

ETCP 2026 TRAINING PROGRAMME · DOUBLE-ACT SEMINAR

Operational Project Management EU & International Projects

Practical implementation tools for officers and managers — from EU Cohesion Policy to global development cooperation

Porto · Portugal

Vincci Porto 4★, Douro
riverfront

18–20 Nov 2026

3 days intensive

2 organisations

ETCP (Paris) × CESO
Academy (Lisbon)

3 lecturers

EU funds · international
development

Why this seminar is different

- ✓ **Two schools, one programme** — ETCP's EU-funds Management & Control expertise meets CESO's 50+ years in international development cooperation.
- ✓ **International by design** — for direct, indirect and shared management: Cohesion, Horizon Europe, IPA and international donor projects.
- ✓ **Networking at the core** — mixed international work groups, rooftop reception and networking dinner on Day 2 evening.
- ✓ **Certified by two schools** — every participant receives training certificates delivered by both ETCP and CESO Academy.
- ✓ **An exceptional venue** — a restored 1930s landmark on the banks of the Douro.

Next-Level Gantt & CPM

Logic models

Evaluation role-play

Verification simulation

SCO/FNLC ↔ Payment for Results

2028+

Direct · Indirect · Shared management

Participation fee

1 435 €

per participant (VAT exempt)

Alumni rate (–15%): **1 219,75 €**

former ETCP & CESO Academy participants

Group rate 2+ (–10%): **1 291,50 €****Double certification:** training certificates from
ETCP and CESO Academy

Lunches, coffee breaks, networking events

Two organisations, one international seminar

ETCP

European Training Centre in Paris · France

- Specialist training body for **EU funds practitioners**: managing authorities, intermediate bodies, audit authorities, beneficiaries.
- Core expertise: Management & Control systems, Simplified Cost Options, cohesion programming, State aid & procurement compliance.
- In-person seminars across Europe: Paris, Rome, Madrid, Valencia, Dubrovnik, Bordeaux, Freiburg/Basel.
- Certified French training organisation (NDA — DREETS).

CESO Academy

CESO Development Consultants · Portugal

- Training arm of **CESO**, an international development consultancy with **over half a century** of experience.
- Technical assistance for the EU and multilateral donors across Africa (PALOP), Latin America, Eastern Europe and Portugal.
- Recognised by AICEP as a success case of Portuguese internationalisation in the multilateral market.
- Flagship courses: International Project Management, International Procurement, Development Consultant Skills.

The double act: ETCP brings the rigour of EU shared-management rules (verification, audit, SCOs, 2028+ programming); CESO brings the project-cycle discipline of international cooperation (logic models, results chains, indicators, Payment for Results). Participants leave with **one toolbox that works for both EU and international funding** — and **training certificates delivered by both schools**.

Your lecturers



Franck Sottou ETCP

Senior International M&C Expert · EU Funds & Performance Management

32+ years in EU funds monitoring, evaluation and KPI systems. Specialist in Management & Control systems, Simplified Cost Options, risk management and results-oriented management of cohesion programmes.



Rui Miguel Santos CESO

Vice-President, CESO · Lead lecturer, CESO Academy

Guest professor at Maastricht School of Management and the College of Europe. Author of a handbook on Development Project Cycle Management and co-author of the International Procurement Manual. 25+ years in development cooperation — Africa, Central & Eastern Europe, Latin America and the Caribbean.



Dr. Monika Štesková ETCP

Trainer and Evaluator in EU-funded Programmes

15+ years coordinating EU-funded initiatives and large international consortia. Integrates UK/USA project management techniques with EU frameworks; author of the "Next-Level Gantt" approach.

An international seminar, built for networking

For all EU management modes — direct, indirect and shared. Tools and case studies apply to Cohesion Policy funds (ERDF, ESF+, Cohesion Fund, Interreg), Horizon Europe, IPA III pre-accession assistance and projects funded by international donors.

The international dimension

- ✓ **EU inside and outside:** cohesion policy (shared management) compared with EU external action and multilateral donors (World Bank, regional development banks).
- ✓ **International case studies** from EU Member States, candidate countries and CESO's projects in Africa and Latin America.
- ✓ **International faculty** — French, Slovak and Portuguese lecturers; seminar held in English.
- ✓ **Porto as a bridge** between Europe, the Atlantic and the Lusophone world.

Who should attend

- ✓ **Shared management:** managing authorities, intermediate bodies and Interreg secretariats (Cohesion Policy)
- ✓ **Direct management:** Horizon Europe coordinators, project and grant managers in universities, research centres and companies
- ✓ **Indirect management:** IPA III and external action implementing bodies, national agencies, beneficiaries in candidate countries
- ✓ Local and regional authorities, beneficiary support teams, consultants and NGOs working with EU or international donors

Our networking approach

Opening tour de table

Every participant presents organisation, projects and challenges on Day 1 morning.

Mixed work groups

Workshops and role-plays run in groups mixing nationalities and EU / international backgrounds.

Rooftop welcome reception

Day 2 evening at the Douro Sky Lounge, overlooking the river and the Arrábida bridge.

Networking dinner

Straight after the reception, with lecturers and participants.

Networking lunches

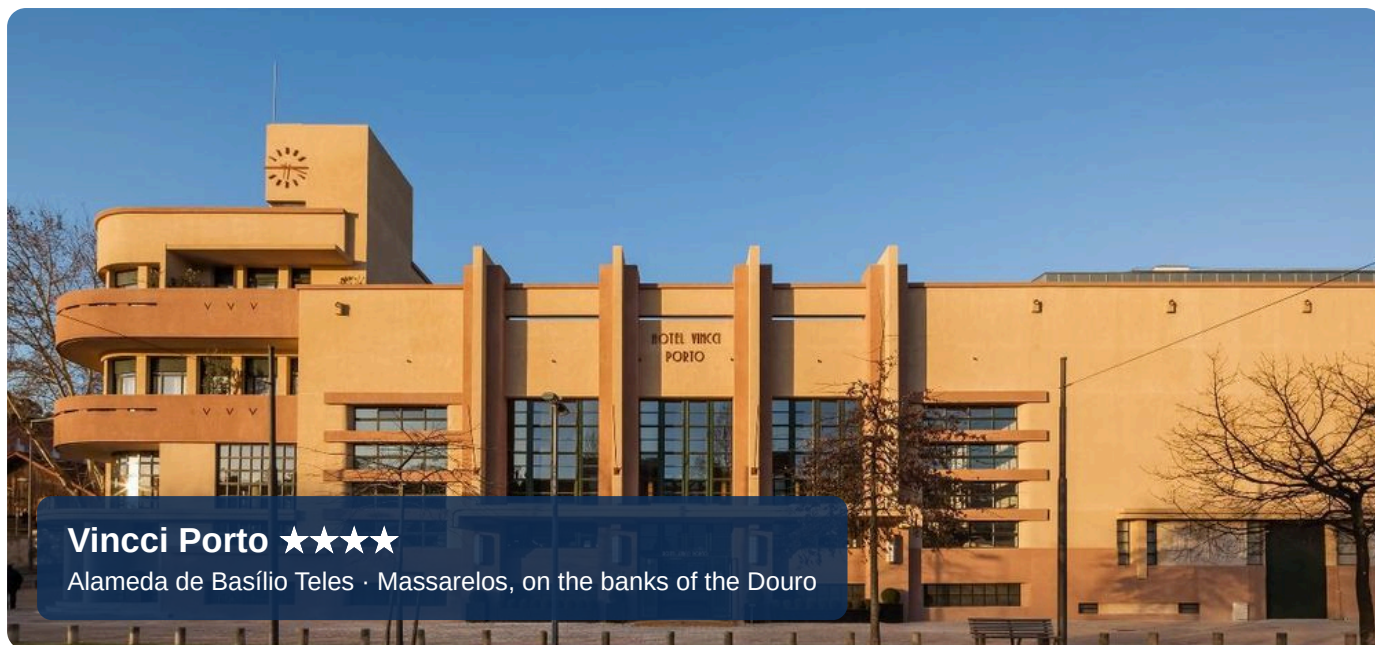
Every day at the hotel's restaurant, with lecturers at the table.

Alumni communities

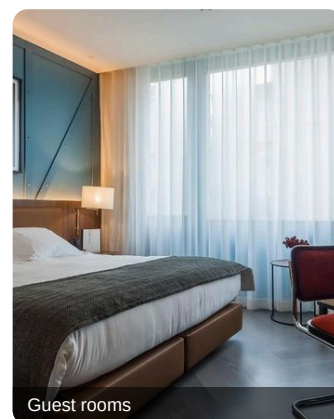
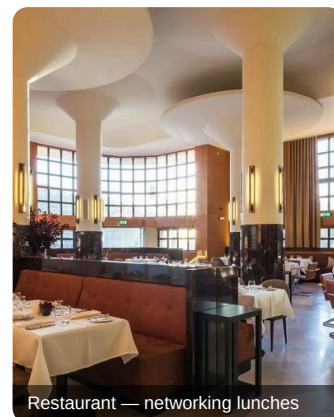
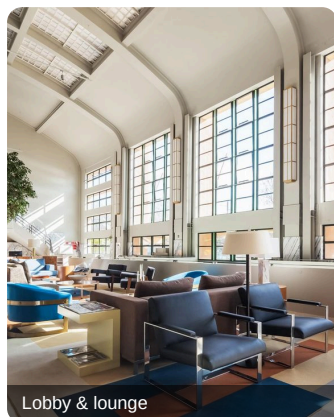
Access to the ETCP network and the CESO Academy community of international consultants and events.

Key questions addressed

- ✓ How do we visualise complex, multi-dimensional project deliverables — and find the critical path?
- ✓ How do EU cohesion and international donors design, select and evaluate projects — and what can each learn from the other?
- ✓ How do we conduct effective verification, monitoring and reporting with the right indicators?
- ✓ Paying for results: what SCOs and Financing Not Linked to Costs share with the World Bank's Program-for-Results.
- ✓ How should organisations prepare for the 2028+ programming period?



A landmark venue for a landmark seminar. Vincci Porto occupies Porto's former fish market, a 1930s building renovated in the 1950s by architect Januário Godinho, today an elegant design hotel whose Art Deco lines and great light-filled halls set the tone for three days of work and exchange. The Douro is at the door and the historic Ribeira district is a short ride away.



DAY 1 · WEDNESDAY 18 NOVEMBER

Foundations — Project Cycle & Planning

From the EU logic of intervention to the international logic model

ETCP CESO JOINT NETWORKING

08:30–09:00 Registration and welcome coffee

09:00–09:45

Opening: ETCP × CESO — two schools, one seminar JOINT

Presentation of ETCP and CESO Academy and their lecturers • Seminar objectives • International tour de table: participants present their organisation, projects and challenges

09:45–10:30

LESSON 1: Definitions and Challenges ETCP

Integration concepts • Critical challenges in EU funds coordination • Organisational models • Multi-stakeholder coordination

10:30–10:45

Coffee break

10:45–12:30

LESSON 2: Project Design — the Project as a Logic Model CESO

Project cycle and its phases • Quality of the concept • Results chain and impact pathway • Needs and stakeholder analysis • Building strong consortia • Delivery plans • EU cohesion, Horizon Europe and international donor approaches

12:30–13:30

Networking lunch — hotel restaurant NETWORKING

Lunch with lecturers and participants from across Europe and beyond

13:30–15:15

LESSON 3: Next-Level Gantt meets the Critical Path Method JOINT

'Next-Level Gantt' methodology • Multi-dimensional deliverables • Activity planning and time estimation • Critical path analysis • Visual planning of timelines and budget

15:15–15:30

Afternoon break

15:30–17:00

Workshop: Applying Gantt & CPM to your projects ETCP

Mixed international groups • Participants' own projects • Peer feedback • Troubleshooting

17:00

Day 1 closing

DAY 2 · THURSDAY 19 NOVEMBER

Evaluation, Budgeting & Verification in Practice

Selecting, costing and checking projects — EU and international practice

ETCP

CESO

JOINT

NETWORKING

09:00–10:30

LESSON 4: Role-Play on Evaluation / Selection of Projects ETCP

Evaluation frameworks • Scoring methodologies • Scenario introduction

10:30–10:45

Coffee break

10:45–12:30

LESSON 4 (continued): International Evaluation Committee Simulation JOINT

Assessing competing proposals in mixed international committees • Managing conflicts • Debrief: EU selection criteria vs. international evaluation criteria (OECD-DAC)

12:30–13:30

Networking lunch — hotel restaurant NETWORKING

Lunch with lecturers and participants from across Europe and beyond

13:30–15:15

LESSON 5: Budgeting, Cash-Flow and Risk CESO

Project budgeting and cash-flow maps • Assumptions and their link to the results chain • Risk assessment and mitigation strategies • International procurement pitfalls

15:15–15:30

Afternoon break

15:30–17:00

LESSON 6: Role-Play on Verification / Reporting ETCP

Verification principles • Common issues in project reporting • Evidence gathering • Document review • Conducting interviews • Feedback session

17:00

Day 2 closing

19:00–22:30

Networking evening — welcome reception & dinner NETWORKING

19:00 Welcome reception on the rooftop Douro Sky Lounge, overlooking the Douro and the Arrábida bridge •
20:00 Networking dinner with lecturers and participants — an informal forum to exchange on EU and international projects

DAY 3 · FRIDAY 20 NOVEMBER

Results, Performance & 2028+Monitoring, paying for results and preparing
the next period

ETCP

CESO

JOINT

NETWORKING

09:00–10:30

LESSON 7: Monitoring Systems and Indicators CESODesigning a monitoring system • Types of indicators, qualitative and quantitative • Baseline, milestone and target
• Sources of verification • Monitoring tools and reporting

10:30–10:45

Coffee break

10:45–12:30

LESSON 8: Paying for Results — SCO / FNLC meets Program-for-Results JOINTIntroduction to SCOs and Financing Not Linked to Costs • The World Bank's Program-for-Results (PforR) • Risk
identification and assessment • Common pitfalls • Case studies from EU and international programmes

12:30–13:30

Networking lunch — hotel restaurant NETWORKING

Lunch with lecturers and participants from across Europe and beyond

13:30–15:15

LESSON 9: 2028+ Programming and Organisational Models ETCPLatest policy developments for 2028+ • New cohesion policy framework • Partnership negotiations • Managing
Authority structures and digital transformation • Workshop: designing your 2028+ organisation

15:15–15:30

Afternoon break

15:30–17:00

Action Planning, Closing Panel & Certification Ceremony JOINTIndividual action plans and implementation roadmaps • Closing panel: careers and networks between EU and
international funding • Final Q&A • Presentation of the ETCP and CESO Academy communities • Award of the
training certificates delivered by ETCP and CESO Academy

17:00

End of seminar

Registration & contact

How to register

Visit our website or contact us directly to secure your place.

Website: www.etcpc.fr

Email: contact@etcpc.fr

Phone: +33 (0) 6 71 62 40 25

Organisers

ETCP

102 Avenue des Champs-Élysées
75008 Paris, France

In cooperation with CESO Academy

CESO Development Consultants, Portugal
admissions@academiaceso.pt

Fees & special offers

- ✓ **1 435 € per participant** — VAT exempt (Art. 261-4-4° CGI)
- ✓ **15% Alumni rate** — reserved for former participants of ETCP and CESO Academy trainings: 1 219,75 €
- ✓ **10% Group discount** — 2 or more participants from the same organisation: 1 291,50 €
- ✓ **Training certificates delivered by both schools** — ETCP Certificate of Qualification and CESO Academy certificate, issued upon completion

Included

- ✓ All training materials and documentation
- ✓ Training certificates from ETCP and CESO Academy
- ✓ Coffee breaks and lunches at Vincci Porto
- ✓ Networking evening (Day 2): rooftop reception at the Douro Sky Lounge + dinner

Not included

- ✓ Accommodation (preferential rates at Vincci Porto on request)
- ✓ Travel to and from Porto
- ✓ Other evening meals
- ✓ Personal incidental expenses



Why Porto

Portugal's second city and the gateway to the north, Porto combines centuries of Atlantic trade with a young, international energy — a natural bridge between Europe, the Atlantic and the Lusophone world.

- ✓ **UNESCO World Heritage** historic centre: Ribeira riverfront, Dom Luís I bridge, São Bento station's azulejos
- ✓ **Port wine cellars** of Vila Nova de Gaia, just across the Douro
- ✓ Repeatedly voted **European Best Destination**
- ✓ **Easy to reach:** Francisco Sá Carneiro airport with direct flights across Europe, metro to the city centre
- ✓ Mild Atlantic climate in November, ideal for walking the old town after sessions