



14 OTT. 2002

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Lettera Circolare nr.

*Roma*

*Ministero  
per i Beni e le Attività Culturali*

SEGRETARIATO GENERALE

*Al* A tutte le Direzioni Generali

Servizio II

LORO SEDI

*Prot. N° 66435 Allegati 8  
CL. 5846 26-2*

*Risposta al Foglio del  
Dir. Gen. N°*

OGGETTO: European Institute of Public Administration (EIPA)

Proposta seminari.

e p.c. All'Ufficio di Gabinetto  
SEDE

Si invia in allegato il testo di tre proposte di Seminari pervenute dall'European Institute of Public Administration.

Ogni ulteriore informazione potrà essere acquisita attraverso il sito internet : [www.eipa.nl](http://www.eipa.nl) o contattando la responsabile Ms Noelle Debie ai numeri +31.43.3296 226 – Fax +31.43.3296 296.

IL SEGRETARIO GENERALE  
(Dott. Carmelo ROCCA)



Institut Européen  
d'Administration Publique

European Institute  
of Public Administration

To the  
Head of Personnel/Training Department  
Ministry for Culture  
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23 SET. 2002

*attività dell'EIPA  
in vista dell'elezione presidenziale  
Consiglio d'Europa*

Maastricht, 13 September 2002

Dear Sir or Madam,

In view of the upcoming Italian Presidency of the Council of the EU we would like to draw your attention to EIPA's training activities in the field of the Presidency.

Having been involved in the preparations of a number of EU countries for the Presidency since 1996, EIPA's Presidency team has had the opportunity to gain profound experience in equipping countries with the know-how and skills necessary to run a successful Presidency. Over the years we have closely followed, compared and evaluated various Presidencies. In addition, we have run training courses for the General Secretariat of the Council of the EU. We have used this expertise to design a wide range of materials, such as workshops and simulations, and to build up a major network of contacts in the EU institutions and the EU Member States.

Our programmes are tailored to the needs of national officials preparing for the Presidency. We put a strong emphasis on the practical and managerial aspects of the Presidency as well as its tasks. The programmes are highly interactive and address all the major challenges which Presidency teams will face in the preparation and the running of the Presidency. Our aim is to present a realistic picture of the Presidency, its opportunities as well as its pitfalls.

We offer three kinds of programmes:

- 1 The core of our Presidency activities is formed by the programmes dealing with the challenges and practical difficulties which chairmen and their supporting teams will face during the preparations for the Presidency and while holding the Presidency (Module 2). It consists of a 2-2.5 day programme on the do's and don'ts of the Presidency, relations between the chair and the EU institutions, and it addresses many practical issues. This programme is targeted to the chairmen as well as to the file managers in the ministries and coordinators of EU affairs. It is very much problem-oriented. We limit the number of lectures and provide most of the information we wish to discuss with the participants in workshops, simulations and questions. This programme has been developed by taking stock, over the years, of the difficulties that we saw chairmen were faced with.

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MINISTERO PER I BENI CULTURALI E AMBIENTALI GABINETTO
25 SET. 2002
Prot. Nr. 12831

Maastricht, 13 September 2002

We usually reserve time to also discuss the preparations and mechanisms set up for the Presidency in the national administration and the participants' own ministry.

This programme is normally run in connection with a negotiations seminar of 2 days which deals with the specific challenges of chairmanship during the Presidency (Module 3). The full programme of practical challenges and the negotiations part take up at least four days. Sometimes, ministries run the two parts of this programme separately so that it is easier to combine them with the normal workload.

- 2 In addition, we offer 'introduction programmes' that serve a wider purpose (Module 1). Member States often use the momentum of the upcoming Presidency to update national officials on recent developments in the EU.
- 3 Furthermore, we also offer sessions specifically aimed at senior management (which may include ministers). This programme deals with questions such as: How can their ministry prepare for the Presidency? What is expected of them in the preparation process?

If you need more information, please do not hesitate to contact me. We would be delighted to hear from you.

*debbie debie*

Yours faithfully,

EUROPEAN INSTITUTE OF  
PUBLIC ADMINISTRATION



Noëlle Debie

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Encl.: Indicative programme proposal

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**Institut Européen  
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**European Institute  
of Public Administration**

## **THE PRESIDENCY OF THE COUNCIL OF THE EUROPEAN UNION**

**Module 1: Institutional Aspects of European Integration**  
**Module 2: Practical and Managerial Aspects of the Presidency**  
**Module 3: Negotiations and Chairmanship in the European Union**

### **PROGRAMME PROPOSAL**

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## **MODULE 1 – INSTITUTIONAL ASPECTS OF EUROPEAN INTEGRATION**

### **FIRST DAY**

- 09.00**            **Opening and Introduction to the Seminar**  
*EIPA team*
- 09.15**            **Dynamics and Perspectives of European Integration**  
This session will identify the main dynamics of European integration after Nice looking at the continuing debate over institutional reform and constitutional development.  
*EIPA team*
- 10.30**            **Coffee break**
- 11.00**            **The Generation of Community Law**  
The main phases of the decision-making process in the First Pillar will be discussed during this session. Special emphasis will be placed on the co-decision procedure and illustrated with a case study.  
*EIPA team*
- 13.00**            **Lunch**
- 14.00**            **Introduction to Comitology**  
The session will examine recent developments in comitology as well as the various committees, their functions and competences.  
*EIPA team*
- 15.45**            **Coffee Break**
- 16.00**            **New Forms of Community Action**  
The European Community does not only use legislative instruments in areas such as economic policy and Employment and Social Affairs. This session will give a brief overview of the different actions and instruments involved in these new forms of Community action.  
*EIPA team*
- 17.00**            **End of module one**

## **MODULE 2 - PRACTICAL AND MANAGERIAL ASPECTS OF THE PRESIDENCY**

*The Presidency plays a central role in managing the formulation of Council decisions. A successful Presidency depends in particular on the abilities of working party chairmen to ensure momentum and achieve results in a complex multinational arena.*

*The objective of the programme is to discuss and analyse the role of chairmen and national delegates as well as the practical details involved in managing Council working parties. Moreover, it discusses the relationship between the Presidency and the institutions and provides for a debate on the context and preparation of the Presidency. Finally, it also offers an opportunity to participants to discuss their future work with each other, with representatives from the EU institutions and with officials who have had recent experience in chairing working parties.*

### **FIRST DAY**

- |              |   |
|--------------|---|
| <b>09.00</b> | <b>Introductory Session</b><br><i>EIPA team</i>   |
| <b>09.45</b> | <b>Preparation for the Simulation (&amp; coffee)</b>  |
| <b>10.00</b> | <b>Chairing a Working Group: Case Study</b><br>Participants will simulate a working group meeting and will be presented with an actual case. The simulation will address issues related to the work of the chair. Emphasis is not on negotiation skills but on the practical aspects of how to run a working group meeting.<br><i>EIPA team</i> |
| <b>11.45</b> | <b>Debriefing</b>   |
| <b>12.30</b> | <b>Lunch</b>  |
| <b>13.30</b> | <b>Workshop: Practical and Managerial Aspects of Chairing Council Working Parties</b><br>This workshop will present the participants with a series of questions which will provide a basis for discussions during the rest of the week.<br><i>EIPA team</i>   |
| <b>14.30</b> | <b>The Presidency and the Council General Secretariat</b><br><i>Representative of the General Secretariat of the Council of the European Union;</i><br><i>EIPA team</i>   |
| <b>16.00</b> | <b>Break</b>  |
| <b>16.15</b> | <b>Reports &amp; Conclusion</b>   |
| <b>17.00</b> | <b>End of day one</b>   |

## **SECOND DAY**

- 09.00            The Presidency and Co-Decision**  
This session will examine the co-decision procedure and will look at the role of the Presidency and more particularly at the role of the Council working party chair.  
*Representative of the Conciliation Secretariat of the European Parliament; EIPA team*
- 10.30            Coffee break**
- 10.45            The Experience of a Previous Chairman**  
An official who was recently involved in the Presidency talks about his experience in preparing and chairing a working party in the field of agriculture. Particular attention will be paid to the relationship chair-national delegate.
- 12.00            Conclusions morning session**
- 12.30            Lunch**
- 13.30            Presidency Styles**  
Contrary to the general perception, the Presidency can opt for more than the broker role. In this session different styles will be presented and the participants will be asked to apply them to their fields of work.  
*EIPA team*
- 14.30            Coffee break**
- 15.00            Major Challenges for the Presidency**  
This session focuses on some of the major issues on the agenda of the Presidency, the way the Presidency can be organised, and on the role of the PermRep.  
*Suggestion: Representative of the Ministry of Foreign Affairs*
- 16.15            Concluding remarks**
- 16.45            End of module two**

### **MODULE 3 - NEGOTIATIONS AND CHAIRMANSHIP IN THE EUROPEAN UNION**

*This seminar is aimed at those who are expected to participate in and chair meetings. It focuses on chairmanship skills and multilateral negotiation skills. Participants will be made aware of the multiple aspects of this important role, and will have the opportunity to practise and improve their personal chairmanship and negotiation skills.*

*The programme on negotiations is highly practical and participatory in nature, while at the same time providing the necessary complementary information relating to the operational rules of decision-making in the EU. Participants will have the opportunity to practise intensively by means of simulation exercises, will receive personal feedback on their performance, will be able to test their knowledge of the rules of procedures and will exchange views and share their experience with the trainers.*

*The overall objective of the programme is to give participants confidence and improved chairmanship skills as well as communication tools by participating in "virtual negotiations". The simulations used have been designed to illustrate a series of situations which every Presidency is likely to meet when chairing European negotiations.*

#### **FIRST DAY**

##### **09.30 Introduction and Preliminary Working Groups**

Participants will share their experiences and views on the factors of failure and success in "chaired negotiations".

*EIPA team*

Coffee break

##### **11.00 Simulation No. 1: The Concept of the Presidency and the Theory of Negotiation**

This special exercise on chairmanship will illustrate the first challenge for the Presidency which is to ensure efficiency by respecting programmed phases in the negotiation, from identifying the gap to closing it, and by managing a number of essential parameters and concepts.

*EIPA team*

##### **12.45 Lunch**

##### **13.45 Preparation to Simulation No. 2: Identifying the gap**

##### **14.30 Simulation No. 2: Identifying the Gap in Negotiations for Accession to the EU**

In this simulation the Presidency will need to manage a two-level playing field in which negotiations take place on the one hand between the European Commission and an applicant country, and between the Member States on the other hand. Issues to be discussed relate to free movement of persons and EU financial assistance.

This exercise is about chairing negotiations on issues on which actors are diverse and opinions differ in the EU. The participants will be taught to develop skills and be given tools to appropriately identify the gaps. The main challenge for the chair at this stage is to ensure clarity and for the purpose of optimal participation and progress.

*EIPA team*

##### **16.30 Coffee break**



**16.45            Debriefing of Simulation No. 2**

**17.30            Conclusion**

## **SECOND DAY**

**09.30            Preparation for Simulation No. 3: High-level Negotiation on the Harmonisation of Public Health Standards in the European Union**

**10.30            Simulation No. 3: Narrowing and Closing the Gap**

The chair will need to have an appropriate strategy to deal with conflicting positions and problem solving. It will need to narrow the gap between the delegations by dealing particularly with the question of neutrality, the management of time and the agenda, the creation of coalitions and building paths to concessions. To close the negotiations, the Presidency will need to consider all available tools to drawing up a satisfactory compromise.

*EIPA team*

**13.00            Lunch**

**14.00            Debriefing of Simulation No. 3**

**15.30            Coffee break**

**15.45            Debriefing (continued)**

The debriefing will also cover fundamental aspects of communication in the negotiations. Communicating effectively is a key instrument for the Presidency to make progress towards reaching an agreement. This session will present the various parameters of communication to be taken into account for efficient chairmanship.

**16.30            Effectiveness and personal style**

The question of how to develop a personal and effective negotiating style as a chairman is one of the individual issues that will be addressed in the seminar's concluding session.

*EIPA team*

**17.15            Evaluation and Conclusion**

**17.30            End of seminar**

## **EIPA TEAM**

Dr Adriaan Schout, Associate Professor

Alain Guggenbühl, Senior Lecturer

Noëlle Debie, Programme Assistant