

Promotion policy

Annual Work Programme and Calls for proposals 2018

INFO DAY in Estonia, 19 March 2018

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Content of the presentation

Promotion policy - reminder

Annual work programme 2018

Calls for proposals 2018

*Statistics of passed calls and
lessons learned*

Support available to candidates

Promotion policy – Legal base

Basic act

Regulation (EU) No 1144/2014

Delegated and implementing acts

Commission Delegated Regulation (EU) 1829/2015

Commission Implementing Regulation (EU) 1831/2015

Annually:

- Annual work programme
- Calls for proposals

What is a promotion programme?

A coherent set of operations (marketing and communication campaigns comprising print, TV, radio, online, activities on points of sales, public relations, participation at events/fairs)

B2B and/or B2C activities)

implemented over a period of at least one but not more than three years

With an EU main message

SIMPLE vs MULTI programmes

SIMPLE programmes:

Implemented by one or several organisations representative of the sector from the same Member State

MULTI programmes:

Implemented by at least two organisations representative of the sector from different Member State and/or by at least one organisation representative of the sector at the Union level

EU COFINANCING rates:

	Simple programme	Multi programme
Internal market	70%	80%
Third countries	80%	80%
Serious market disturbance	85%	85%

What's the content of the new promotion policy?

**Targeted on EU
added value**



**Align with needs of
the sector**



**Greater
effectiveness**

- **Clear priorities** established **annually** - work programme
- Increase the promotion campaigns in **third-country market**
- Enhance the **cooperation between operators** from different MS through **multi programmes**
- **Incentive EU cofinancing** rates

- Enlarge to **new beneficiaries**
- **Wider** list of eligible **products** including processed products
- Recognition of the strategic importance of **brands** and **origin**
- Reactive in case of **crisis**
- **Technical support** services

- **New selection process** with gain in time and evaluation exclusively at Commission level through external experts
- **End-up** of **national cofinancing**
- **Simplification** of administrative procedure for **Multi-programmes : directly managed** by the Commission
- Delegation to an **executive agency** foreseen

Increased expenditure : up to 200M€

Eligible products and schemes

- ✓ All agricultural products covered excluding tobacco
- ✓ Open to certain processed products listed in Annex (beer, chocolate, pasta, sweet corn, cotton...)
- ✓ Spirits with a Protected Geographical Indication

- ✓ Wine:
 - ✓ Simple programmes = Basket approach
 - ✓ Multi programmes = Wine alone possible
 - ✓ On the internal market = Information on quality schemes or responsible consumption

- ✓ Fishery and aquaculture products : Basket approach

- ✓ Schemes : EU quality schemes, organic, RUP, national quality schemes

- ✓ Main message: Union message

Proposing organisations

- ✓ Trade or inter-trade organisations representative of the sector(s) concerned at MS
- ✓ Trade or inter-trade organisations at EU level
- ✓ Producer organisations
- ✓ Bodies with public service mission in charge of promotion of agricultural products (example: Agence Bio, Chambers of agriculture)

Display of Brands: under strict conditions

- ✓ Brands : Trade marks
- ✓ Brands can be mentioned only for **certain types of actions** :
 - Demonstrations (incl. fairs, B2B events) & tastings
 - Websites
- ✓ Justification of why the mention of brands is necessary to meet the objectives of the campaign to be done in the application
- ✓ Equal visibility and in a distinct area compared to main EU message
- ✓ Minimum of **5 brands**
- ✓ Maximum of **5% of the total surface area**

- ✓ Conditions to derogate to the minimum number of 5:
 - Less brands produced; and
 - Not possible to build a multi-products or multi-country programme

- ✓ Derogation for national quality schemes registered as trademarks (e.g. Label Rouge)

Brands: example for poster in a fair

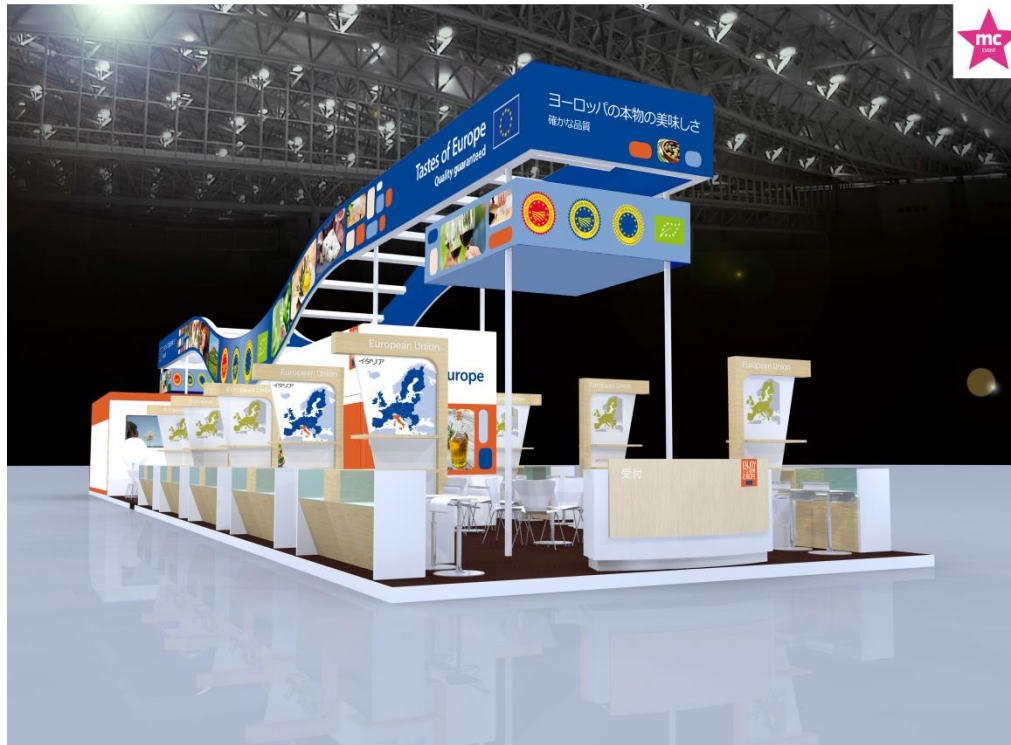
Banner with five brands under the organisation's logo, the EU emblem and the signature 'Enjoy, it's from Europe'



***Only for illustration purpose regarding how brand names can appear.
Any EU co-financed programme shall respect all eligibility conditions of the
promotion policy regulation.***

Brands : example for a stand

Individual but identical corner for each representative of brands
Same size of the names of the brands – under an EU message



***Only for illustration purpose regarding how brands can be showcased.
Any EU co-financed programme shall respect all eligibility conditions of the
promotion policy regulation.***

Display of origin: under strict conditions

MENTION OF ORIGIN

- ✓ Internal market : always secondary in relation to the main EU message of the campaign
- ✓ Third country market may be on the same level as the main EU message of the campaign
- ✓ Products recognised under EU quality schemes (PDO, PGI...) : the origin as registered in the denomination may be mentioned without any restriction

Not acceptable: programmes which encourage or give preference to the purchase of domestic products



- Article 34 TFUE
- Case 249/81 Commission v Ireland [1982] ECR 4005

Origin and implementing act

- ✓ The mention of origin shall be limited **to visual supports**
- ✓ Implicit or explicit references
- ✓ Shall not divert or mislead the main Union message:
- ✓ Shall complement and reinforce the main Union message
- ✓ The mention of origin should be the national origin or common supra national origin

- ✓ **EU quality schemes** which refer to origin may mention their specific origin without any restriction

- ✓ **National quality schemes** which refer to origin may mention this origin, provided that:
 - It is secondary in relation to the main Union message of the campaign in the IM,
 - may be on the same level as the main Union message of the campaign in TC

Example: Internal Market

**Main
message:
European
message**

**national
origin**



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Enjoy the European
Quality

Quality and taste from Italy and France

ENJOY
IT'S FROM
EUROPE



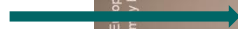
 CAMPAIGN FINANCED
WITH AID FROM
THE EUROPEAN UNION

THE EUROPEAN UNION SUPPORTS CAMPAIGNS
THAT PROMOTE HIGH QUALITY AGRICULTURAL
PRODUCTS.



Example: third countries

**Mention of origin
on the same
level as main EU
message**



Enjoy the European
Quality with apples from
Italy and France
Quality and taste

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**ENJOY
IT'S FROM
EUROPE**

EUROPEAN COMMISSION

CAMPAIGN FINANCED
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PRODUCTS.



AWP 2018

What is 'Annual work programme' ?

The tool to define the promotion strategy

=> A dynamic
promotion policy

With the input of the sector

=> A policy
aligned with the
needs of the
sector

Defines priorities with a dedicated
budget

=> Weighted
priorities but with
a certain
flexibility

Adopted annually

=> Possibility to
adjust it each
year

How did we draft the AWP 2018?

- The objectives of the Regulation itself: (i) increase the number of activities aimed at third countries where there is the highest potential of growth and (ii) in the internal market, inform consumers about the high standards of EU products, notably the EU quality and organic logos
- For third countries, a macro-economic analysis on projected increase in imports on existing or emerging markets, as well as a policy evaluation on FTAs or expected removal of SPS barriers
- Contributions from stakeholders, consulted in January through the Civil Dialogue Group on Quality and Promotion (Food drink, Copa-Cogeca, AVEC, Interfel, Hortiespaña, CEEV, AREFLH, Freshfel, Europatat, Slow food...)
- Comments from Member States
- Results of the 2017 calls and HLM

Structure of 2018 AWP

Annex I

1- GRANTS – co-financing of programmes: 179 M€

2- PROCUREMENT – measures on the initiative of the Commission:
9,5 M€

Annex II

Criteria (eligibility/exclusion/selection/award) for financial contribution to **simple** programmes

Annex III

Criteria (eligibility/exclusion selection/award) for financial contribution to **multi** programmes

[Consult the 2018 AWP at: https://ec.europa.eu/chafea/agri/funding-opportunities](https://ec.europa.eu/chafea/agri/funding-opportunities)

The priorities of the Annual Work Programme for 2018

- **Continuity with AWP 2017**
- **Novelties:**
 - Increased budget!
 - Earmarked envelope to promote healthy eating and increase the consumption of fruits and vegetables in the internal market
 - Earmarked envelopes for sustainable sheep/goat meat in the internal market
 - Multi programmes: emphasis on third countries
 - Additional multi call in case of market disturbance

Priorities and budget

SIMPLE programmes	%	Mio EUR
Internal market	20%	20
TOPIC 1. EU quality schemes(PDO, PGI, TSG, OMR, organic)	55%	11
TOPIC 2. Programmes highlighting the specific features of agricultural methods in the Union and the characteristics of EU agrifood products	35%	7
TOPIC 3. Programmes on sustainable sheep/goat meat	10%	2
Third countries	75%	75
TOPIC 4. China, Japan, South Korea, Taiwan, SE Asia, Southern Asia	35%	26.25
TOPIC 5. Canada, USA, Mexico, Colombia	30%	22.5
TOPIC 6. Other geographical regions	35%	26.25
Serious market disturbance / crisis call	5%	5
Total SIMPLE programmes	100%	100

Priorities and budget

MULTI programmes	%	Mio EUR
Internal market		42
TOPIC A. Programmes on sustainable sheep/goat meat	5%	4
TOPIC B. Programmes to increase the consumption of fruits and vegetables in the IM in the frame of proper dietary practices	10%	8
TOPIC C. Programmes highlighting the specific features of agricultural methods in the Union and the characteristics of EU agrifood products or on EU quality schemes	38%	30
Third countries		
TOPIC D. Programmes highlighting the specific features of agricultural methods in the Union and the characteristics of EU agrifood products or on EU quality schemes	41%	32.1
Serious market disturbance / crisis call	6%	5
Total MULTI programmes	100%	79.1

Activities organised directly by the EC

Economic diplomacy of Commissioner Hogan

- November 2017: business delegation visit to Iran and Saudi Arabia

14-19 May 2018: business delegation visit to China

Possibility to participate in business delegation visits (registration for May closed)

Communication campaigns, events, support services for potential applicants



Calls for proposals 2018

Calls for proposals 2018

- 2 calls published in OJEU:
 - simple and
 - multi programmes
- Available in all EU official languages
- Online submission of proposals via the Participant Portal
- Submission deadline: 12 April 2018, 17:00 CET

Timetable simple programmes

3. Timetable

The deadline for submission is 12 April 2018, 17:00 CET (Central European Time).

	Stages/Deadlines	Date and time or indicative period
a)	Publication of the call for proposals	12.1.2018
b)	Deadline to submit non-IT related questions	29.3.2018 17:00 CET
c)	Deadline to reply to non-IT related questions	5.4.2018 17:00 CET
d)	Deadline for submitting applications	12.4.2018 17:00 CET
e)	Evaluation period	April-August 2018
f)	Decision by the Commission	October 2018
g)	Information to applicants by the Member States	October 2018
h)	Grant adaptation phase	October 2018-January 2019
i)	Signature of the grant agreement between Member States and the beneficiaries	< January 2019
j)	Starting date of the action	> 1.1.2019

Calls for proposals 2018

Relates to the implementation of simple and multi programmes in the framework of the 2018 Annual Work Programme

- Thematic priorities
- Budget available and financial provisions
- Admissibility requirements
- Criterion: eligibility, exclusion, selection, award
- Publicity
- Procedure for the submission

Thematic Priorities for AWP 2018 (compared to AWP 2017) - (Annex I AWP)

SIMPLE PROGRAMMES	%	Mio EUR
SIMPLE PROGRAMMES in Internal Market	20%	20 (22,5)
TOPIC 1. Programmes on EU Quality Schemes	55%	11 (12,3)
TOPIC 2. Programmes highlighting the specific features of agricultural methods in the Union and the characteristics of EU agrifood products	35%	7 (10,1)
TOPIC 3. Programmes on sustainable sheep/goat meat	10%	2
SIMPLE PROGRAMMES in Third Countries	75%	75 (63)
TOPIC 4. China, Japan, South Korea, Taiwan, South East Asia, Southern Asia	35%	26,25 (14,7)
TOPIC 5. Canada, USA, Mexico, Columbia	30%	22,5 (11,6)
TOPIC 6. Other geographical areas	35%	26,25 (20)
Market disturbance/additional call for proposals	5%	5 (4,5)
Total SIMPLE	100%	100 (90)
MULTI PROGRAMMES	%	Mio EUR
MULTI PROGRAMMES in Internal Market		42
TOPIC A. Programmes on sustainable sheep/goats meat	5%	4
TOPIC B. Programmes to increase the consumption of fruits and vegetables in the IM in the frame of proper dietary practices	10%	8
TOPIC C. Programmes highlighting the specific features of agricultural methods in the Union and the characteristics of EU agrifood products or on EU Quality Schemes	38%	30 (15,05 for EU logos in IM or TC)
Multi programmes in Third countries		32,1
TOPIC D. Programmes highlighting the specific highlighting the specific features of agricultural methods in the Union and the characteristics of EU agrifood products or on EU Quality Schemes	41%	32,1 (12,9 for generic in IM or TC)
Market disturbance/additional call for proposals	6%	5
Total MULTI	100	79,1 (43)
TOTAL SIMPLE and MULTI PROGRAMMES		179,1 (133)
Commission own initiatives		9.5 (9,5)
TOTAL PROMOTION		188,6 (142,5)

Criteria for financial contribution

(Annex II of the AWP)

1. **Eligibility criteria**

To define whether an applicant is allowed to participate in the call

2. **Exclusion criteria**

To eliminate from participation in the procedure or award, applicant who are in one of the exclusion situations.

3. **Selection criteria**

To assess the applicant's financial and operational capacity to complete a proposed action.

4. **Award criteria**

To assess the relevance of the proposal's scope to the announced priorities and other quality aspects taking into account its costs.

Eligibility criteria: is my organisation eligible to the EU promotion aid scheme?

- ✓ Trade or inter-trade organisations at MS level
- ✓ Trade or inter-trade organisations at EU level
- ✓ Producer organisations
- ✓ Agri-food bodies with public service mission in charge of promotion of agricultural products



No permanent support: a proposing organisation shall not receive support for information and promotion programmes on the same product or scheme, carried out in the same geographical market on more than two consecutive occasions

Is my organisation representative of the sector?

Shall be representative of the sector or product concerned

- ✓ Trade or inter-trade organisations at MS or EU level:
 - 50% rule;
 - Group – GIs: 50% rule
 - <50% : Flexibility for lower thresholds if specific circumstances justifying treating the PO as being representative
 - interbranch organisations recognised by the Member State
- ✓ Producer organisations: recognised by the Member State
- ✓ Agri-food sector body :
 - representatives of that product(s) or sector among its memberships;
 - exception: programmes carried out after a loss of consumer confidence

50% rule:

the organisation accounts for at least 50% as a proportion of the number of producers **OR** 50% of the volume or value of marketable production of the product(s) or sector(s) concerned, in the MS concerned or at EU level.

Eligible activities (section 6.2 of the call)

Proposals must fall within the chosen priority topic of the call

Proposals can only cover products and schemes listed in Article 5 of Regulation (EU) No 1144/2014

Proposals must have a Union dimension

Simple programmes:

- Programme has to be implemented in a Member State other than that of the applicant (exception – campaigns on Union quality schemes or proper dietary practices)
- Obligation to implement programme through implementing bodies (competitive selection procedure)
- If part implemented by the proposing org., costs not in excess of normal market rates, min. 3 year experience implementing similar measures

Messages conveying information on impact on health – conditions stipulated in reg. 2015/1831

Mentioning of origin and brands – conditions stipulated in reg. 2015/1831

Eligible activities (section 6.2 of the call) cont.

Indicative list:

- Management of project
- Public relations (PR activities, Press events)
- Website, social media (Website setup, updating, maintenance, Social media accounts setup, regular posting, Other - mobile apps, e-learning platforms, webinars, etc.-)
- Advertising (Print, TV, Radio, Online, Outdoor, Cinema)
- Communication tools (Publications, media kits, promotional merchandise, Promotional videos)
- Events (Stands at trade fairs, Seminars, workshops, B2B meetings, trainings for trade/cooks, activities in schools, Restaurant weeks, Sponsorship of events, Study trips to Europe)
- Point-of-sale (POS) promotion (Tasting days, Other: promotion in retailers' publications, POS advertising)

Exclusion criteria (section 7 of the call)

- the economic operator is bankrupt;
- it has been established by a final judgment or a final administrative decision that the economic operator is in breach of its obligations relating to the payment of taxes or social security;
- it has been established by a final judgment or a final administrative decision that the economic operator is guilty of grave professional misconduct;
- applicant has shown significant deficiencies in complying with main obligations in the performance of a contract financed by the EU budget;
- other situations.

Selection criteria (section 8 of the call)

➤ Financial capacity

- Applicants must have stable and sufficient sources of funding to maintain their activity throughout the period of implementation of the action and to participate in its funding;
- The check is not performed for public bodies and for applicants requesting a grant lower than 60.000 EUR;
- Applicants requesting a grant above 750.000 EUR: audit report produced by an approved external auditor certifying the accounts for the last financial year available;
- Supporting documents: annual accounts, financial viability form

Selection criteria (section 8 of the call) cont.

➤ **Operational capacity**

- Applicants must have the professional competencies and qualifications required to complete the action
- SIMPLE programmes: if the applicant implements part of the action, min. 3-year experience in implementing similar measures
- At least one natural person under employment or similar contract with min. 3-years experience in project management
- Supporting documents: general profiles of the core team, declaration by the project leader, activity report

Award criteria

Please refer to annex VI of the Guide for applicants

- Union dimension
- Quality of the technical proposal
- Quality of the project management
- Budget and cost-effectiveness

Make sure to address each (sub)criterion

Award criteria (section 9 of the call)

1 - Union dimension

- a) Relevance of proposed information and promotion measures to the general and specific objectives listed in Article 2 of Regulation (EU) No 1144/2014, aims listed in Article 3 of that Regulation, as well as to priorities, objectives and expected results announced under the relevant thematic priority
- b) Union message of the campaign ([Example 1](#), [example 2](#))
- c) Impact of project at Union level

2 - Technical quality of the project

- a) Quality and relevance of the market analysis
- b) Coherence of the programme strategy, objectives, and key messages
- c) Suitable choice of activities with respect to objectives and programme strategy, adequate communication mix, synergy between activities
- d) Concise description of activities
- e) Quality of the proposed evaluation methods and indicators

Award criteria (section 9 of the call) cont.

3 – Quality of the project management

- a) Project organisation and management structure
- b) Quality control mechanisms and risk management

4 – Budget and cost-effectiveness

- a) Justification of the overall level of investment
- b) Suitable allocation of budget in relation to the objectives and scope of the activities
- c) Clear description of the estimated costs and accuracy of the budget
- d) Consistency between the estimated costs and deliverables
- e) Realistic estimation of costs of project coordination and of activities implemented by the proposing organisation, including number and rate of person/days

Award criteria – quality thresholds

Criteria	Maximum Points	Threshold
1. Union dimension	20	14
2. Technical quality of the project	40	24
3. Quality of the project management	10	6
4. Budget and cost-effectiveness	30	18
TOTAL	100	62

Evaluation

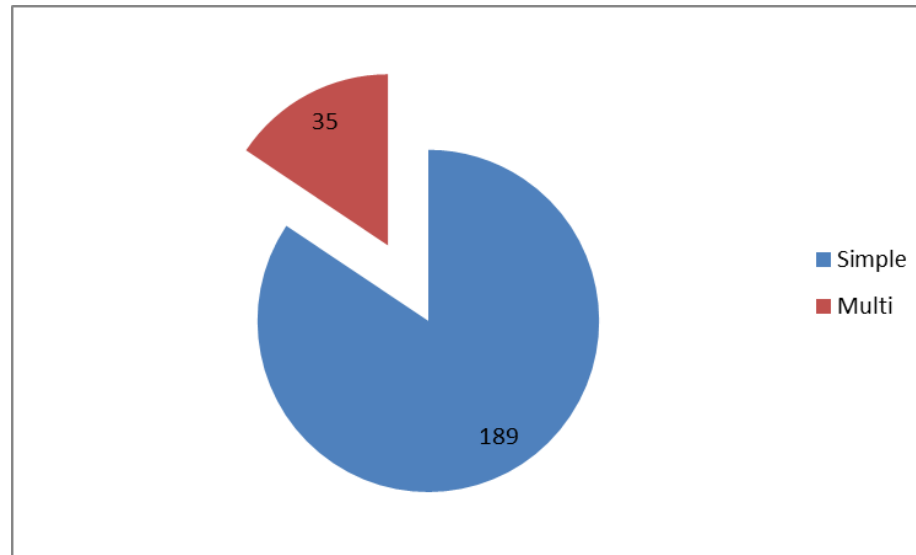
- Ranked list established for each topic indicated in the call
- Proposals will be ranked according to the number of points they receive based on the evaluation against the award criteria and sorted in descending order of points
- Proposals which receive the number of points above the threshold for quality for each award criterion will be accepted up to the limit of the available budget. The highest ranked of the remaining successful proposals will be put on a reserve list (and could be funded in case additional budget becomes available), the others will be rejected
- Proposals which do not fulfil the eligibility, selection or exclusion criteria, or which do not reach the threshold for quality (for one or several of the award criteria) will be rejected

After submission

- Chafea to contact applicants only to clarify issues regarding eligibility or to request other clarifications
- Information to applicants (by MS or by Chafea): outcome of evaluation including evaluation summary report
- Successful applicants will be invited to make non-substantial adjustments to the proposal, based on the comments of the evaluation committee

LESSONS LEARNED 2016-2017

Proposals received in 2017



Call	Number of proposals	Increase on 2016	Requested grant	Available budget	Requested / Available
Simple	189	-5%	306,434,124	85,500,000	358%
Multi	35	30%	132,149,762	43,000,000	307%

Outcome of evaluation: simple programmes 2017

Evaluation outcome

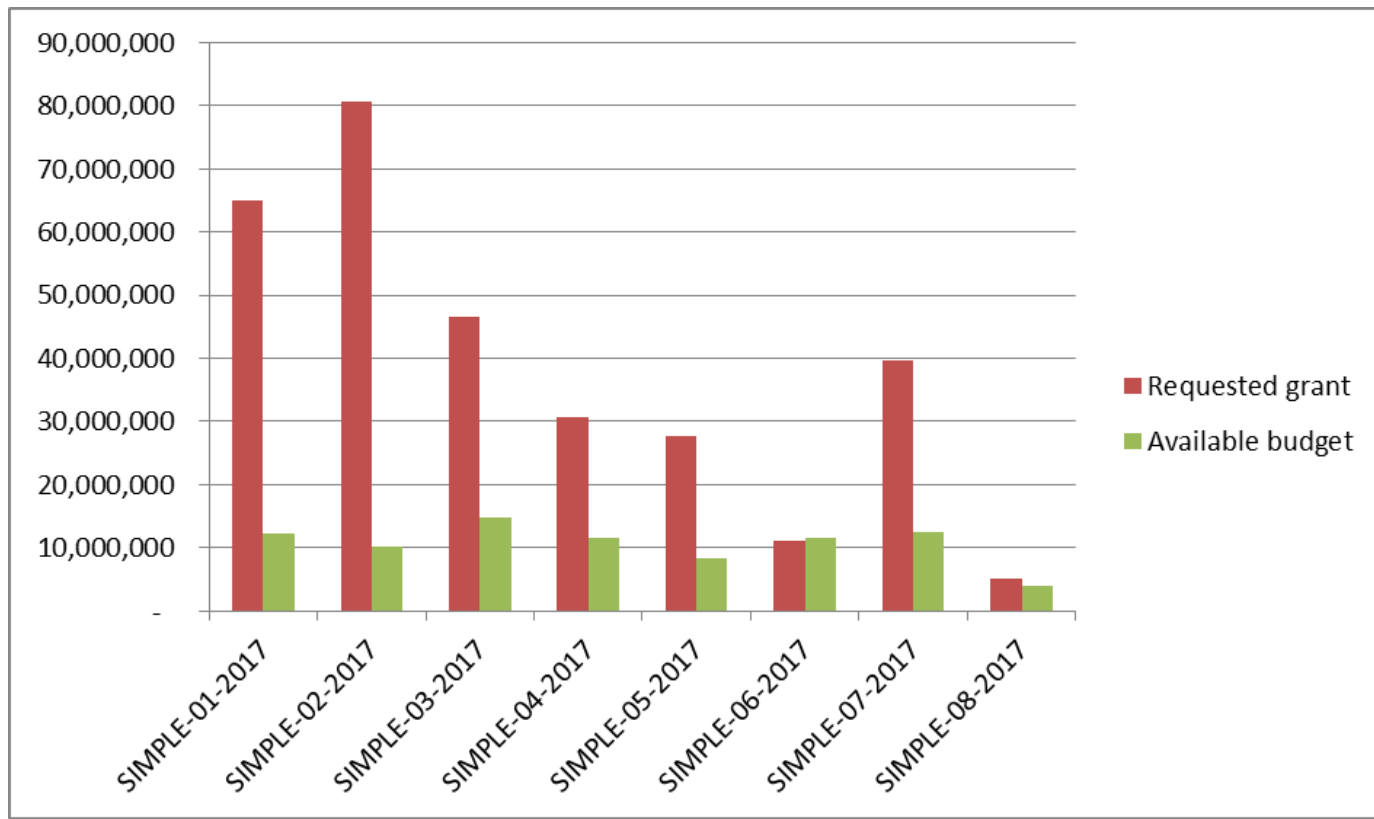
Status of proposal	n° of proposals	Share of all proposals
Accepted	52	28%
Reserve list	9	5%
Rejected - below threshold	101	53%
Ineligible/inadmissible	27	14%
TOTAL	189	100%

Outcome of evaluation MULTI programmes 2017

Evaluation outcome

Status of proposal	MULTI call	
	n°	%
Accepted	9	26%
Reserve list	8	23%
Rejected - below threshold	9	26%
Ineligible	9	26%
TOTAL	35	100%

Submission statistics SIMPLE call 2017



Lessons learned from 2016 and 2017

- Competition (and therefore probability of getting EU funding) depends on the topic chosen; for some topics, there is a 1:8 ratio of retained proposals
- Even though the number of ineligible proposals is decreasing year to year, eligibility conditions still seem difficult to grasp → applicants to analyze carefully eligibility conditions listed in Section 6 of the call for proposals

Reasons for rejection: eligibility and admissibility

- Inadmissible: mandatory annexes and supporting documents not submitted, proposal sent by email after the deadline
- Ineligible applicants: applicant organization not eligible or not representative of the product/sector promoted, private companies acting as co-applicants, non-EU applicants

Reasons for rejection: eligibility and admissibility

- Ineligible products, schemes or activities: wine in simple proposal not combined with another product, promotional activities targeting consumers for wine or spirits on the internal market
- No significant scale: simple proposals which do not promote EU quality schemes or proper dietary practices are implemented only in the Member State of the applicant

Reasons for rejection – quality of proposals (2017 calls)

Award criterion	N° of proposals below threshold
Contribution to policy objectives	14
Technical quality	67
Management quality	54
Cost-effectiveness	98

Final advice

- Read carefully the call text, FAQ, and the relevant regulations: Is my organisation eligible? Does my proposal correspond to the topic objectives? Is it compliant with all call conditions?
- Follow the instructions provided in the Guide for applicants
- Pay attention to “Award criteria”
- Do not wait until the last minute to submit your proposal

Information available to applicants:

- Legal base
- Guide for applicants (submission template, detailed award criteria)
- Model grant agreement

Available on Chafea website:

- Info day in Brussels 31.01.18 (recording)
- Webinar "How to submit a proposal"
- Frequently asked questions (FAQ)
- Helpdesk: chafea-agri-calls@ec.europa.eu

SUPPORT TOOLS

Market reports

Statistical and third country **reports**



The Food and Beverage Market Entry Handbook: Iran

A Practical Guide to the Market in Iran for European Agri-food
Products and Products with Geographical Indications



The Food and Beverage Market Entry Handbook: Saudi Arabia

a Practical Guide to the Market in Saudi Arabia for European Agri-food
Products and Products with Geographical Indications



The Food and Beverage Market Entry Handbook: Canada

a Practical Guide to the Market in Canada for European Agri-food Products
and Products with Geographical Indications



Find partners

Get connected

To receive funding under the calls for Multi programmes for the promotion of agricultural products, unless you are an EU level organisation, you will need to submit a joint application, together with organisations from at least one other EU Member State. If you are interested in the calls for Simple programmes, you may also wish to find partners in your own country. Use the tool below to identify relevant partners (you must have registered with the website to do this).

What are the benefits of connecting with other partners?

Having partners will open up funding opportunities: applications under the calls for multi programmes must be submitted by at least two proposing organisations from at least two EU Member States. Working with partners will also help you gain new valuable experience, make beneficial contacts for the future and increase your own organisation's visibility.



Use the search to identify relevant partner organisations. Alternatively, if you [register](#), you may browse the 'Cooperation profiles' created by individual organisations, which include programme's product details and target countries. Clicking on a profile will take you to the partner's page, containing the partners' needs, quick facts and contact information.

FIND PARTNERS

(🔒 registered users only)

Interactive map of EU-funded projects



Eligibility checker

1. My organization is established in one of the Member States of the European Union *

Yes

No

Campaign visual creator





European Commission

Webinars




How to define a Communication Strategy



Identifying your products' competitive advantage




How to set campaign objectives, impact indicators and how to measure results

Webinar for promotion of agricultural products
March 2017




Webinar for promotion of cultural products

March 2017



Webinar for promotion of agricultural products

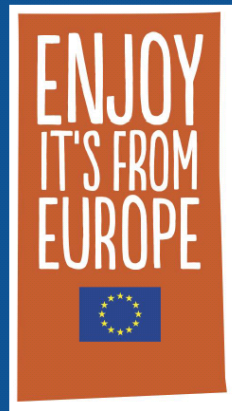
24 October 2017





European Commission

Webinars



Promotion of agricultural products: call for proposals 2018

How to prepare & submit your proposal



The promotion policy of agricultural products

Rules on visuals

Webinar
29 June 2017



IP Matters in the Food & Beverages Sector related to Vietnam, Singapore and Indonesia

South-East Asia IPR SME Helpdesk

IP Expert Elio De Tullio

21 March 2017

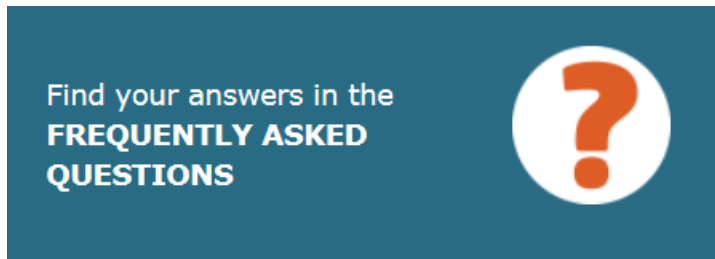


Co-funded by the European Union



FAQs

<https://ec.europa.eu/chafea/agri/faq.html>



Questions received during the call publication period - Last update: 8/02/2018

Quick answer to common questions

Keywords

SEARCH

RESET

1. Main rules of the basic act, delegated and implementing acts

2. Application, Selection and Management of programmes

3. Annual Work Programme for 2018

1.1. Introduction and definitions

[1.1.1 What is a promotion programme?](#)

[1.1.2 Why was the promotion policy reformed in 2014?](#)

[1.1.3 What are the main changes compared to the previous system?](#)



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