

## 2020 European trainings for you

On-the-job seminars for EU and Public Funds managers

On-the-spot seminars including new study visits

Online seminars with a specific focus on Results-oriented Monitoring

etcp



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We can tell you how impatient we are to start the **new financial perspectives (2021-2027)** and to create the best opportunities of closure/opening of operations and programmes.

Whether you are a beginner / experienced, project or programme manager, we will take you through practical and challenging seminars all over Europe covering the key dimensions of EU and public funds.

We have decided in particular to offer **2 new study visits** :

- one in Dubrovnik about on-the-spot controls ;
- one in Ireland about territorial development.

Never we say it's complex. Always we say it takes time and experiences to make it right. That's why our lecturers are professional ones not making conferences but straight to the point presentations and case studies. All the best and looking forward to seeing you soon,

Franck SOTTOU, director

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5-Day Training



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# **Covering EU Funds Management from A to Z (new 2021-2027 dimensions)**

## **Trainings:**

06-10/4

29-03/6-7

07-11/12

Paris

Franck Sottou, Colm Dunne, Goran Zakanji

# Covering EU Funds Management from A to Z

## *2021-2027 new dimensions*

### ■ Learning objective

- Building your capacities to manage projects and programmes integrating financial and technical aspects in the perspective of the new 2021-2027 generation

### ■ Learning points

- Integrating fully the new aspects of the 2021-2027 generation with a specific focus on output-result-based approach & Simplified Costs Options
- Presenting EU Strategies and policies in line with the new intervention logic (results/outputs)
- Getting key alerts about errors, irregularities and fraud
- Looking to the key methods for management verification, certification and audits
- Introducing tools and procedures (checklist, sampling & risks management)
- Insisting on specific issues such as Public procurement, State aid and Enabling conditionalities
- Focusing on new the Territorial Instruments

### ■ Special points

- Ex-ante and ex-post tests (making you a more qualified officer)
- One cohesion dinner

### ■ Price

- 1480 € (lecturing costs, 4 lunches + 1 dinner)
- Special discount (15% early registration or 10% with 2 or more participants)

# Covering EU Funds Management from A to Z

## 2021-2027 new dimensions

### DAY 1

#### Morning session

9.00am to 12.30pm

#### Step 1: Kicking off the seminar

##### Feed back on initial knowledge and key learning objectives

- Lessons learnt from 2014-2020
- The New aspects for 2021-2027
- Better accountability at programme & project level
- Key alerts about EU Funds (most common errors and risks)

*Lunch from 12.30pm to 2.00pm*

#### Afternoon session

2:00pm to 4.30pm

#### Step 2: Understanding Key Regulations and Definitions

- Programme, Operation, contract and actions : what's new?
- Key players (beneficiaries, recipients, partners, suppliers and target groups)
- Key functions (programming & planning, preparation & submission, contracting, verification & payments, closure, certification and audit)
- Full understanding of the "new" intervention logic (theory of change)
- Example of "good" projects & operations

**\*Registration and welcome coffee: 9:00-9:30**

**15-minute breaks at 10.30am and 3.15pm**

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# Covering EU Funds Management from A to Z

## 2021-2027 new dimensions

### DAY 2

**Morning session**  
9.00am to 12.30pm

#### **Step 3: Giving an Overview of New EU strategies and programmes**

- The new targets and instruments including green deal
- EU Strategies and policy objectives : online data
- The specific recommendations for States and Regions
- The New Operational Programmes: specific objectives and indicators
- The Baselines and Targets of priorities and the Performance Framework
- The concrete vision of Operational Programmes (case studies)

*Lunch from 12.30pm to 2.00pm*

**Afternoon session**  
2:00pm to 4.30pm

#### **Step 4: Making better monitoring and evaluation of interventions**

- The new Common and core indicators
- Indicators for ESF+, ERDF/CF and other Programmes
- Indicators and goals of Sustainable Development
- Selection of Project, contract, action or group of projects, operation
- Better on-going monitoring and evaluation of impact of intervention
- Case studies & Exercise on specific 2021-2027 OPs / Action Documents

*\*15-minute break at 10.30am and 3.15pm*



# Covering EU Funds Management from A to Z

## 2021-2027 new dimensions

### DAY 3

**Morning session**  
9.00am to 12.30pm

#### **Step 5: Tackling new management verification work**

- Real and simplified costs options
- Success conditions for Simplified Costs Options and data collection
- Payment conditions and adjustment procedures
- Better on-going verification of the deliverables and results
- Specific attention paid to Community rules (State Aid, Public Procurement, gender, non-discrimination, environment, durability...)

*Lunch from 12.30pm to 2.00pm*

**Afternoon session**  
2:00pm to 4.30pm

#### **Step 6: Looking for reasonable assurance Reinforcing sampling at expenditures and operation levels**

- Distinction between errors, irregularities and fraud
- Better identification of errors and related risks
- Sampling methodologies
- Better on-the spot verifications and sampling of expenditure items
- Exercise on errors, irregularities and fraud: consequences for sampling

*\*15-minute break at 10.30am and 3.15pm*

# Covering EU Funds Management from A to Z

## 2021-2027 new dimensions

### DAY 4

#### Morning session

9.00am to 12.30pm

#### Step 7: Focusing on the Management Declaration of Assurance

- Managing the Error Rate at programme and funds level
- Better prevention, detection and correction of errors
- Individual and Systemic errors
- How to come up with a reliable MDA ?

*Lunch from 12.30pm to 2.00pm*

#### Afternoon session

2:00pm to 4.30pm

#### Step 8: Taking into account the Audit dimension

- System audit
- Audit of annual accounts and audit of operations
- Solving irregularities together: improving the AA opinion

#### Evening session

7 pm

#### Step 9: Sharing experiences and building capacities

Dinner in the centre of Paris with all participants and ETCP team

### DAY 5

#### Morning session

9.00am to 12.30pm

#### Step 10: Wrapping up the seminar and final evaluation

- General correction of all questions of the test
- Focus on some key point to remember / to improve
- Specific assessment of the effect of the seminar and future needs
- Certificates ceremony


*\*15-minute break at 10.30am and 3.15pm*



4-Day Trainings



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# Control and on-the-spot checks (new)

## **Trainings:**

27-30/4

19-22/10

Dubrovnik

Franck SOTTOU and guests (controllers)

# Control and on-the-spot checks

## *4 intensive days in Dubrovnik*

- Learning objective
  - Looking for errors and irregularities in a more effective way
- Learning points
  - Presenting new guidance for on-the-spot checks
  - Looking to the best practices for detecting and correcting errors
  - Getting key alerts about possible irregularities
  - Linking in a better way ex-ante / ex-post / desk-based / on-the-spot checks
  - Making clear distinction between 1st and 2nd level checks
  - Focusing on checklist and specific justifications of errors
  - Insisting on correction of errors and dialogue with beneficiaries
- Special points
  - Visits on-the-spot (one hard, one soft operation)
  - One cohesion dinner
- Price
  - 1405 € (lecturing and study visits costs, 4 lunches + 1 dinner)
  - Special discount (15% early registration or 10% with 2 or more participants)
  - Special additional packages including evening accommodation will be proposed to participants

# Control and on-the-spot checks

## *4 intensive days in Dubrovnik*

### DAY 1

#### Morning session

9.00am to 12.30pm

#### Step 1: kicking off the seminar

##### Fine-tuning of expectations and key learning points

- Presentation of the full programme of visits
- Key alerts about Controls and Checks
- Key issue of risks management and sampling methods
- Expectations and specific objectives of the seminar

*Lunch from 12.30pm to 2.00pm*

#### Afternoon session

2:00pm to 4.30pm

#### Step 2: understanding of the most common errors

- The potential errors and irregularities : most common alerts
- The corrections to be applied
- The checklist to be used (examples and discussions)
- The organization of on-the-spot checks : planning, process and team
- 2021-2027 new aspects about checks (electronic data exchange, reporting of irregularities, financial sustainability, risks management, accounting)

**\*Registration and welcome coffee: 9:00-9:30**

**15-minute breaks at 10.30am and 3.15pm**

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# Control and on-the-spot checks

## 4 intensive days in Dubrovnik

### DAY 2

#### Morning session

9.00am to 12.30pm

#### Step 3: Checking projects with infrastructures (study visit 1)

- Specific outputs and results
- Recommendations about the costs
- Competition rules (PP and state aid)
- Timeline and specific conditions for payment
- Environmental and horizontal issues
- Accounting and reporting issues
- Financial sustainability and revenue

*Lunch from 12.30pm to 2.00pm*

#### Afternoon session

2:00pm to 4.30pm

#### Step 4: Improving the checks for projects with infrastructures

- Selection of the costs / documents to be checked
- The checklist to be used
- The dialogue with beneficiaries and partners
- The potential corrections
- Case studies & Exercise on specific elements

*\*15-minute break at 10.30am and 3.15pm*

# Control and on-the-spot checks

## 4 intensive days in Dubrovnik

### DAY 3

#### Morning session

9.00am to 12.30pm

#### Step 5: Checking soft projects (study visit 2)

- Specific outputs and results
- Recommendations about the costs
- Staff and indirect costs
- Timeline and specific conditions for payment
- Competition rules (PP and state aid)
- Accounting and reporting issues

*Lunch from 12.30pm to 2.00pm*

#### Afternoon session

2:00pm to 4.30pm

#### Step 6: Improving the checks for soft projects

- Selection of the costs / documents to be checked
- The checklist to be used
- The dialogue with beneficiaries and partners
- The potential corrections
- Case studies & Exercise on specific elements

#### Evening session

7:00pm to 9.30pm

#### Step 7: Sharing experiences and building capacities

Dinner with all participants and ETCP team

*\*15-minute break at 10.30am and 3.15pm*



# Control and on-the-spot checks

## *4 intensive days in Dubrovnik*

### DAY 4

**Morning session**  
9.00am to 12.30pm

#### **Step 8: Tackling the success conditions and open issues**

- The synergies between desk-based on on-the-spot checks
- The differentiation between 1<sup>st</sup> and 2<sup>nd</sup> level checks
- The application of single audit principle?
- The specific recommendations for infrastructures and soft projects
- The follow-up of corrections / systemic errors
- The prevention measures with beneficiaries

*Lunch from 12.30pm to 2.00pm*

**Afternoon session**  
2:00pm to 4.30pm

#### **Step 9: Drafting Action Plans**

- Key learnings points
- Key steps to be taken at IB / MA and AA levels
- Specific assessment of the effects of the seminar and future needs



# Integrated Territorial development (new)

**Training:**  
02-05/6

Dublin and Ireland

Richard Harding, Colm Dunne

# Integrated Territorial development

## *Best practices of local and territorial strategies*

- Learning objective
  - Implementing place-based and spatial instruments for regional development
- Learning points
  - Presenting 2021-2027 Territorial and Regional dimensions of interventions
  - Looking for the best practices of programming, selecting, monitoring and facilitating
  - Getting key alerts about strategies, governance, indicators and possible irregularities
  - Focusing on Territorial Instruments (ITI, CLLD...) and Local Action Groups
  - Insisting on Targeted Territories, specific objectives and Territorial / Regional Strategies
  - Alerting about potential errors and irregularities related to territorial instruments
- Special points
  - Visits on-the-spot (one rural, one urban)
  - One cohesion dinner
- Price
  - 1405 € (lecturing, lunches and study visits costs + 1 dinner)
  - Special discount (15% early registration or 10% with 2 or more participants)
  - Special additional packages including evening accommodation will be proposed to participants

# Integrated Territorial development

## *Best practices of local and territorial strategies*

### DAY 1

**Morning session**  
9.00am to 12.30pm

#### **Step 1: Kicking off the seminar**

##### **Fine-tuning of expectations and key learning points**

- Presentation of the full programme of visits
- Key alerts about Territorial dimensions (territorial cohesion and spatial planning)
- Key issue of territorial gap between the capital and other regions
- Key dimensions of the bottom-up approaches
- Expectations and specific objectives of the seminar

*Lunch from 12.30pm to 2.00pm*

**Afternoon session**  
2:00pm to 4.30pm

#### **Step 2: Understanding of the Key Instruments**

- Strategies, Programmes and Operations
- Key aspects (governance, objectives, functions)
- Different options for territories : urban, rural and/or thematic development
- 2021-2027 new aspects about territorial instruments (new 5<sup>th</sup> Policy Objective about Europe closer to citizens, use of a "Lead Fund", economic, social and environmental interlinkages, other tools...)

**\*Registration and welcome coffee: 9:00-9:30**

**15-minute breaks at 10.30am and 3.15pm**

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# Integrated Territorial development

## *Best practices of local and territorial strategies*

### DAY 2

**Morning session**  
9.00am to 12.30pm

#### **Step 3: Looking for the best Urban Practices (study visit 1)**

- Best strategies and integration of funds
- Best operations and specific outputs and results
- Best governance options
- Best management, monitoring and evaluation of the strategy and its animation

*Lunch from 12.30pm to 2.00pm*

**Afternoon session**  
2:00pm to 4.30pm

#### **Step 4: Insisting on the success conditions for urban sites**

- Selection of the targeted territories and operations
- Definition of strategies and synergies between funds
- Involvement of partners, stakeholders and citizens
- The specific introduction of LAG (pros and cons)
- Case studies & Exercise on specific 2021-2027 elements

*\*15-minute break at 10.30am and 3.15pm*

# Integrated Territorial development

## *Best practices of local and territorial strategies*

### DAY 3

**Morning session**  
9.00am to 12.30pm

#### **Step 5: Looking to the best Rural Practices (study visit 2)**

- Best strategies and governance options
- Best operations and specific outputs and results
- Best management, monitoring and evaluation of the strategy and its animation

*Lunch from 12.30pm to 2.00pm*

**Afternoon session**  
2:00pm to 4.30pm

#### **Step 6: Insisting on the success conditions for rural sites**

- Selection of the targeted territories
- Definition of strategies and synergies between funds including EAFRD
- Involvement of partners, stakeholders and citizens
- The specific introduction of LAG (pros and cons)
- Case studies & Exercise on specific 2021-2027 elements
- Synergies and conditionalities between urban and rural areas

**Evening session**  
7:00pm to 9.30pm

#### **Step 7: Sharing experiences and building capacities**

Dinner with all participants and ETCP team

*\*15-minute break at 10.30am and 3.15pm*

# Integrated Territorial development

## *Best practices of local and territorial strategies*

### DAY 4

**Morning session**  
9.00am to 12.30pm

#### **Step 8: Tackling the common aspects and open issues**

- The combination of the 5 policy objectives and specific use of the 5<sup>th</sup> one
- The definition and selection of territorial strategies at national level
- The specific sectoral approaches : Economic ITI
- The potential errors and irregularities
- The management, monitoring and evaluation of the strategies and its animation
- The use of Technical Assistance for capacity building

*Lunch from 12.30pm to 2.00pm*

**Afternoon session**  
2:00pm to 4.30pm

#### **Step 9: Drafting Action Plans**

- Key learnings points
- Key steps to be taken at National / Regional and territorial levels
- Specific assessment of the effects of the seminar and future needs



3-Day Trainings



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# Simplified Cost Options and New Indicators

## **Trainings:**

18-20/3 Athens  
25-27/11 Madrid

Colm Dunne, Franck Sottou

# Simplified Cost Options and New Indicators

## *Making simple and secure calculation and implementation*

- Learning objective
  - Simplifying programming, contracting, verification and monitoring all together
- Learning points
  - Presenting all Simplified Cost Options and their success conditions
  - Looking to the most up-dated experiences at EU and Member-States level
  - Listing simplification actions (quick-wins and long-term success)
  - Ensuring the best collection of data and calculations
  - Tackling adjustments of the Management & Control System
  - Anticipating audit and screening the selection, contracting and reporting phases
  - Mitigating the risks: sampling, walk-through testing
- Special points
  - Discussions, group work, cases and example
- Price
  - 1305 € (lecturing costs + lunches)
  - Special discount (15% early registration or 10% with 2 or more participants)

# Simplified Cost Options and New Indicators

*Making simple and secure calculation and implementation*

## DAY 1

**Morning session \***  
9.30am to 12.30pm

### **Step 1: Defining requirements for simplification**

#### **Success conditions and key topics listed**

- Lessons learnt: reduction of administrative burdens?
- Focus on key elements of simplification: quick wins
- Introducing SCO options : success conditions

### **Step 2: Discussing simplification in case of SCO : unit cost, lump sum & flat rates**

#### **Examples of simplification steps**

- The options in details, calculation and up-dates methods
- The conditions for payments of the operation & reporting arrangements
- The consequences on Public procurement & State Aid
- The choice of the indicators : from inputs to outputs / results
- The possible links with common and core indicators

*Lunch from 12.30pm to 2.00pm*

**Afternoon session**  
2.00pm to 4.30pm

### **Step 3: Ensuring a secure calculation and control of SCO**

#### **Practical cases and proposal of concrete solutions**

- Historical and accounting data
- Single lump sum and draft budgets
- The specific cases of staff costs & indirect costs
- The specific case of infrastructures
- The coverage of all costs / specific costs

**\*Registration and welcome coffee: 9:00-9:30**

**15-minute breaks at 10.30am and 3.15pm**

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# Simplified Cost Options and New Indicators

*Making simple and secure calculation and implementation*

## DAY 2

### Morning session

9.00am to 12.30pm

### Exercises in group : targeting & calculation workshop

#### Practical cases and proposal of concrete simplification

- Simplification with SCO – unit costs
- Simplification with SCO – lump sum and single lump sums
- Simplification with SCO – flat rates & indirect costs

*Lunch from 12.30pm to 2.00pm*

### Afternoon session

2.00pm to 4.00pm

### Exercises in group : thematic workshop

#### Practical cases and proposal of concrete simplification

- Trainings and education
- Support to businesses / start-ups
- Research and development
- Energy and transport
- Fight against poverty
- Migration and border controls
- Local infrastructures

*\*15-minute breaks at 10.30am and 3.00pm*

# Simplified Cost Options and New Indicators

*Making simple and secure calculation and implementation*

## DAY 3

### Morning session

9.00am to 12.30pm

### Step 4: Setting up a new simplified system

#### Exercises of simplification of the Management & Control system

- New ex-ante checks and selection process
- Simplification of Contract & adjustment process
- Simplification of Management & Control system
- Better prevention and management of risks
- New checks on-the-spot

*Lunch from 12.30pm to 2.00pm*

### Afternoon session

2.00pm to 4.00pm

### Step 5: Defining concrete steps of simplification

#### Full action plan designed with participants

- Delegated acts (DA)
- Full action plan

*\*15-minute breaks at 10.30am and 3.00pm*



# Control and Annual Closure

## **Trainings:**

01-03/4 Rome

04-06/11 Palermo

Goran Zakanji, Peter Vlasveld

# Control and Annual Closure

## *Preventing, detecting and correcting errors*

- Learning objective
  - Getting positive opinion on the Management Declaration of Assurance
- Learning points
  - Lesson from the past: key irregularities and fraud, key alerts from auditors, key obstacles to closure and where they come from, key steps to ensure full and balance closure (process and planning)
  - Specific problems and discussion of best practices
  - Operations closed? Phasing and functional operations
  - Financial engineering instruments: specific issues about beneficiaries/recipients/outputs and results
  - Identifying the right and important indicators;
  - Dealing with bottlenecks for the solution of irregularities: investigations, audits and checks
  - Ensuring sound prevention, detection & corrections
  - Closing specific operations and checks after closure : durability
  - Improving sampling methods
  - Dealing with suspended / corrected operations
  - Adjusting the Management & Control system.
- Special points
  - Discussions, group work, cases and example
- Price
  - 1305 € (lecturing costs + lunches)
  - Special discount (15% early registration or 10% with 2 or more participants)

# Control and Annual Closure

*Preventing, detecting and correcting errors*

## DAY 1: From a Managing Authority / IB perspective

### Registration

9.00 to 9.30am

### Morning session

9.30am to 12.30

### Step 1: Introduction and overview

- Preparation of MDA and annual summary
- Sampling of management verifications: risk assessment and (non)statistical
- Methodology for supervision of delegated tasks
- SCOs and simplification specific dimensions
- Financing not linked to costs

*Lunch from 12:30pm to 2:00pm*

### Afternoon session

2.00pm to 4.30pm

### Step 2 : Detection and corrections

- Main irregularities in accounting year 2018/2019
- Risks management and sampling
- Reinforcement of ex-ante and on-the-spot checks
- Overview of the new EC guidance

### Step 3 : Special risk management of (suspected) frauds

- Fraud indicators and red flags
- Case studies on mitigation actions and residual risks



# Control and Annual Closure

*Preventing, detecting and correcting errors*

## DAY 2: To the Audit Authority and Certifying Authority perspectives

### Morning session

9.00am to 12.30pm

### Step 4: AA perspective

- System audits, audit of operations and audits of accounts
- Statistical and non-statistical sampling
- Off-the-shelf sampling methodologies – non proportional allocations, regional clustering
- AA reliance on management verifications – conditions, scope and extent of AA verifications
- Audit of SCOs, ex ante review
- Audit of indicators

*Lunch from 12:30pm to 2:00pm*

### Afternoon session

2.00pm to 4.30pm

### Step 5 : CA perspective

- Annual accounts
- Ongoing assessments
- Recoveries, pending recoveries and withdrawals

### Step 6: Looking for clear definitions and calculations

- The crucial role of the Tolerable Error Rate (TER/RTER)
- Calculation of the ER: examples and definitions
- New Regulations and new Guidance: effects on procedures and tools

*\*15-minute break at 10.30am and 3.15pm*

# Control and Annual Closure

*Preventing, detecting and correcting errors*

## DAY 3 : To get all together a reasonable assurance

### Morning session

9.00am to 12.30pm

#### Step 7: Specific alerts and points of control

- Checks after the closure of operations : durability
- Conditions for safe application of professional judgement

#### Step 8: Prevention of errors

- Working with the beneficiaries (guidelines, FAQ, open days...)
- Safeguards in the management and control system
- Ex-ante checks and internal risks

*Lunch from 12:30pm to 2:00pm*

### Afternoon session

2:00pm to 4.30pm

#### Step 9: Follow-up of findings and effective corrections

- Treatment of findings: financial corrections at beneficiary & CA level
- Consequences of findings: extension of sampling and a qualitative extension of control
- Management of error risks: analysis of systemic effects and adjustment of control work program

#### Step 10: Action plan

- Wrap up and completion of the Action Plan

*\*15-minute break at 10.30am and 3.15pm*



# Risk Management and Sampling

## **Trainings:**

13-15/5 Lisbon

14-16/12 Vienna

Raili Truup, Franck Sottou

# Risk Management and Sampling

## *Keeping the control on checks and performance*

- Learning objective
  - Mapping, scoring and mitigating the risks using sampling methods
- Learning points
  - Tackling in concrete the identification of specific risks
  - Setting-up a full action plan of mitigation actions
  - Ensuring selection of operations / expenditures for sampling
  - Proportionating the checks to the level of risks
  - Planning the checks and organizing the visits on-the-spot
  - Making clear distinction between statistical / non statistical sampling
  - Identifying the best practices for scoring and weighting of the risks
  - Defining the qualification of risks managers
  - Drafting an Action plan for design of risk management system
- Special points
  - Discussions, group work, cases and example
- Price
  - 1305 € (lecturing costs + lunches)
  - Special discount (15% early registration or 10% with 2 or more participants)

# Risk Management and Sampling

## *Keeping the control on checks and performance*

### DAY 1

#### Morning session \*

9.30am to 12.30pm

#### Step 1: the Audit Risk Model (categories of risks and risks factors)

- Introduction to the Audit Risk Model and how to get to assurance
- The concept of Materiality and Tolerable Error Rate (TER)
- The risks in EU Funds: identification, scoring and weighting

#### Step 2: Initial risk assessment methods

- Classification of risks
- Specific EU funds risks v. IFAC standards
- Distinction between audit & verification
- The specific risk assessment methodology (examples)

*Lunch from 12.30pm to 2.00pm*

#### Afternoon session

2.00pm to 4.30pm

#### Step 3: Case study

- Identification and classification of risks
- The specific fraud risk assessment system
- Audit planning : introduction and concrete case work

**\*Registration and welcome coffee: 9:00-9:30**

**15-minute breaks at 10.30am and 3.15pm**

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# Risk Management and Sampling

*Keeping the control on checks and performance*

## DAY 2

**Morning session**  
9.00am to 12.30pm

**Exercises in group : risks & mitigation of actions workshop**

**Practical cases of identification of risks all throughout the intervention logic :**

- Inputs / outputs / results
- Context indicators and expected impacts
- Mitigation actions and modification of the actions
- Thematic illustrations

*Lunch from 12.30pm to 2.00pm*

**Afternoon session**  
2.00pm to 4.00pm

**Step 4: Setting up a new simplified system**

- System audit : introduction and methods
- Test of controls, walk-through checks
- Case study for a walk-through check
- Lessons to be learnt for Managing Authorities

***\*15-minute breaks at 10.30am and 3.00pm***

# Risk Management and Sampling

## *Keeping the control on checks and performance*

### DAY 3

**Morning session**  
9.00am to 12.30pm

#### **Exercises in group : workshop**

#### **Practical cases : selection of operations and expenditures to be verified**

- Auditing operations : confirmation of your conclusions about the system
- Methods and exercises about sampling operations
- Identification & weighting of risks
- Corrective action at project and system levels
- Discussion based on case work

*Lunch from 12.30pm to 2.00pm*

**Afternoon session**  
2.00pm to 4.00pm

#### **Step 5: Full action plan**

- Concluding on results and issuing a clear opinion
- Findings and conclusions regarding error rates
- Improvement of control systems and cost-effective controls
- Focus Annual reports & dealing with the MA's Declaration of Assurance including audit

***\*15-minute breaks at 10.30am and 3.00pm***



2-Day Trainings



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# State Aid, Public Procurement and PPP

## **Trainings:**

21-22/5 Budapest

15-16/10 Budapest

Alun Williams, dr Balázs Dencső

# State aid, Public Procurement and PPP

## *Making smarter control of competition rules*

- Learning objective
  - Improving management of competition rules (PP and State Aid) in a secure and simpler way
- Learning points
  - Screening Public Procurement Directives & the CJEU case law;
  - Understanding concept & key criteria for State Aid about the logic & objectives;
  - Improving systems, procedures and tools to prevent, detect and correct errors, irregularities and fraud related to Public procurement & State Aid;
  - Making controls more effective and efficient using walkthrough checks;
  - Sectoral rules & sensitive sectors.
  - Getting examples about State Aid exemptions and in particular GBER
  - Tackling the specific risks of De minimis
  - Ensuring better risks management of competition rules all together
- Special points
  - Discussions, group work, cases and examples
  - Anticipation of 2021 State aid Reform
- Price
  - 1109 € (lecturing costs + lunches)
  - Special discount (15% early registration or 10% with 2 or more participants)

# State aid, Public Procurement and PPP

## *Making smarter control of competition rules*

### DAY 1

#### Registration

9:00-9:30

#### Morning session

9.30 to 12.30

#### Step 1: Introducing key tools & criteria for competition rules

- Competition rules: objectives and key principles
- Reform of the EU public procurement rules
- Scope & Definitions, Thresholds, Publicity, Exclusions and Procedures

#### Step 2: Tackling Public procurement specific risk assessment

- Selection, award criteria, weighing systems, specifications and standards
- Contract amendment & Monitoring requirements
- Abnormally Low Price / Incomplete Tenders / Material Change
- COCOF guidelines for public procurement irregularities
- Clear distinction between PP & PPP

*Lunch from 12.30pm to 2.00pm*

#### Afternoon session

14.00 to 16.30

#### Step 3: Public Procurement cases

- Most common errors in:  
Technical specifications and criteria, Selection, evaluation and award, Contract implementation

#### Step 4: Public Procurement corrections of cases

- Main types of irregularities and their rates of correction:
- contract notice and tender specification irregularities
  - irregularities related to tender evaluation
  - irregularities related to contract implementation

*\*Registration and welcome coffee: 9:00-9:30*

*15-minute breaks at 10.30am and 3.15pm*

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# State aid, Public Procurement and PPP

## *Making smarter control of competition rules*

### DAY 2

#### Morning session

9.00 to 12.30

#### Step 5: Looking at 2014 General Block Exemption Regulation

- State Aid Modernisation and GBER
- Giving aid in compliance with GBER (incl. Aid requiring prior notification and approval)
- Aids (Regional, SMEs, RDI, Training Environment, Local infrastructure, SSGI SGEI)
- The specific PPP risks
- The specific combination of PP and State aid rules : concessions

*Lunch from 12.30pm to 2.00pm*

#### Afternoon session

14.00 to 16.30

#### Step 6: Focusing on Sectoral State Aid rules

- Agriculture, fisheries and aquaculture and 2019/20 reform
- Universities and RD&I
- Economic/non-economic activities
- How to avoid giving State Aid to third parties
- Sensitive Sectors
- 2021 potential changes and specific green deal approach

#### Step 7: Working on Case Studies correction : workshop

- Detection of errors and list of findings
- Discussion about the case studies
- Decisions about corrections and follow-up

*\*15-minute breaks at 10.30 and 3.15*



# OP Preparation and Implementation

## **Trainings:**

11-12/5 Prague

23-24/9 Athens

Colm Dunne, Franck SOTTOU

# OP Preparation and Implementation

## *Improving efficiency & effectiveness of interventions*

- Learning objective
  - Focusing for programmes and calls on key targets and best actions using new templates, contracts and selection techniques
- Learning points
  - Tackling the concrete steps of preparation of new Operational Programmes
  - Ensuring better preparation and implementation of reports and evaluations
  - Including fully the potential Simplified Costs Options and strategic projects
  - Considering the ex-ante evaluation of indicators for 2021-27
  - Anticipating potential mid-term reviews
  - Getting acquainted with EC expectations in monitoring and evaluating of projects and programmes
  - Setting-up the options for impact evaluation
  - Using in a better way Common/Core and Programme-specific indicators
  - Linking selection, contracting and activities with specific objectives
  - Applying the result-oriented approach on specific cases..
- Special points
  - Discussions, group work, cases and examples
  - Practical examples applied to different sectors and interventions
- Price
  - 1109 € (lecturing costs + lunches)
  - Special discount (15% early registration or 10% with 2 or more participants)

# OP Preparation and Implementation

## *Improving efficiency & effectiveness of interventions*

### DAY 1

#### Morning session \*

9.30am to 12.30pm

#### Step 1: The new Regulations and Definitions

- Objectives, targets, Priority Axis and strategic projects
- Old and new operations, Beneficiaries
- Enabling conditions
- Outputs-Results-based approach & SCO
- The selection process and criteria

#### Step 2: The improved intervention logic

- The new intervention logic about results and impacts
- The specific questions of baselines & targets : examples
- Distinction between ESF+, ERDF and EAFRD & other funds
- From linear model to modernised logics

*Lunch from 12.30pm to 2.00pm*

#### Afternoon session

2.00pm to 4.30pm

#### Step 3: The new strategies and indicators

- From EU 5 thematic strategies to Specific objectives
  - New dimensions : energy plan, migration, security, territorial instruments
  - The new common / core indicators
  - Short exercises on objectives and indicators
  - The key components of outputs & results indicators (specific objectives, actions and beneficiaries / target groups)
- Specific thematic illustrations

**\*Registration and welcome coffee: 9:00-9:30**

**15-minute breaks at 10.30am and 3.15pm**

**etcp** [www.etcp.fr](http://www.etcp.fr)

# OP Preparation and Implementation

## *Improving efficiency & effectiveness of interventions*

### DAY 2

**Morning session**  
9.00am to 12.30pm

**Exercises in group : workshop from programming to contracting**

**Practical cases**

- Improvement of selection of beneficiaries
- Appraisal process and eligibility rules
- Selecting operations – the options of competitive / non competitive procedures
- Selection criteria and condition for changes

*Lunch from 12.30pm to 2.00pm*

**Afternoon session**  
2.00pm to 4.00pm

**Step 4: Setting up a new monitoring and evaluation strategy**

- The new ex-ante evaluation
- Reporting on performance and mid-term revisions
- Evaluation plan
- Concrete exercise about selection of evaluators (terms of reference / evaluation questions and selection criteria)
- Full action plan about follow up of actions :
- Improvement of monitoring & evaluation / IT Systems
- Project reporting
- Programme and priorities monitoring
- Performance management (financial and technical)

***\*15-minute breaks at 10.30am and 3.00pm***





# Reporting, Evaluation and Monitoring (new)

Making results-oriented reports more strategic, graphic  
and analytical

## **Trainings:**

05-06/3 Madrid

17-18/12 Zagreb

Franck Sottou, Colm Dunne

# Reporting, Evaluation and Monitoring

## *Making reports more user-friendly*

- Learning objective
  - Making results-oriented reports more strategic, graphic and analytical
- Learning points
  - Improving on-going evaluation and strategic monitoring of funds and new instruments
  - Getting more in-depth knowledge of project monitoring in relation to programme / call management
  - Distinction and linkages outputs / results
  - Evidence-based approach: data, figures and gap management (less binary approach)
  - Clearer vision of results: target group, baseline / target and possible immediate / intermediate change
  - Reports looking to the whole chain of results with clear accountability ceiling (to be defined)
  - Contribution of intervention well defined (from outputs to outcomes)
  - Relevance, Coherence, Efficiency and Effectiveness and Sustainability
  - Specific risks / assumptions and mitigation identified for outputs / outcomes
  - Use of indicators in monitoring financial and physical progress of projects and programmes.
- Special points
  - Discussions, group work, cases and examples
  - Practical examples applied to different sectors and interventions
- Price
  - 1109 € (lecturing costs + lunches)
  - Special discount (15% early registration or 10% with 2 or more participants)

# Reporting, Evaluation and Monitoring

*Making reports more user-friendly*

## DAY 1

### Registration

9.00am to 9.30am

### Morning session

9.00am to 12.30pm

### Step 1: Laying the foundations by linking Reporting, Monitoring & Evaluation

- Traditional and modernised Intervention logic - the rationale for greater results orientation
- How indicators connect projects, programmes and policies
- How to link in an efficient way reporting, monitoring and evaluation

### Step 2: Anticipating future evaluations in a clever way

- Outputs and efficiency: examples
- Results and effectiveness: examples
- Improving coherence in indicator systems and data collection

*Lunch from 12:30pm to 2:00pm*

### Afternoon session

2:00pm to 4.30pm

### Step 3: Focusing on ESF+ Approach to Monitoring & Evaluation

- ESF guiding principles
- The focus on changes in the target group
- Common/Core output and results indicators, baselines and targets, longer term results
- Specific reporting conditions about participants

*\*Registration and welcome coffee: 9:00-9:30*

*15-minute breaks at 10.30am and 3.15pm*

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# Reporting, Evaluation and Monitoring

*Making reports more user-friendly*

## DAY 2

### Morning session

9.00am to 12.30pm

#### Step 4: Focusing on ERDF / CF Approach to Monitoring and Evaluation

- The results-oriented approach explored
- The focus on changes at sector level: examples
- Common/Core indicators: examples applied to different sectors and intervention types and first assessment of impact in line with new definitions

*Lunch from 12:30pm to 2:00pm*

### Afternoon session

2:00pm to 4.30pm

#### Step 5: Tackling Indicators in Managing Programmes and calls

- Specific objectives and the results oriented approach
- Indicators for Milestones and the Performance Reserve
- Good practices in indicator systems

#### Step 6: Dealing with reporting in 2021-2027

- Reporting types and methods: linking the reports from beneficiary to annual reports and sizing-down the text to the point
- Planning for effective communication: examples of graphics / illustrations

#### Step 7 : Full action plan for better reporting

*\*15-minute break at 10.30am and 3.15pm*



Online Training



[www.etcip.fr](http://www.etcip.fr)

# Results-Oriented Management (ROM)

## *Shifting from classical to modern logic*

- **Learning objectives**
  - Understanding traditional and new intervention logics (Theory of Change);
  - Managing EU and public Funds more efficiently and effectively at programme & project level;
  - Improving definition and identification of results targets & indicators;
  - Developing your results monitoring and evaluation skills;
  - Tackling concrete situations.
- **Your E-Training at a Glance**
  - Lesson 1 : Key Technical Terms & Definitions ; Presentation of the old/new Logframes
  - Lesson 2 : Outputs in concrete ; Results in concrete
  - Lesson 3 : The old/new EU strategies & common indicators
  - Lesson 4 : Baseline & Targets ; Milestones
  - Lesson 5 : Monitoring efficiency ; Monitoring effectiveness
- **Special points**
  - Available anytime, anywhere
  - Equivalent to a 1-day training
  - Full certificate of qualification delivered at the end
- **Price**
  - **First lesson free of charge**
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