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22. Revenues

22.1 In general, services and products included in the POW and provided to NATO entities on request of HQ SACT and to the Participants **(as IAMD COE Operational MOU, par. 1.2.v)** are free of charge. The SC can approve exceptions, further details and particular requirements or restrictions.

22.2 Charges for the services and products provided to Partners **(as IAMD COE Operational MOU, par. 1.2.w)** are to be specified by the SC or detailed in a separate document.

22.3 **Individual course fees may be charged for courses provided by or through the IAMD COE, including courses provided to NATO personnel.** ~~Individual activity (Courses – Conferences – Seminars etc.) fees will be determined initially on a case-by-case basis.~~ **For any activity (course, conference, seminar, workshop, etc.) hosted, organized or/and provided by the IAMD COE, the respective fee amount will be determined by the SC initially, per activity, following the submission of a relevant proposal by the Centre. The amount of activity fees, apart from courses, which will have initially determined by the SC, may be adjusted by the Director for the following same events considering on a case-by-case basis any direct costs of running the respective activities, balancing contextually the available - potential funding sources.**

22.4 The following categories of activities participants/attendees/trainees may be exempted from activity fees:

22.4.1 Key-note speakers and speakers, moderators and facilitators;

22.4.2 Sponsors' representatives [waiver(s) per level of sponsorship].

22.4.3 Representatives of Ministries of Defence or/and National General Staffs of the IAMD COE Participants (for all activities apart from courses).

22.4.4 SC members (for all activities apart from courses);

22.4.5 IAMD COE personnel.

22.5 Director is granted authority to determine, on a case-by-case basis, the number of persons with fees exemption for any category exclusively depicted in above par. 22.4, considering the direct and indirect costs for the organization and conduct of the respective activity, based on the approach both to achieve the required standards and keep the event fee at a moderate level. Except for the abovementioned categories, any other activity fee exemptions may be possible only by SC decision.

22.6 Activity fees will be collected, **in principle, in cash by the Disbursing Officer in coordination with the Project Leader through electronic platform on the IAMD COE web site with bank (debit or credit) card payment from participant's/ attendee's/trainee's side** at the time specified as registration in the activity programme. Payments via bank transfers are

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may be accepted as an alternative method, only in case the respective bank charges are debited to the payer. ~~if only all correspondent bank charges are on behalf of the clients.~~
~~Activity execution orders~~ **Confirmation messages - invoices, signed by the FinCon, will be issued for any activity and respective participant/attendee/trainee will and they will be regarded** ~~considered~~ **as the legal and financial proof claim of the course activity fees collections.** **All activity fees payments will be proved by payment confirmations, which will be signed by the Disbursing Officer and will be submitted/sent to the respective payers - participants/ attendees/trainees.** ~~Collected activity fees will be kept~~ **credited in to the IAMD COE's bank account.**

22.7 All proceeds from the IAMD COE activities are reflected in the budget and recorded as revenues.