



European Academy
for Taxes, Economics & Law

5th European Annual Symposium

EU Funds 2010

ERDF • ESF • CF • EAFRD • EFF

Simplification – Good Intentions, Bad Timing?

Stronger EU Funds – For Economic Recovery?

Evaluation – How to Improve?

Financial Control – New Risks, New Methods?

March 22nd – 24th 2010, Berlin, Germany

- Special Focus:**
- Future of EU Funds after 2013
 - Simplified Cost Calculation
 - Revenue Generating Projects

Symposium Brochure

In Cooperation with
the European
Commission



Welcome to the European Knowledge Network!

The European Academy for Taxes, Economics & Law is delighted to announce the

“5th European Annual Symposium EU Funds 2010”.

This annual forum brings together around 600 EU Funds experts from all over Europe and encourages an exchange of knowledge, experience and best practice between EU Institutions and Member States.

With its unique character this European Symposium provides an insight in red-hot EU Funds issues from a strategic as well as from a programme and project management perspective.

“Excellence in sharing European knowledge and experience”

Florian Schramm, Auditor, Ministry for Environment and Health, Bavaria, Germany

“Excellent event to encrease your knowledge and share experience”

Monika Draganczuk, Ministry of Finance, Poland

Target Group

This "5th Annual Symposium EU Funds 2010" will be held in Brussels on 15-16 October 2010. The event will be held in the Grand Ballroom of the Brussels Marriott Hotel. The following institutions are addressed:

..@vafgxfby

- Economy
- Labour and Social Affairs

..†E XZ\baT_7 Xi X_bc` Xag`

- Finance
- Transport
- Agriculture, Fisheries and Food
- Environment
- Education and Science
- Technology

..E XZ\baT_TaW?bVT_ : bi Xea` XagZ@haWcT_gXf

..E XZ\baT_7 Xi X_bc` Xag4ZXaVXf

..6bhegfby4hWjpf

..ATgbaT_TaW-ai Xfg Xag5Ta^fZCeI TgX5Ta^f

..Bdj Xe-agke XWTgX5bVXf`ai bi XW

..6bafh_gaZ`Vb` cTaXfZ4Wfbed TaW4hWjF Xi VXF

Methodology

The "5th Annual Symposium EU Funds 2010" will provide participants with answers, discussions and perspectives to a load of new issues surrounding

4hgd beXfZ6XegV aZ 4hgd beXfZ4hVg4hgd beXf Tf j X Tf 8hbcXTa AXg be^f!

G[X V X agT d X Xf bYg V fi cbf h TeX dpc Vf f h e b h a W a Z f c V T g b a Z Xi T h T g b a Z a T a V T V b a g b T a W X V b a b V e X V i X d ! F g T g Z V W V h f f b a f mingle with issues concerning the implementing level in the Member States and thus provide a unique European forum for an exchange of knowledge, experience and best practice.

Participants may choose from a number of parallel lectures and in doing so can design their individual timetable. After the opening panel the event breaks up into individual sessions, followed by workshops on day three.

"Excellent investment in know-how"

Solvita Gulbe, Head of Department, State Chancellery, Latvia

Your Benefit

- ..E X V X i X T V b c e X X a f i X b i X e X j b Y g X f g g b Y c I T a W h g e X V T X a Z X f b e g X f c V T g b a b Y f i f g f T a W c b V X W h e X f !
- ..5 X V b X T V d h T a g W j g a X j X f g c T V g b a 8 H 9 h a W T a W g X e W V h f f b a f U X g X X a 8 h b c X T a a f g g b a f T a W @ X U X e F g g f !
- ..5 X a X g Y b d X X f f b a X T e a X W T a W e X V b X a W T g b a f f g X a Z Y b V h e X a g e X f h g b Y X k z c b f g X i T h T g b a f T a W c b i X 1 b h e X i T h T g b a g X V a d h X f !
- ..? X T e a [b j d V a V b e c b e T g a a b i T g b a T f T d b d h e g X e d X X V b a b V Z e j g b Y I b h e X Z b a !
- ..: X g d ^ a b j [b j d T X h f X b Y g X I g f g a g T g i X f b e T b e X X Y K V g i X W X i X b c X a g a d X e h e T a W f [X e X f f X V d e
- ..7 V h f f [b j d T c c U X f g c e T V g V X a c T e g T T a W a T V b f h e !
- ..5 b b f g l b h e X d b W T a W g b f b e g X b c g T c X e b e T a V X b Y a T a V T V b a g b !
- ..7 X i X b c a X g b e f T a W b a g T V g j g X k c X e g Z X U X e f b Y 8 h b c X T a a f g g b a f T a W c T e a X e f b Y 8 h b c X T a c b e g T a V X T g g V T z X a V b c T f f a Z EU Funds event.

Programme Day 1 22nd March 2010

EXZV gTgba TaW, TaVbhgbY6baXeXaVX@TgKeT_(C_XTfXTaeFaZX~ aT_V[XV^za`ceXKeT_U] `ba`F haWlI Ž@Te/[%\$st)
 Sunday, March 21st 2010 from 2 p.m. to 6 p.m. & Monday, March 22nd 2010 from 8 a.m. to 9 a.m.

9.30-9.45

J X_Vb` X`abg`Yeb` `g` X`8hbcXTa`4VTWV` I` YbeGtKfZ8Vbab` Wf`i` ?Tj` TaWVb` ~
 6_ThVW7i` eZ7`eXVpbe: XaXet`_Ybe8hbcXTa`Cb_Ml` Ž9XVKeT`_@aVf`g` bY8Vbab` Wf` TaWGV[ab_bZI` Ž: Xe` Tal

BcXaVaZ`CTaX` 9hgeX`bY8H`9haW`

9.45-10.45
8H`9haW`TV`Xe%#\$&~6[T_XaZXF`TaW`CebegXf`
 ..G[X`ef`gbaT`X`YbeYhgeX`cb_Ml` V[TaZXF
 ..7`X`Y`Xd` bY8H`9haW` a`g` X`aXkgcbZef` ` `aZ`cXebW
 ..8Tf`aZ`eXWg`cX`T`TW` a`Vf`g`g` X`V[TaZXF` Ybe` beX`XY`VXaM` 2
 Chair: CXgkEJ` bf`gXeZ7`Xchg` 7`eXVpbe: bi`Xea` XagBY`VX`Ybe?bVT`_FX`Yz` bi`Xea`
 ` XagTaW`E`XZ`_baT`_Cb_Ml` ŽF`_bi` XaT`
 ?beXgJ` 7be` T`_@TeabZ7`Xchg` 7`eXVpbe: XaXet`_Z7: `4: E`Ž8hbcXTa`6b` ` V`f`ba`
 G[b` Tf` 5XaVW`eZ4VgaZ` 7`eXVpbeZ7: `8@C?Ž8hbcXTa`6b` ` V`f`ba`
 7e`@V[TX`_FV[aXVW`eZ`F`g`X`F`XV`e`g`d` Ybe9XVKeT`_TaVbhgbY6baXeXaVX`4VW`f`ZC`Xe` TaXag`
 E`XceXf`Xag`g`ba`bYf`Tkbal` Ž4a[T`gJ` Vj` g`X: Xe` Ta: bi`Xea` Xag`6be`@X` UXe`
 7: E`8: BŽ8hbcXTa`6b` ` V`f`ba`ŽeXceXf`Xag`g`i` X`Yeb` `g` X`9XVKeT`_@aVf`g` bY8Vbab` Wf` TaWGV[ab_bZI` Ž
 : Xe` Tal

10.45-11.15
 E`X`eXf` [` Xag5eXT`^

11.15-12.15
< c_X` Xag`g`ba`bY8H`9haW` T; bj` `g`Xa[TaW`g` X`VW`Y` Xd` 2
 ..E`XVb` ` XaW`g`ba`f` Yeb` `Xkzcbf`g`Xi` T`h`T`g`ba`
 ..5bg`XaXV`f` a`g` X`Vh`e`Xag`VW`_Y` Xd` bY9haW`
 ..?Xf`f`ba`f` X`TeaXW`be`g` X`a`Xkg`Cb`Zef` ` `aZ`cXebW
 Chair: `AV[b`_Tf`_@Tej` aZ7`eXVpbeZ7: `E`8: BŽ8hbcXTa`6b` ` V`f`ba`
 G[b` Tf` 5XaVW`eZ4VgaZ` 7`eXVpbeZ7: `8@C?Ž8hbcXTa`6b` ` V`f`ba`
 CXgkEJ` bf`gXeZ7`Xchg` 7`eXVpbe: bi`Xea` XagBY`VX`Ybe?bVT`_FX`Yz` bi`Xea` XagTaW`
 E`XZ`_baT`_Cb_Ml` ŽF`_bi` XaT`
 E`XceXf` Xag`g`i` X`Yeb` `g` X`9XVKeT`_@aVf`g` bY8Vbab` Wf` TaWGV[ab_bZI` Ž
 : Xe` Tal

Lunch Break

Session I 8i`T`h`T`g`ba`T`F`g`g`f`Dhb`TaW6[T_XaZXF`

14.00-15.00
8kzCbf`g8i`T`h`T`g`ba`bY8F`9`
 %###Z/#) -@`Ta`6baV`hf`ba`f`~
 TaW`E`XVb` ` XaW`g`ba`f`~
 ..7`Xf`Za`TaW`b`U`X`V`g`i` Xf` bY`g`X`
 ex-post evaluation 2000-2006
 ..@`X`g` bW` T`cc`_XW`TaW`
 ~ V`W` V`h`g`Xf`~ X`g`
 ..F`I` a`g` X`f` V`e`X`cb`e`g`b`Y`X`k`z`c`b`f`g`
 evaluation of ESF supported
 programmes 2000-2006
 ..6baV`hf`ba`f` TaW`eX`Vb` ` XaZ`
 adations for the present pro-
 grammes
 E`XceXf`Xag`g`i` X`bY8i`T`h`T`g`ba`TaW`
 <`c`T`V`g`4`f`f`X`f`f` Xag`Ha`g`Z7: ~
 8@C?Ž8hbcXTa`6b` ` V`f`ba`~

14.00-15.00
?XTea`aZ`8i`T`h`T`g`ba`i`V`
BaZb`aZ`8i`T`h`T`g`ba`
 ..6baV`h`V`g`aZ`_baZb`aZ`_Xi`T`h`T`Z`
 tions in the present program-
 ming period 2007-2013
 ..The ongoing evaluation-approach
 compared to traditional evaluations
 and mid-term evaluations
 ..8i`T`h`T`g`ba`V`T`c`T`V`g`_U`h`V`W`aZ`
 ..Learning via ongoing evaluation
 ..b`a`g`X`T`e`a`aZ`_f`l`f`g`k`_U`X`g`_X`X`a`
 ~ 8F`9`TaW`8E`7`9`
 ..7`Y`f`X` `a`T`g`ba`TaW`ch`U`V`W`U`T`g`k`
 : i`e`T`a`5`eh`_a`Z`F`X`a`be`4`a`T`_l`f`g`
 haW`@`Te`g`a`_A`I`d`i`f`g`Z`8i`T`h`T`g`beZ`
 F`j`X`W`f`[`4`Z`X`a`M`_Y`be`8`V`bab`_W`
 TaW`E`XZ`_baT`_;`e`j`g`f`G`_i`U`k`g`
 i`X`e`X`g`Z`f`j`_X`W`X`a`
 F`i`X`a`~T`a`f`b`a`Z`a`T`g`ba`T`_6`b`z`
 ordinator for Evaluation and
 @`ba`V`p`e`a`Z`Z`f`j`_X`W`f`[`8`F`9`
 6bhaV`Z`f`j`_X`W`X`a`

14.00-15.00
CebZef` `X`@`ba`V`p`e`a`Z`
6b` `g`X`f`C`X`e`b`e`TaVX`
4cceT`V`T`_T`f`T`6b`_cbaXag`
bYg`X`BaZb`aZ`8i`T`h`T`g`ba`
 ..Components of the ongoing
 evaluation
 ..The contribution of partnership to
 the quality of programmes
 ..E`b`X`TaW`g`f`_f`b`Y`C`e`b`Z`e`f` ` X`
 Monitoring Committees
 ..a[b` bZ`X`a`X`g` bY` X` UXe`
 ..C`e`X`e`X`h`Y`g`f` bY`T`a`_X`Y`W`g`i`X`
 governance, partnership and
 monitoring
 ..Conflict resolution and consensus
 building
 7e`@V[T`_;`^`bh` T`f`Z`BY`V`X`Z`
 AT`g`ba`T`_6`b`b`e`N`a`T`g`ba`_4`h`g`_b`e`g`
 A`F`E`9`T`a`T`g`ba`T`_F`g`g`Z`V`E`X`W`Z`
 e`X`a`V`X`9`e`f`_X`j`_b`e`f`Z`_e`X`W`X`

14.00-15.00
F`l`f`g`k`_b`Y`B`a`Z`b`a`Z`8i`T`h`T`g`ba`
a`g`X`E`XZ`_baT`_Cb_Ml`_Z`4`Z`e`V`h`g`e`X`
TaW`E`h`e`f`_7`X`i`X`b`c`_X`a`g`
 ..8i`T`h`T`g`ba`_f`l`f`g`k`_f`
 ..Cb`f`f`U`X`_f`l`_a`X`e`Z`X`f`_a`g`X`i`T`z`
 luation of the different funds/
 programmes
 ..6b` `ba`c`e`b`U`X`_f`_b`Y`W`g`
 ~ T`i`T`U`U`X`g`_f`o`h`T`a`g`_V`T`g`ba`_b`Y`
 impact indicators, use of control
 groups)
 ..A`X`j`_`c`T`V`g`T`f`f`X`f`f`_X`a`g`
 methodologies applied in
 ;`haZ`T`e`d`
 ..9`e`f`g`X`i`T`h`T`g`ba`_e`X`f`h`g`
 7e`@V`W`g`;`T`U`h`V`T`Z`e`[`T`e`c`X`e`f`_b`a`Z`
 ;`haZ`T`e`T`a`_8i`T`h`T`g`ba`_F`b`V`X`g`_Z`
 ;`haZ`T`e`d`

14.00-15.00
E`X`f`h`g`_b`Y`g`X`8kz`C`b`f`g`8i`T`h`z`
T`g`ba`b`Y`g`X`9`9`_T`V`###Z`/#) f`l`
 ..4`f`b`Y`9`9`:_`a`g`k`e`X`a`g`b`a`f`_b`a`
 European and national level
 ..4`e`X`T`f`_b`Y`a`g`k`e`X`a`g`b`a`f`_T`a`W`
 implemented policy measures
 ..8`a`i`_e`b`a`_X`a`g`_T`a`W`f`b`V`T`_`
 impacts
 ..Added value of the EU contribution
 ..?X`f`f`ba`f`_X`T`e`a`X`W`
 ..4`_X`a`W`_X`a`g`c`e`b`c`b`f`T`_f`
 4`e`a`T`h`V`W`5`X`e`g`T`a`V`Z`_X`T`W`b`Y`C`e`b`z`
 J`X`V`g`_b`e`8`k`z`c`b`f`g`8i`T`h`T`g`ba`_b`Y`
 9`9`_T`V`###Z`/#) f`l`Z`T`e`g`a`X`e`Z`_b`z`
 i`X`e`a`_X`a`g`i`_C`h`U`_V`F`X`V`g`p`e`Z`8`e`a`f`g`
 i`L`b`h`a`Z`Z`9`e`T`a`V`X`

15.30-16.30
 < c_X` Xag`gba`bY@Tjbe`aVtZ
 f ghVghE`Cb]XVg
 ..CbZexff`dWTI
 ..AXXWd`fcXXWnc`g`X` c_XZ
 mentation process
 ..E b_X`bYVWkE`agcTegXef`ai b_Z
 ved in the implementation pro-
 cess
 ..8af`heaZ`TccbcE`Tg`cCb]XVg
 monitoring and evaluation
 ..4`j`Tl`Vbj`T&W
 =TV`8aZj`XZ`XaZ; XTWbY`Ha`gZ
 7: E 8: 8`Z8hbcXTa`6b` `Vf`ba

15.30-16.30
 9haWkZ`g`XE`XZ`baT`aabi`Tgba`
 FI f gX` f`g`dohZ[`6b` cXg`gba`
 CdbVXWkE`f`j`Vj; Xc`bY8E`79CdbZ
 ZEt` `X`a`Abd`E[`aXZ] Xf`g:[T`T
 ..aabi`Tgba`TaWE`i` 7`Tf`X`Z`V`Uv
 `Vj`Veg`eba`a`8E`79`bc`Xet`gbZ
 nal programme
 ..6`hf`g`ef`Tf`UTf`V`bex` c`bl`z
 ment growth
 ..CbVXXWkE`Z`b`VeV[b`VX`b`YE`i` 7`
 projects
 ..<`cTV`g`bY`g`X`Vb` c`Xg`gba`ba`
 mobilisation of innovation drivers
 ..6[b`VX`b`Y`cb]XVg`TWbE`WkZ`d`
 quality criteria
 ..E`XVb` `XaW`T`gbaf`
 @Teja; Xaa`V`XZ; XTWbY
 Ha`gZ`8hbcXTa`8Vbab` `W`TaW
 F`ghVghE`_Cb`M`Z`@`a`f`g`l`b`Y
 8Vbab` `W`4`WT`ef`TaW`8a`XeZl`
 bY9XWkE`_F`g`g`Abd`WE[`a`Xz
 J`Xf`g:[T`_T`Z: Xe` Tal

15.30-16.30
 ; XT`g` `6[XV`^`Bhg`b` Xf`-J [Tg
 4e`g`X`X`Xj` `6[T`_XaZ`Xf`2
 ..E`Xf`h`g`b`Y`g`X; XT`g` `6[XV`^`
 and implementation in the
 Member States
 ..G[XE`XW`i`Xd` `CTV`TZ`X`+`V`g`X`f`h`g`
 ..6[T`_XaZ`Xf` `b`e`%`\$`#`
 CX`g`e`j` X[e] X` Z; b`e`n`b`a`g`_`
 6`b`b`E`W`a`T`g`b`e`6`b`a`f`V`g`a`M` `b`Y
 E`h`e`T`_7`Xi`X`bc` `X`a`g`Z: `4: E`Z
 8`h`e`b`c`X`T`a` `6`b` ` `V`f`V`a

15.30-16.30
 -aabi`Tgba`TaW9f[XeXf`-g`X`
 E`b`X`b`e`8`H`9`ha`W`a`Z
 ..J [I`aabi`Tgba`a` `f[XeXf`2
 ..B`c`X`a`aabi`Tgba`f`l`f`g`X` `f`+`
 ` `f[XeXf` `a`T`U`b`T`W`k`E`V`b`a`g`k`g`
 of maritime economies
 ..G[X`d`X`b`Y`8`h`b`c`X`T`a` `9`f[XeXf`
 Fund – Axis 4
 ..aabi`Tgba`TaW`c`b`f`g`%`\$`&`8`9`9
 F`_J`j`b` `e`G`b`^`T`e`^`Z; XTWbY`Ha`gZ
 F`ghVghE`_Cb`M` TaW`8Vbab` `W`
 4a`T`l`f`V`Z: `@`4`E`8`Z`8`h`b`c`X`T`a`
 6`b` ` `V`f`V`a

“A symposium meeting the broad European interests and aspects of EU Funds”

Kerstin Menzel, Head of Unit, Bank of Thuringia, Germany

Questions, Answers & Discussion

16.40-17.40
 ; bj` `d`4V[W`i`X`FI`a`X`e`X`f`+`
 Hf`a`Z`F`ghVghE`_9`ha`W`a`Z`Ta`W
 8`5`?`b`T`a`f
 ..8a`b`E`a`Z`c`Teg`Xef[`c`U`X`g` X`Xa`
 EU institutions, managing
 `Th`g`b`e`g`X`f`Ta`W`U`X`a`X` `W`T`e`X`f`
 ..8`k`c`X`e`X`a`V`X`f` `Y`b` `g`X`c`e`i` `b`h`f`
 programming period
 ..6`b`z`a`T`a`V`a`Z`B`c`X`e`T`g`b`a`T`_`C`b`z`
 grammes in the Baltic States –
 the case of Lithuania
 E`b`_T`a`W`E`T`a`W`X`X`_g`T`X`a`b`e`8`a`Z`V`
 a`X`X`e`Z`C`b`Z`e`T` `X`?`X`a`W`a`Z`
 7`i` `V`f`b`a`Z`C`b]XVg` `7` `e`X`V`g`e`T`g`Z`
 European Investment Bank

16.40-17.40
 Gbj`TeW`?bj` `6`TeUba`8VbabZ
 `W: `d`j`g` `+`T`a`8Tf`g`b`Y`8a`Z`Z
 _T`a`W`8`k`c`X`e`X`a`V`X
 ..E`X`Z`ba`T`_`V`b`a`g`k`g`
 ..Background to the development
 of the programme strategic
 theme “low carbon economic
 growth”
 ..F`g`T`g`Z`V`_`a`^`T`Z`X`f`+` `6`b` ` `h`a`Z`
 ` `g` `A`T`g`b`a`T`_`E`X`Z`ba`T`_`
 ..Implementation of the programme
 - supporting the region to emerge
 from the recession
 ..G[X`f`g`T`g`Zl` `a`T`V`g`b`a`+` `c`b]XVg`
 case studies
 4`a`W`g` `?`h`Y`Z; XTWbY`Ha`gZ
 8`h`e`b`c`X`T`a` `F`ghVghE`_9`ha`W`
 C`b`Z`e`T` ` `X`f`Z`8`T`f`g`b`Y`8`a`Z`_T`a`W`
 7`Xi`X`bc` `X`a`g`4`Z`X`a`V`Z
 H`a`g`X`W`> `a`Z`V`b`

16.40-17.40
 8`_Z`U`U`_g` `b`Y`8`k`c`X`a`W`g`h`e`X`
 6`b` ` `h`a`g` `i` `X`e`f`h`f` `A`T`g`b`a`T`_`
 8`_Z`U`U`_g` `E`h`X`f`
 ..E`X`Z`h`_T`g`b`a`T`e`j`V`X`f` `Z`b`i`X`e`a`a`Z`
 eligibility of expenditure
 ..8`k`c`X`e`X`a`V`X`b`Y`W`X`f`Z`a`a`Z`Ta`W`
 applying national eligibility rules
 ..C`b`f`i` `V`b`a`f`b`Y`a`T`g`b`a`T`_`j`f`i`
 community eligibility rules
 ..Eligibility rules in context of territorial
 Co-operation Programmes
 ..F` `c`_`V`T`g`b`a`T`a`W`X`_Z`U`U`_g` `d`h`X`f`
 for new programming period
 F`g`c[`X`a`5`_J`e`Z` `e`X`V`g`e`T`f`b`h`g` `X`e`a`
 i` `8`T`f`g`e`a`E`X`Z`ba`T`_`4`f`f`X` `U`l`Z
 Ireland

16.40-17.40
 f`E`h`e`T`_7`Xi`X`bc` `X`a`g`C`b`_M`
 8`Y`X`V`g`i`X`8`a`b`h`Z[`4`Z`T`a`f`g`
 E`h`e`T`_H`a`X` `c`b] `X`a`g`T`a`W`
 F`b`V`T`_8`k`V`h`f` `b`a`2
 ..G[X`d`X`b`Y`E` 7`TWbE`WkZ`d`
 ` `B`8`6`7` `T`a`W`8`H` `W` `a`_g`b`a`f`
 ..6`e`T`g`a`Z` `j`b`U`f` `a` `d`h`e`T`_T`e`X`T`f`
 ` `g` `d`h`Z[`8`4`9`E` 7` `Y`h`a`W`
 ..G[X`d`X`b`Y`4`k`f` `&`Z` `T`a`W`a`z`
 vestment support in job creati-
 on and rural living standards
 ..G[X`V`T`f`X; `h`a`Z`T`d`
 ..F`b`h`g`b`a`f`-`V`b` `c`_X`k` `d`h`e`T`_`c`b`z`
 ` `Z`e`T` ` `X`f`Z` `a`T`a`V`a`Z`_g` `e`h`Z[` `
 different European Funds and
 additional resources
 @`V` `e`f` `@`T`x`V`n`7`X`c`h`g` ; XTWbY
 7`X`c`T`e`g` `X`a`g`7`X`c`T`e`g` `X`a`g`b`e`E`h`e`T`_`
 7`Xi`X`bc` `X`a`g` `@`a`f`g`l`b`Y`4`Z`e`z`
 V`h`g`h`e`T`a`W`E`h`e`T`_7`Xi`X`bc` `X`a`g`
 ; `h`a`Z`T`d`

Questions, Answers & Discussion

Session III

F\ c_ VTgba bYFI fgX TaWCbVXWheXf

9.00-10.00
F\ c_ VTgba bY6b[Xf'ba
Cb_M EXZhTgba f: XaXeT_
Bi Xa Vj
..AXXWbef\ c_ VTgba a^6b[Xz
sion policy - an overview
..6[TaZXF d'g X'E XZhTgba f
already implemented
..CbcfbfXWheg XeE XZhTgbd
changes
..4ffXff XagbYXWVg
..Aba'E XZhTgbd f\ c_ VTgba
issues
: Teel J [VgZ; XTWbY@ba'qdz
eaZ TaW6bagb_8ai vba XagZ
8hebcXTa'Cb_M TaWCbz
ZeT Xf 7v V'baZ6b haV
gXf TaW?bVT: bi Xea XagZ
Ha'gW> aZVb

9.00-10.00
EXi XahX: XaXeTgba F\ c_ z
VTgba f^9TVgbe@i g
..E Xi XahX Z XaXeTgba f
brief background
..E Xi XahX TaWaVb X t
important differences
..4eJ V X (f Tf T XaVWWTaW
treatment of revenue in 2007-
2013
..6b V f'ba F\ c_ VTgba
proposals
..J \ f\ c_ VTgba UXTV[Xi XVZ
..Bi Xa Vj bY TccbTV[Xf t
estimation, monitoring, accounting
..8kcXeXaVX TaWZbbWceT VgVX
in projects
= \ @_JaVz; XTWbY; V[JaW
i f JaW TaWgXeT_6bz
bcXeTgba CbzE f Xf Z8hebz
cXTa FghVgheT_9haW 7v V z
baZF Vbgf [: bi Xea XagZ
Ha'gW> aZVb

9.00-10.00
@bi aZ'4j TI Yeb' g XEXT_
6bf gCeaVc_X-Gj XHf XbY
f\ c_ XW6bf gBcgba f
..7V Vh gXf YTVXWj g'g X'fXT_
cost" principle
..G[eX'f\ c_ XW6bf gBcgba f
- Indirect costs declared on a
TgetX'UTfV
- Standard scales of unit costs
- Lump sums
..6[bbf aZ Ta'bcgba YbeT'cbz
ject: calculation method on pro-
ject examples
..z cTVgba ThVgexdh'eX Xagf
?TheXagf Xaf ZCb_M BY VXZ
8F 9'6bbeNaTgba Ha'gZ:
8@C?Z8hebcXTa'6b V f'ba

HfX'bYF\ c_ XW6bf gBcgba f

E Xi XahX: XaXeTgZ Ccb]XVg

Questions, Answers & Discussion

Refreshment Break

Session IV

6_bf heX'bYCbzE f aZ CXebWt ?Xf f baf d?XTea

11.00-12.00
CTegT_6_bf heX'bY###Z#S&
CbzE f aZ CXebWt
CbVXWheXTaW5XaX g
..J [I g X'axj bcbga YbecTegT_
programme closure was intro-
duced for 2007-2013
programmes
..8kcTaTgba bYg X'cbVXWheX' d
follow
..G[XTWTa gZXF bYcTegT_Vbz
sure for implementing bodies
TaWUXaX VTeXf
..CbgagT_e f'f TaW[bj d
manage them
AW[bTf @Teg aZ7'XVgbeZ
7: E8: BZ8hebcXTa'6b V f'ba

11.00-12.00
9aT_6_bf heX'f EXdh'eX Xagf
..Smooth closure process
..F gTgZI beVbfheX
..9aT_excbegj aWaZzhc WXVIZ
etgba TaWVXeg XWf g'g Xag
bY aT_XkcXaWgheX
..9ef g aWaZf a'g X'fhu gXW
aT_VbfheX
..z cbi aZ'g X aT_VbfheX be
the present programming period
..4WTa gZXF Yeb hf aZ'cTegT_
closure" and work on "closure"
during the programming period
5Teel Abeg Z7Xchd 7v V'baT
; XTWbYHa'gZ8hebcXTa'Cb_M
i CbzE f Xf 7v V'baZ6b z
ha'gXf i ?bVT: bi Xea XagZ
Ha'gW> aZVb
6ef gaT 4f gheTf ZCb_M BY z
VXeT Cb_M 6bbeNaTgbeZ:
8@C?Z8hebcXTa'6b V f'ba

11.00-12.00
< c_X XagaZ'g X'4hgd TgV
7XVb g XagEhX
..7bXf'g X'at %at & dh_X[Xc
development?
..7V Vh gXf cTff aZ Yeb' Vb z
mitments to payment declarations
..E V Wj bYg X'ekZhTgba aXXW
be f\ c_ VTgba
..9aTaVt_cTg i Xefhf'et_
project's execution: importance
of having a long and mature list
of projects
..CeTgVT_hfXf bYg X'at %at &
rule: ongoing evaluation
=bfB?hf> TfXe@beXfZ7Xchd
7'XVgbe: XaXeT_ Yeb'XeT Cbz
ZeT aZ TaWBI ThtgbaZe'aVg
bY8Vob i TaW9aTaVZf cTa

FhccbegTaW hWVaVYbeE heT TaW9f [XeXf 4Vgba f

9.00-10.00
8i Thtgba TaWz cTVg4ffXffz
XagbYE 7 CbzE f Xf -: bj
d@XTfheX'g X'z cTVgBY
CbzE f Xf
..8i Thtgba TaWz cTVg4ffXffz
Xag'a'g X'VbagkkgbYE 7 Cbz
grammes
..G[X'Xi Thtgba_bZV" c[Vbfbz
c[I bYE 7 cbzE f Xf i V zOz
vis other EU policy programmes
..8i Thtgba f'g_bZV TaWVbaZ
tent according to the CMEF
..z cTVg4ffXff XagT'g_bZV
and content
..@Xg bWb bZVT V f hXf be'g X
WVXea'g X TgV X W
5XeaWF V[h[ZCb]XVg@TaTZXeZ
TaW8H> Xl 8kcXeZ8H'8i ThtZ
gba AXg be^beE heT
7Xi Xbc XagZ4hf gT

9.00-10.00
9ef g8kcXeXaVX] g'g X
< c_X Xag'gba bYCXebe TaVX
@TaTZ Xag'a EXTgba d'899
..G[X' bWb bYcXebe TaVX
management (EFF)
..G[X'hf X'bYg X'g Xbd bY
change
..8f g U V[aZ bU]XVgi Xf
..F XgZ hc'aVWT d'ef
..@ba'gbeZ
..Bhg'b Xf\ cTVg
..8i Thtgba
=T'bU@i ZXi TaZz; XTWbY
6bbeNaTgba 7v V'ba bY899TaW
849E 7Z@a'f g bY4ZehgheZ
9bbW TaW9f [XeXf Z7Xa Te^

E Xi XahX: XaXeTgZ Ccb]XVg

Questions, Answers & Discussion

Lunch Break

Session V

9aTaVT_6bagb_

14.00-15.00
E V ^ 4aT J f V ^ be8YXVgi X
6bagb_bY8H9haW
..BUjXVgi Xf bYef ^TaT J f V ^
..G cXf bYef ^f ^
..E V ^TaT J f V ^Tgg X V W X eXag
control levels
..4aahT_hcVTgkf bYef ^TaT J f V ^
6Teb_aX^6T_Xaf Z7 Xchd ; XTW
bYHa^g^6bbeNaTgba bY4hWgZ
EX Tg baf j ^g^d X^6bhegbY
4hWgpf TaWB?49Z7:
E8: BZ8hbcXTa^6b^ ` V f b a

14.00-15.00
FT` c_aZ @Xg bW TaW8i T_hTz
gba bYFT` c_aZ EXfh_gf
..Choosing the sampling method:
monetary unit sampling, diffe-
rence estimation, risk, model
and management resource base-
based sampling
..Understandability and reasonable
assurance
..Advantages and disadvantages
..FT` c_aZ`cXebe TaVX`
..8i T_hTgba TaW Xg fcb Tgba bY
sampling results
..6baVhf`baf`Yb` fT` c_aZ`
8e`laf`?XaŠf Z7`eXVpeZ4hWg
7XcTeg Xag`@`aV`g` bYE XZ`
baT_7Xi Xbc` XagTaW?bVT`
: bi Xea` Xag`?Tg VT`

"Great event with hundreds
of colleagues from all across
Europe and all institutions
involved." Auditor, Financial Audit
Service, Ministry of Finance, The Netherlands

FhccbejTaW hVWavX`beEheT_TaW9f [XeXf`4Vg baf`

14.00-15.00
?XTWxe`a`gtgi X`be5bgg` zhc`
EheT_7Xi Xbc` Xag
..agbVWgba`p`8H,f`?8478E`
initiative for bottom-up rural
development
..6TfX`9a`JaWi` =bhg`Xag`a`
E Xg`?4: `a`fJ`z9a`JaWUXfg
`ceTg`VX`i` B867`Xi`T`hTgba
..@T`af`gXT` XW?8478E`%##*`z
`%#\$&Tf`c`TegbY8H,f`E`heT`
`7Xi`Xbc` Xag`CbZef` `XTaW
`849E7
..8kg`a`Waz`?8478E`Ubg`a`
`ZxbZef`c [VT`_fe`hf`VT`Z4`eVTZ
(South-America) and thematic
`fi`f [XeXf`i` `Xai` `eba` `Xag`_cb`
cy) terms
CXg`E`aa`XZ`@TaTZ`XZ
Joutsenten E Xg`?4: Z9a`JaW

14.00-15.00
Gbb_f`YbeFhf`g`aTUx`
7Xi Xbc` XagbY9f [XeXf`4eXf`
..z` cX` XagaZ`H>`bUjXVgi Xf
..Axis 4 of EFF and its challenges
..7`V`Vh`gXf`XaVbhag`eXW
..F`hZZXf`g`Wf`b`hgba`f`TaWUXf`g
practice
..B`hgbb`^
E`Ti` ;` XW`Xi` Z;` XTWbY5hf`aXf`f`
E`X`T`g`baf`G`K`T` Z`@Tea`X`9`f` [`Xz
eXf`4Z`Xa`V`Z`Ha`g`W>`a`Z`Vb`
F`g`i`X`5`T`_Xi`Z`a`T`g`ba`T`_9`f` [`XeXf`
9`ha`W`?`T`V`ba`Z`B`Y`V`X`e`8`H` :` e`T`ag
4`W`f`c`X`V`T`_f`g`Z`Ha`g`W>`a`Z`Vb`

Questions, Answers & Discussion
Refreshment Break

F X f f`ba1 <`

9aTaVT_6bagb_

15.30-16.30
E V ^ @TaTZ X` XagT`Gj` TaW`T`
F bha`V`ag`ka`T`_6`bagb`_F`I` f`g`
..;`bj`p`U`h`V`h`c`T`e`f`^`TaTZ`X`ag
system
..ag`ka`T`_V`bagb`_`c`eb`V`X`h`e`X`f`
..B`a`z`j`X`z`f`c`b`g`b`U`j`X`V`g`i`X`f`TaW
checks
..G [X`V`b` c`_V`a`V`X`T`f`X`f`f` Xag
as a dynamic process
..E`V`^`U`T`f`X`W`W`V`f`ba`
..6`b` `ha`V`T`g`ba
..Chf [a`z`a`g`ka`T`_V`bagb`_`U`b`h`a`z
`W`e`X`f``d`j`T`e`W`_U`X`a`_`V`T`e`X`f`
?`h`V`^`C`X`e`X`e`f`V`b`f`F`T`a`g`f`Z` XTWbY
ag`ka`T`_4`h`W`g`7`X`c`T`e`g` Xag`B`c`X`z
e`T`g`ba`T`_C`e`b`Z`e`f` `b`Y`G`e`e`p`d` <`z`
c`e`b`i`X` Xag`f`V`##`Z`#`\$`&`8`E`7`9`6`9`Z
C`b`e`h`Z`T`_

15.30-16.30
4aahT_4hWgE XcbejaZ`
..4cc`eb`TV [`p`TaahT`_e`X`c`b`e`j`a`Z`
..6`b`a`g`a`g`b`Y`T`a`a`h`T`_V`b`a`g`b`_
report: results of the system
audits and of the audits of
operations
..Cbff`V`J`X`^` bW` V`T`g`ba`b`Y`g` X`
audit strategy
..Cbff`V`J`X`T`V`g`ba`c`_T`a`f`
..C`e`X`c`T`e`a`Z`T`h`W`g`b`c`a`b`a`
=X`T`a`z`C`V`e`e`X`=b`V [`h` `Z`
6 [T`e` Ta`b`Y`g` X`6`6`Z`4`h`W`g`
4`h`g`b`e`g`Z`9`e`T`a`V`X`

15.30-16.30
F`g`T`g`^`4`W`h`a`V`X`e`9`a`T`a`V`T`_
6`b`a`g`b`_
..F`g`T`g`T`W`e`h`X`f`Z`4`e`g`V`X`f`+`*`
and 88
..J [X`a`p`T`c`c`_`f`g`T`g`T`W`e`h`X`f`
..E`b`X`b`Y`g`X`^` TaTZ`a`Z`Th`g`b`e`g`
..4`c`c`_V`T`g`ba`b`Y`g`X` :` X`a`X`e`T`_
`5`b`V`^`8`k`X` `c`g`ba`E`X`Z`h`T`g`ba
..4`c`c`_V`T`g`ba`b`Y`7`X`@`a` \ `V`
F [X`X`a`T`5`e`b`j` a`Z;` XTWbY
5`e`T`a`V [Z`f`g`T`g`^`4`W`h`a`g`Z`5`h`f`v`
a`X`f`f`6`b` `c`X`g`g`i`X`a`X`f`f`7`V`v`
f`b`a`Z`5`h`f`a`X`f`f`Z`8`a`X`e`Z`I` TaW
8`a`g`k`e`c`e`f`X`7`e`X`V`p`e`t`g`Z`f`V`b`g`
g`f [:` bi`X`ea` `X`ag`
H`a`g`W>`a`Z`V`b`

Questions, Answers & Discussion

Workshop Day 3 24th March 2010

J be^f [bc~\$

9.00-12.30
 ; bj ~gp~> cbi X1 bheE V^
Analysis Tools
 ..B UjXVgi XbYef^TaTlfV
 ..G cXbYef^f
 ..4hVger^~ bVX_TaWTffheTaVX
 model
 ..4hVgj be^ bj TaWThWj
 procedures
 ..E V^TffXff^ XagTaWTVpof
 ..E Xfh_g^bYef^TffXff^ XagTaW
 deviations
 ..6baVhf^baf^bYef^TaTlfV
 ..CeTVgVT_XkT^ cX~
**6[ef_gTa^7XUTV[Z; XTWbYHaVgZ
 8H^9aTaVT_6bagb_Z@^aV_gj
 bY9aTaVXZ5TVXaZj oeggK^ z
 UXeZ: Xe^ Tal**

J be^f [bc~%

9.00-12.30
**ChU_V^CebVheX^ Xag^7X_i XeaZ
 XWVgi XEXfh_g^j^g^T^
 Vb^ c^TagCebVXff^**
 ..agbVhVgba
 z^8H^7^eVgi Xf^TaWaTgBaT_
 requirements
 - Consideration of key procure-
 ment principles
 - Consideration of key risk areas
 ..CebVheX^ XagcebVXff
 z^7X^a^aZ^g^X^e^dh^eX^ Xag
 z^7Xg^e^a^aZ^T^W^X^i^X^d^f^g^T^g^Z^i^
 - Advertising the requirements
 - Prequalifying suppliers/contract-
 ors
 - 7Xf^Va^aZ^g^X^g^a^V^e^Vb^Vh^ Xag
 z^7X_i XeaZ^Ta^Xi^T^h^Tgba^eXcbeg
 - Awarding a contract
 - Contract administration
 - Change management
 ..6TfX^fghW
 ..6baVhf^ba^
**7XV_TaJ^I^VXZ^9aTaVX^
 7^eXVpazE^T^j^TI^CebVheX^ Xag
 4ZXaVI^Z^eX^JaW**

J be^f [bc~&

9.00-12.30
**CebcXeHf^XbY4eg^((^FghVghet_
 9haW^EXZh_Tgba^**
 ..E XZh_Tgba^ehXf^ba^eXi XahX^
 generation
 ..F Xei^VXf^bYZXaXeT^XVbab^ V^
 ^agXef^gff^: 8^f^Va^eXi XahX^
 generating projects
 ..E XZh_Tgba^ehXf^ba^eXi XahX^
 generation projects
 ..8fg^T_gaZ^a^TW^TaVX^TaW
 calculating revenues
 ..@ba^pbaZ^eXi XahXf
 ..4WbhagaZ^eXi XahXf^TgcTegT_
 ^be^aT^V^pf^heX^bYB^cXeTgBaT_
 Programmes
 ..CeTVgVT_XkXeV^X
**7e^6fTUT^@Te^hf^??!@!Z
 7^eXVpaz: eTag^i^aVXagi XfZ
 GtKZ^7X^b^gg^6b!^?g^VZ; haZTe**

E Xi XahX: XaXeTgaZ^CebXVg^

Questions, Answers & Discussion

Agenda includes Refreshment Break

\$!&#~8aWbY7TI ~&TaW; TaVbhgbY6Xeg; VTgXf

Programme may be subject to alterations

"5XaX g^eb^ g^X^fi^ cbf^h^ af^ceTVgVT_TcccbTV[^f

Speakers

“Very well organised with many pleasant and skilled experts”

Tomas Palecek, Financial Manager of EU Funds, Ministry of Transport, Czech Republic

6?4H7 4 7i EE

Director General for European Policy, Federal Ministry of Economics and Technology, Germany

?BE 8GG4 7BE @4? @4E AB

Deputy Director General, DG AGRI, European Commission

G; B@4F 58A78E

Acting Director, DG EMPL, European Commission

7E!@6; 48? F6; A8-78E

State Secretary for Federal and European Affairs, Permanent Representation of Saxony-Anhalt with the German Government, CoR Member

C8G8E J BFGA8E

7 Xchg 7 \XVpč: bi Xæ` XagBY VX`be?bVT_F X_Yz: bi Xæ` XagTaWE XZ`baT_Cb_VI ŽF_bj XaT

: İ E 4A 5EH? A

Senior Analyst, Swedish Agency for Economic and Regional Growth (Tillväxtverket), Sweden

@4EGA ALDI FG

Evaluator, Swedish Agency for Economic and Regional Growth (Tillväxtverket), Sweden

FI 8A 4AFFBA

National Coordinator for Evaluation and Monitoring, Swedish ESF Council, Sweden

7E!@6; 4? : >BH@4F

BY VXŽATgbaT_6bbWAtgba`4hg beg`AFE 9`fATgbaT_F gTgXZV`E XWæXaVX`9eT` Xj be`fZ` eXXVX

7E! =H7 G; 45H74

Chairperson, Hungarian Evaluation Society, Hungary

4EA4H?7 58EGE 4A7

Head of Project for Ex-post Evaluation of FIFG (2000-2006), Partner, Government & Public Sector, Ernst & Young, France

=46> 8A: J 8: 8A

Head of Unit, DG REGIO, European Commission

@4EGA ; 8AA 6> 8

Head of Unit European Economic and Structural Policy, Ministry of Economic Affairs and Energy of Federal State Nord Rhine-Westphalia, Germany

Speakers

C8G8E J 8; E; 8@

Horizontal Coordinator, Consistency of Rural Development, DG AGRI, European Commission

F?4J B@€ GB>4EF><

Head of Unit, Structural Policy and Economic Analysis, DG MARE, European Commission

EB?4A7 E 4A7898?G

Senior Engineer, Programme Lending Division, Projects Directorate, European Investment Bank

4A7E8J ?H99

Head of Unit, European Structural Funds Programmes, East of England Development Agency, United Kingdom

@>?É F~@4. 6M

Deputy Head of Department, Department for Rural Development, Ministry of Agriculture and Rural Development, Hungary

: 4EEL J ; €8

Head of Monitoring and Control Environment, European Policy and Programmes Division, Communities and Local Government, United Kingdom

=@~@?4E7

Head of Highlands & Islands and Territorial Co-operation Programmes, European Structural Funds Division, Scottish Government, United Kingdom

?4HE 8AGF 8AF~

Cb_Ml `BY VXež8F9~6bbeWATgba`HaVž7: `8@C?ž8hěbcXTa~6b` `Yf`ba~

58EA7 F6; H;

Project Manager, EU Key Expert, EU Evaluation Network for Rural Development, Austria

=4>B5~@I : 8?I 4A:

Head of Coordination Division of EFF and EAFRD, Ministry of Agriculture, Food and Fisheries, Denmark

A€; B?4F~@4EGLA

Director, DG REGIO, European Commission

54EEL`ABEG;

Deputy Divisional Head of Unit, European Policy & Programmes Division, Communities & Local Government, United Kingdom

6E FGA4~4FGHE 4F

Cb_Ml `BY VXe†`Cb_Ml `6bbeWATgpež@baVpeaZ`bY6beXf cbaWVaZ`ATgbaT`Cb_Vfž7: `8@C?ž8hěbcXTa~6b` `Yf`ba~

=BF¿?HF`>4F8E~@BE8€4F

Deputy Director General for Territorial Programming and Evaluation, Ministry of Economy and Finance, Spain

Speakers

9E 4A> 4F > 8??

Senator, Euromontana, Belgium

C4H? FBGB

Team Leader, FARNET Support Unit, Belgium

64EB? A8 64?? 8AF

Deputy Head of Unit, Coordination of Audit, Relations with the Court of Auditors and OLAF, DG REGIO, European Commission

8EI AF ? 8A{ F

Director, Audit Department, Ministry of Regional Development and Local Government, Latvia

=84AžC-8EE 8=B6; H@

Chairman of the CICC, Audit Authority, France

C8GE <E AA8

Manager, Joutsenten Reitti LAG, Finland

E 4L ; 87? 8L

Head of Business Relations Team, Marine and Fisheries Agency, United Kingdom

FG8I 8 54 2 8L

ATgbaT_9f[XeXf~9haW?TfbažBY VXe'8H: eTag4WF cXVT_fgHaqW> aZWb`

?Hf C8E 8-E 4 7BF F 4AGBF

; XTWbY-agXeaT_4hWg7XcTeg XagžBcXetgbaT_CobZel` X'byGxepd < cbi X' XagfV##* 2/#\$& 8E 7 9"6 9fžCbehZT_

FG8C; 8A 5? 4-E

Director, Southern & Eastern Regional Assembly, Ireland

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Head of Branch, State Aid Unit, Business Competitiveness Division, Business, Energy and Enterprise Directorate, Scottish Government, United Kingdom

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Head of Unit, EU Financial Control, Ministry of Finance, Baden-Württemberg, Germany

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Finance Director, Railway Procurement Agency, Ireland

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Director, Grants & Incentives, Tax, Deloitte Co. Ltd., Hungary



Terms & Conditions for Training Seminars & Courses

§1. Registration

Registration can be made via internet, mail, fax, or email. The registration is considered granted and legally binding if not rejected by the European Academy for Taxes, Economics & Law in writing within seven (7) days after receipt of registration. The reimbursement of travel expenses will be considered as an exceptional goodwill gesture and form no future general obligation. In case of disturbances and/or interruptions, the European Academy for Taxes, Economics & Law commits itself to solve or limit any problems that might occur in order to maintain and continue the course as planned.

§2. Payment

Payment of the course fee is payable immediately upon receipt of invoice. Where payment is not received or lacking clear assignment to a participant prior to commencement of the course, the European Academy for Taxes, Economics & Law may refuse the course. Payment shall be made by cashless bank transfer; cash or cheques will not be accepted. The European Academy for Taxes, Economics & Law is not liable for any loss of means of payment. The participant may only offset such claims against the European Academy for Taxes, Economics & Law's as are undisputed, legally recognized or recognized in writing by the European Academy for Taxes, Economics & Law. The right of retention is only acceptable in accordance with a counterclaim based on the same contract.

§3. Cancellation

Cancellations need to be issued in writing. Cancellation by the participant will be subject to cancellation charges as follows:
... – cancellation up to 30 days before the start of the course: 50% of the course fee.
... – cancellation between 15 and 30 days before the start of the course: 75% of the course fee.
... – cancellation less than 15 days before the start of the course: 100% of the course fee.
The European Academy for Taxes, Economics & Law gladly accepts without additional costs a substitute participant nominated in case of a cancellation if the substitute participant is registered at least three (3) days prior to the commencement of the course. A substitute participant must be registered at least three (3) days prior to the commencement of the course.

§4. Intellectual Property

Seminar/course documents are protected by property rights and may not be duplicated, processed, amended, circulated or published in any other way without the written consent of the European Academy for Taxes, Economics & Law. The European Academy for Taxes, Economics & Law reserves all rights.

The European Academy for Taxes, Economics & Law protects personal data by taking appropriate protection measures. For the purpose of optimization of the product and service portfolio and according to the regulations of the data privacy laws, it stores personal data for a period of 5 years after the end of the course. The European Academy for Taxes, Economics & Law will, in accordance with the law, inform participants by email about special offers that resemble previously booked seminars. If and where personal data needs to be transferred to countries lacking appropriate data protection schemes, the European Academy for Taxes, Economics & Law shall grant alternative adequate protection. Furthermore, the European Academy for Taxes, Economics & Law will use personal data as far as participants have granted respective permission. When collecting personal data, the European Academy for Taxes, Economics & Law will always ask for permission regarding email information about offers. The participant may, at any time, express their objection to data collection by sending an email to the contact person. Names will be published in a participants' list and forwarded to the mailing company.

§5. Contact

For further information, please contact us at the following address:

European Academy for Taxes, Economics & Law, [Address]

Phone: [Phone Number], Fax: [Fax Number], Email: [Email Address]

Website: [Website URL]

The European Academy for Taxes, Economics & Law gladly accepts without additional costs a substitute participant nominated in case of a cancellation if the substitute participant is registered at least three (3) days prior to the commencement of the course. A substitute participant must be registered at least three (3) days prior to the commencement of the course.

§6. General

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§7. Final

These terms and conditions apply to all seminars and courses organized by the European Academy for Taxes, Economics & Law. If there are any changes to these terms and conditions, the European Academy for Taxes, Economics & Law will publish them on its website.

§8. Language

The language of these terms and conditions is English. If there is a discrepancy between the German and English versions, the English version shall prevail.

§9. Disclaimers

The European Academy for Taxes, Economics & Law is not liable for any loss of means of payment. The participant may only offset such claims against the European Academy for Taxes, Economics & Law's as are undisputed, legally recognized or recognized in writing by the European Academy for Taxes, Economics & Law. The right of retention is only acceptable in accordance with a counterclaim based on the same contract.

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Please note, you can register as many delegates as you wish (except, the symposium is fully booked). You only need to copy this form for as many persons you wish.



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for Taxes, Economics & Law

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