



EUROPEAN COMMISSION

Budget
Central Financial Service
Financial regulations

CONSULTATION REPORT

Second triennial review of the Financial Regulation

Working document

May 2010

INTRODUCTION

The Commission's initiative to launch a Public Consultation on the review of the Financial Regulation was one of openness. It encouraged, with no preconception, all interested parties to send a contribution, counting on contributors' valuable experience as project managers and beneficiaries of public funding.

The success of this consultation is undoubtedly a strong signal of the increasing interest of all actors concerned in the EU budgetary and financial rules.

The Commission received 235 contributions, reflecting a broad range of opinions and perspectives. This report analyses the main results of this consultation and to inform the Commission's reflexion for the elaboration of its proposal.

Section I of the Report presents a quantitative statistical analysis of the contributions received, while Section II details a qualitative analysis of the answers given to the questions put forward as well as the additional topics raised by the various contributors. Section III describes next steps to be undertaken by the Commission in the coming months and the follow-up given to opinions expressed during the consultation.

SECTION I - QUANTITATIVE ANALYSIS

As part of its second revision of the financial rules for EU-funded programmes, the European Commission launched a public consultation from 19 October to 18 December 2009¹. The aim was to invite beneficiaries and managers of public funds to send their view and opinions on how to make the rules for grants and the Commission's handling of financial files more effective.

This has been a very important opportunity for everyone to share their experience and opinion, and to nourish the Commission's reflexion as the European Union starts preparing the ground for a new generation of programmes as of 2014.

Generally speaking, the response to this public consultation has been positive, and the quality of the contributions has shown, on average, a good understanding of the aim of this public consultation.

The total number of different contributions received reached 235. One contribution was received several times, from 92 contributors, all part of the same network.

Contributors could choose to contribute under one of the following three categories: Citizens, Organizations or Public Authorities.

An analysis by category shows that with 107 contributions (i.e. 46 % of the total of 235 contributions) Organizations contributed most, followed by Citizens with 84 contributions received (i.e. 36 %), and then Public Authorities with a total of 44 contributors (i.e. 19 %).

¹ See http://ec.europa.eu/budget/consultations/FRconsult2009_en.htm

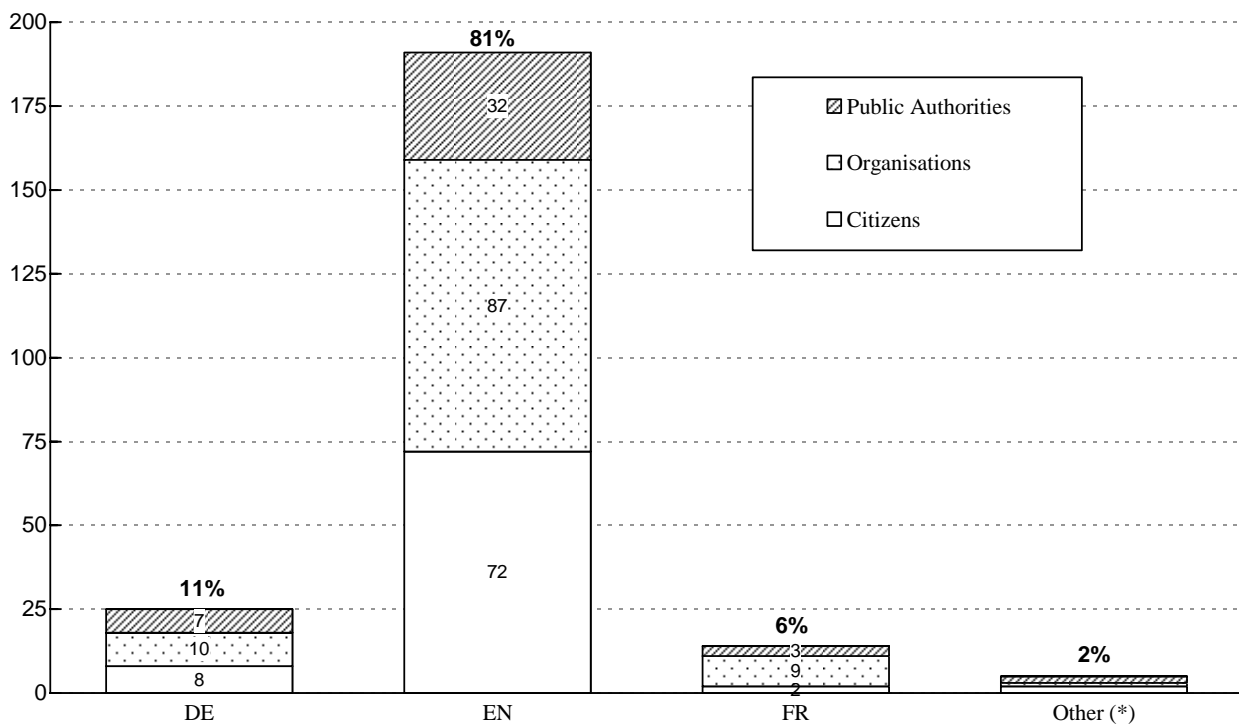
Language of contributions

An analysis by language shows that contributions were predominantly in English (191 contributions, i.e. 81 % of the total), although it was possible to contribute in any of the 23 official languages of the Union.

German was used for 25 contributions (i.e. 11 %), 14 contributions received were in French (i.e. 6 %), while the remaining 5 contributions were respectively in Spanish, Estonian, Dutch, Polish and Romanian.

Details of language used by respondent, for each of the 3 categories (Citizens, Organizations or Public Authorities) are hereafter given in Graph 1.

Graph 1 - Respondents by language & category



(*) Other include 5 contributions: in Spanish (public authority), Estonian (organisation), Dutch (citizen), Polish (citizen) & Romanian (public authority).

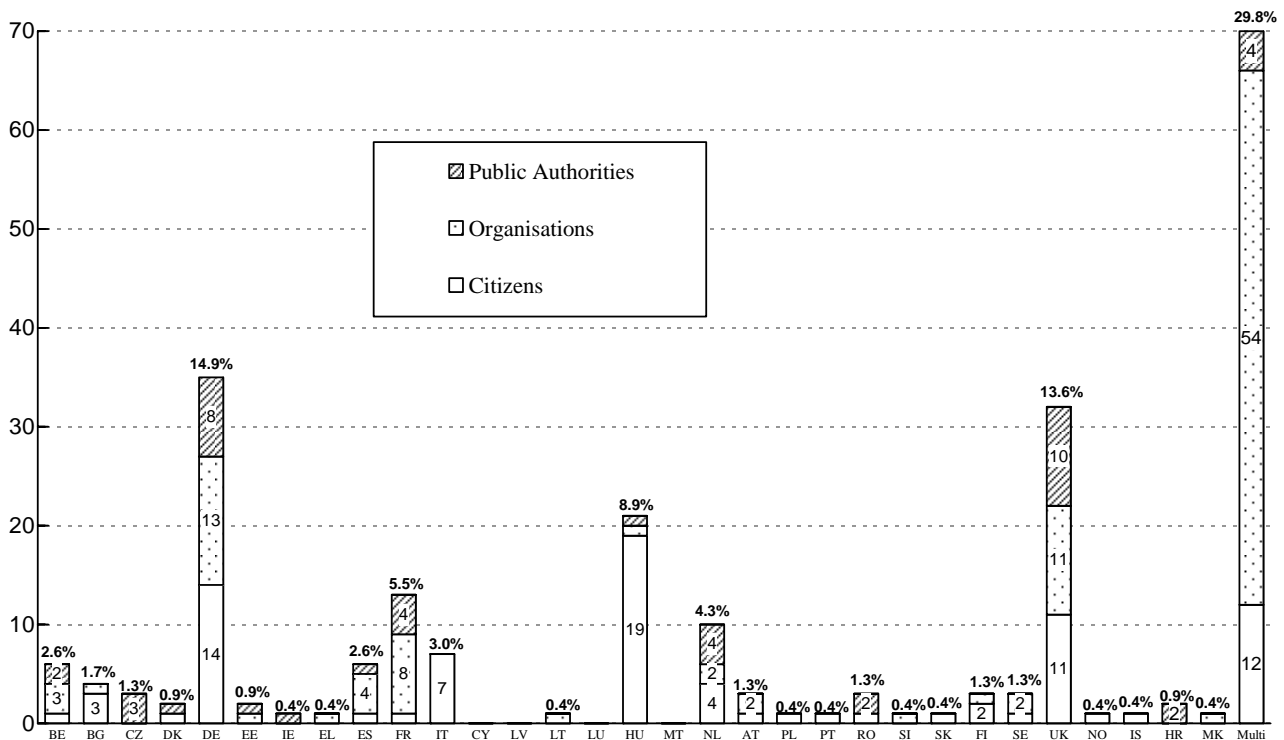
Country of contributors

In terms of country of origin, see Graph 2 below, almost a third of contributions came from multinational networks/consortia, based most frequently in Brussels (70 contributions out of 235, i.e. 30 %). This was notably the case for contributions posted under the category Organisations, where 54 contributions out of 107 (i.e. 50 %) were multinational.

For contributions originating from a specific country, Germany came first (with 35 contributions, i.e. 15 %), followed by the United Kingdom (32 contributions, i.e. 14 %), Hungary (21 contributions, i.e. 9 %, mostly under the category Citizens), France (12 contributions, i.e. 5 %) and the Netherlands (10 contributions, i.e. 4 %), while less than 7 contributions originated from each of the other countries concerned.

No contribution originated from the following 4 Member States: Cyprus, Latvia, Luxembourg and Malta. Yet, 5 contributions originated specifically from the following 4 extra-EU countries: Croatia, FYROM, Iceland and Norway (while some multinational contributions, see above, also concerned certain non-EU Member States).

Graph 2 - Respondents by country & category



Main topics addressed

Turning now to the feedback received by topic, the consultation paper² put forward by the Commission suggested structuring contributions around 11 main questions (hereafter Q1 to Q11), yet welcoming comments on any additional topic. In quantitative terms, respondents highlighted main topics in the following order of importance.

Q1 (on the level & quality of information provided by the Commission), Q2 (on flexibility for co-financing requirement) and Q3 (on simplification of grants management) were addressed in around 150 contributions, i.e. around 65 % of all 235 contributions.

Q4 (on the flexibility of the non-profit rule) and Q11 (on improving application procedures) received a feedback in respectively 121 and 109 of the contributions, i.e. around 50 % of the total.

Then followed the issues of interests on pre-financing (Q8), change in the ceiling for smaller grants (Q5) and alternatives to pre-financing guarantee (Q9) which were mentioned in around 90 contributions, i.e. around 40 %.

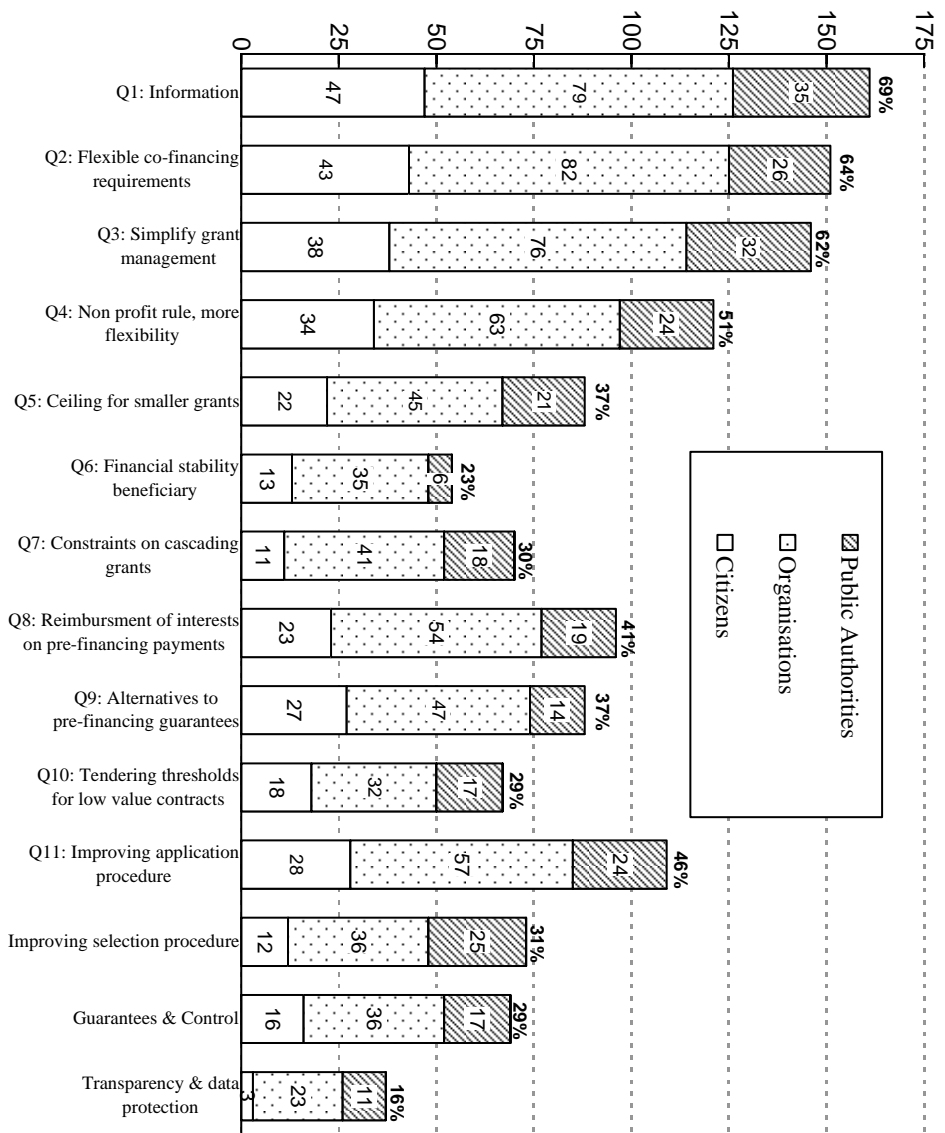
The issues of improving the selection procedure (additional topic), constraints on cascading grants (Q7), guarantees and control (additional topic) and threshold for low value contracts (Q10) were also raised in around 70 contributions, i.e. around 30 %.

Finally, 54 contributions - i.e. 23 % - tackled the issues of financial stability of beneficiaries (Q6) and 37 contributions - i.e. 16 % - tackled transparency and data protection (additional topic).

Details of main topics addressed by respondent, for each of the 3 categories (Citizens, Organizations or Public Authorities) are hereafter given in Graph 3.

² As available on http://ec.europa.eu/budget/library/consultations/FRconsult2009/consultation_paper_en.pdf

Graph 3 - Respondents by topic & category



SECTION II – QUALITATIVE ANALYSIS

The consultation paper put forward by the Commission suggested to respondents to focus their attention on 11 main questions, related to the award of grants (Q1-Q7) and to the Commission's handling of financial files (Q8-Q11). The present section aims at providing a general overview and qualitative analysis of the answers received to these questions, as well as of the additional topics raised by contributors. When appropriate, the analysis is detailed by category of respondents (i.e. Citizens, Organisations or Public Authorities).

The main trends in the opinions received may be summarized as follows.

Major interest: (Q1) a vast majority of respondents indicated that the level of information provided is adequate, yet suggesting several possible improvements, e.g. a system of e-alert, an annual plan for upcoming calls, avoiding dovetailing deadlines, allowing more time for submission ; (Q2) Citizens and Organisations pleaded for more flexibility on co-financing depending on the nature of the project, while Public Authorities stated that co-financing requirements should be maintained, but all agreed in-kind contributions should be taken into consideration; and (Q3) most respondents supported the use of lump sums and flat rates, however on covering costs based on expected outputs there was a clear divide.

Great attention: (Q4) a majority stated the need for more flexibility in applying the non-profit rule, while a minority supported the *status quo*; and (Q11) a general consensus emerged on the need to improve the application procedure, with both a label system and a 2-step procedure finding substantial support, with insistence to foster the use of e-tools and digital signature.

Large consideration: (Q5) respondents suggested to raise the amounts between EUR 25 000-75 000 for low value grants and between EUR 10 000-25 000 for very low value grants; (Q8) A majority expressed dissatisfaction about pre-financing payments and reimbursement of interests, suggesting adapting the rate of pre-financing by type of beneficiaries and not recovering interests or calculating them based on a standard formula and deduct them; and (Q9) Public authorities pleaded for being exonerated of pre-financing guarantees, while most Citizens and Organizations favoured alternatives, such as considering insurance for potential losses, adapting requests for guarantees to risk, or allowing eligibility of bank guarantee cost.

Detail for each of the 11 questions and additional topics raised is given hereafter.

Question 1 – Information and schedule of timing

Question 1 was related to the availability of information on calls for proposals. The respondents were invited to give feedback about possible improvements to make the whole process of information smoother and more accessible.

A vast majority of respondents (in all 3 categories: Citizens, Organisations or Public Authorities) indicated that the level of information provided is adequate, yet suggesting several possible improvements, e.g. a system of e-alert, an annual plan for upcoming calls, avoiding dovetailing deadlines, allow more time for submission.

It was indeed argued that e-alerts would allow potential recipients to be informed about upcoming calls relevant for them, in order to give the chance to submit their application in a timely manner, while an annual plan for upcoming calls would allow potential beneficiaries to better plan their applications. It was also suggested not to dovetail deadlines for calls with holiday periods (like end-December or summer) and allowing more time for the submission of applications.

Question 2 – Rules on co-financing and use of in-kind contributions

Question 2 dealt with co-financing and in-kind contributions. Indeed, EU grants involve a percentage of co-financing from beneficiaries which, depending on the project, can be substantial. Only in very limited number of cases is co-financing not required, and this rule puts constraints on the development of various projects. Contributors were asked to give their opinion about the possibility of a more flexible rule on co-financing requirements, and also how to deal with in-kind contributions, while adhering to the non-profit principle.

As far as co-financing is concerned, replies differed substantially between Citizens and Organisations on one side, and Public Authorities on the other side. The former pleaded for more flexibility on co-financing, arguing that current requirements limit the implementation of projects, while the latter stated that co-financing requirements should be maintained, in order to put constraints on beneficiaries and foster a higher level of commitment in carrying out projects. Many Citizens and Organisation suggested introducing different levels of co-financing, depending on the nature of the project.

Concerning in-kind contributions, there was a general consensus among all 3 categories to take them into consideration in order to favour the implementation of projects.

Question 3 – Use of lump sums, flat rates and performance based grants

Question 3 addressed the possibility to make the use of lump sums and flat rates the norm rather than the exception, and to cover costs on the basis of expected output.

Most respondents supported the use of lump sums and flat rates, as a way to reduce administrative burden for the recipients of EU grants. However, on covering costs based on expected outputs, there was a clear divide into two groups of sensibly equal importance. Those in favour stated notably that performed-based grants can allow recipients more flexibility in carrying out projects, and foster a higher level of responsibility by increasing commitment to complete projects successfully and to implement them more cost-effectively. Those against considered mainly the risks of failure while implementing projects, where the coverage of costs would thus not be guaranteed, then potentially excluding and constraining risk-averse applicants. This issue appeared to be the most controversial of this consultation.

Question 4 – Flexibility on the non-profit rule

Question 4 related to the fact that EU grants cannot generate profit but only support a project activity. Respondents could give practical examples based on their experience and indicate whether more flexibility was needed on this subject.

On this topic a majority stated the need for more flexibility in applying the non-profit rule, notably to facilitate the sustainability of projects, reduce the needs to search for grants and the fact that many beneficiaries, in particular NGOs, rely almost exclusively on them. However, a minority supported the idea to maintain the current rule as a way to maintain market competition and to maximize the number of potential beneficiaries across the EU.

Question 5 – Amount for low and very low value grants

Question 5 proposed to adapt amounts for low and very low value grants (currently EUR 25 000 and EUR 5 000).

Most respondents suggested these amounts should be raised, yet to various levels, commonly between EUR 25 000-75 000 for low value grants and between EUR 10 000-25 000 for very low value grants.

Question 6 – Operating grants and duration of framework partnership agreements

Question 6 focused on the gradual decrease of operating grants, whose objective is to avoid that beneficiaries rely excessively on EU funds. Considering notably their need for financial stability, contributors were asked whether more flexibility is needed on this issue, as well as on the duration of framework partnership agreements.

Few contributors answered this question and most pointed out that the principle of gradual decrease of operating grants does not take into account the long-term relationship many beneficiaries of EU grants have with the European Union. Yet, they pointed out some difficulties in providing detailed examples on how this gradual decrease can be more flexible. On the duration of framework partnership agreement respondents suggested between 3 and 7 years. Yet, some respondents (mainly Organizations) did not clearly set a duration, rather favouring a timescale which allows the recipients to generate sufficient own resources.

Question 7 – Rules on cascading grants

Question 7 addressed the restrictions to transferring EU grants to third parties beyond direct beneficiaries. The few contributors who shared their experience underlined that current rules on cascading grants hinder the development and implementation of their projects.

In particular, NGOs noted that cascading grants should not be limited since these grants were often their first (indirect) contact to EU funds, then helping them applying to get EU grants directly.

Question 8 – Safeguarding tax payers' money

Question 8 concerned the requirement to reimburse interests on pre-financing payments. Respondents were invited to propose new ways of dealing with pre-financing payments in order to safeguard tax payers' money while reducing the administrative burden.

A majority expressed dissatisfaction about pre-financing payments and reimbursement of interests, while only a minority suggested current rules were appropriate and should not be changed. Suggestions included adapting the rate of pre-financing by type of beneficiaries and not recovering interests or calculating them based on a standard formula for all grants, while deducting them (*ex post* from actual payments or *ex ante* based on an estimate). For humanitarian aid, interests were notably pointed out as minimal and their recovery disproportionate in terms of administrative burden.

Question 9 - Alternatives to pre-financing guarantees

Question 9 set the way for alternatives to pre-financing guarantees. Contributors could suggest other mechanisms, while ensuring the right level of protection for EU funds.

Public authorities pleaded for being exonerated of pre-financing guarantees, while most Citizens and Organizations favoured the following alternatives:

- an insurance for potential losses, which might be cheaper;
- improve the selection procedure by assessing applicants on the basis of their potential risk (related to the project and their financial viability) and adapt accordingly requests for guarantees;
- allow the cost of a bank guarantee to be eligible and thus reimbursed by the EU.

Question 10 – Adequacy of current thresholds

Question 10 was linked to the thresholds for the simplified payment procedure. Respondents were invited to comment on current thresholds and their possible increase.

The limited feedback was balanced, some respondents considering the current thresholds adequate, while other claimed for their increase so as to notably provide a better return on investments, improve the quality of projects or reflect inflation.

Question 11 – Label system and two-steps procedure

Question 11 put forward the proposal to introduce a label system for previously successful applicants, or a 2-step procedure. Contributors were invited to comment on this initiative to reduce the administrative burden.

A general consensus agreed on the need to improve the application procedure, and supported both a label system and a 2-step procedure. Many contributors also insisted that the use of e-tools and of digital signature should be developed to ease the application process. Better use of the Padar database is also supported by many respondents.

Additional topics

In addition to their answers to the above 11 questions, some contributors suggested to improve the selection procedure for grants, to articulate more adequately guarantees and control, and to better ensure transparency and data protection.

SECTION III – NEXT STEPS

The Financial Regulation (FR) is subject to review every 3 years or whenever it proves necessary pursuant to its Article 184. By mid-2010, the Commission will make a proposal for the second review of the FR since its initial adoption in 2002 and first review in 2006/2007. Following the entry into force of the Lisbon Treaty, the future FR will be adopted jointly by the European Parliament and Council, after the opinion of the Court of Auditors (art. 322 TFUE). At the same time, the Implementing Rules (IR) of the FR will be proposed by the Commission, and should be adopted in accordance with Article 290 TFUE).

The objective of presenting a single package for both the FR and its IR is to allow the legislative authority to negotiate the entire set of financial rules in a constructive and effective manner. The Commission proposals will take stock of the practical experience of Commission services that are responsible for budget implementation, of other Institutions and take account of the results of the present public consultation.

It should be kept in mind that the process of the review is usually a complex and lengthy one (approx. two years), involving several institutions and concerning legal texts of a different nature: the FR establishes the principles and main rules, while its IR foresees complementary and explanatory provisions to the FR. Once both texts are revised, internal guidelines of the Commission on specific policy areas (i.e. detailed procedures on how rules are to be implemented in practice) will certainly require changes.

This means that not all problems encountered in budget implementation can be solved by changing the rules themselves: in many cases, the interpretation or the application of the rules at different levels, e.g. in EU, national or local guidelines, can provide for solutions. The Commission proposal would endeavour to take these aspects into account, in order to streamline and facilitate the application of budgetary rules.

In this perspective, detail is hereafter given on how the Commission proposal shall address the main results of the consultation.

Major interest: information, co-financing & lump sums

Concerning the level of information provided on grants opportunities, the Commission welcomes that most contributors consider that this level is adequate, showing that corresponding underlying principles and rules seem satisfactory. Practical suggestions such as a system of e-alert, an annual plan for upcoming calls, avoid dovetailing deadlines, or allow more time for submission will be taken into account to improve internal Guidelines and promote best practice/tools, such as the Pador database.

On co-financing, the request from many Citizens and Organisations for more flexibility will be followed up by a proposal to leave the choice of modalities to provide evidence for co-financing to the authorising officer, thus also echoing the opinion from Public Authorities to maintain current co-financing requirements notably for larger grants. As far as in-kind contributions are concerned, art. 172.2 FR already foresees that they may be accepted, but a proposal will be made to either clarify this rule or facilitate its use in internal guidelines.

In order to alleviate administrative burden and excessive red tape on beneficiaries, the Commission will echo the support given by most respondents to lump sums and flat rates and propose a shift towards a performance-based system, including a robust simplification of lump sums, scale of unit costs and flat rates, clearly disconnected from any verification of actual costs of implementation, while ensuring that these are part of risk assessment and safeguard equal treatment of beneficiaries.

Great attention: non-profit rule & application procedure

The Commission proposal should maintain the real-cost regime but clarify and streamline it, for instance through the recovery of profit on a pro rata basis (i.e. where the EU budget funds 50 % of the costs, only 50 % of the profit should be recovered) This should address the request expressed by a majority of respondents for more flexibility in applying the non-profit rule, while a minority supported the *status quo*.

The need to improve the application procedure for grants, expressed by a general consensus of respondents, will be addressed in the IR and will leave the choice of modalities as much as possible to the authorising officer. The use of e-tools will also be explored further in internal guidelines.

Large consideration: low value grants, interests on pre-financing & guarantees

Building on the 2006 review of the IR, which already reduced administrative requirements for low value grants, the Commission will propose to further raise thresholds for low value grants from EUR 25 000 to a higher level (EUR 50 000), in line with the principle of proportionality. This should both satisfy the request expressed by respondents and respect the principle of proportionality between risk and management cost.

In order to address dissatisfaction with the rules on the recovery of interests generated by pre-financing, which generate excessive administrative burden and misunderstandings with operators and partners, simplification will be proposed. In particular, the Commission suggests suppressing the obligation to generate pre-financing and to recover corresponding interests for grant beneficiaries, unless otherwise foreseen in a delegation agreements.

The questioning of pre-financing guarantees by respondents from Public Authorities, as well as requests from Citizens and Organisations to reduce corresponding administrative burden and costs, will be addressed in the IR, leaving the choice of modalities as much as possible to the authorising officer, notably on bank guarantees and supporting documents used to assess operational and financial capacity.

Other concerns: gradual decrease of operating grants & cascading grants

Most respondents concerned pointed out that the principle of gradual decrease of operating grants does not take into account the long-term relationship many beneficiaries have with the European Union, but could not propose more flexible alternatives. In line with the feedback received, the Commission will propose to review the gradual decrease rule over 4 years, rather than completely abandoning it, because it is justified in principle.

The Commission will also address the concerns related to cascading grants, expressed in particular by NGOs. For instance, it will propose to lift some restrictions to cascading grants notably where the redistribution of funds is the primary aim of the action. Yet appropriate guarantees will be maintained, preserving particularly the principle which limits discretion in the redistribution of grants by the primary beneficiary. This should have a tangible impact of projects' implementation, notably for programmes dedicated to numerous physical persons which can only be reached through 2 levels of dispatch (e.g. Universities for Erasmus).

ANNEX: LIST OF CONTRIBUTORS

All 235 contributions received are available on the following website:

http://ec.europa.eu/budget/consultations/FRconsult2009_read_en.htm

Citizens

84 contributions were submitted by individual citizens.

One contribution was received several times, from 92 contributors, all part of the same network (CEV 'Centre for European Volunteers').

Organisations

107 contributions were submitted by Organisations, as detailed hereafter.

1. O001 - 26.10.2009 - International Diabetes Federation European Region
2. O002 - 28.10.2009 - Euclid Network
3. O003 - 04.11.2009 - Enterprise Europe Network
4. O004 - 04.11.2009 - NLB
5. O005 - 18.11.2009 - Volkswagen AG
6. O006 - 30.11.2009 - United Response
7. O007 - 30.11.2009 - Universitat Rovira i Virgili
8. O008 - 09.12.2009 - Mental Health Europe
9. O009 - 11.12.2009 - Brabantse Delta
10. O010 - 11.12.2009 - Autoridad Portuaria de Valencia
11. O011 - 11.12.2009 - Nokia Siemens Networks
12. O012 - 14.12.2009 - Council of European Municipalities and Regions
13. O013 - 14.12.2009 - Prince Leopold Institute for Tropical Medicine
14. O014 - 14.12.2009 - AEDH
15. O015 - 15.12.2009 - CGPME
16. O016 - 15.12.2009 - New Life Macedonia
17. O017 - 15.12.2009 - Eurodiaconia
18. O018 - 16.12.2009 - RFSAT
19. O019 - 16.12.2009 - People and Planet
20. O020 - 16.12.2009 - European Anti-Poverty Network

21. O021 - 16.12.2009 - Save the Children Finland
22. O022 - 16.12.2009 - Victim Support Europe
23. O023 - 16.12.2009 - ASD Industries Association of Europe
24. O024 - 16.12.2009 - Eurofer
25. O025 - 16.12.2009 - Eurochambers
26. O026 - 16.12.2009 - University of Strathclyde
27. O027 - 18.12.2009 - Ministerium für Wirtschaft und Europa Brandenburg
28. O028 - 17.12.2009 - Culture Action Europe
29. O029 - 18.12.2009 - Social Platform
30. O030 - 17.12.2009 - EAEA
31. O031 - 17.12.2009 - WAGGS
32. O032 - 17.12.2009 - European Music
33. O033 - 17.12.2009 - European Foundation Centre
34. O034 - 17.12.2009 - Concord
35. O035 - 17.12.2009 - European University Association
36. O036 - 17.12.2009 - Quintessa
37. O037 - 17.12.2009 - CDTI
38. O038 - 17.12.2009 - Konrad Adenauer Stiftung
39. O039 - 17.12.2009 - University of Southampton
40. O040 - 17.12.2009 - Trans Europe Halles
41. O041 - 17.12.2009 - UEAPME
42. O042 - 17.12.2009 - Alliance Ville Emploi
43. O043 - 17.12.2009 - CEV
44. O044 - 17.12.2009 - Transparency international
45. O045 - 18.12.2009 - Practical Action
46. O046 - 18.12.2009 - NCVO ENNA
47. O047 - 18.12.2009 - Fabel Kommunikation AB
48. O048 - 18.12.2009 - Industrie- und Handelskammer für München und Oberbayern
49. O049 - 18.12.2009 - ECC
50. O050 - 18.12.2009 - BCSDN MCIC
51. O051 - 18.12.2009 - CEA
52. O052 - 18.12.2009 - Agusta Westland
53. O053 - 18.12.2009 - Deutscher Städte- und Gemeindebund
54. O054 - 18.12.2009 - DIHK
55. O055 - 18.12.2009 - Euclid Network

56. O056 - 18.12.2009 - EUCIS-LLL
57. O057 - 18.12.2009 - CEN-CENELEC
58. O058 - 18.12.2009 - FNTP
59. O059 - 18.12.2009 - EARTO
60. O060 - 18.12.2009 - PLIE
61. O061 - 18.12.2009 - Jykes
62. O062 - 18.12.2009 - European Movement International
63. O063 - 18.12.2009 - Third Sector European Network
64. O064 - 18.12.2009 - RSPB
65. O065 - 18.12.2009 - European Consumer Centre
66. O066 - 18.12.2009 - Haccou
67. O067 - 18.12.2009 - Finance Helpdesk
68. O068 - 18.12.2009 - Eurocites
69. O069 - 18.12.2009 - University of Tartu
70. O070 - 18.12.2009 - Handwerk International Baden-Württemberg
71. O071 - 18.12.2009 - Local Government Association
72. O072 - 18.12.2009 - Broederlijk Delen
73. O073 - 18.12.2009 - EU-CORD
74. O074 - 18.12.2009 - ACFCI
75. O075 - 18.12.2009 - Eurohorc
76. O076 - 18.12.2009 - EAPN
77. O077 - 18.12.2009 - Robert Bosch GmbH
78. O078 - 18.12.2009 - France Telecom Orange Labs
79. O079 - 18.12.2009 - ETNO
80. O080 - 18.12.2009 - Business Europe
81. O081 - 18.12.2009 - IG Kultur
82. O082 - 18.12.2009 - CNRS
83. O083 - 18.12.2009 - European Dialogue
84. O084 - 18.12.2009 - EFMCA
85. O085 - 18.12.2009 - EUCEN
86. O086 - 18.12.2009 - Caritas Europe
87. O087 - 18.12.2009 - University of Oxford
88. O088 - 18.12.2009 - European Patients Forum
89. O089 - 18.12.2009 - IG FFG
90. O090 - 18.12.2009 - Universität München

91. O091 - 18.12.2009 - ELIA
92. O092 - 18.12.2009 - COFACE
93. O093 - 18.12.2009 - BEUC
94. O094 - 18.12.2009 - EU-Büros des BMBF
95. O095 - 18.12.2009 - European Disability Forum
96. O096 - 18.12.2009 - Notre Europe
97. O097 - 18.12.2009 - ECNL
98. O098 - 18.12.2009 - Kulturpolitische Gesellschaft
99. O099 - 18.12.2009 - UEF
100. O100 - 18.12.2009 - VOICE
101. O101 - 18.12.2009 - CEE BankWatch Network
102. O102 - 18.12.2009 - eMobility European Technology Platform
103. O103 - 18.12.2009 - Green10
104. O104 - 18.12.2009 - IBM
105. O105 - 18.12.2009 - FIEC
106. O106 - 17.12.2009 - The National Trust
107. O107 - 17.12.2009 - Helmholtz Association

Public Authorities

44 contributions were submitted by Public Authorities, as detailed hereafter.

1. P001 - 28.10.2009 - Town of Pleternica
2. P002 - 04.11.2009 - Enterprise Ireland
3. P003 - 09.11.2009 - Town of Mane-en-Provence
4. P004 - 25.11.2009 - Stadt Krefeld
5. P005 - 01.12.2009 - SenterNovem
6. P006 - 04.12.2009 - Aberdeenshire Council
7. P007 - 07.12.2009 - Flemish Government Division Traffic Centre
8. P008 - 07.12.2009 - Kent County Council
9. P009 - 09.12.2009 - Waterboard of Schieland and the Krimpenerwaard
10. P010 - 11.12.2009 - COSLA
11. P011 - 15.12.2009 - Bucharest Municipality
12. P012 - 15.12.2009 - Statistics Denmark
13. P013 - 15.12.2009 - East of Scotland European Consortium
14. P014 - 16.12.2009 - Landkreise Lüneburg

15. P015 - 16.12.2009 - Regierungspräsidium Stuttgart
16. P016 - 16.12.2009 - Compact
17. P017 - 16.12.2009 - Stadt Langen
18. P018 - 17.12.2009 - European Ombudsman
19. P019 - 17.12.2009 - Fachhochschule Osnabrück EEN
20. P020 - 17.12.2009 - Czech Trade inspection
21. P021 - 17.12.2009 - Hanse-Office
22. P022 - 17.12.2009 - SMULL
23. P023 - 17.12.2009 - Barnsley Council
24. P024 - 18.12.2009 - Statistical Institutes from 14 EU Member States
25. P025 - 18.12.2009 - Highland Council
26. P026 - 18.12.2009 - Academy of Science
27. P027 - 18.12.2009 - IHK Oberfranken Bayreuth
28. P028 - 18.12.2009 - Gelderland, Overijssel en Zeeland
29. P029 - 18.12.2009 - Barcelona Provincial Council
30. P030 - 18.12.2009 - POM West-Vlaanderen
31. P031 - 18.12.2009 - Estonian Ministry of Finances
32. P032 - 18.12.2009 - Communauté d'Agglomération Plaine Commune
33. P033 - 18.12.2009 - Environment Agency for England & Wales
34. P034 - 18.12.2009 - Brighton Hove City Council
35. P035 - 18.12.2009 - INSEE
36. P036 - 18.12.2009 - Romanian Municipalities Association
37. P037 - 18.12.2009 - Dutch Ministry of Finances
38. P038 - 18.12.2009 - Council for Civil Society Development
39. P039 - 18.12.2009 - Enterprise Europe Vlaanderen
40. P040 - 18.12.2009 - Czech Ministry of Industry and Trade
41. P041 - 18.12.2009 - British Government
42. P042 - 18.12.2009 - NKTH
43. P043 - 18.12.2009 - Practitioners' Network for European Development Cooperation
44. P044 - 18.12.2009 - French Permanent Representation of France to the EU