification Course*</b> (this course cannot be delivered in a tailored form)	<p>Gain a practical understanding of all the challenges related to the data protection officer function and how to tackle these in an efficient and successful way.</p> <p>Acquire a toolbox to design or augment a thorough data protection compliance programme in your organisation.</p> <p>Obtain the Data Protection Officer (DPO) certification based on the examination taking place at the end of the five-day course.</p>
<b>Data Protection Refresher and Advanced Course for DPOs and Data Protection Experts</b> (this course cannot be delivered in a tailored form)	<p>Refresh and update your knowledge on data protection and data security matters by benefiting from the practical and theoretical knowledge of the trainers and the practitioners at the front of data protection implementation and enforcement.</p> <p>Gain new perspectives on how to handle your daily DPO tasks, and the challenges and complex data protection emerging issues in the ever-evolving technological society. Extend your EIPA DPO Certificate.</p>
<b>Data Protection Hands-on Skills (Crisis Management, Data Audit – Gap Analysis, Data Protection Impact Assessment)</b>	<p>Learn new techniques to successfully plan, execute and validate a data protection impact assessment and a data protection audit.</p> <p>Improve your skills required for evaluating the potential impact that new and sophisticated technologies might have on a data subject's privacy.</p> <p>Learn how to establish your data steward position in the organisation; interact with management to counter the opposition from the rest of the organisation; draft dissenting opinion to the highest management level.</p> <p>Gain insights into how to cure a data breach, using specific methods and tools.</p>
<b>GDPR: A Practical Guide for Non-Data Protection Officers</b>	<p>Understand the essentials of data protection, the key concepts of the General Data Protection Regulation, and the core definitions, roles and data processing principles.</p> <p>Become familiar with the regulation's practical application: how to protect the data you are responsible for, report personal data breaches and manage cross-border data transfer.</p>
<b>Challenges Posed by the Technological Disruption: Data Protection and Artificial Intelligence</b>	<p>Become familiar with the legal and ethical challenges related to the development and use of artificial intelligence (AI) as discussed within EU regulatory and policy frameworks.</p> <p>Understand the frictions between data protection regulations and the use of AI and identify other areas of law applicable to AI.</p> <p>Learn how to build a tailor-made self-assessment tool for the deployment of</p>

a trustworthy AI.

Gain insights into best practices of AI deployment in the public sector and public sector services.

## Data Protection and Cybersecurity

Acquire the skillset necessary to confidently deal with data protection and cybersecurity hygiene measures within your sector and organisation, and prevent data breaches.

Gain a practical understanding of the challenges related to designing and implementing cyber-proof and data-protection-compliant policies within organisations and sectors, as well as how to respond a mitigate a potential data breach.

Identify the practical steps towards a data protection and cybersecurity culture in your organisation.

## Cybersecurity

Develop the necessary skill set to understand the policy and legislative aspects of cybersecurity, including cybersecurity standards in the EU, how to adopt them and how to put them into practice.

Under the EU regulatory framework (e.g. GDPR, NIS, Cybersecurity Act), cybersecurity risks need to be evaluated. Develop a full understanding of cybersecurity risks and standard measures to plan and implement efficient security policies and comply with the EU regulations.

## The Regulatory Framework of the EU's Digital Single Market

Gain a comprehensive overview of the legal and jurisdictional challenges facing this legal transformation in several areas:

- ✓ e-commerce;
- ✓ the handling and protection of personal data;
- ✓ cybersecurity and the emergence of new market paradigms.

Identify how to implement and enforce this new regulatory framework. For example, how economic operators seek to do business abiding by these new digital norms, and how representative authorities represent EU consumers and lawyers regarding EU economic law.

## Legal and Regulatory Challenges of Digital Platforms in the EU's Digital Single Market

Digital platforms enable us to buy (and offer) goods and services, and to connect with others. But what is their impact on the European economy as a whole? What legal and regulatory issues do they raise in the EU?

Become familiar with the challenges raised by the application of EU law to online platforms.

Gain a practical understanding of how such issues have been addressed so far by the Court of Justice of the EU in the area of e-commerce, free movement of services, competition law and personal data protection.

Learn about the impact that the Digital Market Act proposal and the Digital Services Act proposal, if adopted, could produce by amending the legal treatment of online platforms, and the EU digital economy as a consequence.

## The Green Deal

### OPEN COURSES

Topics	What you will learn
<b>EU Green Deal 2021-2027: DG Regio and EIB Financing and Economic Appraisal</b>	<p>Learn how the European Commission DG REGIO and the European Investment Bank (EIB) finance and appraise investments that contribute to climate action and environmental sustainability.</p> <p>Acquire deep knowledge of the methods to assess the economic viability and the socio-economic costs and benefits of a wide range of green investment projects. These are funded under the European Green Deal in different sectors including energy, circular economy and mobility.</p> <p>Take part in workshops that will allow you to practise how to assess the viability of projects, how to adjust the project quality and make it desirable for EU co-financing.</p>
<b>Sustainable Finance in the EU: Regulatory Framework and Implementation</b>	<p>Learn about sustainable finance as an integral part in support of the European Green Deal.</p> <p>Understand the origin of the taxonomy regulation, the environmental objectives of the regulation and the principle of 'do no significant harm'.</p> <p>Familiarise yourself with the technical criteria of the taxonomy for defining sustainable activities to pursue environmental objectives.</p> <p>Understand how the 'do no significant harm' principle is applied in the implementation of the Recovery and Resilience Facility.</p> <p>Become acquainted with the Platform on Sustainable Finance and prepare yourself for further developments of the taxonomy to include social objectives.</p>

### ON DEMAND COURSES

Topics	What you will learn
<b>The European Green Deal: The Commission's Initiatives and EU Funding</b>	<p>Explore the 'big picture' on the Green Deal as well as a clear overview of its main components. Learn about the climate change objectives ('fit for 55', carbon neutrality by 2050), energy union (energy efficiency and energy renewables), circular economy, biodiversity strategy, 'farm to fork' strategy and zero pollution objectives.</p> <p>Be updated on the latest legislative developments on all issues related to the Green Deal. Have a clear picture of the financing of the Green Deal and understand the allocation of EU funds to projects and initiatives that</p>

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contribute to the objectives of the Green Deal.

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## Public Health

Deepen your understanding of the composite nature of EU health policy and obtain a clear view of the variety of actions (e.g. coordination of national health schemes, authorisation and labelling of pharmaceutical, medical devices and blood products) the EU can deploy to support Member States in the field of public health.

Gain a professional insight into the EU policy set-up to deal with cross-border health problems and be able to map out the number of actors (EU institutions, health-related agencies, etc.) with which your own organisation could liaise.

Obtain knowledge of EU health emergency procedures (such as product authorisation, surveillance networks, and rapid alert mechanisms) so that your organisation can take part in them.

Be the first to be informed about the future European Health Union and how the EU is seeking to strengthen its preparedness and response mechanisms to deal with future health crises.

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## Food Law

Learn about the redesign of the 'Farm to Fork Strategy' as a core element of the European Green Deal.

Anticipate the upcoming changes to the EU's food regulatory framework and hear a first-hand explanation of future measures in matters such as animal welfare, chemical safety, nutritional labelling and sustainable farming.

Be aware of the particular interests of EU food stakeholders (governmental actors, food industry, consumers, civil society) and how industrial, environment and trade aspects are being taken into consideration in this reform.

As a food operator, anticipate the consequences the future food regulatory framework will have for you in terms of opportunities and obligations.

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## *Court of Justice of the European Union (CJEU)*

### **OPEN COURSES**

<b>Topics</b>	<b>What you will learn</b>
<b>Procedures and Litigation Before the CJEU</b>	<p>Deepen your knowledge on the different procedures before the Court of Justice of the EU, as well as the written and oral phases of the Courts' proceedings as they affect your institution.</p> <p>Based on the administrative law course, this topic can be tailored to the legal acts, cases and litigation in the policy areas covered by your organisation.</p>
<b>Recent Trends in the Case Law of the Court of Justice of the European Union</b>	<p>Become familiar with various key judicial decisions issued by the Court of Justice of the European Union (CJEU) during the past 12 months.</p> <p>Learn from several renowned EU law experts and speakers as they comment on the selected collection of the CJEU's judgements and offer a first-time interpretation of certain EU legal instruments, giving new meaning to existing legal rules or adapting or re-examining past jurisprudence.</p>
<b>Annulment Action: Challenging EU Acts Successfully Before the CJEU</b>	<p>Gain a detailed understanding of the procedures, practices and case law of the Court of Justice of the European Union (CJEU), as it is a prerequisite to represent a case before the CJEU successfully.</p> <p>Acquire the necessary insights and practical skills related to one of the Court of Justice of the European Union's key procedures: the action for annulment.</p>
<b>A Practical Guide to the Infringement Procedure</b>	<p>Make your Member State administration a winner in EU infringement procedures. Improve the capacity and quality of your responses to</p>

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Commission investigations on alleged infringements.

In the event of a court case, be able to select the right defence strategy to improve your state's position during the litigation.

Understand how know how to comply with the judicial decision as swiftly as possible and hence avoid a new infringement procedure in the case of a final condemnatory ruling.

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**Action for Annulment  
(Advanced): Procedural  
Aspects and Strategies**

Acquire a comprehensive understanding of the procedures, practices and case law of the Court of Justice of the European Union (CJEU). Gain insights and develop professional skills relevant to annulment actions before EU courts. Familiarise yourself with the infringement procedure and learn how to strategically select a defence strategy to enhance your state's position in litigation. Additionally, understand how to promptly comply with judicial decisions to avoid initiating a new procedure under Article 260 of the Treaty on the Functioning of the European Union (TFEU).

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***At EIPA we believe that learning is more enhanced with  
exchange.***

***So while attending a course in EIPA, you will also get ample  
opportunities to make new connections and expand your  
network.***

# GLOBAL EU

## OPEN COURSES

Topics	What you will learn
<b>The EU's Global Strategy and the Strategic Compass</b>	<p>Understand EU's main strategies, towards the challenges of a 'more connected, contested and complex world'.</p> <p>Gain insights into how the EU managed the transition from a referee towards a player on the geopolitical playing field.</p>
<b>Understanding EU External Action</b>	<p>Obtain a comprehensive overview of the EU's external actions and instruments, including the Common Foreign and Security Policy (CFSP).</p> <p>Understand how these policies relate to a dynamic international system in the context of the EU's global strategy.</p>
<b>International Policy Making</b>	<p>Understand the EU's main strategies, towards the challenges of a 'more connected, contested and complex world'.</p> <p>Gain insights into how the EU managed the transition from a referee towards a player on the geopolitical playing field.</p> <p>Learn how the EU attempts to uphold its interests and values towards the US, Russia and China.</p>
<b>The WTO and International Law</b>	<p>Receive a comprehensive introduction to international trade and its regulation.</p> <p>Look in detail at the World Trade Organization (WTO), its institutional practices and rules, and the role played by the EU in the global trade arena.</p>
<b>EU Trade Policy and Geoeconomics</b>	<p>Receive an update on the objectives, methods and instruments of the common commercial policy (CCP).</p> <p>Discuss the position of the CCP in the global trade architecture as well as issues in the EU's trade relations with its principal partners.</p> <p>Understand how recent geopolitical trends reflect on the EU's economic relationships.</p>
<b>EU Enlargement and the European Neighbourhood Policy</b>	<p>Gain a comprehensive overview of the EU enlargement and neighbourhood policies, their differences and similarities, objectives, instruments and stakeholders.</p>
<b>Security and Defence in the EU</b>	<p>Understand the Common Security and Defence Policy (CSDP): policy drivers, actors and methods. Look at recent developments and how the EU reacts to international security challenges, and EU-NATO relations.</p> <p>Decipher the alphabet soup of recent defence initiatives (PESCO, CARD,</p>

MPCC, EDF, etc.).

Understand where the 'strategic compass' is aiming to guide us.

### **Decision-Making in CFSP and CSDP**

(can be added to other modules)

Decision-making in the Common Foreign and Security Policy (CFSP) and Common Security and Defence Policy (CSDP) is subject to special procedures.

Understand how decisions are made as well as the various stages of decision-making and implementation in EU crisis management.

### **European Negotiation – Strategy of Influence and Online Diplomacy**

Improve your abilities to influence processes of multilateral negotiation in EU settings, particularly in the European Commission and the Council.

Learn about the specific skills that you need to participate effectively in these processes and shape their outcome.

Develop the skills, the technical know-how and the politically appropriate tools to exert influence as a delegate even in an online setting.





*Whether your organisation needs an existing course with certain details customised, or to create completely new, tailor-made training, we can design a solution.*



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