



**European Academy**  
for Taxes, Economics & Law

# Practical Toolbox for EU Funds Project Managers

Project Management • Cost-Benefit and Value Analysis • Evaluation Techniques

24<sup>th</sup> – 26<sup>th</sup> August 2016, Berlin

Brochure

Cost-  
Benefit  
and Value  
Analysis

Project  
Management

Evaluation  
Techniques

# PRACTICAL TOOLBOX FOR EU FUNDS PROJECT MANAGERS

## Project Management • Cost-Benefit and Value Analysis • Evaluation Techniques

### DAY 1 (Masterclass Seminar)



Morning: Presentations

Afternoon: Workshops

### DAY 2 (Masterclass Seminar)



Morning: Presentations

Afternoon: Workshops

### DAY 3 (Masterclass Seminar)



Morning: Presentations

Afternoon: Workshops

**Benefit from the unique offer to receive a set of practical instruments for your daily work in one package**

### Keep yourself up to date to guarantee the success of your projects and programmes!

EU Funds Project Managers have to deal with several challenging management tasks specific to EU Funds. Their work refers to different aspects and phases of project and programme management which require a high level of expertise.

This practical toolbox, consisting of three intensive seminar days especially designed for EU Funds Project Managers and public staff responsible for EU funding, provides a unique opportunity to receive an extensive set of practical instruments for your daily work in one package. Furthermore, it allows you to deepen your knowledge on the most important methods and techniques for investment planning, project management and evaluation. Each seminar day is divided into a theoretical part and an interactive workshop part with group exercises and case studies where you can directly apply your newly acquired know-how.

***“Collectively and excellently constructed: challenging effort to bring theory and experience together, to arrive at common solutions to various problems: Thanks!”***

*State Expert, Ministry of Finance, EU Funds Monitoring Department System Implementation Unit, Latvia*

### Who is this Practical Toolbox for?

**Project Managers, experts and professionals in the context of EU projects and programmes**

dealing with:

- Financial and economic analysis/Cost-Benefit Analysis (CBA) and Value Analysis (VA)
- Project and programme planning and implementation
- Project Management /Project Cycle Management (PCM)
- Logical Framework Approach (LFA)
- Results-Based Management (RBM)
- Evaluation



The European Commission requires the use of Project Cycle Management (PCM) for all EU-funded projects and furthermore the application of the Logical Framework Approach (LFA) as a core tool within PCM. Therefore, EU Funds Project Managers need to possess well consolidated knowledge on the tools of both PCM and LFA. Participants will learn how to use those tools more efficiently in EU funds project design, project planning and monitoring as well as the writing and appraisal of project proposals. Moreover, they will be acquainted with the tools' pitfalls, limitations and alternatives.

### What will you learn at this seminar day?

- What are the key components of PCM and LFA and how to use them in your daily work?
- How can you use the PCM's tools such as Stakeholder Analysis, Logical Framework and Concept Mapping in the best way?
- How can you avoid common pitfalls?
- How can you conduct better assessments of project proposals?
- How can you interact with project promoters in a more systematic way?
- How can you use problem trees to facilitate project management?
- What do you need to take into account when applying and formulating the intervention logic?

### Your Benefits

- Strengthen your project management skills – Make your daily work more efficient
- Deepen your knowledge on Project Cycle Management and its toolbox – Manage your projects with certainty
- Boost your skills in using problem trees and formulating the intervention logic – Find out how to set up a proper strategy

#### Optional Masterclass seminar for the „Masterclass Management in EU Funds“

This Seminar is also an Optional Masterclass seminar for the „Masterclass Management in EU Funds“

For further Information, [please click here.](#)



#### **Bénédicte Wauters** Deputy Director for Innovation, Evaluation and Methodology, ESF Agency Flanders, Belgium

Bénédicte Wauters is an expert in project/programme/strategy/policy development and evaluation as well as organisational development. He has been dealing with EU structural funds for many years and working at the ESF Agency Flanders since 2007. As the agency's Deputy Director, his responsibilities include the evaluation of the ESF Programme as well as strategy, innovation and methodology. He has acquired his considerable expertise through fifteen years of experience in the public sector (both inside the European Commission and the Flemish government) as well as the business sector. As coordinator of the EU-wide Community of Practice on Results Based Management and Author of the "Sourcebook on Results Based Management in the European Structural Funds", Bénédicte Wauters gathered extensive expertise in this field. He is also a lecturer at several universities and business schools in various European cities.



#### **Anna Kanakaki** Certified Project Manager and former Senior Programming and Evaluation Expert, ESF Managing Authority, Hellenic Ministry of Health & Welfare, Greece

Anna Kanakaki, a certified Project Manager (certified by the International Project Management Association, IPMA level D since 2008), was Senior Programming and Evaluation Expert in the Managing Authority of the Hellenic Ministry of Health & Welfare from 2004 to 2013. She participated actively in working groups and networks of the European Commission such as the INFORM Network of Directorate-General for Regional and Urban Policy (DG REGIO), the Evaluation working group of Directorate-General Employment, Social Affairs & Inclusion and national trainers groups. Furthermore, she is member of the Association of Project Managers in Greece and acted as Senior Trainer in the Hellenic Academy for Public Administration as well as in several further countries. She has been working as Project Manager for ESF, PHARE and DAC projects since 1994. In September 2013, Anna Kanakaki became Senior Expert and Communication Officer in the Greek Single Public Procurement Authority.



8.30-9.00

Registration and Hand-out of Seminar Material

9.00-9.05

Opening Remarks from the European Academy for Taxes, Economics & Law

9.05-9.30

### Welcome Note and Round of Introductions

**Anna Kanakaki, Certified Project Manager and former Senior Programming and Evaluation Expert, ESF Managing Authority, Hellenic Ministry of Health & Welfare, Greece**

9.30-9.45

### The Policy Context

- EU cohesion policy and development aid
  - A call for greater effectiveness
- The difference between supply-led and demand-led projects and their relation to effectiveness

**Anna Kanakaki, Certified Project Manager and former Senior Programming and Evaluation Expert, ESF Managing Authority, Hellenic Ministry of Health & Welfare, Greece**

9.45-10.15

Coffee Break and Networking Opportunity

10.15-11.00

### Using Project Cycle Management (PCM) as Methodological Instrument for Advanced EU Funds Project Managers

- What is the project cycle and PCM?
- PCM as a tool for planning a project and for writing a proposal
- PCM as a tool for programme managers to appraise proposals and to monitor approved projects
- Introduction to the basic tools in the PCM “toolbox”

**Anna Kanakaki, Certified Project Manager and former Senior Programming and Evaluation Expert, ESF Managing Authority, Hellenic Ministry of Health & Welfare, Greece**

11.00-11.15

Discussion Round

11.15-11.30

### The Logical Framework Approach (LFA) within PCM as Toolbox and Process to Formulate Projects – Part I: Stakeholder Analysis

- How to use the LFA as practical toolbox for your project management
- First tool: Stakeholder Analysis

**Anna Kanakaki, Certified Project Manager and former Senior Programming and Evaluation Expert, ESF Managing Authority, Hellenic Ministry of Health & Welfare, Greece**

11.30-11.45

Discussion Round

11.45-13.00

Lunch Break and Networking Opportunity

13.00-15.00

### The Logical Framework Approach (LFA) within PCM as Toolbox and Process to Formulate Projects – Part II: Further Tools

- How to use the LFA as practical toolbox for your project management – further tools:
  - Problem analysis (introduction and exercise)
  - Objectives analysis
  - Strategic analysis
  - Logical Framework Approach
  - Gantt charts to schedule your projects

**Bénédict Wauters, Deputy Director for Innovation, Evaluation and Methodology, ESF Agency Flanders, Belgium**

15.00-15.30

Coffee Break and Networking Opportunity

*“Suitable for anyone ,touching‘ EU projects.  
Very good networking opportunity!”*

*Project Manager, Operational Programme Education for Competitiveness  
Ministry of Education, Youth and Sport, Czech Republic*



## Workshop Session

15.30-16.15

### Analysis Workshop

#### Interactive Group Work

- Assessment of two real and concrete problem trees
- Formulating problems and building a problem tree for a fictive theme
- Converting problem trees into objective trees and conducting a strategy analysis

#### Discussion

**Bénédict Wauters, Deputy Director for Innovation, Evaluation and Methodology, ESF Agency Flanders, Belgium**

16.15-16.30

Short Refreshment Break

16.30-17.30

### Formulation Workshop

#### Interactive Group Work

- Formulating the intervention logic
- Dealing with assumptions
- Formulating indicators

#### Discussion

**Bénédict Wauters, Deputy Director for Innovation, Evaluation and Methodology, ESF Agency Flanders, Belgium**

17.30

End of Seminar Day and Hand-out of Certificates

*“It was very useful to step out from the usual tasks and to learn about the sophisticated methods which inspired me back in my daily work.”*

*Anna Burjankova, Project Manager, Programmes Implementation Unit  
Ministry of Labour and Social Affairs, Czech Republic*



Cost-Benefit Analysis (CBA) and Value Analysis (VA) are the key elements of adequate project appraisals both ex ante – thus creating a base for decision makers – and ex post – to learn from the experience. Without a proper CBA you cannot properly assess the socioeconomic and financial risks of a project. All major projects opting to obtain financing from the European Structural and Investment Funds (ESIF), the Instrument for Pre-Accession (IPA) or the European Investment Bank (EIB) require a sound Cost-Benefit Analysis. This tool will improve your knowledge of financial and economic analyses and help you to make investment decisions with certainty and on a solid foundation, focusing on the specific requirements of EU-funded projects.

### What will you learn at this seminar day?

- What is the best way to use Cost-Benefit Analysis and Value Analysis as tools to decide whether you should implement your project or not?
- How can you prevent exposing your projects to socioeconomic and financial risk by doing a proper CBA and VA?
- What is the difference between economic and financial CBA? Which variables and parameters are relevant? How results should be presented?
- What are common pitfalls in the execution of economic analyses and how can you avoid them?
- How sensitivity and risk analyses should be used for robust decision-making?
- What do you have to take into account when interpreting the results?
- How should you deal with aspects of project costs and benefits that cannot be easily monetised and quantified? How to take into account environmental and social issues? How to consider redistribution effects?
- How can you adequately compare the results of different projects?

### Your Benefits

- Learn how to improve your performance of financial and economic analyses for EU-funded projects – Build a reliable basis for your investment decisions
- Find out the “hard facts” of your projects and avoid exposing your projects to socioeconomic and financial risks
- Discuss the crucial steps of CBA and VA based on practical case studies and exercises



### Prof. Mateu Turró

Reviewer of the EU Commission's Guide to Cost-Benefit Analysis of Investment Projects 2014-2020 and Chair of the Transport and Spatial Policy, Polytechnic University of Catalonia

Prof. Mateu Turró is chair of the Transport and Spatial Policy at the Polytechnic

University of Catalonia in Barcelona. He was a reviewer of the “Guide to Cost-Benefit Analysis of Investment Projects - Economic appraisal tool for Cohesion Policy 2014-2020” published by the European Commission in December 2014. He is Honorary Associate Director of the European Investment Bank (EIB) where he worked during the period 1988-2009 as responsible for the appraisal of projects in the transport and urban development sectors. He represented the EIB in a great number of meetings relevant for the establishment of Cohesion Policy. Furthermore, he was involved in the definition of trans-European transport networks and in spatial and urban policy (Territorial Agenda, Leipzig Charter) since the early phases. Prof. Mateu Turró is the main author of “RAILPAG, Railway Projects Evaluation Guidelines” (2004). He is an international expert for megaprojects, has taught project evaluation techniques in several EU countries and seats in the advisory board of some Spanish institutions like Government of Catalonia, Ministry of Development and Municipality of Barcelona.

**“The workshop deeply shows practical results and different aspects in CBA for projects.”**

*Senior Adviser, Norwegian Ministry of Government Administration and Reform, Norway*

### Optional Masterclass seminar for the „Masterclass Management in EU Funds“

This Seminar is also an Optional Masterclass seminar for the „Masterclass Management in EU Funds“

For further Information, [please click here.](#)



8.30-9.00

Registration and Hand-out of Seminar Material

9.00-9.05

Opening Remarks from the European Academy for Taxes, Economics & Law

9.05-9.30

**Welcome Note and Round of Introductions**  
**Prof Mateu Turró, Reviewer of the EU Commission's Guide to Cost-Benefit Analysis of Investment Projects 2014-2020 and Chair of the Transport and Spatial Policy, Polytechnic University of Catalonia**

9.30-10.30

**Decision Making Tools for Major Investments: Cost-Benefit Analysis (CBA) and Value Analysis (VA)**

- From planning to programming and to project implementation
- Objectives, socioeconomic and financial profitability
- Ex-ante and ex-post evaluation
- Project stakeholders: The role and requirements of financiers; Who is interested in the performance of a project?
- The project cycle: Costs, benefits and timing
- Structuring the analysis
- Financing a project: Diverging interests of public and private partners; Ensuring financial sustainability

**Prof. Mateu Turró, Reviewer of the EU Commission's Guide to Cost-Benefit Analysis of Investment Projects 2014-2020 and Chair of the Transport and Spatial Policy, Polytechnic University of Catalonia**

10.30-10.45

Discussion Round

10.45-11.15

Coffee Break and Networking Opportunity

11.15-12.15

**The Practice of Cost-Benefit Analysis – Key Issues to Consider**

- Key variables needed for the analysis
  - Investment costs and residual values
  - Operation and maintenance costs
  - Demand and revenues
  - Socioeconomic benefits
  - Discount rates
- Output figures and their interpretation
- Sensitivity analysis
- Risk analysis
- How to use Value Analysis to compile data with different types of measures

**Prof Mateu Turró, Reviewer of the EU Commission's Guide to Cost-Benefit Analysis of Investment Projects 2014-2020 and Chair of the Transport and Spatial Policy, Polytechnic University of Catalonia**

12.15-12.30

Discussion Round

12.30-13.45

Lunch Break and Networking Opportunity

13.45-14.45

**How to Conduct Financial and Socioeconomic Cost-Benefit Analysis**

- The financial CBA
  - Expected costs
  - Expected revenues
  - Implications of the financial structuring, sustainability requirements and the need for subsidies
  - Interpreting the outputs of financial analyses
- The socioeconomic CBA
  - The concept of resources
  - Economic costs and benefits
  - Externalities
  - Monetising non-marketable resources
  - Using shadow values
  - Interpreting the outputs of economic analyses
- Joining financial and socioeconomic analysis: The Stakeholders/ Effects Matrix
- Introducing other objectives: The case for multicriteria analysis
- What to be especially aware of to obtain EU funding
  - Eligibility requirements
  - Revenue-generating projects and the funding gap

**Prof Mateu Turró, Reviewer of the EU Commission's Guide to Cost-Benefit Analysis of Investment Projects 2014-2020 and Chair of the Transport and Spatial Policy, Polytechnic University of Catalonia**

14.45-15.00

Discussion Round

15.00-15.30

Coffee Break and Networking Opportunity



## Workshop Session

15.30-16.45

### Applying Cost-Benefit Analysis – Step-by-Step to a Transport Infrastructure Investment

- Introduction to the case
- Financial analysis (construction and rolling stock, maintenance and operational costs, tariffs and revenues, financial outputs)
- Calculating the funding gap for EU Funds request
- The socioeconomic analysis
  - Key parameters (value of time, value of life and limb, etc.)
  - Output figures and their interpretation
- Sensitivity analysis
- Risk analysis
- Interpreting the results of the analyses

**Prof Mateu Turró, Reviewer of the EU Commission's  
Guide to Cost-Benefit Analysis of Investment Projects**

16.45-17.00

Discussion Round

17.00

End of Seminar Day and Hand-out of Certificates



**Prof Mateu Turró**  
Reviewer of the EU  
Commission's Guide to  
Cost-Benefit Analysis  
of Investment Projects  
2014-2020 and Chair of  
the Transport and Spatial  
Policy, Polytechnic  
University of Catalonia

Prof Mateu Turró is chair of  
the Transport and Spatial  
Policy at the Polytechnic

University of Catalonia in Barcelona. He was a reviewer of the "Guide to Cost-Benefit Analysis of Investment Projects - Economic appraisal tool for Cohesion Policy 2014-2020" published by the European Commission in December 2014. He is Honorary Associate Director of the European Investment Bank (EIB) where he worked during the period 1988-2009 as responsible for the appraisal of projects in the transport and urban development sectors. He represented the EIB in a great number of meetings relevant for the establishment of Cohesion Policy. Furthermore, he was involved in the definition of trans-European transport networks and in spatial and urban policy (Territorial Agenda, Leipzig Charter) since the early phases. Prof Mateu Turró is the main author of "RAILPAG, Railway Projects Evaluation Guidelines" (2004). He is an international expert for megaprojects, has taught project evaluation techniques in several EU countries and seats in the advisory board of some Spanish institutions like Government of Catalonia, Ministry of Development and Municipality of Barcelona.



The European Commission expects EU strategies, programmes and projects to be evaluated extensively. Moreover, it has set further evaluation requirements for the programming period 2014-2020. In order to be both successful in ongoing evaluations and well-prepared for now starting evaluation obligations, this seminar day focuses on the present intervention logic of 2014-2020 and on strategies to optimise your evaluation techniques. You will learn how to elaborate and improve your on-going practice in setting indicators and project goals as well as your evaluation plan.

### What will you learn at this seminar day?

- Which evaluation techniques can you apply to evaluate EU projects and programmes and to achieve better effects?
- What is the role of the Programme Manager in the evaluation process?
- Which type of evaluation team works best for your project – Internal teams or external evaluators?
- What do you need to take into account when drafting Terms of Reference (ToR) for external evaluators?
- How can you decide when to evaluate what?
- What does the current intervention logic of the programming period 2014-2020 include and which impacts does it have on your daily work?
- How can you guarantee the provision of the required data?
- What can you learn from good practice of other Member States?
- What does a good evaluation plan require and how can you elaborate your existing evaluation plan in accordance with the ongoing logic framework regulation 2014-2020?
- What are useful tips and tricks to improve your evaluation plan?

Please bring your own cases in order to use these in the interactive workshops and to discuss them with our experts and other participants!

### Your Benefits

- Be pro-active – Follow the programming period 2014-2020 well prepared and understand its updated intervention logic
- Learn concrete tips and tricks on the application of different evaluation techniques and how to enhance your evaluation plan – Improve your performance
- Become an expert regarding the use of goals, indicators, outputs and results – Guarantee correctness and reduce your workload



### **Stanisław Bienias** Former Head of the National Evaluation Unit of the Polish Ministry of Regional Development, Poland

From 2004 to 2013, Stanisław Bienias worked in the Polish Ministry of Regional Development for the National Evaluation Unit. He became Head of

this unit in 2006. He was responsible for organising the process of evaluation for the National Development Plan 2004-2006 and the National Strategic Reference Framework 2007-2013 as well as the negotiation of regulations concerning evaluation, monitoring and indicators for 2014-2020. Furthermore, Stanisław Bienias coordinated the work of more than 50 evaluation units located in Operational Programmes and was responsible for building the evaluation culture in the public administration. In his extensive experience, he took part in the preparation of more than 100 evaluation researches and dozens of conferences and evaluation trainings. For the last nine years Stanisław Bienias represented Poland in the DG REGIO Evaluation Network meetings. In June 2013 he founded the non-profit organization Foundation IDEA Institute for Development, Evaluation & Analysis.

### **Compulsory Masterclass seminar for the „Masterclass Management in EU Funds“**

This Seminar is also an compulsory Masterclass seminar for the „Masterclass Management in EU Funds“

For further Information, [please click here.](#)



8.30-9.00

Registration and Hand-out of Seminar Material

9.00-9.05

Opening Remarks from the European Academy for Taxes, Economics & Law

9.05-9.30

### Welcome Note and Round of Introductions

**Stanisław Bienias, Former Head of the National Evaluation Unit of the Polish Ministry of Regional Development, Poland**

9.30-10.00

### An Introduction to Evaluation

- Why evaluate? – The emphasis placed on evaluation by EU policy makers
- When to evaluate?
  - Stages of evaluation: Ex ante, interim and ex post
- The key role of the Programme Manager

**Stanisław Bienias, Former Head of the National Evaluation Unit of the Polish Ministry of Regional Development, Poland**

10.00-10.15

Discussion Round

10.15-10.45

Coffee Break and Networking Opportunity

10.45-11.30

### Rigorous Evaluation Methods to Provide Best Quality Evidence for Decision Making

- Do we achieve what we want to achieve?
  - Counterfactual impact evaluation
- How can we achieve better effects? – Theory based evaluation
- Use of evaluation findings – Making the public intervention evidence based
- Good practice from Member States

**Stanisław Bienias, Former Head of the National Evaluation Unit of the Polish Ministry of Regional Development, Poland**

11.30-11.45

Discussion Round

11.45-12.30

### Evaluation in Practice: Planning Your Programme Evaluation

- Framing the evaluation
- Stakeholders in the evaluation process
- Key resource decisions
- Drafting Terms of Reference for external evaluations

**Stanisław Bienias, Former Head of the National Evaluation Unit of the Polish Ministry of Regional Development, Poland**

12.30-12.45

Discussion Round

12.45-13.45

Lunch Break and Networking Opportunity

13.45-14.15

### Evaluation Requirements in the Programming Period 2014-2020 – What Does the European Commission Expect?

- Shift to the latest intervention logic of the programme period 2014-2020
- Introduction of fund specific indicators linked to the EU 2020 strategy
- Latest requirements such as regarding ex ante evaluation, the impact evaluation method and evaluation during the programming period 2014-2020

**Stanisław Bienias, Former Head of the National Evaluation Unit of the Polish Ministry of Regional Development, Poland**

14.15-14.30

Discussion Round



## Workshop Session

14.30-15.30

### Drafting the Terms of Reference

#### Interactive Group Work

*Participants will be invited to draft key parts of the Terms of Reference for a programme evaluation. A case study will be provided.*

#### Discussion

**Stanisław Bienias, Former Head of the National Evaluation Unit of the Polish Ministry of Regional Development, Poland**

15.30-15.45

Coffee Break and Networking Opportunity

15.45-16.45

### Tips and Tricks on How to Elaborate Your Evaluation Plan

#### Interactive Group Work

*The task of the participants will be to elaborate the evaluation plan (in accordance with the 2014-2020 programming perspective requirements).*

- Establishing a list of useful tips & tricks as a group

#### Discussion

**Stanisław Bienias, Former Head of the National Evaluation Unit of the Polish Ministry of Regional Development, Poland**

16.45-17.00

Final Discussion Round and Review of Seminar Day

17.00

End of Seminar Day and Hand-out of Certificates

**“Excellent quality – Combining theory and practice well.”**

*Morag Keith, Chief Executive,  
West of Scotland Colleges' Partnership, United Kingdom*



## ORGANISATIONAL MATTERS

# Practical Toolbox for EU Funds Project Managers

### Date of Event

24<sup>th</sup> – 26<sup>th</sup> August 2016

### Booking Number

S-1264 MC

### Event Language

The event language will be English.

### Event Price

#### for all three Days

1.489,- Euro, excl. German VAT (19%)

#### for two Days

1.289,- Euro, excl. German VAT (19%)

#### for one Day

1.089,- Euro, excl. German VAT (19%)

### The above price covers the following:

- Admission to the seminar(s)
- Hand-out documents
- Seminar certificate, if seminar(s) fully attended
- Soft drinks and coffee/tea on event day(s)
- Lunch on event day(s)

Upon request you can receive a **digital version** of the seminar documents after the event for **60,- Euro excl. German VAT (19%)** in addition to the seminar.

### BOOKING

E-mail: [booking@euroacad.eu](mailto:booking@euroacad.eu)

Phone: +49 (0)30 80 20 802 0

Fax: +49 (0)30 80 20 802 2250

For online booking please visit our website: [www.euroacad.eu](http://www.euroacad.eu)

### Contact

European Academy for Taxes, Economics & Law  
at Potsdamer Platz, Leipziger Platz 9, 10117 Berlin  
Phone: +49 (0)30 80 20 802 0  
Fax: +49 (0)30 80 20 802 2259  
E-mail: [info@euroacad.eu](mailto:info@euroacad.eu)  
Internet: [www.euroacad.eu](http://www.euroacad.eu)

### Your contact persons for the programme:

Regina Lüning, M. Sc. econ.  
Head of Marketing and Sales  
Phone: +49 (0)30 80 20 802 2300  
Fax: +49 (0)30 80 20 802 2259  
E-mail: [regina.luening@euroacad.eu](mailto:regina.luening@euroacad.eu)

Elise Fräulin, M.A.  
Conference Manager  
Phone: +49 (0) 30 80 20 802 1315  
Fax: +49 (0) 30 80 20 802 2259  
E-mail: [elise.fraeulin@euroacad.eu](mailto:elise.fraeulin@euroacad.eu)

(Programme is subject to alterations)

### Event Location

Courtyard by Marriott Berlin Mitte  
Axel-Springer-Str. 55  
10117 Berlin, Germany  
Phone: +49 (0)30 800 928 6300  
Fax: +49 (0)30 800 928 1000  
E-Mail: [reservations.berlin@marriotthotels.com](mailto:reservations.berlin@marriotthotels.com)  
Internet: [www.marriott.de](http://www.marriott.de)

Please contact the hotel directly and refer to the “European Academy for Taxes, Economics & Law” if you wish to benefit from a limited room availability-contingent. Of course you can always look for an alternative hotel accommodation.





**BOOKING**

E-mail: booking@euroacad.eu  
Phone: +49 (0)30 80 20 802 0  
Fax: +49 (0)30 80 20 802 2250  
For online booking please visit  
our website: www.euroacad.eu

# Booking

Booking Number: S-1264 MC (KB)

24<sup>th</sup> - 26<sup>th</sup> August 2016, Berlin

Herewith we register the following persons to the „Practical Toolbox for EU Funds Project Managers“.

**All three Events**

*By choosing this option, you are able to attend all three seminars of the „Practical Toolbox for EU Funds Project Managers“.*

**Two Events**

- Project Management 24<sup>th</sup> August 2016
- Cost-Benefit and Value Analysis 25<sup>th</sup> August 2016
- Evaluation Techniques 26<sup>th</sup> August 2016

*By choosing this option, you are able to attend two seminars of the „Practical Toolbox for EU Funds Project Managers“*

**One Event**

- Project Management 24<sup>th</sup> August 2016
- Cost-Benefit and Value Analysis 25<sup>th</sup> August 2016
- Evaluation Techniques 26<sup>th</sup> August 2016

*By choosing this option, you are able to attend one seminar of the „Practical Toolbox for EU Funds Project Managers“*

### Delegate

First name \_\_\_\_\_  
 Last name \_\_\_\_\_  
 Your organisation \_\_\_\_\_  
 Department \_\_\_\_\_  
 Unit \_\_\_\_\_  
 Job position \_\_\_\_\_  
 Street \_\_\_\_\_  
 Postcode / City \_\_\_\_\_  
 Country \_\_\_\_\_

Phone \_\_\_\_\_  
 Fax \_\_\_\_\_  
 E-Mail \_\_\_\_\_

I hereby order the digital version of the seminar documents (fee required) in addition to the seminar.

### Invoice Organisation

First name \_\_\_\_\_  
 Last name \_\_\_\_\_  
 Your Organisation \_\_\_\_\_  
 Department \_\_\_\_\_  
 Unit \_\_\_\_\_  
 Job Position \_\_\_\_\_  
 E-mail \_\_\_\_\_

Street \_\_\_\_\_  
 Postcode / City \_\_\_\_\_  
 Country \_\_\_\_\_  
 Phone \_\_\_\_\_  
 Fax \_\_\_\_\_

With my signature I confirm my registration and accept the General Terms and Conditions as legally binding.

I herewith agree to receive further information from the European Academy for Taxes, Economics & Law

In case of registration of more than one delegate do you prefer:

Single invoice?  Collective invoice?

**NOTE**

Only Valid with Signature and Stamp.

\_\_\_\_\_  
Place, Date

\_\_\_\_\_  
Authorised Signature and Stamp



# Terms & Conditions for Conferences, Seminars and other Training Courses

## 1. Area of Application

The following terms and conditions settle the contractual relationship between conference participants and the European Academy for Taxes, Economics & Law Brauner Klinenberg GmbH [referred to as "European Academy for Taxes, Economics & Law" in the following]. Differing terms and conditions, as well as, other settlements and/or regulations have no validity.

## 2. Registration / Confirmation of Application

A 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 registration will be supplemented by a booking confirmation via email. Partial bookings are only valid for seminars designed in modules.

## 3. Service

The course fee covers the fee per participant and course in € net, subject to current German VAT. It includes training course documents as per course description, a lunch meal/snack and refreshments during breaks, as well as, a participation certificate.

The European Academy for Taxes, Economics & Law has the right to change speakers/instructors and to modify the course program if and where necessary while maintaining the overall nature of the course. All registered participants will be notified in case of a course cancellation due to force majeure, due to speakers' preventions, due to troubles at the chosen location or due to a low registration rate. Course cancellation notification due to a low registration rate is issued no later than two (2) weeks before the course date. Course fees are reimbursed in the cases listed above; however, reimbursement for travel expenses or work absenteeism is only granted in cases of intention or gross negligence by the European Academy for Taxes, Economics & Law. Any reimbursement of travel expenses are to 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.

## 4. Payment Date and Payment, Default of 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 relevant participant's participation in that course. The course fee, however, is still due immediately and can be claimed as part of a dunning procedure or legal action. In accordance with BGB §247 (1), in case of default of payment within the stipulated time period, default interest on arrears of at least 5% above the ECB base rate is due and payable. The European Academy for Taxes, Economics & Law can claim higher damage for delay if and where proven. Equally, the participant may prove that a damage has not occurred or has had less effect than estimated by the European Academy for Taxes, Economics & Law.

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.

## 5. Cancellation

Cancellations need to be issued in writing. Cancellation by the participant will be subject to cancellation charges as follows:

- 30 days or more prior to commencement of the course: service charge of 80,00 € net, subject to current German VAT, payable immediately, course fee will be reimbursed,
- two (2) weeks to 30 days prior to commencement of the course: 50% of course fee net, subject to current German VAT, payable immediately,
- non-attendance or cancellation less than two (2) weeks prior to commencement of the course: 100% of course fee net, subject to current Germany VAT, payable immediately

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. Neither cancellation of a specific module/part of the course or substitution per module/per day is possible.

## 6. Copyright

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.

## 7. Liability

All seminars and courses are prepared and presented by qualified speakers and instructors. The European Academy for Taxes, Economics & Law accepts no liability for the up-to-dateness, correctness and completeness of the seminar documentation, as well as, presentation of the seminar.

## 8. Applicable Law, Place of Jurisdiction, Place of Performance

All cases shall be governed and construed in accordance with German law to the exclusion of the UN Sales Convention. As far as legally admissible, place of performance and place of exclusive jurisdiction shall be Berlin, Germany.

## 9. Data Protection

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 and processes person-specific data on the training participants. Hence, all European Academy for Taxes, Economics & Law website hits are registered. All personal data will, in accordance with the law, be used for documentation requests, placed orders or other enquiries in order to send information out by post.

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 for the purpose of advertisement or address via email or fax. Any data provided to the European Academy for Taxes, Economics & Law will be processed for reservations and bookings, as well as, for information about other seminars. Names and company names will be published in a participants' list and forwarded to the mailing company.