

*A guide to  
PwC in the  
European Union*

Making the difference



PwC firms provide industry-focused assurance, tax and advisory services to enhance value for their clients. More than 161,000 people in 154 countries in firms across the PwC network share their thinking, experience and solutions to develop fresh perspectives and practical advice. See [www.pwc.com](http://www.pwc.com) for more information.

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# Introduction

October 2010

Additional information on the firm's service offerings to the EU Institutions is available on our website: <http://euservices.pwc.com>

*We are pleased to present you with our fourth edition of this guide to PwC in the European Union.*



PwC has been delivering services to the EU Institutions for several decades. In 2005, a European Economic Interest Grouping (EEIG), called PwC EU Services, was set up in Brussels. With the establishment of this EEIG, we can offer our services to the institutions of the European Union as one pan-European legal grouping, rather than a network of various PwC legal entities from the 27 Member States.

Our journey with the EU Institutions started a long time ago and has only strengthened since.

In addition, our experts database 'Perquiro' pools CVs of experts from the entire PwC network, to ensure that the most suitable expertise can be used for specific assignments. Perquiro is also open to experts outside PwC to register their interest in working on EU-funded assignments. (<http://www.perquiro.eu>).

In our Brussels office, a dedicated multilingual team is actively supporting the experts in our network. PwC EU Services also acts as a one-stop-shop for European Union Institutions wishing to engage PwC, and for companies wanting to work with PwC on EU-funded assignments. The contact details of the team can be found at the back of this booklet.

This booklet is intended to provide you with useful insight into the range of projects that we have carried out for the EU institutions, both in the European Union and beyond. It also offers you an overview of the wide range of publications that we produce.

I hope this publication will entice you to learn more about our firm.

**Roger Heijens**  
Global Relationship Partner  
PwC EU Account

## PwC EU Services Team



***Roger Heijens***

Global Relationship Partner -  
PwC EU Account



***Gillian O'Connor***

Chief Operating Officer



***Tal Hasson***

Business Development  
Manager



***Tina Newton***

EU Procurement Officer



***Verena Detzel***

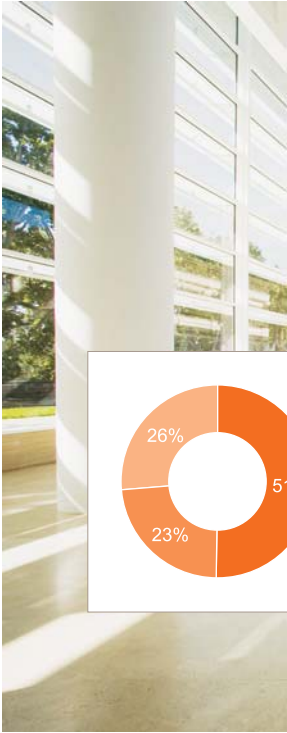
Business Development  
Adviser



***Abhijeet Malik***

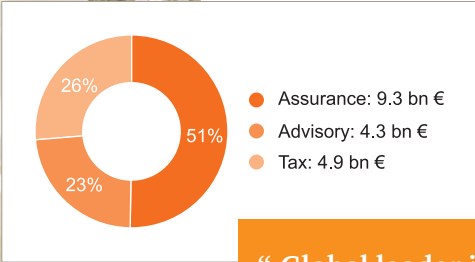
Business Development  
Adviser

# PwC facts



PwC has been created in 1998 by the merger of two firms - Price Waterhouse and Coopers & Lybrand - each with historical roots going back some 150 years.

The worldwide gross revenues of PwC's network of firms was 18.53 billion euros for the fiscal year ended 30 June (of which 9.54 was realised in Europe), broken down as follows:

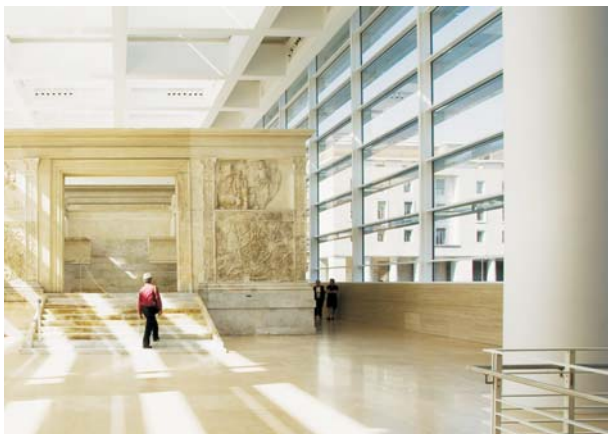


**“ Global leader in crisis and recovery consulting “**

Kennedy Information report

## Did you know that:

- PwC ranked as global leader in crisis and recovery consulting, according to Kennedy Information report.
- PwC produces a weekly update on EU policy developments, accessible on [www.pwc.com/epa](http://www.pwc.com/epa).
- Since 2003 PwC has assisted DG Budget in modernising the European Commission's accounting system.
- PwC audits 31% of the FT Global 500; 30% of the Fortune Global 500; 29% of the FT Europe 500; 38% of the S & P Latin America 40; 38% of the S & P Asia 50; 29% of the Fortune 500.
- PwC was named the 2009 Top Company for Global Diversity by DiversityInc.
- PwC's Gender Advisory Council won Opportunity Now's global award, which recognises an outstanding international diversity initiative.
- PwC was a top 10 winner in the 11th Annual Global Most Admired Knowledge Enterprise (MAKE) Award.

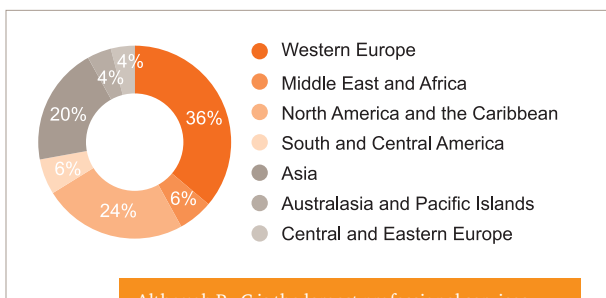


# Our people

## Headcount

PwC has skilled staff in 42 European countries including accountants and actuaries, tax consultants, advisers on mergers & acquisitions, experts on human resource strategies and professionals with experience in industries ranging from mining to retail and education to pharmaceuticals.

### PwC People, by Geography, June 2009



Although PwC is the largest professional services firm in Europe, we work locally bringing appropriate local knowledge and experience to bear, tailored to match the needs of our clients.

PwC People	2009	2008	2007
Partners	8,552	8,603	8,578
Client service staff	123,548	116,935	108,926
Practice support staff	31,445	30,155	29,263
<b>Total</b>	<b>163,545</b>	<b>155,693</b>	<b>146,767</b>

Percentage Women	2009	2008
Client service and practice support staff	50%	49%
New partners*	16%	23%
All partners	15%	15%

\* Admitted on 1 July 2009

## Ethics and business conduct

As professional advisers we help our clients solve complex business problems and aim to enhance their ability to build value, manage risk and improve performance. As business advisors we play a significant role in the operation of the world's capital markets. We take pride in the fact that our services add value by helping to improve transparency, trust and consistency of business processes. In order to succeed, we must grow and develop, both as individuals and as a business. Our core values of excellence, teamwork and leadership help us to achieve this growth.

While we conduct our business within the framework of applicable professional standards, laws, regulations and internal policies, we also acknowledge that these standards, laws, regulations and policies do not govern all types of behaviour.

As a result, we also have a code of conduct for all PwC people and firms. This code is based on our values and it takes them to the next level—demonstrating our values in action. The code also provides a frame of reference for PwC firms to establish more specific supplements to address territorial issues.



**Excellence, teamwork and leadership are our core values.**



## Employment Policy

In a competitive market, people are integral to an organisation's performance and business success. Building a positive workplace culture helps to ensure this. We encourage our people to develop to their fullest potential, and to understand that they will be held accountable for their work and recognised for the value that they deliver.

We are committed to:

- Equipping our people with the skills to do their jobs effectively and investing in training and development.
- Establishing a culture where inclusion, diversity, and flexible work practices are the norm.
- Creating a work environment that supports the health, safety, and well-being of employees.
- Promoting corporate values that make employees proud to be part of the organisation.

## Diversity

Diversity has become one of the corporate world's most enduring buzzwords of the last decade. At its core, the concept of diversity in the workplace means having a balanced representation of employees across the various social groups. The groups generally include men and women, as well as racial, ethnic and religious minorities, without regard to sexual preference. Try to guarantee that each group has equal opportunities to enter and advance in a given organisation, the theory says, and diversity can be achieved.

The basis of our diversity strategy is recognising all the ways in which people are different, both visibly—for example, in gender or ethnicity—and subliminally, in ways such as social or educational background, or personality. Our diversity is our strength, driving business performance and success. It is an integral part of our strategy for competing in the current and future marketplace.

## Women at PwC

Gender diversity is an area that is being dealt with at a global level. Although each firm's cultural, social, and economic differences are taken into account, creating opportunities for women is seen as a network-wide objective.

Women represent half of the PwC global workforce at the recruitment stage, and 15 per cent of the Partnership. Gender diversity remains a key goal for the PwC network, as evidenced by the 2006 formation of the Global Gender Advisory Council (GAC), an action-oriented group of partners who work on ways to improve the representation of women at the highest levels of PwC. Details of the GAC's work can be found at [www.pwc.com/women](http://www.pwc.com/women) and at the Gender Agenda blog. Partnering with these organisations gives us an opportunity to engage in international forums that bring together business and other thought leaders to dialogue around diversity etc. Across our network, we continue to invest in mentoring schemes, role modelling and networking groups, and coaching and awareness training programmes. PwC also earned the top spot on DiversityInc's 2009 "Top Companies for Global Diversity" list, a select group of ten companies chosen for their strong commitment to creating a diverse and inclusive global culture.



Women represent **50%** of the PwC global workforce at the recruitment stage, and **15%** of the Partnership.

# N° of staff in the EU

## PwC Staff across Europe

### ■ The 27 EU Member States

Austria .....	577
Belgium .....	1 425
Bulgaria .....	201
Cyprus .....	998
Czech Rep. ....	767
Denmark .....	1 760
Estonia .....	110
Finland .....	724
France .....	3 992
Germany .....	9 170
Greece .....	759
Hungary .....	733
Ireland .....	2 224
Italy .....	2 754
Latvia.....	139
Lithuania .....	123
Luxembourg.....	1 675
Malta .....	250
Netherlands .....	4 984
Poland.....	1 207
Portugal.....	763
Romania.....	617
Slovakia.....	324
Slovenia.....	87
Spain.....	3 637
Sweden.....	3 638
UK.....	16 180

**Total .....** 59 818



# N° of staff in EEA\* and EU candidate countries

\* European Economic Area

## EEA countries

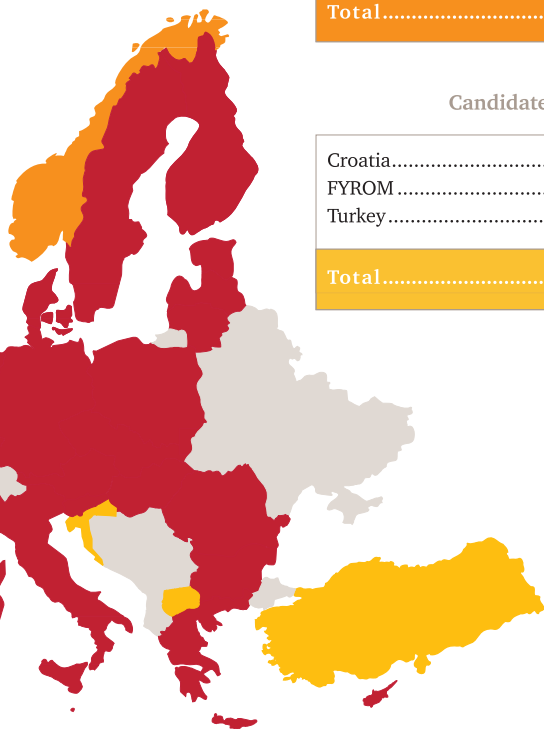
Iceland.....	130
Norway .....	1 261

**Total..... 1 391**

## Candidate countries

Croatia.....	99
FYROM .....	53
Turkey.....	1 134

**Total..... 1 286**



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# A selection of PwC publications

## ECONOMICS

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### 13th Global CEO Survey

The theme of this, our 13th Global CEO Survey, is *Setting a smarter course for growth*, which looks at what measures CEOs are taking in response to recession, how they view the post-crisis business environment and what changes they are making to adapt their organisation.

[www.pwc.com/ceosurvey](http://www.pwc.com/ceosurvey)

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### The world in 2050 - Beyond the BRICs: A broader look at emerging market growth prospects

In March 2006 PwC published a report highlighting the rapid growth and increasing global significance of what we called the 'E7' emerging economies: the BRIC economies of Brazil, Russia, India and China, plus Mexico, Indonesia and Turkey.

Here we update our economic growth projections to take into account the latest available data. We also extend the analysis to include 13 other emerging economies. Added to the 17 largest economies considered in our earlier report, this new 'PwC 30' grouping of countries accounts for around 85% of world economic output. Some of the highlighted projections of this latest analysis:

- By 2050, the E7 emerging economies will be around 50% larger than the current G7 (US, Japan, Germany, UK, France, Italy and Canada)
- China is expected to overtake the US as the largest economy in around 2025
- India has the potential to nearly catch up with the US by 2050
- The projected list of fastest growing economies to 2050 is headed by Vietnam, and the top 10 includes Nigeria, Philippines, Egypt and Bangladesh

<http://www.pwc.com/gx/en/world-2050/beyond-the-brics.jhtml>

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### World Watch Regular governance and corporate reporting magazine

There is growing recognition of the importance of transparency and common business languages to communicate business information to investors and other stakeholders. This is particularly important in the current business environment.

Our regular newsletter, **World watch**, contains opinion articles, case studies and worldwide news on the many initiatives to improve corporate reporting.

<http://www.pwc.com/gx/en/ifrs-reporting/world-watch-governance-and-corporate-reporting.jhtml>

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## FINANCIAL SERVICES

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### **‘Banking Banana Skins’ survey conducted by the CSFI in association with PwC**

The annual poll of banking risk puts “political interference” at the top of a list of the 30 most serious risks to banks during this period of financial crisis. The poll is based on responses from 450 senior figures from the financial world in 49 countries.

[http://www.pwc.co.uk/eng/publications/insurance\\_banana\\_skins\\_2009.html](http://www.pwc.co.uk/eng/publications/insurance_banana_skins_2009.html)

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### **‘The day after tomorrow’**

The day after tomorrow series currently has five publications:

- A PwC perspective on the global financial crisis
- Emerging from the storm: The day after tomorrow for insurance
- The day after tomorrow for asset management
- The future of banking - Returning stability to the banks and the banking system
- Re-engineering the organisation – Managing talent in the day after tomorrow

<http://www.pwc.com/gx/en/financial-services/day-after-tomorrow/index.jhtml>

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### **2009 Global Economic Crime Survey**

The survey, entitled Economic crime in a downturn, is based on more than 3,000 companies in 54 countries. It is the largest, most comprehensive international survey of economic crime worldwide.

The PwC Global Economic Crime survey paints a complete picture of how businesses worldwide are navigating their way through the maze economic criminals create to shroud their activities.

<http://www.pwc.com/gx/en/economic-crime-survey/index.jhtml>

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## PEOPLE

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### **Healthcast 2020: creating a sustainable future for healthcare systems**

PwC looks at solutions and responses from around the world to the globalisation and industry-wide convergence of healthcare. What insights, best practices and policy lessons can be learned from experiences in various countries to create a globally sustainable health system? Who, or what, is driving the solutions?

<http://healthcare.pwc.com>

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### **Managing through the downturn series**

#### ***Managing tomorrow's people: The future of work to 2020***

The first in the series focuses on three possible “Worlds” which we believe will co-exist in the future: big business rules; “green” responsibility in business is paramount; and businesses fragment but are highly networked.

<http://www.pwc.com/gx/en/managing-tomorrows-people/future-of-work/index.jhtml>

#### ***Managing tomorrow's people: How the downturn will change the future of work***

How will the actions of businesses at this time of great change determine their readiness for the upturn and ability to compete successfully in the second decade? This third installment builds the “Worlds” concept by looking back from 2020 and telling the story of how three fictitious organisations emerged from the current crisis—specifically in terms of their people strategy.

<http://www.pwc.com/gx/en/managing-tomorrows-people/future-of-work/index.jhtml>

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## SUSTAINABILITY

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### Sustainability Yearbook 2009

For the fifth consecutive year, PwC and SAM Group launched the **Sustainability yearbook 2009**. It is one of the world's most comprehensive publications on corporate sustainability and the related challenges and opportunities for companies.

<http://www.pwc.com/gx/en/sustainability/sustainability-yearbook-2009.jhtml>

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### Summary Report for Policymakers – Sustainability

Business needs to play a critical role in financing, developing and deploying solutions to climate change and Government needs to put the right incentives and regulation in place to make low carbon investments commercially viable. That was the overwhelming conclusion of over 550 business leaders from over 40 countries attending the World Business Summit on climate change in Copenhagen prior to the UN climate negotiations in December.

<http://www.pwc.com/gx/en/sustainability/publications/summary-report.jhtml>

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### Low Carbon Economy index

The world economy has been emitting more than the global carbon budget required to limit global warming to 2°C. To get back on track the global economy now needs to reduce carbon intensity at a rate of 3.5% a year, four times faster than achieved since 2000.

<http://www.pwc.com/gx/en/low-carbon-economy-index/index.jhtml>

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## TECHNOLOGY

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### PwC Technology Forecast

For our latest publication on technology and innovation please visit:

<http://www.pwc.com/technology>

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### Global State of Information Security

For many years, information technology—and, by extension, information security—was among the most likely cost centres to encounter cutbacks in funding when companies fell upon difficult economic times.

Is that true? To find out, we asked more than 7,200 CEOs, CFOs, CIOs, CISOs, CSOs and other executives responsible for their organisation's IT and security investments in 130 countries.

We think you'll be intrigued by the results.

<http://www.pwc.com/gx/en/information-security-survey/index.jhtml>

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## MEDIA

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### Global Entertainment and Media Outlook 2009-2013

Against a backdrop of tough economic conditions, we believe there will be nowhere to hide from the implications of digital migration. As economic pressure increases, so does the pace of change: aside from short-term challenges posed by the economic downturn, the real challenge lies in how to take advantage of the digital reality.

Now in its tenth annual edition, PwC' Global Entertainment & Media Outlook is a consistent, comprehensive source of global analysis for consumer/end-user and advertising spending. With like-for-like, 5-year historical and forecast data across 12 industry segments in 48 countries, Outlook makes it easy to compare and contrast regional growth rates and consumer and advertising spend.

<http://www.pwc.com/gx/en/global-entertainment-media-outlook/index.jhtml>

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## TAX

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### **Paying Taxes 2010**

Paying Taxes, a unique study from PwC and the World Bank Group, measures the ease of paying taxes across 183 economies worldwide by assessing both the cost of taxes and the administrative burden of tax compliance.

This year's study was conducted against the backdrop of a global recession, which has meant falling tax revenues around the world, and the need for governments to make difficult tax policy choices. Despite this, it is clear from the study that tax reform remains high on governments' agendas.

 <http://www.pwc.com/gx/en/paying-taxes/index.jhtml>

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### **A Guide to VAT in the EU of 27 countries**

The Sixth VAT Directive (77/388/EC) has represented for over twenty years the pillar of the common European framework for VAT. However, numerous amendments made it complicated to read and hard to access for practitioners.

As from 1 January 2007, the new EC VAT Directive entered into force (2006/112/EEC), enhancing clarity, rationality and simplification without, however, entailing content changes.

In clear, practical terms, A Guide to VAT in the EU of 27 Countries explains what the rules set out in the new EC VAT Directive entail in practice and how they are implemented in each of the 27 EU Member States

 <https://globalvatonline.pwc.com/uk/tis/gvol2/gvol2.nsf/AllByCode/RJAI-74MDBH?opendocument>

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### **Substance: Aligning international tax planning with today's business realities**

This publication comes at a moment when we are facing the most important global economic challenges in recent history. The current downturn has caused policy makers in various countries to question tax planning by multinational company groups from a mere "morality" perspective, considering the negative consequences for government budgets, which are under ever greater pressure. It is likely that legislation will be passed at various levels, allowing tax authorities around the globe to more effectively challenge tax structures which are perceived as artificial. Tax planning without appropriate economic substance is therefore under big pressure.

 <http://www.pwc.com/gx/en/tax/international-tax-planning/index.jhtml>

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# Overview of recent projects PwC carried out for the EU Institutions

## DG BUDGET

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### Assistance, Expertise and Modernisation of Accounting (2003 – 2009)

**Description:** PwC has assisted DG Budget in modernising the European Commission's (EC) accounting system. The project (ABAC) was a large-scale programme of transition from cash-based accounting to accrual accounting. It encompassed the design of new, IPSAS-compliant accounting standards and processes. It was additionally an accounting and business systems integration exercise. PwC was commissioned to take on global management of the project and the running of the project office.

The project was subdivided into three components:

- Accounting - redefining the accounting rules, norms, processes and chart of accounts;
- IT - designing the new IT architecture either via new SAP modules or via system interconnections;
- User requirements - analysing all financial reporting requirements and increasing the overall reliability of the system.

During the second phase of this project, PwC provided post-delivery services to the EC on IPSAS-related matters.

PwC Contact: Josy Steenwinckel, Brussels, Belgium

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## DG ECONOMIC AND FINANCIAL AFFAIRS

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### Audit certification of various financial instruments, auditing of procedures relating to borrowing and lending operations, auditing of treasury management procedures and investment returns (2006 – 2008)

**Description:** PwC's work included audit certification of the year-end financial statements for the following financial instruments: ECSC in Liquidation, Euratom, Macro-Financial Assistance, Balance of Payments, and the New Community Instrument.

PwC also provided the following services: we examined the security and reliability of the data-processing system; we assisted in preparation of the financial statements; and we assisted in discussions with the Court of Auditors.

PwC Contact: Luc Henzig, Luxembourg

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### Operational assessments in relation to macroeconomic aid for third countries (2008 – 2010)

**Description:** PwC has mobilised an international team of practitioners for this contract and is using proven management techniques to maximise efficiency and effectiveness in delivering operational assessments. Recent projects under this contract include the Kosovo Operational Assignment and an Operational Assignment in Serbia.

**PwC Contact:** Gian Marco Magrini, Luxembourg

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## DG ENVIRONMENT

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### Collection of statistical information on green public procurement in the EU (2007 – 2008)

Description: This project included the following:

- Identification of suitable methodologies for calculating quantitative indicators on green public procurement (GPP) aimed at assessing the value and number of ‘green’ public procurement contracts as compared to the overall value and number of public procurement contracts;
- Identification of additional qualitative indicators for measuring levels of “green public procurement” and corresponding measurement methods in the seven Member States that performed the best.

PwC Contact: Gerdien Dijkstra, Amsterdam, The Netherlands

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### Verification of benchmarks for free allocation under the EU Emissions Trading Scheme

Description: PwC supported the European Commission in verification that the data collected by industry associations can be used for defining benchmarks for free allocation under the EU Emissions Trading Scheme. This includes verifying the installation level data and the methodologies applied to determine the benchmark curves. In cases where a third party contracted by the industry association has collected or already assessed the installation level data and the methodology applied, the objective is to scrutinise the work performed by the first verifier/third party.

PwC Contact: Jeroen Kruijd, Amsterdam, The Netherlands

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### Support to the Commission for the establishment of a competent authority compliance forum pursuant to Directive 2003/87/EC and its revision

Description: PwC provided support to the Commission for coordinating the different activities and necessary human and financial resources within the Compliance Forum, and hence guaranteeing the well-functioning of the Emissions Trading Scheme for the years to come. This in turn helped to ensure that the Compliance Forum provides an effective platform for discussion and cooperation between the Commission and Competent Authorities.

PwC Contact: Jeroen Kruijd, Amsterdam, The Netherlands

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## DG CLIMATE ACTION

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### Preparation of the tender and selection process for disbursement of the 'NER 300' support for demonstration of CCS and innovative renewable energy sources

Description: PwC helped the European Commission in developing:

- A full package of tender documentation for the call for proposals;
- An information campaign aimed at drawing the attention of potential project sponsors to the call for proposals;
- A detailed methodology for the due diligence assessment and for project ranking and recommendations for award decisions to be applied by the EIB in its agent role for the Commission; and
- Methodologies to be applied by the Member States when assessing the eligibility of
- Proposals and auditing performance reports of the project sponsors.

PwC Contact: Jonathan Grant, London, UK

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## DG TAXATION AND CUSTOMS UNION

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### **Study on the Invoicing Directive (2001/115/EC) now incorporated into the VAT Directive (2007)**

**Description:** PwC looked at the principal areas of invoicing to see whether the current legislation could be further harmonised and modernised. This was needed in order to reduce the burdens on business and encourage the use of e-invoicing.

The study was conducted in three phases:

- The first phase: information-gathering on the legislation of each of the 27 Member States. The information concerned transposition of the Invoicing Directive, other laws impacting the invoicing rules, and e-invoicing.
- The second phase: evaluation of the effects of the legislation from the point of view of business and the national administration.
- The third phase: making recommendations for creation of a more-harmonised, simplified, modern set of rules for invoicing, thus reducing administrative burdens for business and in turn allowing businesses to put e-invoicing solutions into place.

**PwC Contact:** Ine Lejeune, Ghent, Belgium

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## EUROPEAID

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### **Technical assistance to the support project for the reform of human resource management of the National Police Force in DRC (2009 – 2010)**

**Description:** The European Commission is providing support to the government of the Democratic Republic of Congo in order to reinforce Congo's reform project of the National Police Force, in particular HR management.

PwC has put in place a Project Management Unit providing technical assistance, financial control and coordination in identifying and implementing the activities under the project to reform the National Police Force in the Democratic Republic of Congo, thus reinforcing the organisation and operation of the future Congolese police.

The particular objective of this project is to reinforce the structure of coordination, design and follow-up of the reform.

**PwC Contact:** Luc Moens, London, UK

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## Support with implementing rail group and sector reform and updating rail Security, Algeria (2009 – 2010)

**Description:** This contract is part of the Algerian transport sector support programme. PwC is providing support for implementation of the rail group, sector reform and updating rail security. The priorities are:

- setting up an operating company as a public-private partnership (PPP) for a mining line;
- the independent or separate form that the rail service in suburban Algiers could take;
- setting up industrial partnerships for equipment maintenance and management.

PwC is suggesting operational scenarios and implementation plans to produce partnership projects. This project also involves improving railway-installation and rail transport security by improving technical regulatory bodies and updating the regulatory framework. Rail security is currently supervised by a public authority that, in theory, performs the task of technical regulation. In real terms, this task is mostly delegated to the SNTF – the sole operator at present. The liberalisation of rail activities will entail the onset of competition, which may lead to several operators using the same infrastructure. PwC will assist in the process of delegating the technical regulation tasks to other bodies that have both a certain degree of independence vis-à-vis the government and independence vis-à-vis rail operators and infrastructure managers.

**PwC Contact:** Riccardo Tos, Milan, Italy

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## Appointment of a service provider for electronic document management system (EDMS) workflow specification and software configuration for the Medicines Regulatory Authority – South Africa (2007 – 2010)

**Description:** PwC is helping the Medicines Regulatory Authority (MRA) strengthen the local healthcare system to improve the quality of care. Additionally, PwC is expanding the regulatory functions in order to include complementary and traditional African medicines and medical devices. The number of products regulated will increase from 29 000 to approximately 300 000.

To support the overall objectives of the MRA, an electronic document management system (EDMS) is being deployed. It will be used to coordinate and integrate all the components through the establishment of a secure electronic data and management workflow-based configuration.

**PwC Contact:** Jonathan Cawood, Johannesburg, South Africa

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### **Studies, training and professional development (Project to facilitate the EU–Mexico Free Trade Agreement) - customs component (2007 – 2008)**

Description: PwC facilitated, improved and promoted trade under the EU–Mexico Free Trade Agreement. In particular, the project strengthened the capacity of the institutions and government bodies that were responsible for implementing the Agreement in Mexico with regard to the customs component. For this purpose, PwC carried out several studies, training and professional development activities.

PwC Contact: Ivan Jaso, Mexico City, Mexico

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### **Training and information campaign necessary to ensure successful introduction of the EU VAT acquis in Romania (2007 – 2008)**

Description: PwC prepared and delivered specialist training on the EU intra-Community Value Added Tax (VAT) system and on other changes to the VAT legislation. Another key activity under this project was to design a campaign to inform the public and taxpayers. They were given information, first, on the legal and practical aspects of the VAT system that applies to intra-Community operations and, second, on other changes to the VAT legislation.

PwC Contact: Ine Lejeune, Brussels, Belgium

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### **Technical assistance for the EU–India Action Plan Support Facility Programme (APSF) — energy component (2008)**

Description: The EU-India Action Plan Support Facility Programme (APSF) was designed to implement the India-EU joint action plan endorsed at the EU-India summit in September 2005.

PwC has carried out the following studies in the energy sector in India:

- Study on the application of eco-design requirements and the methodology of energy-using products in India;
- Study on biofuels in India.

The results obtained are used to improve sector policy analysis and regulatory approaches in order to enhance mutual understanding and co-operation links between the EU and India in the selected domains. Another objective of this project was to enhance the technical and institutional capacity of the Indian administration.

PwC Contact: Thierry Raes, Paris, France — Kameswara Rao, Hyderabad, India

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## Results-Oriented Monitoring System in ACP, South Africa and Cuba (2005 – 2008)

**Description:** The external aid services of the European Commission – EuropeAid – have created a consistent, uniform monitoring system for development projects. The PwC-led consortium was selected to implement this project in the ACP region.

PwC organised the monitoring of a total of 450 projects per year. 550 reports were also produced annually. The projects and programmes monitored included all fields of EU Assistance. For instance: governance, infrastructure, social and human development, natural resources, trade, security and migration, macroeconomics, and public finance. PwC employed more than 100 people as permanent or temporary staff for the project, which was managed through a Central Project Office in Brussels and three regional offices in the ACP region. A quality assurance manual was developed and implemented, assuring proper performance of all processes in the region – from mission planning and preparation to reporting and assessment, including administration and finance.

**PwC Contact:** Floris Ampe, Antwerp, Belgium

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## Audit of projects funded from 8th and 9th EDF resources (Kenya, regional and Somalia) and Stabex transfers (2008 – 2010)

**Description:** PwC holds three audit contracts in the region for projects funded through the European Development Fund (EDF). They include the water facility, the Community Development Programme, and the Drought Management Initiative.

**PwC Contact:** Alphan Njeru, Nairobi, Kenya

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## Auditing EDCTP grant financial returns in Europe and sub-Saharan Africa

**Description:** PwC was selected to provide project audits of 6 grants to Tübingen, University (Germany) totalling over Euro 2.4 million. This funding aims to accelerate the development of new or improved drugs, vaccines and microbicides against HIV/AIDS, malaria and tuberculosis, with a focus on clinical trials in sub-Saharan Africa. The audits were performed in Tübingen, Germany on costs incurred in both Germany and in Africa. Next to an opinion on the final financial returns of each individual project, PwC provided a management letter to EDCTP. EDCTP is currently part of EC's Sixth Framework Programme for research and technological development, At the end of 2010 EDCTP is anticipated to move to the Seventh Framework Programme.

**PwC contact:** Nita Wink, The Hague, The Netherlands

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### Technical assistance to the Official Development Assistance- Programme (ODA-P) - South Africa, 2009 – 2010

**Description:** The ODA-P is intrinsic to the support of development cooperation to South Africa, which is supplementary support, provided by the EU and other donors. ODA-P is one of the mechanisms for deepening partnerships between the EU and South Africa, which is far less dependant on official development assistance than other developing countries.

The role of the consortium led by PwC is to strengthen that mechanism through its provision of technical assistance to the International Development Cooperation (IDC) Chief Directorate in the National Treasury to allow the IDC Chief Directorate meet its commitment for optimal utilisation of ODA.

Technical support is given to the national, provincial and local spheres of government in the form of long-term technical expertise in the areas of procurement and supply chain management and knowledge management. In addition, the PwC-led consortium provides short-term experts to carry out specific studies, and prompt technical expertise for sector, project and programme studies, reviews and evaluations, and advisory and logistical support services. The focal area studies are focussing on employment creation and social cohesion, governance, subregional and pan-African cooperation.

**PwC Contact:** Beverley Pillay, Johannesburg, South Africa

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### Further support for implementation of decentralised implementation system in Republic of Serbia

**Description:** PwC has been selected as part of a consortium to support the Government of Serbia in developing its administrative and technical capacities in relation to the management of the Instrument for the Pre-Accession (IPA) under a decentralised implementation system. As part of the project, we will be providing assistance in gap-plugging, strategy development & implementation and training plans amongst other aspects. During the project operation we will be helping the decentralised implementation system structures in areas such as quality, control and compliance assessments.

**PwC Contact:** Peter Burnie, Belgrade, Republic of Serbia

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## Framework contract in the field of external audit of programmes and projects of external aid financed by the European Commission from the European Development Fund (EDF) and the general budget of the European Union (EU budget) (2010 – 2014)

**Description:** PwC is one of 4 service providers selected to provide financial and other types of assurance-related services on programmes and projects implemented under the responsibility of DG EuropeAid.

Within this framework contract, PwC is performing:

- Audits of contracts carried out under a decentralized implementation system financed from external aid of the Community budget and implemented under the responsibility of DG EuropeAid. These audits covered the reliability of the financial data, and also the legality, regularity and eligibility of activities, tenders, contracts and transactions.
- Audits of contracts implemented under a centralized system financed from external aid of the Community budget and implemented under the responsibility of DG EuropeAid. These audits include financial and compliance, system audits and technical audits.

PwC Contact: Francois Cattoir, Belgium

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## DG ENLARGEMENT

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### Accounting and auditing services on programmes and projects implemented under the responsibility of DG Enlargement (2010 – ongoing)

**Description:** PwC was selected as the provider of financial and other types of audit-related services on programmes and projects implemented under the responsibility of DG Enlargement. Within this framework contract, PwC performed:

- Audits of contracts carried out under a decentralised implementation system financed from external aid of the Community budget and implemented under the responsibility of DG Enlargement. These audits covered the reliability of the financial data, and also the legality, regularity and eligibility of activities, tenders, contracts and transactions.
- Audits of contracts implemented under a centralised system financed from external aid of the Community budget and implemented under the responsibility of DG Enlargement. These audits included financial and compliance, system audits and technical audits.

PwC Contact: Nicholas Blower, Prague, Czech Republic

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## DG INTERNAL MARKET

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### Projects relating to evaluation and impact assessment activities of the Directorate-General for Internal Market and Services (2007 – 2008)

**Description:** In the framework of this contract with DG Internal Market, PwC provided a study on liquidity in relation to the Markets in Financial Instruments Directive. The Financial Regulation requires the European Commission to carry out regular evaluations of its programmes and activities. Coordination and management of these evaluations are done within each individual Directorates General of the Commission by setting up an evaluation function. PwC was contracted to provide timely, high-quality deliverables to feed into the preparation and evaluation of the DG's policies. No specific assignments were fixed in advance, but services were provided depending on the needs of the Commission. Typically, tasks consisted of providing evaluation reports and contributing to Commission impact assessment exercises. The main focus was on the evaluation of legislative acts and non-spending policies. Policy areas covered included financial services by retail, insurance, securities, banking and financial conglomerates.

**PwC Contact:** Luc Henzig, Luxembourg

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### A study on the use of procurement procedures and techniques

**Description:** PwC was selected to conduct a study for the European Commission to analyse and describe the use that is made of the different procurement procedures and techniques foreseen in EU public procurement legislation. The analysis focussed on the ways in which EU procurement rules and controls contribute to effective public procurement and analyse the costs and benefits associated with operating/participating in these procedures. The study included analysis procurement patterns, costs, effectiveness and impact on fostering competition. The study also looked at the circumstances linked to the nature of the contract that may be associated with the use of different procedures.

**PwC Contact:** Ivar Strand, Oslo, Norway

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## DG ENERGY

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### Technical assistance for “support activities for the evaluation report of Directive 2003/30/EC (Bio fuels)”

**Description:** PwC acted as external adviser to DG Energy. It also assisted in carrying out impact assessments and ex-ante evaluations for the design and preparation of Community policy initiatives and legislative proposals, and for intermediate and ex-post evaluations of Community policies and programmes.

**PwC Contact:** Guido Sirolli, Rome, Italy

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## DG ECONOMIC AND FINANCIAL AFFAIRS

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### Operational assessments in relation to macroeconomic aid for third countries (2008 – 2010)

**Description:** PwC has mobilised an international team of practitioners for this contract and is using proven management techniques to maximise efficiency and effectiveness in delivering operational assessments. Recent projects under this contract include the Kosovo Operational Assignment and an Operational Assignment in Serbia.

**PwC Contact:** Luc Henzig, Luxembourg

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## DG INFORMATICS (DIGIT)

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### e-PRIOR (electronic PRocurement, Invoicing and Ordering) 2007 – ongoing

**Description:** In 2007, the European Commission's Directorate General for Informatics (DIGIT), supported by the Directorate General for Internal Market (DG-MARKT), began paving the way for electronic trade in the European Commission's (EC) Public Procurement. As a result the EC launched the e-PRIOR project aimed at piloting the digitising of DIGIT's procurement purchase-to-pay processes in a real-life cross-border environment. Given the ultimate goal of cross-border interoperability and the fact that the European Commission is a transnational organisation, this project is sponsored by the Interoperability program of the European Commission, IDABC. The development of this solid, effective infrastructure by DIGIT will promote:

- The use of open specifications in agreement with the "IDABC European interoperability framework";
- The sharing of lessons learned between the European Commission, public administrations and also with the private sector in the field of e-Procurement;
- The trustworthiness, security and interoperability of the Procurement processes between the Suppliers and the European Commission.

In April 2009, the first Pilot of e-Invoicing was carried-out between DIGIT and a limited number of Suppliers. In October 2009, e-Invoicing went live at DIGIT with three Suppliers performing Conformance Testing. In January 2010, the first Supplier successfully sent real e-Invoices to DIGIT. Additional suppliers are currently getting prepared to go live with e-Invoicing in the coming months. At the same time, the project continued to develop further on e-Ordering, e-Catalogues and also on the porting of e-PRIOR to Open Source.

**PwC Contact:** Floris Ampe, Antwerp, Belgium

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## DG MOBILITY AND TRANSPORT

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### E-Martime study (2010)

**Description:** PwC has been carrying out an assignment regarding an EU E-Maritime Deployment Initiative. The aim of this study is to support the Commission services in assessing the impacts of e-Maritime on the demand and supply of transport services and across related value chains. Assistance is being provided for figures and facts supporting a comprehensive impact assessment and a consultation with the stakeholders to understand the decision making processes of the actors concerned. The study helps to identify the necessary options and approach that a Commission proposal needs to follow, including refinement of the definition of the problems and the approach; ways to adoption of the right e-maritime framework, an action plan, soft and legislative measures. Assistance is also expected in drafting an explanatory memorandum for the Communication and the framework directive.

**PwC Contact:** Francesco Gargani and Diego Artuso PwC Italy

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## DG INFORMATION SOCIETY

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### Provision of evaluation services to the Information Society and Media DG (2010 – 2014)

**Description:** PwC was selected as a member of the pool of contractors providing evaluation and evaluation-related services to the European Commission's Directorate General for the Information Society and Media (DG INFSO). The Framework Contract provides a facility through which DG INFSO services can obtain evaluation related services ranging from supporting evaluations, providing scientific advice and developing evaluation methodologies and tools to conducting evaluation analyses and studies. The Framework Contract focuses on the provision of two types of services: technical and methodological assistance in the organisation and implementation of evaluation activities (Lot 1); and conducting evaluation studies of an interim and ex post nature (Lot 2). These services may also be used for evaluating the activities of DG INFSO dependent agencies or other implementation structures. The contract duration is one year from the date of signature, renewed automatically up to 3 times under the same conditions.

**PwC Contact:** Philippe Pierre and François-Xavier Chevallerau, Luxembourg

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## EUROPEAN CENTRAL BANK

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### Contract for independent external auditing of the European Central Bank for the period 2008 – 2012

Description: Under this contract, PwC is providing the following services:

- Audit of the ECB's annual accounts (balance sheet, profit and loss account and notes to the accounts). Within this context, PwC is examining the relevant accounting systems and internal controls to evaluate their adequacy with respect to preparation of the annual accounts. The services include site visits to all national central banks in the euro system.
- Annual audit of the financial statements for the ECB's retirement plan. In this context, the external auditor examines the relevant accounting procedures and internal controls in order to evaluate their adequacy with respect to preparation of the financial statements. The services include site visits to the offices of the investment managers of the ECB's retirement plan.
- Annual review of ECB staff member compliance with insider trading rules.

PwC Contact: Jens Roennberg, Frankfurt, Germany

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## EUROPEAN DEFENCE AGENCY

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### Study on the innovative and competitive potential of the defence-related supplier base in the EU-12 (2009)

Description: PwC carried out a study providing the European Defence Agency and its stakeholders with knowledge of the EU-12 (new Member States) and the potential they have to contribute towards strengthening the European Defence Technology Industrial Base. The study also helped increase awareness of the unique competences that could be used to foster integration between EU-12 and 'old' Member States.

PwC Contact: Andrzej Karkoszka, Warsaw, Poland

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## EUROJUST

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### IT security audits in 2006 – 2009

**Description:** PwC Netherlands has delivered IT security audit services to Eurojust. In 2006, a comparative audit was done of Eurojust's 'security baselines' (General Security Requirements) versus the Code of Practice (ISO 27002, formerly ISO 17799). In 2007, PwC performed an IT security audit of the Pilot Member State Connection project (webmail implementation). Recently, PwC Netherlands won a framework contract with Eurojust for IT audit activities. At present, a report is being drafted for the Eurojust College on the adoption of an appendix to their 'security baselines' (General Security Requirements).

**PwC Contact:** Otto Vermeulen, Amsterdam, The Netherlands

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## DG JUSTICE AND HOME AFFAIRS

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### Policy study on an EU Electronic System for Travel Authorisation (2010)

**Description:** PwC was selected by the European Commission to perform a study on the possible implementation of an EU Electronic System for Travel Authorisation (ESTA), on the different possible options for doing so and on their feasibility, legal and practical implications and impacts. To this end, PwC analysed electronic travel authorisation systems existing in Australia and the United States, and consulted a range of stakeholders in the EU. The study assessed the case for an EU ESTA on the basis of the possible contribution of such system to the achievement of the EU's border management and common visa policy objectives, of the added value the system would bring as part of the portfolio of instruments and systems aimed at supporting these policies, and of the requirements that would have to be met for the system to comply with the EU's data protection regime. Different options for the establishment of an EU ESTA were then assessed in light of a number of issues including specific objectives, scope, legal aspects, data collection and processing, data protection safeguards, procedural issues, implementation issues, financial aspects, and impact on stakeholders.

**PwC Contact:** Otto Vermeulen, Amsterdam, The Netherlands

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## EUROPEAN COMMISSION @ UNITED NATIONS

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### **Palestinian-European Socio-Economic Management and Assistance Mechanism (PEGASE) (2006-2008)**

**Description:** PwC implemented the payment of social allowances for the European Union by verifying data and compiling a database. Auditors from PwC carried out all work necessary to ensure that direct payments of social allowances to health and other workers are made to individual bank accounts as quickly as possible.

The objective was to help ensure that payments can be made effectively and efficiently.

PwC was in charge of implementing and managing the project. PwC also led the audit and rendered advice on donor-funded projects and was responsible for administrative support and public internal financial control. It reviewed the public financial management and oversaw the criteria allocation.

**PwC Contact:** Fabio D'Aversa, Luxembourg

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## EUROPEAN FOUNDATION FOR THE IMPROVEMENT OF LIVING AND WORKING CONDITIONS

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### **Ex-post evaluation of the European Foundation for the Improvement of Living and Working Conditions in the programming period 2006-2007**

**Description:** PwC provided an analysis according to the following criteria:

- Relevance to present and future social policy agendas;
- The Foundation's added value as an agency to living and working conditions in the EU;
- Coherence of the Foundation's activity with EU policies, with the activities of other agencies, and with the activities of the Commission's departments;
- Efficiency in the use of the (financial and human) resources available to the Foundation;
- Effectiveness with which the Foundation's goals have been reached;
- Impact of the Foundation's work with regard to its mission and stakeholders;
- Visibility among target groups.

**PwC Contact:** David Armstrong, Belfast, UK

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## EUROPEAN INVESTMENT BANK

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### Evaluation of the Dedicated Global Loan (2008)

Description: The objectives of this evaluation for the European Investment Bank are twofold:

1. To assess the quality of the Dedicated Global Loan Operations, which would be assessed using generally accepted evaluation criteria mentioned above.
2. To assess the EIB performance and contribution. In particular:
  - Contribution, in terms of financial value added provided to the FI in relation to the alternative sources of funding available (e.g. own deposits, bond issuance, inter bank market, etc.) and ultimately to the FB;
  - other non-financial contribution to the selected FI and to the commercial banking system in both quantitative and/or qualitative terms; and
  - Management by the EIB of the project cycle: from the FI identification to monitoring and follow-up.

PwC Contact: Fabio D'Aversa, Luxembourg

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### Framework contract for technical assistance to Jaspers' beneficiary countries (2006 – 2010)

Description: PwC is a member of a consortium supporting Joint Assistance to Support Projects in European Regions (Jaspers) – the policy initiative of the EIB, European Commission (DG REGIO) and the European Bank for Reconstruction and Development (EBRD).

PwC provides technical assistance in the form of short and long-term assignments. Among the recent services provided in the framework of this contract were feasibility studies on transport, environmental assessment, and preparation of ERDF project applications.

PwC Contact: Guido Sirolli, Rome, Italy — Luc Henzig, Luxembourg — Olga Grygier, Warsaw, Poland

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### Procurement, Supervision and Fraud and Corruption Investigations (2006 – 2010)

Description: PwC was selected as one of the service providers to reinforce the investigation unit of the European Investment Bank. The services provided under this contract include fraud investigations, evidence-gathering, computer forensic investigations, fraud risk assessment, asset tracing and recovery, and provision of training in fraud issues to increase awareness among the Bank Group staff.

PwC Contact: Rudy Hoskens, Brussels, Belgium

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### **JESSICA Holding Fund (HF) Back Office modelling (2009)**

Description: PwC has been appointed to assist the JESSICA Task Force and EIB in the identification, modelling and development of the Procedures Manual for the JESSICA HF operations. PwC is responsible for delivering the following aspects of the project:

- Analyse the assumptions and risks in the development of the HF
- Model the HF operational structure
- Draft the Procedures Manual
- Define the outsourcing options with recommendations, indicating contractual conditions and Service Level Agreement (SLA) options (including costs)

PwC Contact: Fabio D'Aversa, Luxembourg

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## **EUROPEAN PARLIAMENT**

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### **Provision of external expertise on policy issues within the responsibility of the Committee on Transport and Tourism (2007 – 2010)**

Description: PwC provides independent expert advice to the Committee on Transport and Tourism (TRAN Committee) of the European Parliament on a variety of current and emerging issues related to legislative and non-legislative work in the area of air and rail transport.

PwC Contact: Riccardo Tos, Milan, Italy

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### **Multiple framework contract in lots for provision of external expertise on regulatory and policy issues within the fields of budget and budgetary control in the different EU policy areas (2010 – 2014)**

Description: The objective of this framework contract is to provide the European Parliament's Committees of Budget (COBU) and Budget Control (Cocobu) with external expertise on regulatory and policy issues within the fields of budget and budgetary control in the different EU policy areas. PwC as one of the selected contractors for the framework contract will be requested to prepare briefings and studies concerning legislative and other initiatives, implementation assessments, impact assessments, cost-benefit studies and legal studies in the budgetary affairs areas. PwC will be asked to provide expertise focusing on the financial and budgetary aspects of: revenue, cohesion, other internal policies, external policies, administration of the EU institutions and EU agencies and horizontal issues as well as sound financial management and fight against fraud.

PwC Contact: Hans Verheggen, Belgium

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**Framework contract for evaluations, impact assessment and support in the transport sectors. 6 studies carried out by the Italian PwC practice, as follows:**

- Description:
- **Consumer Rights in civil aviation (2009-2010)**  
PwC has assessed implementation and enforcement in the Member States of EU regulations on consumer air passenger rights.
  - **Revision of the code of conduct for computerized reservation systems (CRS) (2008)**  
PwC examined the issues arising from the proposed Code of Conduct of Computerised Reservation Systems. Particular attention was given to the impact on the competition among market players (and issues related to parent carriers), MIDT Travel Agent information withdrawal and third countries violations and possible safeguards
  - **Study on the social working conditions in the transport sector of the EU (Study and update) (2007-2008)**  
PwC analysed social and working conditions in five main transport sectors: air, road, railways, maritime and inland waterways.
  - **Drivers work conditions and rest time (2007-2008): impact assessment on the new regulation on driving and resting time and its impact regarding the deletion of the '12 days exception' for busses**  
The study concerned the introduction of Regulation (EC) No 561/2006 of the European Parliament and of the Council on driving and rest times for road transport. In particular, it provided an impact assessment with regards to the abolition of the 12-day derogation in the international transport of passengers by road, especially in relation to economic, social and safety effects. The study summarised conclusions and provided recommendations where there was evidence of significant negative effects.
  - **Update costs of Priority projects for TEN-Transport network (2007-2008)**  
The aim of the note was to provide an update on the costs for each of the 30 Priority Projects of the TEN-T. It contained an explanation of the methodology used to gather data included in the annexed file. An overview of TEN-T Priority Projects including key facts and recommendations targeted for decision-makers was also provided.

- **Controls and sanctions for road transportation (2007-2008)**

The study covered and analysed enforcement of EU legislation on road freight transport: controls and sanctions related to the compliance with road safety provisions. The aim of the study was to provide an assessment of the quality, quantity and effectiveness of controls and sanctions in all the Member States of the European Union related to compliance with road safety provisions. The study described enforcement and status of implementation and highlights best and worst practices in the Member States. An overview of the legal framework was also provided.

PwC contact: Giorgia Aresu, Rome, Italy

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## EUROPEAN PATENT OFFICE

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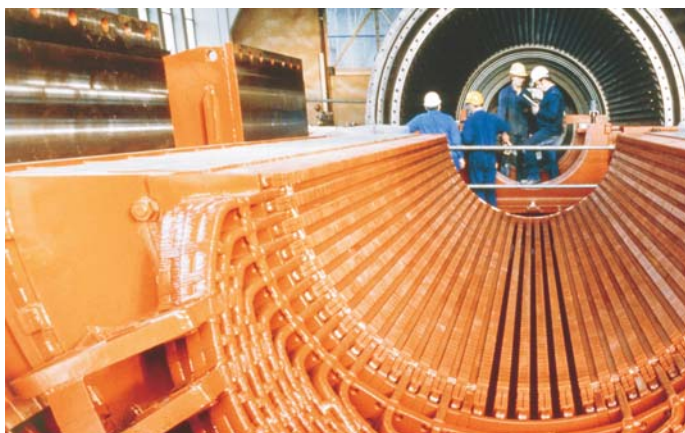
### Management Training for the European Patent Office (2006 – 2008)

**Description:** By providing management training to the European Patent Office, PwC helped it create a consistent approach to managerial staff development, support managers in their career development and offer opportunities for training and development.

PwC provided a range of training courses to the EPO, including in financial management and training in personal effectiveness, team leading and conflict management.

PwC Contact: Ruud Kok, Amsterdam, The Netherlands

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# *PwC in the EU-27, and in candidate countries*

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The **PwC EU Account Support Team** is a 'one-stop-shop' for European Institutions wishing to engage PwC, and for external parties wanting to work with PwC on EU-funded assignments.

For further information please visit our website:

<http://euservices.pwc.com>

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**EU Public Policy and Regulatory affairs**

PwC's interest representation activities focus on audit and accounting, and other issues affecting professional services firms, as well as initiatives impacting the regulation of our clients, in particular in the area of financial services.

Mr David Devlin is Leader, Public Policy and Regulatory affairs, for the Central Cluster of PwC's network firms. David is a member of the European Commission's European Corporate Governance Forum and a past President of FEE, the European Federation of Accountants. He can be contacted on [david.devlin@ie.pwc.com](mailto:david.devlin@ie.pwc.com).

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The **PwC International Development Assistance Network** connects global knowledge and local experience, enabled by appropriate strategies and technology, to provide sustainable development solutions.

For more information please visit our website:

<http://www.pwc.com/prodev>

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