

Advanced courses for the Academic Cycle 2024-2025

Calendar

	Dates	Registration starts	Registration ends
Advanced courses			
SupTech I	10-13 Feb 2025		
Cyber Risk	10-13 Mar 2025		
Data-driven Business Models & Data Sharing in Finance	31 Mar - 3 Apr 2025	(Nov 2027	11 Dec 2027
Supervising and Regulating AI in the Financial Sector	7-10 Apr 2025	6 NOV 2024	11 Dec 2024
DLT/MiCAR	12-15 May 2025		
SupTech II	19-22 May 2025		

Online					
Al in the financial sector	20 Jan – 14 Feb 2025	6 Nov 2024	11 Dec 2024		
MiCAR	17 Mar—11 Apr 2025 (1st ed.)	6 Jan 2025 (1st ed.)	31 Jan 2025 (1st ed.)		
	26 May–20 Jun 2025 (2nd ed.)	9 Mar 2025 (2nd ed.)	4 Apr 2025 (2nd ed.)		
DORA	17 Mar - 11 Apr 2025 (1st ed.)	6 Jan 2025 (1st ed.)	31 Jan 2025 (1st ed.)		
	28 Apr - 23 May 2025 (2nd ed.)	16 Feb 2025 (2nd ed.)	14 Mar 2025 (2nd ed.)		
	26 May - 20 Jun 2025 (3rd ed.)	9 Mar 2025 (3rd ed.)	4 Apr 2025 (3rd ed.)		

Workshops			
ESMA workshop Supervising AI: market trends and use cases	18-19 Mar 2025	13 Jan 2025	28 Feb 2025
EIOPA workshop on Open Finance	5-6 Jun 2025	(tbc)	Mar 2025 (tbc)
EBA Workshop on BigTech	26-27 Jun 2025	24 Mar 2025	15 Apr 2025
Emerging Issues Workshop: Furthering cross- border and cross- sectoral cooperation in digital finance	Jun-Jul 2025 (tbc)	tbc	tbc

Residential Training Weeks



SupTech I (Beginners)

Target audience

Essential: Quantitative background - Economics, Finance or Computer Science or equivalent degree. Prior coding experience, preferably with Python.

Recommended: Previous exposure to the design and/or use of SupTech application.

Dates 10-13 Feb 2025

Type of course Residential

Faculty ESAs, NCAs, Academia and Industry

FBF/EUI led by Samir Kihuan Vasquez samir.kiuhan@eui.eu

Registration deadline 11 Dec 2024

This course is designed to comprehensively introduce data-driven Artificial Intelligence (AI) techniques based on statistical learning, machine learning (ML) and deep learning, highlighting their potential and limitations. Participants with previous coding experience will engage with experts, gaining hands-on experience with ML/AI methods in Python to demystify complex algorithms, promoting ex-post self-directed learning.

Furthermore, the course also involves an in-depth exploration of real-world case studies and industry insights, addressing current and emerging trends and associated policy considerations. This training week is designed for participants with a foundational understanding of machine learning, aiming to enhance their theoretical and practical expertise in this technology.

List of key topics

Lectures

- Introduction to statistical learning, machine learning and deep learning,
- Predictive models and linear regression,
- Classification models and logistic regression,
- Feature selection and regularisation,
- Tree models, random forests and gradientboosting,
- Neural Networks and Natural Language Processing.

Applied Sessions:

- Python applications of the theoretical sessions,
- Main EU AI regulatory initiatives,
- SAFE (Sustainability, Accuracy, Fairness and Explainability) Artificial Intelligence in Finance and Other Ethics Considerations,
- NCA SupTech case studies,
- Supervisory dialogue with the industry on market developments.

- Understanding and describe the most common ML techniques and models,
- Understanding and describe basic NLP and deep learning applications,
- Understanding how to evaluate the safety and trustworthiness of AI applications,
- Implementing AI applications in Phyton,
- Analysing and interpreting real-world case studies and industry insights,
- Identifying the potential implications of EU regulation for AI for financial markets.

Cyber Risk

Target audience

Important notice:

This advanced training week has a regulatory focus, i.e., it does not cover cyber risk from an advanced technical perspective. The course is addressed to officers having a basic knowledge/experience who want to improve their understanding of cyber risk management.

Essential: Adequate experience in financial sector regulation and supervision. **Essential:** Basic knowledge/experience of cyber risk management.

Dates 10-13 March 2025

Type of course Residential

Faculty ESAs, NCAs, Academia and Industry

FBF/EUI led by Leonardo Giani leonardo.giani@eui.eu

Registration deadline 11 Dec 2024

Cyber risk is a phenomenon characterised by multiple dimensions: in terms of scope, cyber risk concerns both financial entities as well as other types of entities; in terms of outreach, cyber risk has a global, EU, and national dimension, with continuous interlinkages between these levels due to the evolution of the cyber threat landscape and regulatory framework. This course deals with cyber risk management, exploring different approaches and focusing on supervisory strategies to assess and mitigate cyber risk. The course's sessions generally have an interactive approach, they include real life examples and case studies, as well as group activities. In contrast to a number of EU-SDFA online modules which are specifically dedicated to the analysis of the DORA Regulation, this advanced residential training week exposes participants to the general principles for the management of cyber risks and underlying relevant regulations. However, and where appropriate, the course will include references to relevant concepts and principles enshrined in the DORA framework.

List of key topics

- Cyber threat landscape and outlook,
- Cyber resilience strategies for the financial sector,
- ICT risk management,
- ICT-related incident management, classification, and reporting,
- Cyber testing,
- Managing risks related to the use of third-party providers,
- Information sharing,
- Systemic cyber incidents and approaches to address systemic risk,
- Future prospects about the impact of innovative technology on cyber risk management.

- Understanding sources of cyber risk,
- Understanding ICT risk management principles
- Understanding frameworks for cyber testing,
- Comparing different approaches to cyber resilience,
- Identifying, within different approaches, main principles for the management of ICT risks and ICT-related incidents,
- Analysing and critically assessing different approaches and rules on cyber risk management.

Data-driven Business Models & Data Sharing in Finance

Target audience

Essential: Adequate experience in financial regulation and supervision. **Recommended:** Prior exposure to API technology and/or data sharing policies. Dates 31 Mar - 3 Apr 2025

Type of course Residential

Faculty ESAs, NCAs, Academia and Industry

FBF/EUI led by Lorenzo Moretti lorenzo.moretti@eui.eu

Registration deadline 11 Dec 2024

This advanced course will offer participants an in-depth view of the emerging trend of so-called Open Finance—the expansion of digital financial services enabled by the sharing, upon consent, of users' data by service providers. The course will navigate the technical complexities of Open Finance implementation across all financial sectors, addressing aspects such as data standardisation, cross-border integrability, digital identity, and the role of non-financial data, taking into account the recent regulatory initiatives proposed at EU level.

The course will start by explaining the role of platform integration and data sharing in the context of financial services' digitalisation and related regulations. It will then be structured around three building blocks. First, in-depth lectures and group activities will expose the participants to the technology that enables open finance and will provide an overview of the emerging data-driven business models of FinTechs, BigTechs, and traditional financial intermediaries.

Second, the course will explain the challenges associated with the emergence of such data-driven business models, including the multifaced consumer protection considerations (e.g., privacy, financial inclusion and discrimination, data custody requirements, etc.) and the complexity and data challenges of moving from Open Banking to Open Finance.

Third, the course will address the key regulations that aim to facilitate this market development and the implications of their implementation. While PSD2 has set the stage for Open Banking by outlining payment data-sharing guidelines, the Commission's proposed framework for Financial Data Access sets out rights and obligations to manage customer data sharing beyond payment accounts, bearing in mind the impending need to implement unified API standards and data-sharing protocols to unlock the full potential of embedded finance.

List of key topics

- Data-driven business models,
- Economics of Data Sharing: Incentives and Market Failures,
- Customer protection and regulation (PSD2, FIDA),
- The design of future Open Finance: Open Insurance, Open Banking and beyond - a cross sectoral overview,
- The key technical challenges: API and data standardisation, cross-border interoperability, and the use of non-financial data,
- The role of digital identity in Open Finance and the potential of the new EU digital identity.

- Appreciating the workings and complexities of data-driven business models,
- Recognising consumer protection issues related to the use of data and digital channels to provide financial services,
- Appreciating the operating principle of API technology,
- Gaining an overview of the technical aspects of data sharing implementation (data standardisation, cross border interoperability and digital identity) and the data challenges involved,
- Understanding the main scope and objectives of the relevant regulatory proposals.

Supervising and Regulating AI in the Financial Sector

Target audience

The ideal participant should have either successfully completed the online course on "AI in the financial sector" offered within the EU-SDFA or have a previous, solid understanding of AI and ML models, and their use in the financial system.

Essential: Understanding of core technical elements of AI and ML models, such as unsupervised learning, reinforcement learning, deep learning etc. **Recommended:** Adequate experience in financial regulation and supervision in consumer protection, financial stability, market monitoring and conduct supervision.

Dates 7-10 Apr 2025

Type of course Residential

Faculty ESAs, NCAs, Academia and Industry

FBF/EUI led by Nico Lauridsen nico.lauridsen@eui.eu

Registration deadline 11 Dec 2024

This course will present and discuss in-depth the main aspects of the supervision of AI in the financial sector. This advanced training will introduce the fundamentals of Generative AI (GenAI) models, will explore ethical challenges like bias and fairness, and it will outline the features of risk management frameworks aimed at ensuring responsible AI governance. It will also delve into AI governance principles – trustworthiness, transparency, and accountability – alongside analysing the different approaches to AI regulation; in this respect, the course will discuss the interplay between the AI Act and other regulatory measures applicable in the financial sector.

The course will also guide participants in understanding how risks in AI deployment in finance should be addressed, with a focus on market integrity and financial stability, and in using tools like LIME and SHAP to create explainable and auditable AI models. Practical components of the course cover AI model development, data management, and the ongoing monitoring of AI systems for robustness, security, and ethical compliance. Through group activities, case studies, and discussions, participants will gain the skills necessary to further their understanding of the impact of AI in the financial sector and in daily supervisory activities.

List of key topics

- From AI model to GenAI,
- AI model development lifecycle and cost of AI,
- Risk of AI in the financial sector,
- Al governance: Trustworthiness and security,
- Regulatory approaches to Al,
- Al act,
- The interplays with current finance regulatory frameworks,
- High-risk use cases,
- The supervision of AI in finance: Measuring and tools,
- Panel on the evolution of Al.

- Understanding the Fundamentals of GenAl Models,
- Identifying and addressing the specific risks of deploying AI in the financial sector, such as market integrity, financial stability, and the concentration of power,
- Exploring the main ethical dimensions of AI, such as bias, discrimination, and fairness, and their interconnectedness with financial risks. Learning to devise and implement risk management systems, human oversight, and responsible AI governance to ensure ethical and secure outcomes,
- Examining AI governance principles like trustworthiness, transparency, and accountability. Analysing and understanding the impact of regulatory frameworks like the AI Act and the role of financial regulatory measures in AI supervision,
- Exploring techniques for creating explainable and auditable AI models (e.g., LIME, SHAP).
 Implementing data management practices to mitigate bias and ensure long-term robustness, security, and accuracy of AI systems.

DLT/MiCAR

Target audience

Essential: Expertise on and/or previous general exposure to MiCAR, also through the participation to previous EU-SDFA Foundational Training Weeks and/or EU-SDFA Advanced Online Modules on MiCAR.

Recommended: Current or future involvement in regulatory and supervisory tasks related to the implementation of MiCA.

Dates 12-15 May 2025

Type of course Residential

Faculty ESAs, NCAs, Academia and Industry

FBF/EUI led by Nikita Divissenko nikita.divissenko@ alumni.eui.eu

Registration deadline 11 Dec 2024

This course will introduce participants to blockchain technology, focusing on its implications and relevance for the MiCAR framework. The course will analyse the specific regulatory aspects of MiCAR and the new supervisory tasks and challenges these requirements mean for NCAs. Staff from supervisory authorities already supervising crypto-asset providers in the context of existing national rules will share their experience. This training week is tailored for participants possessing a foundational understanding or expertise in MiCAR, aiming to deepen their comprehension of blockchain technology and explore the implications of MiCAR in the supervision of this technology.

List of key topics

- Introduction: DLT and Blockchain,
- Underlying technologies,
- The Ethereum ecosystem,
- Application on Ethereum blockchain,
- Types of crypto-assets,
- Overview of requirements for CASPs and issuers,
- Business models and operations of CASPs and issuers,
- Internal governance and risk management challenges for crypto-asset businesses,
- Case studies: White papers, Authorisation and licensing challenges,
- Supervisory challenges with respect to AML aspects,
- Market monitoring overview.

- Gaining basic knowledge of the DLT technology,
- Gaining knowledge of some of the supervisory tasks and challenges brought by the new MiCAR rules.

SupTech II (Hackaton)

Target audience

Essential: General exposure to SupTech. Essential: Advanced experience in coding (preferably Python or R) and/or close involvement in the development of a SupTech project. **Recommended:** Prior exposure to the design of SupTech application proof-of-concepts.

Recommended: Prior exposure to NLP, tree models and cluster analysis.

Dates 19-22 May 2025

Type of course Residential

Faculty ESAs, NCAs, Academia and Industry

FBF/EUI led by Nico Lauridsen nico.lauridsen@eui.eu

Registration deadline 11 Dec 2024

This course takes an Agile sprint approach where teams from participating NCAs encompassing different areas of competence come together to work on specific issues and technical solutions (e.g., IT, Business/Law Unit and SupTech division, in line with the NCAs organisational structure). Participants work intensively in cross-functional teams to create innovative solutions, often focusing on problem-solving and/or prototyping. Before the prototype phase, the course will cover advanced theoretical lectures and presentations on use cases in other SupTech projects. The goal is to encourage creativity, teamwork, and the development of functional prototypes, with opportunities for learning, networking and celebrating failures and successes.

This training week is specifically designed for participants actively designing SupTech application proofof-concepts or possessing robust coding experience. The program aims to advance both the theoretical understanding and practical skills of participants in SupTech.

List of key topics

 An overview of use cases of SupTech applications (EU or Non-EU NCAs).

Advanced AI topics:

- NLP automatic reporting for ESG,
- Macro forecasting,
- DTL/Crypto-assets supervision,
- Register for sharing suptech projects code pipeline,
- GenAl chatbot,
- Tool for AML/CFT supervision,
- Data visualisation and dashboard.
- Monitoring publicly available information (news, discussion platforms, social media, etc),
- Tool for Al supervision.

- Applying advanced AI and ML techniques in Python,
- Recognizing the organisational impact of SupTech applications,
- Identifying the resources to take the SupTech applications into the production phase,
- Developing a SupTech application proof of concept.

Online Modules



Artificial Intelligence in the Financial Sector

Target audience

This online module is designed for an audience without technical or quantitative backgrounds who would like to learn the impact of Artificial Intelligence (AI) and Machine Learning (ML) in the financial sector and the implications for supervisors. Dates 20 Jan – 14 Feb 2025

Type of course Online

Faculty ESAs, NCAs, Academia and Industry

FBF/EUI led by Nico Lauridsen nico.lauridsen@eui.eu

Registration deadline 11 December 2024

This online course is tailored for a non-technical audience and explores AI's transformative impact on financial services, primarily focusing on real-world cases. The course will start by presenting foundational AI concepts, illustrating its applications through accessible use cases of methods such as clustering analysis, random forest, neural networks, and Natural Language Processing. This will enable to introduce the main characteristics of AI models, including Generative AI (e.g., Large Language Models (LLM)). Live classes will focus into sector-specific use cases from the financial industry, covering different types of companies (start-ups, big tech, and incumbent financial institutions).

The course will further address the critical aspects of governance and ethics in AI, against the background of the emerging regulatory framework in the area. Specific attention will be devoted to the supervisory implications of AI, providing insights on how supervisory authorities shall adapt to this technological evolution and navigate the challenges and opportunities presented by this rapidly advancing field.

List of key topics

- What is AI & ML, including generative AI (e.g., LLM) – non-technical explanation,
- In vitro show case of AI&ML applications,
- Use cases of applications in the financial sectors by players (Big Tech; Startup; Incumbents),
- Supervisory implications of AI in the financial sectors,
- Regulatory framework concerning AI,
- Responsible AI,
- Governance of AI.

- Basic and non-technical knowledge on how AI & ML works,
- Capacity to recognise how AI & ML applications are changing the provision of financial services,
- Capacity to identify the main elements of AI governance,
- Capacity to understand the main ethics issues related to the application of AI/ML in the financial industry,
- Basic knowledge of the main trends in the evolving AI regulatory framework.

MiCAR

Target audience

Participating NCAs' supervisory staff involved in the implementation of MiCAR at a national level.

Dates 17 Mar–11 Apr 2025 (1st ed.) 26 May–20 Jun 2025 (2nd ed.)

Type of course Online

Faculty ESAs, NCAs, Academia and Industry

FBF/EUI led by Nikita Divissenko nikita.divissenko@ alumni.eui.eu

Registration deadline 31 Jan 2025 (1st ed.) 4 Apr 2025 (2nd ed.)

This online module is designed to offer an overview of the MiCA Regulation (Markets in Crypto Assets Regulation). Participants will be equipped with a thorough introduction that enables them to not only comprehend but also navigate the multifaceted requirements and implications outlined in MiCA. Throughout this course, participants will delve into the main titles of the regulation and relavant standards and guidelines provided by the ESAs. Participants will attend live classes with engaging group exercises, fostering a dynamic learning experience.

List of key topics

- Subject matter, scope and definitions of MiCAR;
- Scope and rules on Crypto-assets other than asset referenced tokens or e-money tokens;
- Main features and rules on e-money tokens;
- Main features and rules on asset-referenced tokens;
- Types of services and key provisions of cryptoasset services providers;
- Market abuse;
- The supervisory architecture under MiCA and interplay with NCAs.

- Describing and understanding the requirements and practical implications of the MiCA Regulation;
- Identifying key supervisory issues, and mechanisms for coordination between different supervisors;
- Understanding the innovations and possible challenges arising from the MiCA Regulation;
- Applying the rules introduced by the MiCA Regulation to case studies.

DORA

Target audience

Participating NCAs' supervisory staff involved in the implementation of DORA at a national level.

Dates

17 Mar - 11 Apr 2025 (1st ed.) 28 Apr - 23 May 2025 (2nd ed.) 26 May - 20 Jun 2025 (3rd ed.)

Type of course Online

Faculty ESAs, NCAs, Academia and Industry

FBF/EUI led by Leonardo Giani leonardo.giani@eui.eu

Registration deadline 31 Jan 2025 (1st ed.) 14 Mar 2025 (2nd ed.) 4 Apr 2025 (3rd ed.)

This online module is designed to offer an overview of the DORA regulation. Participants will be equipped with a thorough introduction that enables them to not only comprehend but also navigate the multifaceted requirements and implications outlined in DORA. Throughout this course, participants will delve into the main chapters of the regulation and relevant standards and guidelines provided by the ESAs. Participants will attend live classes with engaging group exercises, fostering a dynamic learning experience.

List of key topics

- Introduction, subject matter, scope and definitions of DORA;
- ICT Risk Management framework;
- ICT-related incident management classification and reporting;
- Digital operational resilience testing;
- Managing of ICT third-party risk Main provisions.

- Describing and understanding the requirements and practical implications of DORA in light of its main objectives;
- Identifying key supervisory issues and mechanisms for coordination between different supervisors;
- Summarising the main elements and possible challenges arising from DORA;
- Applying the rules introduced by DORA to case studies.

Workshops



ESMA workshop on Supervising AI: market trends and use cases

Target audience

Experts with a general understanding of AI technologies and their potential or current applications in the financial sector. Especially for supervisors who monitor market trends and are involved in preparing the implementation of the AI Act, as well as in the broader oversight of AI applications within financial firms.

Dates 18-19 Mar 2025

Duration 1.5 days

Type of course Residential (Paris, ESMA premises)

ESMA Coordinator Valentina Mejdahl valentina.mejdahl@ esma.europa.eu

Registration period 13 Jan - 28 Feb 2025

The main objective of this workshop is : to provide an update on AI adoption trends across banking, insurance and securities sectors, present recent and relevant use cases, explore AI applications and potential risks.

The participation in person is encouraged, with the possibility of online participation.

The workshop will aim to explore the complexities of mapping AI adoption, identifying risks and supervisory approaches.

List of key topics

Markets trends

- Measuring AI adoption in banking, insurance and securities sectors,
- Prominent use cases,
- Global development.

Risk analyses

- Risks to consumers,
- Risks to financial stability,
- Risks to market integrity.

Regulatory framework

- Al Act and application of the existing regulations,
- Updates from the AI Office, the EC,
- Initiatives at NCAs,
- Regulatory approaches in other countries.

Interactive group activity

EIOPA Workshop Open Finance

Target audience

Participants will be expected to have knowledge and insights into relevant regulatory initiatives and open finance activities (in their jurisdiction, at the EU, or at the global level).

Dates 5-6 Jun 2025

Duration 1.5 days

Type of course Residential (Frankfurt, EIOPA premises)

EIOPA Coordinator Pascale Lamb pascale.lamb@eiopa. europa.eu

Registration period Mar 2025 (tbc)

The basis for this workshop Basis are:

- Open Finance may require adapting regulatory frameworks that prioritize data privacy, cybersecurity, and market integrity while also fostering cross-sector collaboration.
- Aligns with the EU's goals of greater innovation, competition and financial inclusion.

List of key topics

- Regulatory Landscape
- Key Technologies
- Data Ethics and Data Protection
- Consumer Protection
- Group Activity /Roundtable

Objectives

- Discussing the existing and upcoming environment for Open Finance,
- Focusing on the regulatory landscape, the key technologies underpinning open finance and the data ethics, data protection and consumer protection implications,
- Exploring innovation opportunities and demonstrate used cases of open finance,
- Providing NCAs with a greater understanding of the regulatory landscape, the opportunities and implications of open finance and FiDA, as well as sharing regulatory best practice.

EBA Workshop on BigTech The roles and systemic impact that BigTech companies play in the financial sector

Target audience

Supervisors in the financial sector who monitor value chain developments, will oversee reliance on third-party service providers (under DORA), are focused on consumer protection or implementation of AI Act.

Dates 26-27 Jun 2025

Duration 1.5 days

Type of course Residential (Paris, EBA premises)

EBA contact EBA-SDFA-Workshop@ eba.europa.eu

Registration deadline 15 Apr 2025

The main objective of this workshop is to discuss potential implications of BigTechs' activities in the EU financial sector. This workshop aims to delve into the multifaceted aspects of BigTechs' influence, particularly focusing on their direct (and indirect) provision of financial services in the EU, potential dependencies on BigTechs for FI's innovation in AI and Cloud, implications stemming from their role as critical third party ICT service providers, their role as gatekeepers and beyond.

The participation in person is encouraged, with the possibility of online participation (observation only).

Workshop approach

- Recap of ESAs' response to the EC Call for Advice (2022),
- Update on regulatory developments (AI Act, DORA, FIDA, DMA, DSA, etc.),
- Findings from the EFIF's BigTech monitoring survey,
- Discussion on potential channels and indicators for monitoring systemic dependencies on BigTechs,
- Discussion on potential challenges related to policy and supervisory response, and needed interactions with supervisors beyond the financial sector (e.g. consumer protection and competition authorities),
- An illustrative case study to explore various aspects in detail.

Emerging Issues Workshop: Furthering cross-border and cross-sectoral cooperation in digital finance

Target audience

Participants that have previous experience in international cooperation with other NCA or international organisations or have taken part in working groups in the supervisory schema.

Dates June-July 2025 (tbc)

Duration 1.5 days

Type of course Residential (tbc)

Faculty ESAs, NCAs, Academia and Industry

FBF/EUI led by Nicola Bilotta nicola.bilotta@eui.eu

Registration deadline (tbc)

The workshop aims to exchange views and discuss the best approaches to enhance cooperation among NCAs and international organisations, considering the opportunities offered and challenges posed by digital technologies and their application in the financial sector. The first part of the workshop will explore existing cases of cross-border collaboration, focusing on the challenges and lessons learned from such initiatives, in particular, to help highlight essential approaches and best practices. The second part will shift to developing and strengthening cross-border collaboration among NCAs and international bodies like the BIS Innovation Hubs and the JRC, particularly in applied research and supervisory activities. Similarly to other EU-SDFA activities, this practical part of the workshop will follow a bottom-up approach, prompting a discussion among NCAs aimed at identifying and selecting topics and use cases for the development of cross-border cooperation initiatives, such as EU-wide digital sandboxes based on synthetic data, authorisation and reporting processes, and data sharing and monitoring tools.

Key topics

- Discuss challenges and opportunities for cooperation among NCAs and among NCAs and international organisations/agencies,
- Share best practices and approaches for collaboration among institutions,
- Design cross-border projects: identifying areas for joint research and supervision,
- Discuss potential steps and challenges associated with the development of cross-border projects.





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