Welcome to the Events of Lexxion Publisher

Lexxion is a leading knowledge provider in the fields of European State Aid Law, European Structural and Investment Funds and Public Procurement Law. Our conferences, interactive training courses, workshops and seminars create a platform for sharing knowledge and good practice between public officials and private practitioners from all over Europe. *We would be honoured to welcome you to our events!*

### Events on State Aid Law

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Workshop | 1 – 2 October 2019 | Brussels (Belgium) ............................... 6

**NEW! Toolbox for State Aid Rules and Public Procurement**
Intensive Training | 8 – 9 October 2019 | Brussels (Belgium) .............................. 7

**State Aid in ESIF Programme and Project Management**
Interactive Practical Course | 17 – 18 October 2019 | Vienna (Austria) ................................. 8

**NEW! State Aid for Waste Management and Infrastructure**
Intensive Training | 29 – 30 October 2019 | Brussels (Belgium) .............................. 9

**State Aid for Tax Measures**
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**General Block Exemption Regulation (GBER)**
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NEW! Indicators, Monitoring, Evaluation and Performance Audit in ESI Funds
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Public Procurement and Public Private Partnership Law
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EStIF

EUROPEAN STRUCTURAL AND INVESTMENT FUNDS JOURNAL

The must-read quality journal for specialists dealing with ERDF, ESF, CF, EAFRD & EMFF

Articles & Reports on

- Cohesion policy and regulations
- Management, Implementation, Control & Audit of ESI Funds

Exchange of

- Practices & Experiences from beneficiaries and EU Funds specialists
- First-hand News from the EU, Member States & Regions
Comprehensive Summer Course on State Aid
23 – 26 September 2019 | Venice (Italy)

Our Summer Course will give you a comprehensive overview of the fundamental State aid regulations and provide you with a practical 'toolbox' for the assessment of State aid and design of public measures compatible with the Internal Market. Various group exercises, best practice examples, interactive case studies as well as social activities in the evenings ensure a lively and fruitful exchange.

Programme

Day 1 – Concept and Assessment of State Aid
- Concept and principles of State aid
- Group work: How to assess if State aid is present in your scheme/project
- Compatibility assessment of State aid
- Practical exercise: The Market Economy Investor Principle (MEIP)

Day 2 – State Aid Exemptions: De Minimis, GBER and SGEI
- General Block Exemption Regulation (GBER) and De minimis Regulation
- GBER: Best practice for application in Member States
- SGEI and case studies on SGEI rules in different sectors

Day 3 – Main Horizontal Guidelines and State Aid Procedures
- Regional aid; State aid for R&D&I; Environmental and energy aid (incl. practical cases)
- State aid procedures: Notification and recovery of unlawful aid
- Practical case: Procedural rules, GBER and NOA – When to notify?

Day 4 – State Aid and Infrastructure
- Infrastructure funding in compliance with State aid
- Practical exercises and group work on infrastructure funding

Venue: Unique Venue in Venice
Participation Fee: Reduced fee for public authorities: 2,980 EUR excl. VAT; Regular fee: 3,580 EUR excl. VAT; Discount for EStAL subscribers: 100 EUR; 22% Italian VAT will be added.

Contact: Gaël Langosch +49 (0)30-81 45 06 15 langosch@lexxion.eu
Programme

Session I: General Principles and Concepts
- EU system of State aid control and recent policy developments
- Public funding in the transport sector and the concept of State aid
- The Concept of SGEI in the transport sector

Session II: Funding of Railway, Roads and Transport Services
- Developments in the application of regulation and guidelines
- Workshop: How to determine Public Service Obligations
- How to determine Public Service Obligations and Public Service Compensation

Session III: Funding for Ports
- GBER rules for ports – The Commission’s decision making practices
- State aid for ports – The Commission’s decision making practices
- Case study: Member States’ national experience in economics of ports’ financing

Session IV: Funding for Airlines and Airports
- Guidelines on State aid to airports and airlines and overview of important EC decisions

Experts

Phedon Nicolaides
Professor at the College of Europe and Maastricht University

Péter Staviczky
State Aid Attaché, Permanent Representation of Hungary to the EU, Brussels

Philipp Melcher
Consultant, Morais Leitão, Galvão Teles, Soares da Silva & Associados, Lisbon

Venue:
UM Campus Brussels | Avenue de Tervueren 153 | 1150 Brussels

Participation Fee:
Reduced fee for public authorities: 1,240 EUR excl. VAT
Regular fee: 1,640 EUR excl. VAT
Discount for EStAL subscribers: 100 EUR excl. VAT
21% Belgian VAT will be added.

Contact
Johann Blain
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Toolbox for State Aid Rules and Public Procurement
Intensive Training | 8 – 9 October 2019 | Brussels (Belgium)

Programme
Session I: Essentials and Latest Developments of State Aid & Public Procurement
- Concept and latest developments of European public procurement law
- Practical issues in applying public procurement rules

Session II: Uncertainty when Applying State Aid Rules in the Case of Public Procurement
- Public procurement requirements in the GBER

Session III: Sectoral Issues and Utilities
- The application of public procurement rules on the energy and environment sectors
- The application of public procurement on innovation and SMEs sectors

Experts
Phedon Nicolaides
Professor at the College of Europe and Maastricht University

Christopher Bovis
Chair in Law and Professor of European Business Law, University of Hull, UK, and Managing Editor of EPPPL

Venue:
UM Campus Brussels | Avenue de Tervueren 153 | 1150 Brussels

Participation Fee:
Reduced fee for public authorities: 1.240 EUR excl. VAT
Regular fee: 1.640 EUR excl. VAT
Discount for ESTAL subscribers: 100 EUR
21% Belgian VAT will be added.

Contact
Johann Blain
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blain@lexxion.eu
State Aid in ESIF Programme and Project Management
Interactive Practical Course | 17 – 18 October 2019 | Vienna (Austria)

Programme

Day 1:
- Concept of State aid and notification
- Interdependence of State aid and ESI Funds
- Practical exercises on how to assess if your measure constitutes State aid or not
- State aid exemptions: De minimis, GBER, SGEI

Day 2:
- GBER and its application to ESF and ERDF objectives
- Regional aid
- Financing infrastructure in compliance with State aid rules: energy infrastructure, R&D&I infrastructure, sport and multifunctional recreational infrastructure, public utilities
- Infrastructure, local infrastructure, cultural infrastructure
- State aid for Financial Instruments and Risk Finance
- NEW! ESF and ERDF Working Groups*

* During our new fund-specific working groups we will discuss either your individual cases (difficult cases from your day-to-day work) or real-life problematic cases, which were discussed in the national State aid working groups of different countries.

Experts

Phedon Nicolaides
Professor at the College of Europe in Bruges and the Maastricht University; Academic Director at Lexxion Training

Harold Nyssens
Deputy Head of Unit Comp-H1 - Infrastructure and Regional Aid, DG Competition, European Commission, Brussels

Péter Staviczky
Attaché for State Aid, Hungarian Permanent Representation, Brussels

Anita Gyürkens
Acting Head of Department, State Aid Monitoring Office, Budapest

Venue: Hilton Vienna Plaza | Schottenring 11 | 1010 Vienna, Austria;
Participation Fee: Reduced fee for public authorities: 1.890 EUR excl. VAT; Regular fee: 2.390 EUR excl. VAT; Discount for EStAL subscribers: 100 EUR; 20% Austrian VAT will be added.

Register before 31 August 2019 to get 10% off!
This early bird discount can only be combined with the subscriber discount.

Contact: Johann Blain ☎️+49 (0)30-81 45 06 18 🦂 blain@lexxion.eu
State Aid for Waste Management and Infrastructure
Intensive Training | 29 – 30 October 2019 | Brussels (Belgium)

Programme

Day 1:
- System and structure of State aid control in the European Union
- The EU’s waste policy and interplay with State aid regime
- Granting aid in compliance with the General Block Exemption Regulation (GBER)
- Analytical grids: The Commission practice
- Case Study: Practical examples of institutional challenges in the solid waste sector

Day 2:
- Waste-to-energy projects from the State aid prospective
- Problem solving sessions: Interactive session on best practices where you will have the opportunity to present your cases and questions and discuss them with our experts

Experts

Phedon Nicolaides
Professor at the College of Europe and at the Maastricht University; Academic Director at Lexxion Training

Sebastian Hyzyk
Head of Unit, Environment and Sustainable Territorial Development Department, Project Advisory Support Unit, European Investment Bank

Emmanuel Morel
Senior Sector Engineer, Environment and Sustainable Territorial Development Department, Project Advisory Support Unit, European Investment Bank

Venue:
UM Campus Brussels | Avenue de Tervueren 153 | 1150 Brussels

Participation Fee:
Reduced fee for public authorities: 1.240 EUR excl. VAT
Regular fee: 1.640 EUR excl. VAT
Discount for EStAL subscribers: 100 EUR
21% Belgian VAT will be added.

Contact
Johann Blain
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State Aid for Tax Measures
Intensive Training | 6 – 7 November 2019 | Brussels (Belgium)

Programme

Session I: Fundamental Principles
- Application of State aid rules to tax measures
- State aid review of business tax measures: Recent case law and European Commission practices

Session II: Corporate Taxation
- Material selectivity
- Transfer pricing & the arm’s length principle
- Case studies
  - Advance tax rulings: The case of Belgium
  - Transfer Pricing in Action – Apple Case
  - GIDE: Application of anti-abuse rules

Session III: Product-specific and Environmental Taxes
- The “art” of defining the scope of a tax measure: the case of environmental taxes (Dutch NOx and British aggregates cases)
- Turnover taxes and parafiscal levies

Session IV: Procedures
- Best practice: Application of State aid rules to tax measures in Hungary
- Charges by sub-national authorities and entities

Session V: Problem solving
Interactive session on best practices where you will have the opportunity to present your cases and questions and discuss them with our experts

Venue:
UM Campus Brussels | Avenue de Tervueren 153 | 1150 Brussels

Participation Fee:
Reduced fee for public authorities: 1.240 EUR excl. VAT
Regular fee: 1.640 EUR excl. VAT
Discount for EStAL subscribers: 100 EUR
21% Belgian VAT will be added.

Contact
Enrica Corpace
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General Block Exemption Regulation (GBER)
Intensive Training | 13 – 14 November 2019 | Brussels (Belgium)

Programme

Day 1:
Application of the GBER
- The structure and main provisions of the GBER
- Review of recent case law on the GBER
- Ex post monitoring: Purpose, experience and results so far

Understanding the General Requirements of the GBER
- How to identify companies in difficulties?
- How to define SMEs?
- How to determine incentive effect?
- What is export aid?

Day 2:
GBER and National Provisions
Practical Group Exercises: Which GBER provisions should be included in the national measures to support a specific industry

Difficulties and Problematic Situations in the Application of GBER Measures
- Energy and Environment
- R&D&I
- Regional aid and Local Infrastructure

Experts (among others)

Phedon Nicolaides
Professor at the College of Europe and Maastricht University; Academic Director at lexxion training

Péter Staviczky
State Aid Attaché, Permanent Representation of Hungary to the EU, Brussels

Venue:
Unique Venue in Brussels

Participation Fee:
Reduced fee for public authorities: 1.240 EUR excl. VAT
Regular fee: 1.640 EUR excl. VAT
Discount for EStAL subscribers: 100 EUR
21% Belgian VAT will be added.

Contact
Johann Blain
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The ESTALL Autumn Conference is THE leading forum in the field of State aid.
This Autumn, join the Conference in Brussels to be updated on the most recent decisions, judgments and legal developments in the field of State aid. Participate in the Workshop to share your own experience, ask your questions and increase your practical knowledge under the guidance of our experts from the Commission and the EU Courts. The ESTALL Autumn Conference is the perfect occasion for the State aid community to meet, to get updates and to increase its professional network at the heart of the European Union.

Workshop | Day 1
During the intensive Workshop, two specific topics will be explored and discussed in a small group. Enjoy an intensive round-table discussion with lively debates under Chatham House rules. Use the opportunity to pose your questions and discuss your cases with the leading State aid experts.

Keynote Speakers:
Michael Honoré
Partner at Michael Honoré Advokatfirma, Copenhagen; Academic director ESTAL Conference

Dr. Andreas Bartosch
Lawyer and Partner at Bartosch EU – Law; Editor ESTAL, Brussels

Antonios Bouchagiar
Member of the Legal Service, European Commission, Brussels; Academic Director ESTAL Conference

Forum | Day 2
At the Forum, interactive panel discussions will take place involving experts from the EU Commission, EU Courts, academia and private practice. The Q&A sessions leave time for exchange and discussion with colleagues from different EU Member States.

Participation Fee: Workshop: 1.500 EUR excl. VAT; Conference: 745 EUR excl. VAT; Workshop and Conference: 2.050 EUR excl. VAT; Discount for ESTAL subscribers: 100 EUR; Special prices for full-time academics available. 21% Belgian VAT will be added.

Contact: Enrica Corpace  
+49 (0)30-81 45 06 27  
corpace@lexxion.eu
State Aid and the Market Economy Operator Principle (MEOP)
Intensive Training | 3 – 4 December 2019 | Brussels (Belgium)

Programme

Day 1:
- System and structure of State aid control in the European Union
- Concept of State aid and the Market Economy Operator Principle
- Review of recent Commission decisions on the application of MEOP and frequently made mistakes
- Methodologies for determining the market rate of loans and guarantees - how to determine the credit worthiness of an SME

Day 2:
- Methodologies for determining the market rate of return on investment and cost of capital
- Application of the Market Economy Operator Test to airports
- Case study and practical exercises on the application of MEOP

Expert
Phedon Nicolaides
Professor at the College of Europe and Maastricht University; Academic Director at Lexxion Training

Venue:
UM Campus Brussels | Avenue de Tervueren 153 | 1150 Brussels

Participation Fee:
Reduced fee for public authorities: 1,240 EUR excl. VAT
Regular fee: 1,640 EUR excl. VAT
Discount for ESTAL subscribers: 100 EUR
21% Belgian VAT will be added.

Contact
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'State Aid Uncovered' with Prof. Dr. Phedon Nicolaides
Master Class | 9 – 10 December 2019 | Paris (France)

Comprehensive analysis of recent judgments and Commission decisions on the State aid concept and exemptions and in-depth problem solving of participants’ cases.

Programme

Day 1:
Detailed analysis of recent judgments on the concept of State aid and exemptions. The sessions on the first day have a twofold purpose. First, they provide a thorough review of the latest Court rulings and Commission decisions. Second, they draw lessons on how the case law and Commission evolving practice impact the design of good State aid measures.

Day 2:
Problem solving: How to improve your own State aid measure and ensure its compatibility with the internal market. The whole day is devoted to the discussion of cases submitted by participants. The lessons drawn from the review of the first day will be used to analyse the problematic aspects of submitted cases and identify possible solutions.

“"The structure of the course is precisely what is required to turn practitioners into experts: Well-considered curriculum, practical discussions of the key State aid issues and high level tutoring of Prof. Nicolaides, who is the leading academic authority in State aid law.””

(Participant from the Ministry of Development, Poland, at the Master Class in July 2016)

Expert
Phedon Nicolaides, Professor at the College of Europe in Bruges and the Maastricht University, and Academic director at lexxion training

Venue:
Hotel Westminster | 13, Rue de la Paix | 75002 Paris

Participation Fee:
Reduced fee for public authorities: 1.810 EUR excl. VAT
Regular fee: 2.010 EUR excl. VAT
Discount for ESTAL subscribers: 100 EUR
20% French VAT will be added

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The Professional Certificate on EU State Aid Law will be awarded by Maastricht University and Lexxion Publisher and will be assessed on the basis of academic quality and competence.

Why a Professional Certificate in EU State Aid Law?

An objective of the EU’s 2020 policy is the encouragement of life-long learning as a means of continually adjusting and improving personal skills. EU law and policies evolve in response to changing market conditions, technologies and Member State needs. As the process towards life-long learning intensifies, so will be the need for public officials and other professionals to confirm that they acquire essential new knowledge and skills while they remain in employment.

To be awarded the Professional Certificate on European State Aid Law you need to successfully complete, within a two-year period:

1. Standard Course on the Concepts of State Aid
   Our standard courses will give you a comprehensive overview of the essential State aid regulations and provide you with a practical ‘toolbox’ for assessment of State aid and design of public measures compatible with the internal market.

2. Master Class “State Aid Uncovered”
   The Master Class is intended for officials with previous experience in State aid. The aim of the Master Class is, first, to examine recent developments in the case law, presupposing that participants are already familiar with basic concepts, and, second, to identify solutions to problems brought by participants themselves.

3. One Specialist or Sectoral Seminar of Your Choice
   The sectoral seminars focus on one of the following issues or areas: Agriculture, transport, structural funds, financial instruments, environment and energy, services of general economic interest, fiscal aid and evaluation of State aid. Seminars on other specialist issues are also organised from time to time.

Submission of a Thesis to Maastricht University

A thesis of 10,000 words will have to be submitted to Maastricht University. The topic will have to be approved by Professor Phedon Nicolaides, who will also read and evaluate the thesis. Candidates will be encouraged to focus their theses on actual national issues, problems or challenges and propose possible solutions.

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Programming and Implementation of Financial Instruments in Practice

Study Visit | 4 – 6 September 2019 | Warsaw - Poznan - Gdansk (Poland)

IMMERSIVE FORMAT

Our latest and most innovative format 'Study Visit' is designed to share expertise between bodies that manage EU funding. It combines intensive trainings with very practical on-the-spot project visits so you can see and analyse various projects co-financed from EU Funds.

Why should you participate?
- Increase your knowledge on the implementation and management of financial instruments, especially in relation to the cooperation with financial intermediaries
- Get a clear understanding of when EU regulations have primacy and when national laws have to be applied
- Improve the design and implementation of Financial Instruments
- Benefit from another Member State’s implementation experience and learn good practices

Meet experts from the following institutions:
- Regional Development Fund (PFR, Poznań)
- Marshall Office of the Pomerania Region (Gdańsk)
- Pomerania Development Agency (Gdańsk)
- Bank Gospodarstwa Krajowego (BGK, Warsaw)

Travel Arrangements:
Lexxion will take care of catering, hotels and bus transfers during the whole Study Visit.

Venue:
Warsaw – Poznan – Gdansk

Participation Fee: 2.400 EUR excl. VAT
Regular fee: 2.900,– EUR excl. VAT
The fee is covering accommodation, transfers and catering during the whole Study Visit. 23% Polish VAT will be added.

Register before 31 August 2019 to get 10% off!
This early bird discount cannot be combined with any other discounts.

Contact
Johann Blain
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✉ blain@lexxion.eu
Master Class on Financial Instruments
19 – 20 September 2019 | Rome (Italy)

A high-level event for officials and professionals with good knowledge of Financial Instruments working in Managing Authorities, Intermediate Bodies or Fund of Fund Managers. The purpose of the Master Class is to review important developments in applying Financial Instruments, assess their implications public authorities in Member States, provide solutions to problems and identify best practices.

1. Review and Assessment
During the first day you receive an expert review of the set up and implementation of Financial Instruments in 2014 – 2020: objectives, main rules and regulatory framework. We will also discuss the main challenges of the upcoming programming period 2021 – 2027.

2. Problem Solving
The second day is devoted to cases and questions submitted by participants. Problems in programing and implementation of Financial Instruments and other issues from the daily practice of participants are discussed and difficulties resolved. Participants receive advice on how to improve and solve their problems. The speakers also present and discuss problems which so far occurred in their countries and other potential problem cases.

3. Best Practices
On both days, the innovative format of this advanced small-scale Master Class enables you to consider wider issues of relevance to officials and practitioners involved in Financial Instruments. You can exchange information and experience with professionals from other Member States and discuss the problems and cases.

Venue:
Unique Venue in Rome

Participation Fee:
Reduced fee for public authorities: 1.810 EUR excl. VAT
Regular fee: 2.010 EUR excl. VAT
22% Italian VAT will be added.

Contact
Hanne Goldbeck
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**Programme**

**Day 1: Innovative Approaches to Verifications and Audits**
- Discussion of innovative approaches to verifications/audits
- Preparation for on-the-spot verifications/audits
- Set up of checklists and questionnaires before visiting the projects

**Day 2: On-the-Spot Visits and Reporting**
- Testcases to improve your skills and the use of instruments
- On-the-spot visits of three projects in the south of the Netherlands
- Report writing and discussion of reports

**Day 3: Problem Solving Day**
- Discussion of cases, submitted by the participants
- Analysing of problematic aspects of submitted cases and identification of possible solutions
- Conclusions and exchange of experience

**Venue:**
Unique Venue in Maastricht

**Participation Fee:**
Reduced fee for public authorities: 2.430 EUR excl. VAT
Regular fee: 2.830 EUR excl. VAT
21% Dutch VAT will be added.

**Contact**
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zuschke@lexxion.eu

Register before 31 August 2019 to get 10% off!
This early bird discount cannot be combined with any other discounts.

**Chair**
Jo Kremers
Former Senior Audit Manager, Ministry of Finance, The Hague

We are planning to visit the Maastricht Treaty during the event, which is the cradle of the European Union and therefore very important for all of us, citizens of the European Union.
Verwaltung und Prüfung der Europäischen Struktur- und Investitions Fonds (ESIF) (In German)

Workshop | 26 – 27 September 2019 | Hamburg (Germany)

Der zweitägige Workshop zur Verwaltung und Prüfung der Europäischen Struktur- und Investitions Fonds (ESIF) bietet die ideale Möglichkeit für einen kollegialen Austausch und praxisnahe Lösungsvorschläge zu aktuellen Fragen rund um die ESI Fonds.

Begegnen Sie den zukünftigen Herausforderungen der ESI Fonds aktiv und vertiefen Sie die für Ihre Praxis relevanten Themen auf einem hohen Niveau.

Programme

- Rechtliche Rahmenbedingungen und Vorschriften für Europäische Struktur- und Investitions Fonds (ESIF)
- Prüfstrategien – Planung der optimalen Prüfung
- Verwaltungsprüfungen und Vor-Ort-Kontrollen
- Revision von Europäischen Struktur- und Investitions Fonds durch Prüfbehörden die deutschen Rechnungshöfe sowie den EU-Rechnungshof
- Fehler und Unregelmäßigkeiten bei Europäischen Struktur- und Investitions Fonds
- Betrug und Korruption von Europäischen Struktur- und Investitions Fonds
- Finanzierungsinstrumente von Europäischen Struktur- und Investitions Fonds
- Verwendung von vereinfachten Kostenoptionen für ESIF
- EU-Beihilfenrecht und deren Anwendung für Europäische Struktur- und Investitions Fonds
- Vergaberichtlinien für Europäische Struktur- und Investitions Fonds

Venue:
Unique Venue in Hamburg

Participation Fee:
Reduced fee for public authorities: 1.240 EUR excl. VAT
Regular fee: 1.640 EUR excl. VAT
19% German VAT will be added.

Contact
Hanne Goldbeck
+49 (0)30-81 45 06 28
goldbeck@lexxion.eu
Programme

The use of Simplified Cost Options has been extended to all ESI Funds, becoming applicable to more projects and mandatory for small projects. As such, public officials from Managing, Certifying, Audit Authorities and Intermediate Bodies, but also Beneficiaries, need to be aware of how to correctly make use of flat rates, standard scales of unit costs and lump sums. Participate in our two-days Interactive Workshop and learn from our experts how to adapt your working methods and procedures to this simplified methodology.

An unmissable occasion to ask all your questions on the topic to the sector professionals, share your experience with the participants from other Member States and expand your professional network.

Chair: Louis Vervloet
General Director Flemish ESF Agency and Representative of Belgium at the ESF Committee, Brussels

Venue:
Unique Venue in Nice

Participation Fee:
Reduced fee for public authorities: 1.240 EUR excl. VAT
Regular fee: 1.640 EUR excl. VAT
20% French VAT will be added.

Contact
Enrica Corpace
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corpace@lexxion.eu
Advanced Autumn Course: Innovative Approaches to Risk Analysis, Verifications and Audits in ESI Funds
16 – 18 October 2019 | Venice (Italy)

During this Advanced Autumn Course we will discuss the requirements for risk analysis, verifications and audits in ESI Funds, as well as train you on more effective and innovative approaches, new methods and instruments, which will help you to perform even more effective verifications and audits.

The following topics will be on the agenda:
- Legal requirements for management verifications and audits in the current programming period and what will change in 2021-2027
- Administrative versus on-the-spot verifications
- Audits on operations/projects/payment claims; audit of accounts
- How to conduct risk analysis, verifications and audits of the projects, using new methods, instruments and more effective and innovative approaches, such as:
  - internet and social media;
  - EU databases;
  - analytical review and data-analytics;
  - official certification marks or declaration of conformity;
  - investigative interviews;
  - self-assessments and SATooling;
  - and many others...
- Live Demonstration: How to use sophisticated audit software to detect irregularities and fraud. Bring your laptop and we will show, how possible electronic manipulations can be detected, how plagiarism can be spotted, as well as many other very useful IT tools.

Chair
Jo Kremers
Former Senior Audit Manager,
Ministry of Finance,
The Hague

Venue: Unique Venue in Venice
Participation Fee: Reduced fee for public authorities: 2.230 EUR excl. VAT; Regular fee: 2.630 EUR excl. VAT; 22% Italian VAT will be added.

Contact: Anya Zuschke  
☎ +49 (0)30-81 45 06 21  
✉ zuschke@lexxion.eu
The Assurance Package: Get Ready for February 2020!
Annual Accounts | Management Declaration | Annual Summary | Annual Control Report
Interactive Workshop | 17 – 18 October 2019 | Venice (Italy)

Programme

Session I: The Assurance Package: Requirements and Obligations for MA, CA, AA and IB
- Annual accounts, management declaration, annual summary, audit opinion and annual control report
- Timing obligations for programming bodies and division of tasks

Session II: Payment Applications and Annual Accounts
- Conducting management verifications
- How to draw up, certify and submit payment applications and annual accounts to the EC
- Audit of annual accounts

Session III: Annual Summary and Management Declaration
- How to summarize final audit reports
- Elements of the management declaration
- Verification of management declaration and annual summary

Session IV: Audit Opinion and Annual Control Report

Session V: Most Common Errors and Irregularities in ESI Funds and How to Treat Them
- The role and obligations of MA and IB in the identification of irregularities
- How to treat irregularities in annual accounts – perspective of the CA
- Irregularities coming out of audits – view of the AA

Session VI: Audit of the Assurance Package by the European Court of Auditors

Venue:
Unique Venue in Venice

Participation Fee:
- Reduced fee for public authorities: 1.240 EUR excl. VAT
- Regular fee: 1.640 EUR excl. VAT
- 22% Italian VAT will be added.

Contact
Anya Zuschke
+49 (0)30-81 45 06 21
zuschke@lexxion.eu
Programme

Session I: Monitoring and Evaluation (M&E) Framework
- Legal framework of the M&E system and the new evaluation requirements for 2021-2027
- Role and significance of M&E for Operational Programmes
- New programming period: impact finance; an additional form of financing not linked to costs of the relevant operations, but linked to their results (CPR proposal)

Session II: Indicators – A Choice to be Made Wisely
- Selection and implementation of indicators for different levels of implementation: OPs to priority axes/single projects
- Practical Exercise: How to select and define indicators for a specific project/programme and which thresholds have to be met

Session III: Monitoring in Practice – Requirements, Obligations and Tools
- Monitoring systems and IT systems: Collection, processing and assessment of data and data collection tools
- Measurement and verification of indicators
- Practical Exercise: The monitory process of a real project through its life-cycle

Session IV: Evaluation in Practice - Step-by-Step Perspective
- Implementation of Evaluation plan
- Which activities can be conducted inhouse and which external
- Practical Exercise: Drafting Terms of Reference and procurement of evaluation services
- Theory based vs. counterfactual impact evaluation: a deep look into the methods and practice
- Quasi-experimental techniques when randomisation is not possible
- Choosing the most appropriate evaluation method to apply

Session V: Auditor’s Perspective to Monitoring and Evaluation
- Audit of performance data – responsibility of audit authorities
- Financial, compliance and performance audits by European Court of Auditors
- Performance audit concepts, approaches, methodologies, practical application

Venue: Palace Hotel | Lungo Lario Trieste, 16 | 22100 Como (Italy)
Participation Fee: Reduced fee for public authorities: 2.230 EUR excl. VAT; Regular fee: 2.630 EUR excl. VAT; 22% Italian VAT will be added.

Register before 31 August 2019 to get 10% off!
This early bird discount cannot be combined with any other discounts.

Contact: Enrica Corpace +49 (0)30-81 45 06 27 corpace@lexxion.eu
Programme

Day I:
- Introduction: Set up and implementation of Financial Instruments: objectives, main rules and regulatory framework
- Collection of problems of applying Financial Instruments
- Set up and Implementation of Financial Instruments in practice
- Remedial actions
- Monitoring, audit and control

Day II:
- Loans, guarantees, equity: Best practices and lessons learnt from Member States (Managing Authority and Fund of Fund Manager)
- Future in the area of Financial Instruments

Experts (among others)

Marek Szczepanski
Former Managing Director in BGK (National Development Bank), responsible for Financial Instruments; Owner of MWS Consulting, Warsaw

Csaba Harsanyi
Hungarian Development Bank, Brussels

Venue:
Unique Venue in Milan

Participation Fee:
Reduced fee for public authorities: 1.240 EUR excl. VAT
Regular fee: 1.640 EUR excl. VAT
22% Italian VAT will be added.

Contact
Hanne Goldbeck
+49 (0)30-81 45 06 28
goldbeck@lexxion.eu
Programme and Financial Management of ESI Funds 2021-2027
Expectations, Challenges and Practical Implementation
11 – 12 November 2019 | Milan (Italy)

Programme

Day 1: Preparation for the 2021 – 2027 Programming Period
- Challenges in programming and lessons learnt from 2014 – 2020
- Programme structure and financial allocations
- Workshop: Successful preparation of a draft Operational Programme from the MA point of view
- Preparing for the new programming period from the perspective of the European Court of Auditors: lessons learnt from ECA´s reports

Day 2: Financial Management, Control and Audit in 2021 – 2027
- Key issues for Financial Management and Control in 2021 – 2027
- Responsibilities and tasks of different authorities
- Change of focus from costs, reimbursement and checks to deliverables and results
- Simplified Designation process and eligibility criteria 2021 – 2027
- Simplification and extended use of Simplified Cost Options
- What will be new in Financial Instruments?
- Simplified use of Technical Assistance
- Risk-based management verifications
- New rules for payment applications
- Who will take over the accounting function?
- System audit, audit of accounts, audit of operations: decreased number of audits
- How can you protect the audit trail and new reporting requirements

Venue:
Unique Venue in Milan

Participation Fee:
Reduced fee for public authorities: 1.240 EUR excl. VAT
Regular fee: 1.640 EUR excl. VAT
22% Italian VAT will be added.

Register before 31 August 2019 to get 10% off!
This early bird discount cannot be combined with any other discounts.

Contact
Zrinka Mozara
+49 (0)30-81 45 06 15
mozara@lexxion.eu
Control and Audit of ESI Funds
Intensive Workshop | 21 – 22 November 2019 | Barcelona (Spain)

The following topics will be on the agenda:

- Control and Audit Framework for Managing, Certifying, Intermediate and Audit Authorities in 2014-2020 and prospective for 2021-2027
- How should managing authorities/intermediate bodies/beneficiaries best prepare for auditors’ visits?
- What does the audit authority expect from the managing authority/intermediate body/beneficiary in terms of audits?
- Key requirements and assessment criteria related to system audits
- Audit documentation management (audit trail/working papers)
- Audit of public procurement and audit of State aid
- Audit of Simplified Cost Options
- How to analyse risks and implement a risk management system
- How to detect and manage errors and irregularities
- How to combat fraud and corruption
- Audits by the European Court of Auditors
- Performance Audit

Venue:
Unique Venue in Barcelona

Participation Fee:
Reduced fee for public authorities: 1.240 EUR excl. VAT
Regular fee: 1.640 EUR excl. VAT
21% Spanish VAT will be added.

Contact
Anya Zuschke
+49 (0)30-81 45 06 21
zuschke@lexxion.eu
Technical Assistance: How to Prepare for the Upcoming Programming Period
Intensive Workshop | 21 – 22 November 2019 | Nice (France)

Programme

Day 1:
- Framework of Technical Assistance (TA)
- Selection of projects and eligibility rules for TA
- Simplified approach towards TA
- Evolution and future of TA
- How to support institutions, beneficiaries and partners with TA money?
- Lessons learned from midterm examination

Day 2:
- Workshop: Monitoring and evaluation of TA
- Workshop: Audit of TA

Experts (among others)

Zsuzsanna Kondor
Former Head of Managing Authority of Operational Programme Technical Assistance and Head of Coordination Managing Authority, Budapest

Urszula Wojcik
Senior Expert, Department for Assistance Programmes, Ministry of Economic Development, Warsaw

Venue:
Unique Venue in Nice

Participation Fee:
Reduced fee for public authorities: 1.240 EUR excl. VAT
Regular fee: 1.640 EUR excl. VAT
20% French VAT will be added

“Good way to learn and to improve my knowledge about TA.”
“Very useful for shifting thinking about TA towards 'best value for money' concepts.”
(Participants of the TA Workshop 2018 | Barcelona)
First Level Control and Verifications of ESI Funds
Interactive Workshop | 25 – 26 November 2019 | Venice (Italy)

Programme

Day 1:
- Financial management and control requirements for MA, CA, AA and IB
- Administrative and on-the-spot verifications
- Carrying out verifications in practice:
  - Verification of eligibility of expenditure
  - Verification of State aid and public procurement
  - Verification of Simplified Cost Options

Day 2:
- The Assurance Package
  - Requirements and obligations of involved authorities
  - How to draw up, certify and submit payment applications to the EC
- Practical Exercise: How to draw up, certify and submit annual accounts to the European Commission
- Most common errors and irregularities in ESI Funds and public procurement
- Reporting and financial corrections
- Risk assessment: How to analyse and reduce risks

Venue:
Unique Venue in Venice

Participation Fee:
Reduced fee for public authorities: 1.240 EUR excl. VAT
Regular fee: 1.640 EUR excl. VAT
22% Italian VAT will be added.

Contact
Enrica Corpace
+49 (0)30-81 45 06 27
corpace@lexxion.eu
Selection of Projects in ESI Funds: How to Become More Efficient?
Interactive Workshop | 28 – 29 November 2019 | Nice (France)

Programme

Project Selection in Programme Cycle
- How to translate policy objectives and priorities into projects' implementation?

Regulatory Requirements
- How to define your project strategy for the current funding period and how to prepare for the upcoming period?

Selection Mechanisms
- What are your role and tasks as Managing Authority in the selection and award process?
- Different selection procedures – Advantages und disadvantages

Project Selection Criteria
- How to define clear objectives and select result indicators?

Project Assessment
- Compliance
- Value for money
- Durability of (project) results (long term impact and results)

How to Prepare a Call for Proposals?

Audit Experiences
- Transparency
- Equality
- Conflict of Interest
- Value for money

The European Court of Auditors Views on Project Selection and Project Design

Venue:
Unique Venue in Nice

Participation Fee:
Reduced fee for public authorities: 1.240 EUR excl. VAT
Regular fee: 1.640 EUR excl. VAT
20% French VAT will be added

Contact
Johann Blain
+49 (0)30-81 45 06 18
blain@lexxion.eu

Case Studies:
- Innovation and research
- Digital agenda
- Financial for the private sector
Study Visit on Simplified Cost Options for ERDF and ESF Programmes and Projects
Study Visit | 2 – 4 December 2019 | Prague (Czech Republic)

Programme
Our Study Visit on Simplified Cost Options (SCO) for ERDF and ESF will offer highly practical solutions regarding the application of SCO to projects and programmes financed with ERDF and ESF Funds.
Under the experienced guidance of Pavel Hradecky, Expert in the field of SCO, and by hearing directly about successfull projects, you will learn in theory and practice how to best apply this simplification methology to your projects.

The Study Visit combines Intensive Training with on-the-spot visits to the best-practice projects in the Czech Republic, forerunners in the ERDF and ESF sectors.

Travel Arrangements
Lexxion will take care of catering, hotels and bus transfers during the whole Study Visit.

Chair: Pavel Hradecky, Head of EU Funds Unit, Section for European Affairs, Government of Czech Republic, Prague

Venue:
Unique Venue in Prague

Participation Fee:
Reduced fee for public authorities: 2.900 EUR
Regular fee: 3.500 EUR

Contact
Enrica Corpace
+49 (0)30-81 45 06 27
corpace@lexxion.eu
Fundamentals of Financial Instruments
Intensive Workshop | 3 – 4 December 2019 | Prague (Czech Republic)

Programme

Day 1:
- Legislative framework of Financial Instruments (FIs)
- Types and structure of FIs
- Set-Up, implementation and management of FIs – practical aspects
- Key elements of sound financial management of FIs
- Monitoring and control

Day 2:
- Structuring and implementation of loan instruments
- Structuring and implementation of guarantee instruments
- Equity instruments: theory and practical examples
- Problem solving session

Venue:
Unique Venue in Prague

Participation Fee:
Reduced fee for public authorities: 1.240 EUR
Regular fee: 1.640 EUR

Contact
Hanne Goldbeck
+49 (0)30-81 45 06 28
goldbeck@lexxion.eu
Programme

The proposal for the regulatory framework 2021 – 2027 sets out common provisions for 7 shared management funds, including AMIF, ISF and BMVI. What does it mean for the future? What challenges will it bring? Join us in Vienna and discuss the most pressing questions, developments and challenges.

Topics:
- Management and control requirements for AMIF and ISF in 2014-2020 and outlook into 2021-2027
- Planning and conducting open calls
- Selection of projects: mechanisms, criteria and appraisal aspects
- Indicators, monitoring and evaluation
- How to make management verifications of AMIF and ISF more effective?
- Mixed use of equipment delivered
- Verification of public procurement under security conditions
- What are the key requirements for system audit, audit of expenditures and audit of accounts?
- How to ensure appropriate record-keeping and appropriate audit trail under conditions of security aspects?
- How to audit public procurement and State aid in AMIF and ISF?
- Audit of Simplified Cost Options
- How to detect and manage errors and irregularities, concerning lack of access to the documentation (because of security aspects)?
- How to combat fraud and corruption?
- Audit of AMIF and ISF by the European Court of Auditors

Venue: Unique Venue in Vienna
Participation Fee: Reduced fee for public authorities: 2.230 EUR excl. VAT; Regular fee: 2.630 EUR excl. VAT; 20% Austrian VAT will be added.

Contact: Anya Zuschke ☎️+49 (0)30-81 45 06 21 ✉️ zuschke@lexxion.eu
**Errors, Irregularities and Fraud in ESIF Programmes and Projects**

Intensive Workshop | 5 – 6 December 2019 | Vienna (Austria)

**Programme**

**Day 1: Errors, Irregularities and Financial Corrections in ESI Funds**
- Most common irregularities in ESI Funds
- Typical procurement errors and typical irregularities in procurement cycle
- Management verifications as a measure to prevent irregularities
- Treatment of irregularities, reporting and financial corrections
- Group exercise on how to choose the right type of financial correction and how to calculate the rate of corrections

**Day 2: Preventing, Detecting and Combating Fraud and Corruption in ESI Funds**

*Anti-Fraud Game of Jo Kremers (Edition 2019)*
- Fraud risk assessment and risk analysis
- Detection methods and red flags for fraud
- Most risky areas, such as public procurement, HR, tax
- Anti-fraud cycle

"Thank you very much for warm welcoming and good organisation of the course. Unforgettable memories, nice new friends and new knowledge – alltogether was an excellent pack!"

Participant of the Workshop on Irregularities and Fraud, June 2019

**Experts (among others)**

**Chair**: Simon Hannah  
ERDF Compliance and Quality Assurance Manager, East of England ERDF Growth Delivery Team, Ministry of Housing, Communities and Local Government, Cambridge

**Jo Kremers**  
Former Senior Audit Manager, Ministry of Finance, The Hague

**Venue:**
Unique Venue in Vienna

**Participation Fee:**
- Reduced fee for public authorities: 1.240 EUR excl. VAT
- Regular fee: 1.640 EUR excl. VAT
- 20% Austrian VAT will be added.

**Contact**
Anya Zuschke  
+49 (0)30-81 45 06 21  
zuschke@lexxion.eu
Public Procurement from A to Z
Summer Course | 4 – 6 September 2019 | Rome (Italy)

Programme

Day 1 – Legal Framework and Procurement Procedures
- The case law from the Court of Justice on public procurement
- Remedies for public procurement contracts and enforcement at national level
- Public procurement and Services of General Economic Interest
- Interactive tutorial: Tendering phases in practice

Day 2 – Applying Procurement Rules in Different Sectors
- Green and environmental EU public procurement
- Public procurement and innovation
- Social and responsible EU public procurement
- SME’s and public procurement
- Electronic procurement
- Most common errors in public procurement
- Impact of Brexit in the field of public procurement

Day 3 – Fraud, Corruption and Collusive Tendering
- Definition and current legal framework
- Collusive tendering and bid-rigging: Patterns, control and regulatory experience from Member States
- Practical group exercise: Design a suitable corruption prevention and detection strategy
- Integrity and probity in public procurement

Experts (among others)

Prof. Christopher Bovis
Chair in Law and Professor of European Business Law, University of Hull, Hull; Managing Editor of EPPPL

Tünde Tátrai
Professor, Corvinus University of Budapest, Budapest; Country Correspondent of EPPPL

Alexandra Terzaki
Public Procurement Law Expert and Business Consultant, Terzaki Unternehmensberatung, Vienna

Venue: Unique Venue in the centre of Rome
Participation Fee: Reduced fee for public authorities: 2.230 EUR excl. VAT; Regular fee: 2.630 EUR excl. VAT; 22% Italian VAT will be added. Discount for EPPPL subscribers: 100 EUR

Contact: Mariell Raisma +49 (0)30-81 45 06 2929 raisma@lexxion.eu
Public Procurement Requirements for ESI Funds
Interactive Workshop | 26 – 27 September 2019 | Venice (Italy)

Programme

Day 1: Public Procurement Directives and Procedures
- Current European procurement law
- Public procurement proceedings in theory

Workshops
- Tendering phases - from tender definition to contract conclusion
- Audit requirements and compliance

Problem-solving session:
Discuss your cases directly with Prof. Bovis and receive advice on how to solve them

Day 2: Managing ESI Funds
- Management of ESI Funds and most frequent procurement errors
- Tasks of managing and contracting authorities
- Irregularities and financial corrections
- View of the European Commission – recent judgments and future outlook

Workshop
- How to handle public procurement in ESI-funded projects

“Thanks to the eloquent presentations & case studies of the speakers I could gain a fantastic, deep step into procurement procedures, audit and fraud topics.”

(Participant from the Office of the Salzburg Government)

Experts

Prof. Christopher Bovis
Chair in Law and Professor of European Business Law, University of Hull, Hull; Managing Editor of EPPPL

Christina Bauer
Head of Managing Authority “Alpine Space Programme”, Land Salzburg, Austria

Simon Hannah
ERDF Compliance and Quality Assurance Manager, Ministry of Housing, Communities and Local Government, Cambridge

Pavel Hradecky
Head of EU Funds Unit, EU Economic Policy Coordination Department, Office of the Government, Prague

Venue:
Unique Venue in Venice

Participation Fee:
Reduced fee for public authorities: 1.240 EUR excl. VAT
Regular fee: 1.640 EUR excl. VAT. 22% Italian VAT will be added.

Register before 31 August 2019 to get 10% off!
This early bird discount can only be combined with the subscriber discount.

Discount for EPPPL subscribers: 100 EUR

Contact
Gaël Langosch
+49 (0)30-81 45 06 15
langosch@lexxion.eu
The internet is changing the world into a global information and knowledge based society. In the future citizens as well as the economy will increasingly take advantage of online services. Public authorities as well use more often the internet technologies for their administration - both to internally manage their processes and to interact with citizens. This means that administrations are getting to improve their communication with citizens and better carry out their public service objectives.

This two-day Workshop is designed to provide you with the essentials of E-Government projects – get inspired by practical examples of our international speakers and find ways how to apply this knowledge in your own country.

Programme

- Legal framework – The digitalisation for public authorities
- Management of E-Government projects and its challenges
- Data governance as a key for the General Data Protection Regulation (GDPR)
- Culture change reasonable structured
- IT-Security
- E-Procurement
- The future viability of public authorities
- Best practice examples from Estonia

Venue:
Unique Venue in Barcelona

Participation Fee:
Reduced fee for public authorities: 1.240 EUR excl. VAT
Regular fee: 1.640 EUR excl. VAT
21% Spanish VAT will be added.
Discount for EPPPL subscribers: 100 EUR

Contact
Hanne Goldbeck
+49 (0) 30-81 45 06 28
goldbeck@lexxion.eu
Facing 2020: Latest Developments in EU Public Procurement
Forum | 24 – 25 October 2019 | Amsterdam (The Netherlands)

This Annual Forum will give you a comprehensive overview on the most challenging issues in Public Procurement nowadays.

CONFERENCE | 24 October 2019
Facing 2020: Latest Developments in EU Public Procurement

Session I: New and changed public procurement procedures – More flexibility and simplification?

Session II and III: Innovative and sustainable procurement and sustainable procurement in practice

Session IV: Analysis of Case Law – the most recent developments in procurement jurisprudence

WORKSHOP | 25 October 2019
E-Procurement: Technical, Financial and Data Protection Challenges

Morning Session:
Legal Framework and Member States’ experience in the use of electronic procurement procedures

Afternoon Session:
E-Procurement in practice

Contact: Mariell Raisma
+49 (0)30-81 45 06 2929
raisma@lexxion.eu

Participation Fee:
Conference and Workshop on 24 – 25 October 2019
Regular fee: 1.350 EUR excl. VAT; Reduced fee for public authorities: 1.185 EUR excl. VAT
Conference on 24 October 2019
Regular fee: 685 EUR excl. VAT; Reduced fee for public authorities: 595 EUR excl. VAT
Workshop on 25 October 2019
Regular fee: 785 EUR excl. VAT; Reduced fee for public authorities: 695 EUR excl. VAT

21% Dutch VAT will be added. Discount for EPPPL subscribers: 100 EUR
**Essentials of Public Procurement**
Interactive Workshop | 14 – 15 November 2019 | Milan (Italy)

**Programme**

**Day 1:**
- European public procurement law
- Practical issues in applying public procurement rules
- Contracting authorities in public procurement
- Award criteria for public contracts
- Remedies and enforcement

**Day 2:**
- Public procurement and State aid
- Concessions and PPPs
- Sustainable policies and EU public procurement
- In-house public procurement
- Preventing irregularities & fraud and conducting financial corrections in operational programmes
- Interactive tutorial: Tendering phases in practice

"Interesting choice of topics for panel discussions and good quality of presentations."
"Superb speakers and organization as always!"
"Good quality event, very useful for Managing Authorities."
(Former participants of the Workshop on Public Procurement Essentials)

**Venue:**
Unique Venue in Milan

**Participation Fee:**
- Reduced fee for public authorities: 1.240 EUR excl. VAT
- Regular fee: 1.640 EUR excl. VAT
- 22% Italian VAT will be added.

Discount for EPPPL subscribers: 100 EUR

**Contact**
Mariell Raisma
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 raisma@lexxion.eu
Essentials of E-Procurement
Interactive Workshop | 28 – 29 November 2019 | Budapest (Hungary)

Effective E-Procurement can provide a wide variety of benefits including more efficiency and savings for governments and businesses. The potential cost savings are massive, as stated by the European Commission. In Italy alone, E-Procurement systems cut over €3 billion in costs.

During this Interactive Workshop the leading experts are introducing the numerous possibilities of E-Procurement, where you have an opportunity to get inspired by the case studies of Finland and Portugal and find ways how to apply this knowledge in your own country.

The Interactive Workshop will give you a comprehensive overview and an opportunity to discuss the following issues:

**Transition to E-Procurement**
- Definition and rollout of E-Procurement in the EU (E-Invoicing, E-Submission)
- Benefits and potential risks of E-Procurement
- Changes for bidding companies and public authorities

**Applying E-Procurement Rules in Different Sectors**
- European Single Procurement Document (ESPD)
- Tenders Electronic Daily (TED) and E-Certis
- Comparison of Framework Agreement and Dynamic Purchasing System (DPS)
- Catalog management
- Contracts register
- Case studies of Finland and Portugal

**E-Procurement in Perspective**
- E-Governance
- Digital Single Market Strategy
- Emerging technologies in public procurement
- Emerging technologies in E-Procurement

**Venue:**
Unique Venue in Budapest

**Participation Fee:**
Reduced fee for public authorities: 1.240 EUR
Regular fee: 1.640 EUR

Discount for EPPPL subscribers: 100 EUR

**Contact**
Mariell Raisma
+49 (0)30-81 45 06 2929
raisma@lexxion.eu
Programme
This Master Class is especially designed for public procurement experts, who would like to deepen their knowledge on the latest developments and judgements and discuss their own public procurement cases.

Day 1:
Detailed analysis of best practice examples of an effective and thorough implementation of the new rules for public procurement and public-private partnerships, as well as for concessions and utilities.

Day 2:
Problem Solving: How to improve your procurement measures in order to achieve best value for money? Discussion of individual cases, which participants are asked to send in advance.

Expert
Prof. Christopher Bovis, Chair in Law and Professor of European Business Law, University of Hull, Hull; Managing Editor of EPPPL

Venue:
Unique Venue in Paris

Participation Fee:
Reduced fee for public authorities: 1.810 EUR excl. VAT
Regular fee: 2.010 EUR excl. VAT
20% of French VAT will be added.
Additional discount for EPPPL-subscribers: 100 EUR
Tailor-Made Courses

Customised In-House Training Courses and Tailor-Made Study Visits

In addition to our regular events, we also offer in-house seminars and study visits to public and private institutions all over Europe. These courses can include similar content to our regular programme, or can be designed in cooperation with you to meet your specific needs.

We work with established experts from the European Commission and EU Member States, as well as high-level lawyers and consultants, who support Lexxion as both authors and speakers. At an in-house training or study visit they will focus on and analyse your institution's particular needs.

Your Choice
Design the training courses with us and decide on topics, speakers, and format.

Your Institution
Focus exclusively on topics that are important for your institution and discuss sensitive issues in a confidential atmosphere.

Your Team
Train a group of employees simultaneously to ensure that everyone is on the same page.

Your Budget
Avoid all travel and hotel costs.

www.lexxion.eu
## European State Aid Law

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<tr>
<th>Month</th>
<th>Event</th>
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<tbody>
<tr>
<td>Feb.</td>
<td>Training: Essentials of State Aid Law</td>
</tr>
<tr>
<td>March</td>
<td>Seminar: State Aid Procedures - The Legal Obligations and Rights of the Parties Involved</td>
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<tr>
<td>March</td>
<td>Intensive Training: State Aid for Broadband</td>
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<tr>
<td>March</td>
<td>Spring Course: The Concept and Principles of State Aid</td>
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<td>April</td>
<td>ESTAL Seminar</td>
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<td>April</td>
<td>Intensive Training: State Aid Requirements for SGEI</td>
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<td>May</td>
<td>Intensive Training: State Aid for Research, Development and Innovation Projects</td>
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<td>June</td>
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<td>June</td>
<td>Intensive Training: State Aid for Energy and Environment</td>
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<td>July</td>
<td>Master Class: “State Aid Uncovered” with Prof. Dr. Phedon Nicolaides</td>
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<td>August</td>
<td>Summer Course: State Aid – Concept, Principles, Exemptions and Guidelines</td>
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<tr>
<td>September</td>
<td>Intensive Training: State aid for Waste Management and Infrastructure</td>
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<td>October</td>
<td>Intensive Training: State Aid for Transport Services and Infrastructure</td>
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<td>October</td>
<td>Interactive Practical Course: State Aid in ESIF Programme and Project Management</td>
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<td>October</td>
<td>Intensive Training: Toolbox for State Aid Rules and Public Procurement</td>
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<tr>
<td>November</td>
<td>Intensive Training: State Aid for Tax Measures</td>
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<td>November</td>
<td>Intensive Training: GBER</td>
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<tr>
<td>November</td>
<td>ESTALI Autumn Conference</td>
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<td>December</td>
<td>Intensive Training: State Aid and the Market Economy Operator Principle (MEOP)</td>
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## Public Procurement Law

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<thead>
<tr>
<th>Month</th>
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<tbody>
<tr>
<td>Feb.</td>
<td>Workshop: Public Procurement Requirements for ESI Funds</td>
</tr>
<tr>
<td>March</td>
<td>Intensive Course: Public Procurement from A to Z</td>
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<tr>
<td>May</td>
<td>Workshop: Essentials of Public Procurement</td>
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<td>November</td>
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<td>Month</td>
<td>Event</td>
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<tr>
<td>March</td>
<td>Workshop: Indicators, Monitoring, Evaluation and Performance Audit of ESIF Programmes and Projects</td>
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<tr>
<td>March</td>
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<tr>
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<td>Workshop: How to Implement Compliant Financial Instruments</td>
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<td>March</td>
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<td>March</td>
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<tr>
<td>April</td>
<td>Workshop: Effective First Level Control and Verifications in ESI Funds</td>
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<tr>
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<tr>
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<td>May</td>
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<td>June</td>
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<tr>
<td>June</td>
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<td>Workshop: Verwaltung und Prüfung der Europäischen Struktur- und Investitionsfonds (in German)</td>
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<tr>
<td>November</td>
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<tr>
<td>November</td>
<td>Advanced Course: EU Financial Instruments – Equity, Quasi-Equity, Loans and Guarantees</td>
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<tr>
<td>November</td>
<td>Workshop: Simplified Cost Options for ESI Funds</td>
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<tr>
<td>December</td>
<td>Workshop: Essentials of Financial Instruments</td>
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<td>December</td>
<td>Workshop: Irregularities and Fraud in ESIF Programme and Project Management</td>
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