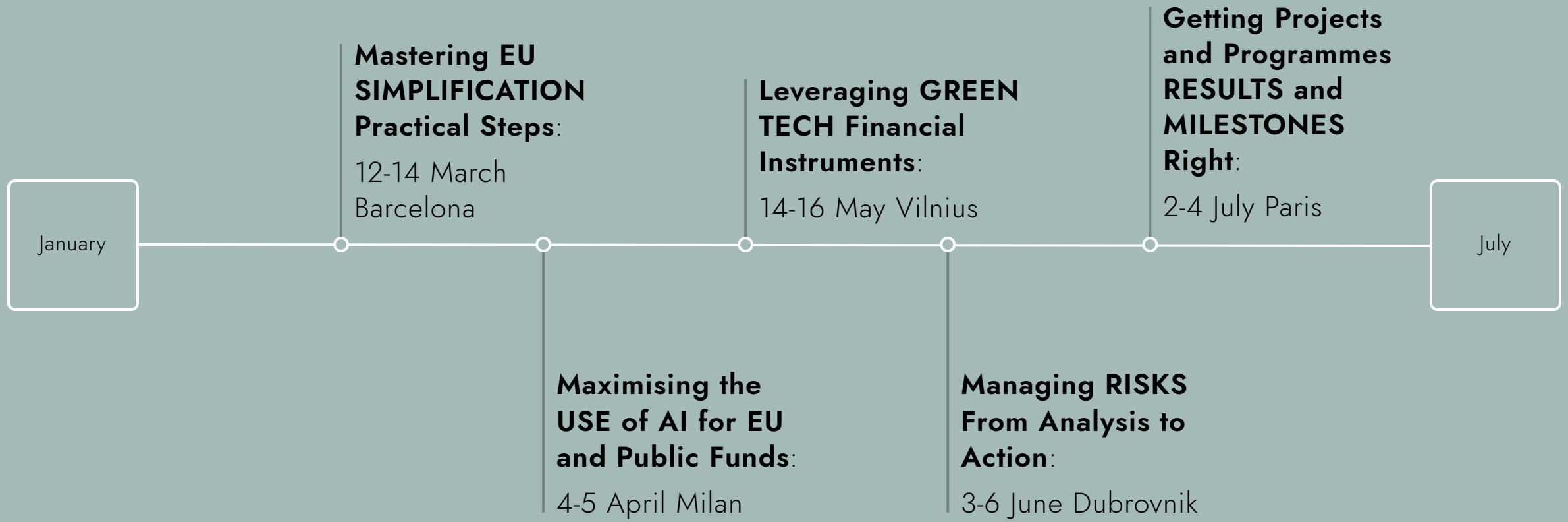


SEMINARS

ETCP 2025 FIRST SEMESTER





MASTERING EU SIMPLIFICATION PRACTICAL STEPS

A practical Masterclass beyond Gold Plating : Essential-Only Approaches for Intervention Efficiency

KEY LEARNING OBJECTIVES

Shift the general approach

Presenting all Simplified Cost Options by thematic and their success conditions and adopting in general an approach not based on documents but on data and targets

Focus on the essentials

Focusing on possibilities to relate checks and calls to sound outputs and results and not inputs

Streamline the process

Thoroughly testing the allocation of means by function, step and tasks and make it more efficient to reduce backlogs. Adaption of documents and tools through the audit trail

Make quick wins

Introducing specific fast tracks procedures and more flexibility for the changes of activities and expenditures. Adapting eligibility rules and checks

Keep it secure

Implement effective controls, risks management to ensure proper identification and correction of errors. Focusing on key and essential infringements

Change team management

Investing in training and professional development to ensure staff have the necessary skills and knowledge to implement simplification steps

MARCH 12-14, 2025 IN BARCELONA

MASTERING EU SIMPLIFICATION PRACTICAL STEPS

— 12 March —

- 1 Welcome and introduction - key concepts and definitions : spendings/achievements
- 2 Module 1 : Review of Administrative burdens ·Review of Technical burdens ·Review of Financial burdens ·Responsibilities on the beneficiary side ·Responsibilities on the Authorities side
- 3 Lunch
- 4 Module 2 : **The quick wins** : Fast tracks procedures, SCOs without calculations, changes and flexibility of Contracts, checks and approvals
- 5 Module 3 : Specific and sensitive issues: Reporting on outputs and results ·**Non eligible projects and expenditures**

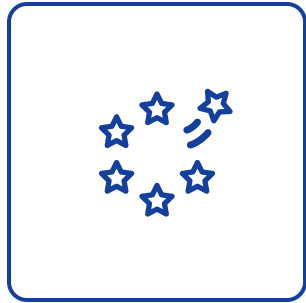
— 13 March —

- 6 Module 4 : Presentation of application of SCOs and the most promising ways to combine real and simplified costs and Financing Not Linked to the Costs
- 7 Module 5 : **works in groups about SCOs** ·Simplification of verification and claims for some repetitive expenditures / interventions - introduction of Lump sums and Unit costs
- 8 Lunch
- 9 Module 6 : Presentation of the **specific simplification of Staff Costs** : from Timesheets to modernised reporting
- 10 Module 7: work in groups about Staff Costs, their calculation and simplification

— 14 March —

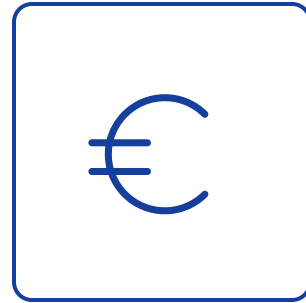
- 11 Module 8 : **Risk management** : related with appraisal and verification : example of integrated systems from ex-ante to ex-post checks - source of data for risk factors
- 12 Module 9 : Possible **integration of AI** to optimise the package and reduce the risks
- 13 Lunch
- 14 Module 7 : Screening of the Management and Control system : separation of functions and tasks. Responsibilities and tools. Concrete work on the **audit trail**
- 15 Module 10 : Action Plan

WELCOME TO OUR KEY POINTS OF PRESENTATION



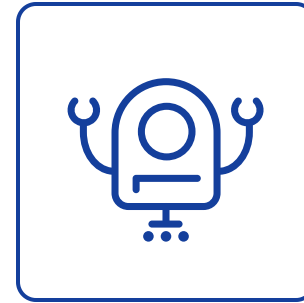
EU and public funds

Setting a specific strategy of simplification for Public Funds (Cohesion, RRF & National Plans, regional, social, rural and urban strategies)



Funds Absorption

Ensuring on time and secure absorption of funds. Finding the right balance between reduced delays and proportionated checks



SCOs and Staff Costs

Applying the right option to the right situation : anticipating the bias and adapting the contracting and reporting models



Process and rules

Understanding the change in the process Exploring the national burdens and potential Guidance for officers and recipients

These are already examples of simplification of EU and public funds management. By understanding the different options and success conditions, we pave the way of an effective and sustainable effort avoiding gold-plating approach.

FRANCK SOTTOU

FRANCK is a well-known International Expert in EU and Public Funds management integrating the latest Guidance and Good practices about simplification. He will deliver to you a tailor-made Seminar going to the point of simplification adapted to your situation and background.

He will add a personal touch of AI and put you in concrete position of implementation of the simplification measures and steps you will choose.



YOUR REGISTRATION PATH ON WWW.ETCP.FR

All participants will find online full real-time access to information and documents





OUR VENUE IN BARCELONA : GRAND HOTEL CENTRAL

Via Laietana, 30 - 08003 Barcelona



<https://www.grandhotelcentral.com/en/get-together/>

MASTERING EU SIMPLIFICATION PRACTICAL STEPS

Situation	Net Amount Price
Standard	€1,435
Early Bird (15% off)	€1,219.75
Group Rate (10% off)	€1,291.5

*Package includes: Training material, breaks, lunches and 1 dinner, full access to ETCP platform and certificate of qualification

"EVERYTHING SHOULD BE MADE
AS SIMPLE AS POSSIBLE, BUT
NO SIMPLER." - ALBERT
EINSTEIN



MAXIMISING THE USE OF AI FOR EU AND PUBLIC FUNDS

A Hands-on Workshop on Implementing AI Solutions for Enhanced Fund Management and Control

KEY LEARNING OBJECTIVES

Establish Clear Objectives

Define specific issues and opportunities to use AI at all stages of the Project and Programme Cycle Management, set up clear success conditions and milestones.

Robust Financial Management

Implement effective controls, risk management using large volume of data with AI to ensure proper identification and correction of errors.

Compliance and Rules

Thoroughly understand and adhere to rules and guidance for AI to ensure protection of individual data and security of public data regarding the interventions.

Monitoring and Evaluation

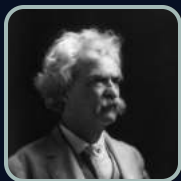
Regularly monitor project progress, identify and address issues, and conduct with AI comprehensive evaluations to demonstrate the efficient and effective use of funds.

Transparency and Accountability

Maintain open and transparent communication, and be prepared to provide detailed documentation and reporting to the public and authorities using AI.

Change management

Invest in training and professional development to ensure staff have the necessary skills and knowledge to use AI effectively. Address organizational culture and best practice dissemination.



"The secret to getting ahead is getting started."

TWAIN



AGENDA IN MILAN: 3-4 APRIL 2025

Day 1

- 1 9:00 AM - 10:30 AM: Introduction and Objectives - specific attention to definitions and common terms
- 2 10:45 AM - 12:00 PM: Module 1 - Fundamentals and cases of use for public funds to improve Programming, Selection, Monitoring and Evaluation, Checks and control - specific focus on Public Procurement

Lunch

- 3 1:00 PM - 2:30 PM: Module 2 - Options and success conditions : data, API and AI solutions : specific development and/or on the shelves solutions
- 4 2:45 PM - 4:15 PM: Hands-on Exercises using AI at all stages of PCM

Day 2

- 5 9:00 AM - 10:30 AM: Module 3 - Risks management and checks on a large volume of data - Audit improvement and risk factors
- 6 10:45 AM - 12:00 PM: Group Discussions and Case Studies on using AI for Simplification (with or without SCOs) and Risk management

Lunch

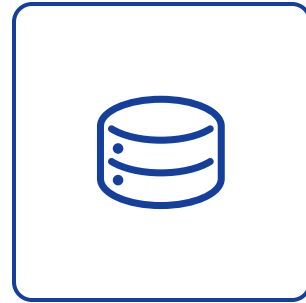
- 7 1:00 PM - 2:30 PM: Specific Guidance and rules adaptation - Set up of an Action plan including milestones and strategy for skills, rules and guidance and introduction / test of options
- 8 2:45 PM - 3:45 PM: Wrap-up and Feedback

WELCOME TO OUR KEY POINTS OF PRESENTATION



EU and public funds

Setting a specific strategy and approach for Public Funds (Cohesion, RRF & National Plans, regional, social, rural and urban strategies)



IT Tools and Data

Testing options to access to the Cloud or local servers, API development and potential use of external data



AI solutions

Finding the adapted solution and making the right prompts.
Ensuring secure and efficient collection and treatment of data



Process and rules

·Understanding the bias and possible erroneous interpretations of data. Exploring the national burdens and potential Guidance for users

These are already examples of use of AI for public funds management. By understanding the different options and success conditions, we pave the way of an effective, reasonable and integrated use of AI in our daily jobs.

TYTTI YLI-VIIKARI AND FRANCK SOTTOU

TYTTI is a Key Expert in Public Financial Management Frameworks, Risk Management and Automated Control Systems. She is Former Auditor General of Finland and currently conducts research on Integrating Artificial Intelligence tools in control systems and Digitalization in Public Administration

FRANCK is a well-known International Expert in EU and Public Funds management mastering the latest Guidance and Good practices. Using AI on a daily basis, he will bring his personal touch on Risks management and Simplification of ex-ante checks, selection and on-going monitoring of Funds.



YOUR REGISTRATION PATH ON WWW.ETCP.FR

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THE PERFECT VENUE IN MILAN

21 House of Stories Milano Città Studi is Hotel, Bistro,
Co(z)working and Events.



<https://21houseofstories.com/en/milano-citta-studi/>



Via Enrico Nöe, 24, 20133 Milano MI, Italie

MAXIMISING EU AND PUBLIC FUNDS WITH AI

Situation	Net Amount Price
Standard	€1,315
Early Bird (15% off)	€1,117.75
Group Rate (10% off)	€1,183.5

*Package includes: Training material, breaks, lunches, full access to ETCP platform and certificate of qualification

“AI HAS BEEN A GAME-CHANGER FOR
OUR MANAGEMENT&CONTROL
SYSTEM, REINFORCING EX-ANTE
CHECKS AND MAKING EASIER ON-
GOING MONITORING.”

ANGEL, FORMER PARTICIPANT TO OUR MILAN SEMINAR



LEVERAGING GREEN TECH FINANCIAL INSTRUMENTS

A Hands-on Study Visit in VILNIUS on Green Tech Investment and success stories in the Baltic States

KEY LEARNING OBJECTIVES

Establish Smart Objectives

Defining clear goals and milestones to achieve results about energy and business development using all resources of IT and applied research.

Integrated Financial Packages

Implementing business-oriented approach by combining financial instruments and grants.

Compliance and Rules

Limiting the risks of errors and corrections by integrating Audit and financial rules from the beginning. Specific focus on Risks management.

Green investment

Focusing on all the possibilities to produce renewable energies and increase energy efficiency using smart and integrated solutions

Tech investment

Fostering the use of IT for private and public entities in terms of services and new products to the market.
Specific

SME and start-up support

Becoming leader of your market of up-scaling your investment and market share: success conditions and monitoring of risks through financial instruments.

MAY 14-16, 2025 IN VILNIUS

LEVERAGING GREEN TECH FINANCIAL INSTRUMENTS

14 May

- 1 Welcome and introduction - key concepts and definitions
- 2 Module 1 : Key strategies for Green and Tech development : the examples of **Lithuania and Estonia**
- 3 Lunch
- 4 Module 2 : Examples of **integrated Financial Instrument and Grant** packages. Implementation options, interests and other gains, differentiated treatment of investors
- 5 Module 3 : Success conditions and **milestones** including selection of Implementing Bodies, practical group work

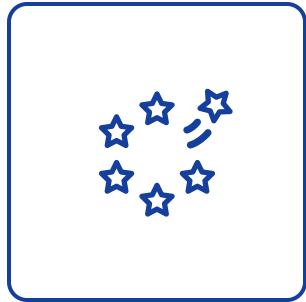
15 May

- 6 Module 4 : Study visit in Dumu Fabrikas, including Speakers Presentation of the place symbolising **the success stories of Lithuania**
- 7 Module 5 : Presentation of experiences and knowledge from the Baltics about the most promising ways to combine instruments and funds - special guests
- 8 Lunch
- 9 Module 6: Tasting Tour of Dumu Fabrikas

16 May

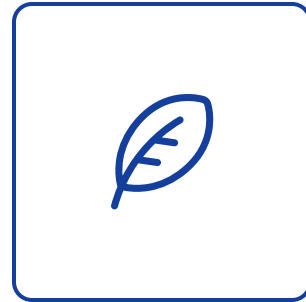
- 10 Module 7 : Management verifications and audits of Financial Instruments. Payment applications, Funding Agreement and Obligatory elements for **audit trail**
- 11 Module 8 : **Risks** related with selection and implementation of recipients - integration of State aid schemes from the beginning
- 12 Lunch
- 13 Module 9 : Possible integration of **Simplified Cost Options** to optimise the package and reduce the risks
- 14 Module 10 : Action Plan

WELCOME TO OUR KEY POINTS OF PRESENTATION



EU and public funds

Setting up a specific strategy and approach for Public Funds (Cohesion, RRF & National Plans, regional, social, rural and urban strategies)



Green investment

Supporting production of renewable energy, smart grids and energy efficiency systems and presenting "green" companies successes



Tech Investment

Making R&D schemes more focused on experimental and applied research, innovative state aid schemes and successful projects



Financial Instruments

Understanding the conditions of success of financial instruments. Exploring support to start-ups and SME to become major players at EU level

These are already success Green Tech stories in Baltic States to be presented and commented. By understanding their background and milestones, we pave the way of a more integrated, sustainable and innovative society supported by targeted and agile programmes.



THE PLACE TO BE FOR OUR EUROPEAN INNOVATION TOUR

The Venue in Vilnius during the 3 days in Hotel PACAI and
The Study Visit Site in Dumu Fabrikas (transport included)

 <https://www.hotelpacai.com/en/meetings-venues>

 <https://www.dumufabrikas.lt/en/apie>

AUDRIUS ZABOTKA AND ANDRUS TREIER

AUDRIUS as Ex-Director General at INVEGA, Member of the Board, Council Member of Public Investment Development Agency, Member of the Board at AECM – European Association of Mutual Guarantee Societies is a dedicated expert about Financial instrument, in particular in the Green and Tech Sectors (Design and implementation of guarantee, soft loans, VC investments, interest subsidy and Global Grant schemes for SMEs and employment)

ANDRUS Experienced Leader with a demonstrated history of working in the financial and public services as well as logistics industry. Skilled in Leadership and Analytical Skills, Banking, Venture Capital and Risk Assessment. Former CISA, CPA. Strong professional with a Master of Business Administration (MBA) focused in Strategic Management from University of Tartu.



YOUR REGISTRATION PATH ON WWW.ETCP.FR

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LEVERAGING GREEN TECH FINANCIAL INSTRUMENTS

Situation	Net Amount Price
Standard	€1,435
Early Bird (15% off)	€1,219.75
Group Rate (10% off)	€1,291.5

*Package includes: Training material, breaks, lunches and 1 Tour Visit with transport, full access to ETCP platform and certificate of qualification

"THE BALTIC STATES HAVE SHOWN THAT EU COHESION POLICY IS NOT JUST ABOUT INFRASTRUCTURE - IT'S ABOUT BUILDING SMART, SUSTAINABLE, AND INCLUSIVE ECONOMIES FOR THE FUTURE." -

RECENT QUOTE FROM AN EC OFFICIAL



MANAGING RISKS FROM ANALYSIS TO ACTION

A Hands-on Study Visit in DUBROVNIK on the best Risks management Practices

KEY LEARNING OBJECTIVES

Mapping the risks

Looking to the most sensitive issues of programming and verification and setting up the likelihood and impact of potential deviations and errors. Benchmarking it with most common errors at EU level.

Scoring Risk factors

Making better identification of risk factors in line with track records and specific assessment of the inherent, internal, control and external dimensions. Proposing scoring and weighting system using available data.

Sampling and using random

Defining the "appetite for risks" and choosing the right size of the sample at operation, payment claim and/or expenditures level. Fixing the conditions of extension of the sample using or not random checks.

Adapting to Soft Actions

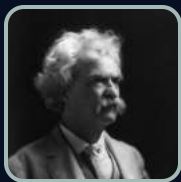
Specific case study using soft actions (training, workshop, social inclusion...) and improving on-the-spot checks with these actions. Specific study visit on site.

Adapting to Hard projects

Specific case study using hard major project (road and bridge) including CBA and improving on-the-spot checks with these projects. Specific study visit on site and Tour.

Using AI at all stages

Testing the use of AI solutions when identifying risk factors in relation to the errors detected and using AI to anticipate potential new risks. Applying AI solution to large volume of data and coming back, or not, to 100% checks.



"The secret to getting ahead is getting started."

M. TWAIN



AGENDA IN DUBROVNIK: 3-6 JUNE 2025

— 3 June —

- 1 9:00 AM - 10:30 AM: Introduction and Objectives
- specific attention to definitions and common terms
- 2 10:45 AM - 12:00 PM: Module 1 - ·Classification of risks and risks factors ·Specific EU funds risks v. IFAC standards ·Scoring of likelihood and impact ·The specific risk assessment methodologies (examples)

— Lunch —

- 3 1:00 PM - 2:30 PM: Module 2 - Understanding of the most common errors ·The potential errors and irregularities : most common alerts ·The corrections to be applied ·The checklist to be used (examples and discussions) ·
- 4 2:45 PM - 4:15 PM: 2021-2027 new and sensitive aspects : Milestones, Competition rules, Financial Instrument, Territorial Instrument, phased projects, audit trails...)

— 4 June —

- 5 9:00 AM - 10:30 AM: Module 3 - : Improving the Risks analysis checks for hard projects (visit on-the-spot) ·Specific outputs and results ·Competition rules (PP and state aid) ·Selection of the documents and data to be checked
- 6 10:45 AM - 12:00 PM: Visit of PELJESAK bridge ·Value and importance to the project ·Type of outputs and results ·Unusual items ·Additional works/activities ·Different quantities than initially planned ·Relatively large number of quantities ·Visual suspicious items ·Suspicious items in documentation:

— Lunch —

- 7 2:45 PM - 4:15 PM: Module 4 : "Soft" project : DESA social and training activities ·Not tangible outputs, deliverables and activities ·Changes during implementation and final gaps ·Data collection with participants ·Potential use of Simplified Costs Options



"No one can escape the ending, but where there is an ending, there will always be a new beginning."

V. WOOLF

AGENDA IN DUBROVNIK: 3-6 JUNE 2025

— 5 June —

- 1 9:00 AM - 10:30 AM: Presentation of the best practices all over Europe of RBVM
- 2 10:45 AM - 12:00 PM: Module 5 - 1:00 PM - 2:30 PM: Module 2 - Exercises in group : Practical cases : selection of operations and expenditures to be verified · Screening or risks and sample sizes · Case 1 : Methods and exercises about sampling operations and payment claims · Identification, scoring & weighting of risks · Case 2 : Sampling of expenditures · Clusters, cut-off and random checks · Discussion based on case work ·

— Lunch —

- 3 1:00 PM - 2:30 PM: Case 3 : control risks at MA/IB levels Specific sampling and quality of checks and Audit trails
- 4 2:45 PM - 4:15 PM: Hands-on Exercises Correction and sharing

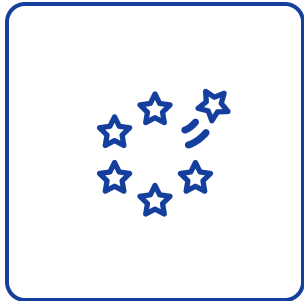
— 6 June —

- 5 9:00 AM - 10:30 AM: Module 6 - Specific focus on Simplified Costs options · Options and success conditions at inputs and outputs levels · Specific risks at operation and expenditure levels · Case study for a single lump sum / unit costs · Consequences for the contract and beneficiaries audit trail · Lessons to be learnt for Managing Authorities / IB and audit authorities. Possible corrections and consequences for the whole system
- 6 10:45 AM - 12:00 PM: Group Discussions and Case Studies (with or without SCOs)

— Lunch —

- 7 1:00 PM - 2:30 PM: Module 7 : Specific Guidance about checklist and reporting templates to be used and rules adaptation
- 8 2:45 PM - 3:45 PM: Module 8 : Set up of an Action plan including milestones and strategy

WELCOME TO OUR KEY POINTS OF PRESENTATION



EU and public funds

Setting a specific Risk management strategy to Public Funds (Cohesion, RRF & National Plans, regional, social, rural and urban strategies)



Risk factors

Identifying the risk factors taken into account large volume of data and public funds managers experience and findings. Adapting it to specific situations



Checks on the spot

Improving the checks on the spot by focusing on risks and adapting the tools (checklist and reports) to the situations. Shifting from documents to more operational checks



Process and rules

Being agile and reactive to findings (extension of samples) and proceed to some correction (operations and systems) with or without AI solutions

These are already examples of new risk-based management verification systems. By understanding the different options and success conditions, we pave the way of an effective, reasonable and integrated risks management in our daily jobs.



OUR VENUE IN DUBROVNIK : TEATAR LERO

Frana Supila 4, 20000, Dubrovnik

GORAN ZAKANJI AND FRANCK SOTTOU

Goran as Trainer and International Expert deals with internal controls and sampling: Support to development of effective internal controls and audit environment in public sector, development and strengthening of the organisational, administrative and technical capacities
· Implementation of a modern Financial Management and Control System and Public Financial Inspection. He was Member of the EC working group «Increasing efficiency of audit activities by making best use of management verifications»

FRANCK is a well-known International Expert in EU and Public Funds management integrating the latest Guidance and Good practices. Using AI on a daily basis, he will bring his personal touch on Risks management and Simplification of ex-ante, selection and on-going monitoring of Fund and specific focus on SCOs.



YOUR REGISTRATION PATH ON WWW.ETCP.FR

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MANAGING RISKS FROM ANALYSIS TO ACTION

Dubrovnik, 3-6 June 2025

Situation	Net Amount Price
Standard	€1,545
Early Bird (15% off)	€1,313.25
Group Rate (10% off)	€1,390.50

*Package includes: Training material, breaks, lunches, study visit and special tour, full access to ETCP platform and certificate of qualification

"SOUND FINANCIAL MANAGEMENT OF EU FUNDS REQUIRES A PROPORTIONATE APPROACH TO RISK MANAGEMENT THAT BALANCES THE COST OF CONTROL WITH THE RISKS BEING MANAGED."

MARTIN, FORMER PARTICIPANT TO OUR RISKS SEMINARS



GETTING PROJECTS & PROGRAMMES RESULTS AND MILESTONES RIGHT

A New Seminar in Paris to go back to Basic Essential Tools That Actually Work for European and National Plans

KEY LEARNING OBJECTIVES

Improve your skills

Identify your responsibilities and define specific issues and opportunities of improvement to select and monitor Project and Programme and milestones in a modern way : outputs-results-based approach

Concrete situations

Participate to role play with colleagues to test in concrete situations of selection and verification the rooms for manoeuvre and ways to focus on essential elements and best practices from all over Europe

Project and finance officers

Make integration of the administrative, technical and financial dimensions altogether to make more effective and efficient work at the level of the operation. Improve team work and general accountability

EU and National Plans

Apply the skills and the techniques not only to EU funds but also to all National Plans in particular to ensure better monitoring and evaluation and risks management

Milestones and indicators

Maintain open and transparent communication, and be prepared to provide detailed documentation and reporting to the public and authorities about Milestones and Indicators

Use of AI options

Explore the integration of AI in your daily job and to ensure staff have the necessary skills and knowledge to use AI effectively

— 2 July —

- 1 Welcome and introduction - key concepts and definitions - initial Quiz
- 2 Module 1 : **Shifting from input/activity-based to output/result-based approach** : Focusing more on outputs and deliverables needed for the achievement of the results. Flexibility for the activities and expenditures
- 3 Lunch
- 4 Module 2 : **The new Simplified Cost Options** : Consequences for Selection and Contracts, Payment applications, Funding Agreement and Checks
- 5 Module 3 : **Indicators and milestones** : smart objectives and identification of baselines and targets - common and specific indicators - project and administrative reforms

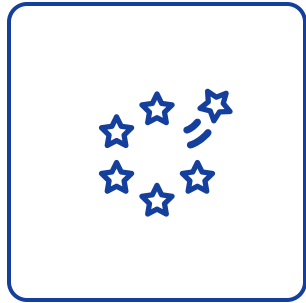
— 3 July —

- 6 Module 4 : Preparation of calls - Eligibility and Selection criteria - Application package and contracts
- 7 Module 5 : **Role play 1** : the Applicant and the Selection Committee : proposals - scoring of criteria - decisions
- 8 Lunch
- 9 Module 6 : Verification of claims and operations : the order of verification - the integration of desk-based and on-the-spot checks - checklists - errors and financial corrections
- 10 Module 7 : **Role play 2** : the Beneficiary and the Verification Officer : payment application - request for changes and justifications - consultants and professional judgement
- 11 Module 8 : Diner in Paris

— 4 July —

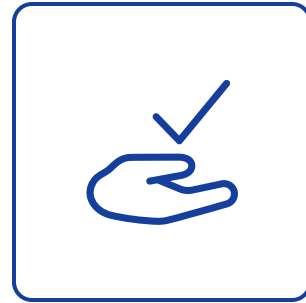
- 12 Module 9 : **The new Monitoring and Evaluation** : Consequences for indicators, data collection, dashboards and real-time alert systems
- 13 Module 10 : **The new Risk management** related with selection and implementation of recipients - specific focus on Competition Rules (Public procurement and State aid), double funding and conflict of interest
- 14 Lunch
- 15 Module 11 : **Integration of AI** solutions to optimise Checks and Selection, Monitoring and identification of the risks
- 16 Module 12 : Final Quiz and Action Plan

WELCOME TO OUR KEY POINTS OF PRESENTATION



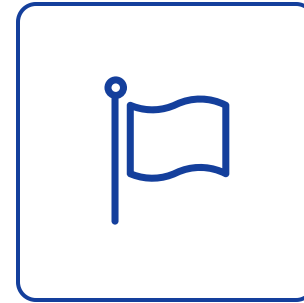
EU and public funds

Applying specific strategy and approaches for Public Funds (Cohesion, RRF & National Plans, regional, social, rural and urban strategies)



Checks and Control

Making the right checks at the right moment using real and/or simplified costs and focusing on the sensitive issues and risks



Indicators and milestones

Following the progress and the gaps by collecting real-time data and ensuring more illustrated and AI-based reporting .



Process and rules

Understanding your position in the whole process, optimising and securing your interventions based on the best practices

Project Management is changing, because of EU funds and National Plans. By understanding the different options and success conditions, we pave the way of a sound financial management in our daily jobs.

FRANCK SOTTOU AND GUESTS

FRANCK is a well-known International Expert in EU and Public Funds management integrating the latest Guidance and Good practices. Dealing with EU funds and National Plans on a daily basis, and making Seminars all over Europe, he will bring you his unique presentations and put you in concrete enhanced situations of management.

GUESTS will participate to this training to illustrate practical experiences and address your specific expected in particular during the role plays



YOUR REGISTRATION PATH ON WWW.ETCP.FR

All participants will find online full real-time access to information and documents





THE PLACE TO BE IN PARIS

The Venue in Paris is not located in a touristic areas and all guidance and tips from locals will be provided to you to ensure a real and authentic visit in the City of Paris



<https://www.espacetrinite.fr/>



3 Rue de la Trinité 75009 Paris

GETTING PROJECTS & PROGRAMMES RESULTS AND MILESTONES RIGHT

Situation	Net Amount Price
Standard	€1,435
Early Bird (15% off)	€1,219.75
Group Rate (10% off)	€1,291.5

*Package includes: Training material, breaks, lunches and 1 dinner, full access to ETCP platform and certificate of qualification

VERY GOOD QUALITY OF COURSE
MATERIALS, USEFUL AND PRECISE
INFORMATION, FOCUSED ON IMPORTANT
TOPICS FOR OUR FIELD, PRESENTED IN
AN ENGAGING WAY. I APPRECIATED
PARTICULARLY YOUR SENSE OF HUMOR
WHICH ADDED SOME SPICE TO AN
OTHERWISE DRY SUBJECT MATTER.

FLORIANNA, FORMER PARTICIPANT TO OUR PARIS SEMINAR