



European Academy
for Taxes, Economics & Law

**Special Focus:
Project Cycle Management and
the Logical Framework Approach**

European Workshop

Project Management for EU Funded Projects

How to Develop, Plan and Manage EU Funded Projects Successfully

22nd – 23rd February 2016, Berlin

With Special Focus on :

- **Current Programming Period 2014-2020**
- **Improvement of Project Strategies**
- **Budget Planning and Management**
- **Monitoring, Evaluation and Reporting**
- **Building Successful Partnerships**

Brochure

Project Management for EU Funded Projects

The European Commission Requires Project Cycle Management (PCM)

The current Programming Period 2014-2020 holds lots of opportunities to fund innovative ideas and projects. The architecture of European Funds and direct grants continues to offer a wide range of funding opportunities in the Member States. However, funding is often not used as effectively as possible or it may be denied due to lack of knowledge or poor planning. Although the numerous programmes and initiatives have different features, the development and implementation of projects in practice follow common rules. The European Commission requires the use of the Project Cycle Management (PCM) principles, for the identification, appraisal, implementation and evaluation of EU funded projects. As a project manager you have to be familiar with all different phases of PCM to successfully implement and manage an EU funded project and to fulfil the requirements of the European Commission.

A core and fundamental tool within Project Cycle Management is the Logical Framework Approach (LFA). This step-by-step procedure supports the different stages of PCM and should provide an information base for completing the required PCM documents. The nature of the LFA method requires solid competence: When understood and intelligently applied, LFA is a very effective analytical and managerial tool. Therefore, you should make sure that you know how to use the Logical Framework Approach within your project!

Who is this European Workshop for?

Directors, Heads of Departments or Units, Project and Partnership Managers, Controllers, and other members of staff from:

- National and regional ministries
- National and regional subordinate bodies
- European agencies
- International and European organisations
- Universities and research institutions
- Private and public beneficiaries of EU funds
- NGOs

who develop, manage and implement EU funded projects in the following areas:

- Structural funds projects (ESF, ERDF, CF, EAFRD and EMFF)
 - European Territorial Cooperation (Cross-border, Transnational, and Interregional Cooperation)
 - Agriculture
 - Infrastructure
 - Social affairs and education
 - Youth Employment Initiative
 - Rural development
- Research & Development, Horizon 2020, Life+
- Migration and border funding
- IPA projects

“I am very satisfied with the content of the seminar and the excellent speakers.”

Administrative Officer, Job Center, Municipality of Ringkøbing-Skjern, Denmark

“The seminar is suitable for anyone touching EU projects. Very good networking opportunity!”

Project Manager, Operational Programme Education for Competitiveness, Ministry of Education, Youth and Sport, Czech





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What will you learn at this workshop?

- What is the role of Project Cycle Management?
- How to plan, manage, implement, monitor and evaluate projects according to EU regulations
- What are the different PCM phases and key activities to be undertaken during each phase?
- How to improve your project strategies to ensure effective performance
- How to successfully use the Logical Framework Approach for your project
- How to prepare an activity and budget plan
- What is the importance of indicators for project preparation, implementation and evaluation?
- How to define indicators for your EU funded project and use these in monitoring and evaluation
- Which factors affect the success of partnerships
- How to report and promote results

You are invited to bring your projects and project ideas to the seminar and discuss them with our experts to receive practical advice.

“A good and interesting way to learn about these complicated management tools!”

Maria Johansson Berg, Coordinator, Swedish ESF Council

„Masterclass Management in EU Funds“

This Seminar is an optional seminar for the „Masterclass Management in EU Funds“

For further Information, **please click here.**

Your benefits

- Ensure the success of your EU funded project
- Benefit from many practical examples and exercises as well as group work sessions
- Become familiar with Project Cycle Management and the Logical Framework Approach
- Strengthen your project management skills
- Increase the efficiency of your work
- Implement your projects with more certainty
- Learn how to avoid the threat of financial penalties
- Receive concrete and practical advice on your individual questions
- Use this seminar to network with Project Managers from other countries and to exchange your experiences



PROGRAMME DAY 1

Project Management for EU Funded Projects

8.30-9.00

Registration and Hand-out of Seminar Material

9.00-9.05

Opening Remarks from the European Academy for Taxes, Economics & Law

9.05-9.25

Welcome Note from the Chair and Round of Introductions

Chris Bell, Director of Education and Business Development Ltd, United Kingdom

9.25-10.30

Introduction to Management of EU Funded Projects and Project Cycle Management

- Overview of the seminar programme
- Management of EU projects
- EU projects and policy 2014-2020
- Overview of Project Cycle Management
- **Discussion Session:** *Participants are invited to present their own experiences, challenges and problems when managing projects. Participants' ideas will be used to address their particular challenges in the course of the seminar*

Chris Bell, Director of Education and Business Development Ltd, United Kingdom

10.30-11.00

Coffee Break and Networking Opportunity

Workshop

11.00-12.30

Using the Logical Framework Approach (LFA) Project Development

This Workshop Session includes practical exercises and group assignments

Introduction to the LFA

Link to the project cycle

Matrix format and terminology

Preparatory analysis

Stakeholder analysis

Problem analysis

Exercise on defining a problem tree

Anna Kanakaki, Certified Project Manager and former Senior Programming and Evaluation Expert, ESF Managing Authority, Hellenic Ministry of Health & Welfare, Greece

12.30-13.30

Lunch Break and Networking Opportunity



CHRIS BELL
Director of Education and Business Development Ltd, United Kingdom

Chris Bell has been involved in initiating, developing, coordinating and evaluating regional, national and transnational EU projects, including those funded by Structural Funds, Lifelong Learning, INTERREG and Framework Programmes, in addition to many other areas of work. He worked for many years in teaching, research and project management. Chris Bell left 'normal' employment twelve years ago to establish his own educational consultancy company. Before, he spent eighteen years in university education. His main areas of work included instructional design, distance learning, evaluation, applications of ICT, partnership development, workforce development, and project development and management. Whilst at the University of Plymouth, he was responsible for developing and managing a large number of EU-supported projects, worth over €65m. Prior to that, Chris Bell worked for Shell International developing and evaluating distance learning materials for oil-rig managers.

“Very helpful seminar, delivered in a professional and creative way!”

Karen Buttigieg, Personal Assistant for the Permanent Secretary, Ministry for Gozo Directorate, Ministry of Education and Employment, Malta

13.30-17.30

Workshop

The following Workshop Sessions include practical exercises and group assignments

The Logical Framework Approach – Preparing an Application

Intervention logic

Moving from objectives to results and activities

Analysis of objectives and strategies

Exercise on objective tree and choice of strategy

Anna Kanakaki, Certified Project Manager and former Senior Programming and Evaluation Expert, ESF Managing Authority, Hellenic Ministry of Health & Welfare, Greece

Applying the Logical Framework Approach - Implementation Stage

Assumptions

Indicators and sources of verification

Defining indicators for your project

Monitoring activities & budgets

The specifics of EU project partnerships

Practical exercise

Preparing and Managing an Activity & Budget Plan - Managing the Budget

Activity, resource and cost schedules

Identifying tasks, which are necessary to achieve results

Who shall do it and for how much?

Checklist for preparing an activity schedule

Preparing resources and cost schedules

Practical exercise

A 30-minute Coffee Break will be included in this Workshop Session



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ANNA KANAKAKI
Certified Project Manager and former Senior Programming and Evaluation Expert, ESF Managing Authority, Hellenic Ministry of Health & Welfare, Greece

Anna Kanakaki, a certified Project Manager (certified by the International Project Management Association, IPMA level D since 2008), was Senior Programming and Evaluation Expert in the Managing Authority of the Hellenic Ministry of Health & Welfare from 2004 to 2013. She participated actively in working groups and networks of the European Commission such as the INFORM Network of Directorate-General for Regional and Urban Policy (DG REGIO), the Evaluation working group of Directorate-General Employment, Social Affairs & Inclusion and national trainers groups. Furthermore, she is Regional Coordinator of the Result Based Management of the Community of Practice, member of the Association of Project Managers in Greece and Senior Trainer in the Hellenic Academy for Public Administration as well as in several further countries. She has been working as Project Manager for ESF, PHARE and DAC projects since 1994. Since September 2013, Anna Kanakaki is seconded as Senior Expert in the Greek Single Public Procurement Authority.

“Excellent organized and introduced.”

“The seminar was excellent, very well delivered and very helpful for my daily business as an EU Funds Officer.”

17.30
End of Day One

Project Management for EU Funded Projects

9.00-9.10

Welcome Note from the Chair

Chris Bell, Director of Education and Business Development Ltd, United Kingdom

9.10-10.00

Project Development, Programming, Identification and Formulation

- The idea of the project – how to fit into the frames
- Identification of goals
- How to formulate
- From idea to the realisation – what are the most important parts in the application?
- Case study – example of the road project

Monika Milwicz, Deputy Director General, General Directorate for National Roads and Motorways, Poland

10.00-10.30

Coffee Break and Networking Opportunity

10.30-12.00

Workshop

The following Workshop Session includes practical exercises and group assignments

Matching your Project Needs with Funding Opportunities

Stakeholder analysis

Problem analysis

Analysis of objectives and strategies

Practical exercise

Daniel Konczynna, Strategic Planning & Development Project Manager and Consultant at the Office of Regional Council of Moravia-Silesia Region, Czech Republic

12.00-13.00

Lunch Break and Networking Opportunity



MONIKA MILWICZ

Deputy Director General, General Directorate for National Roads and Motorways, Poland

Monika Milwicz has been working for the General Directorate for National Roads and Motorways since 2004.

Before being appointed as Deputy Director General at the beginning of 2015, she was Deputy Director of Department for European Projects for 7 years and Head of Division for Cohesion Fund Projects Implementation for 3 years. Her current main responsibilities include management and application for EU-funded projects, assessment of feasibility studies for EU-funded projects, advising on environmental impact assessment procedures and supervising the implementation of EU-funded projects. In her professional career she also worked as Chief Specialist for EU Projects at the City Roads Administration in Warsaw and at the Department of International Co-operation in the Ministry of Environment.



DANIEL KONCZYNA

Strategic Planning & Development Project Manager and Consultant, Office of Regional Council of Moravia-Silesia Region, Czech Republic

Daniel Konczynna has been involved in initiating, coordinating and developing

the integrated territorial strategic plan and partnership initiative „Smarter Region“ of Moravia-Silesia Region. The initiative has connected the interests of local authorities, cities, universities and private sector in order to prepare strategic programmes, projects and action plans for the ESIF programming period 2014 - 2020. As Assistant of the Secretary General for Common Strategic Framework Funds he participated in coordination and planning of the Partnership Agreement for the Czech Republic 2014 - 2020. He was a co-author of the Development Strategy and the Regional Innovation Strategy for the Moravia-Silesia Region for the years of 2009 - 2015. Furthermore, Daniel Konczynna is the Methodology Advisor for the Strategic Plan for the capital city of Prague and works with a consultancy company providing services on matching ESIF funding opportunities with the needs and plans for both public and private sector.

13.00-17.00

Workshop

The following workshop sessions include practical exercises and group assignments

Building and Managing Partnerships

Advantages of working in partnerships in EU projects

Factors affecting the success of partnerships

Helping ensure effective partnerships: establishing, managing, communicating and evaluating the partnership

Chris Bell, Director of Education and Business Development Ltd, United Kingdom

Management of the Implementation Phase of Projects

A Real-life Case Study Focussing upon:

Managing progress against milestones/project plan

Spend against budget

Balancing quality, time and costs

What to do if things don't go as planned

Problem solving and the Solutions Focused Approach

Reporting and promoting results

Project Implementation: Monitoring, Evaluation and Audit

Purposes and principles

Methods of monitoring, evaluation and audit

Collecting and using information

Tasks and responsibilities

A 30-minute Coffee Break will be included in this Workshop Session

17.00-17.15

**Final Discussion:
Any Remaining Questions**

**Open
Discussion
Round**

17.15

End of Seminar and Hand-out of Certificates



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CHRIS BELL

Director of Education and Business Development Ltd, United Kingdom

Chris Bell has been involved in initiating, developing, coordinating and evaluating regional, national and transnational EU projects, including those funded by Structural Funds, Lifelong Learning, INTERREG and Framework Programmes, in addition to many other areas of work. He worked for many years in teaching, research and project management. Chris Bell left 'normal' employment twelve years ago to establish his own educational consultancy company. Before, he spent eighteen years in university education. His main areas of work included instructional design, distance learning, evaluation, applications of ICT, partnership development, workforce development, and project development and management. Whilst at the University of Plymouth, he was responsible for developing and managing a large number of EU-supported projects, worth over €65m. Prior to that, Chris Bell worked for Shell International developing and evaluating distance learning materials for oil-rig managers.

"Very useful, relevant and inspiring seminar!"

*Anthony DeGiovanni, Advisor,
Programme Implementation Directorate,
Ministry of Education and Employment, Malta*



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ORGANISATIONAL MATTERS

Project Management for EU Funded Projects

Date of Event

22nd – 23rd February 2016

Booking Number

S-1184 MC

Event Language

The event language is English.

Event Price

1.289,- Euro excl. German VAT (19%)

The above price covers the following:

- Admission to the seminar
- Hand-out documents
- Seminar certificate, if seminar fully attended
- Soft drinks and coffee/tea on both event days
- Lunch on both event days

Upon request you can receive a **digital version** of the seminar documents after the event for **60,- Euro excl. German VAT (19%)** in addition to the seminar.

Contact

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(Programme is subject to alterations)

Event Location

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Internet: www.intercityhotel.com

Please contact the hotel directly and refer to the “European Academy for Taxes, Economics & Law” if you wish to benefit from a limited number of available rooms. Of course you can always look for an alternative hotel accommodation.

BOOKING

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BOOKING

BOOKING NUMBER: S-1184 MC (DM)

22nd - 23rd FEBRUARY 2016, BERLIN

Here with we register the following persons for the European Workshop: "Project Management for EU Funded Projects".

Delegate 1
 Ms. Mr.

First name _____ Last name _____

Your organisation _____

Department _____

Unit _____

Job position _____

Street _____

Postcode / City _____

Country _____

Phone _____

Fax _____

E-mail _____

 I hereby order the digital version of the seminar documents (fee required) in addition to the seminar.
Delegate 2
 Ms. Mr.

First name _____ Last name _____

Your organisation _____

Department _____

Unit _____

Job position _____

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Country _____

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E-mail _____

 I hereby order the digital version of the seminar documents (fee required) in addition to the seminar.
Delegate 3
 Ms. Mr.

First name _____ Last name _____

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Department _____

Unit _____

Job position _____

Street _____

Postcode / City _____

Country _____

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Fax _____

E-mail _____

 I hereby order the digital version of the seminar documents (fee required) in addition to the seminar.
Invoice Organisation
 Ms. Mr.

First name _____ Last name _____

Your Organisation _____

Department _____

Unit _____

Job Position _____

E-mail _____

Street _____

Postcode / City _____

Country _____

Phone _____

Fax _____

With my signature I confirm my registration and accept the General Terms and Conditions as legally binding.

 I herewith agree to receive further information from the European Academy for Taxes, Economics & Law

In case of registration of more than one delegate do you prefer:
 single invoice? collective invoice?

NOTE

Only Valid with Signature and Stamp.

Place, Date

Authorised Signature and Stamp



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1. Area of Application

The following terms and conditions settle the contractual relationship between conference participants and the European Academy for Taxes, Economics & Law Brauner Klinenberg GmbH [referred to as "European Academy for Taxes, Economics & Law" in the following]. Differing terms and conditions, as well as, other settlements and/or regulations have no validity.

2. Registration / Confirmation of Application

A registration can be made via internet, mail, fax, or email. The registration is considered granted and legally binding if not rejected by the European Academy for Taxes, Economics & Law in writing within seven (7) days after receipt of registration. The registration will be supplemented by a booking confirmation via email. Partial bookings are only valid for seminars designed in modules.

3. Service

The course fee covers the fee per participant and course in € net, subject to current German VAT. It includes training course documents as per course description, a lunch meal/snack and refreshments during breaks, as well as, a participation certificate.

The European Academy for Taxes, Economics & Law has the right to change speakers/instructors and to modify the course program if and where necessary while maintaining the overall nature of the course. All registered participants will be notified in case of a course cancellation due to force majeure, due to speakers' preventions, due to troubles at the chosen location or due to a low registration rate. Course cancellation notification due to a low registration rate is issued no later than two (2) weeks before the course date. Course fees are reimbursed in the cases listed above; however, reimbursement for travel expenses or work absenteeism is only granted in cases of intention or gross negligence by the European Academy for Taxes, Economics & Law. Any reimbursement of travel expenses are to be considered as an exceptional goodwill gesture and form no future general obligation. In case of disturbances and/or interruptions, the European Academy for Taxes, Economics & Law commits itself to solve or limit any problems that might occur in order to maintain and continue the course as planned.

4. Payment Date and Payment, Default of Payment

Payment of the course fee is payable immediately upon receipt of invoice. Where payment is not received or lacking clear assignment to a participant prior to commencement of the course, the European Academy for Taxes, Economics & Law may refuse the relevant participant's participation in that course. The course fee, however, is still due immediately and can be claimed as part of a dunning procedure or legal action. In accordance with BGB §247 (1), in case of default of payment within the stipulated time period, default interest on arrears of at least 5% above the ECB base rate is due and payable. The European Academy for Taxes, Economics & Law can claim higher damage for delay if and where proven. Equally, the participant may prove that a damage has not occurred or has had less effect than estimated by the European Academy for Taxes, Economics & Law.

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5. Cancellation

Cancellations need to be issued in writing. Cancellation by the participant will be subject to cancellation charges as follows:

- 30 days or more prior to commencement of the course: service charge of 80,00 € net, subject to current German VAT, payable immediately, course fee will be reimbursed,
- two (2) weeks to 30 days prior to commencement of the course: 50% of course fee net, subject to current German VAT, payable immediately,
- non-attendance or cancellation less than two (2) weeks prior to commencement of the course: 100% of course fee net, subject to current Germany VAT, payable immediately

The European Academy for Taxes, Economics & Law gladly accepts without additional costs a substitute participant nominated in case of a cancellation if the substitute participant is registered at least three (3) days prior to the commencement of the course. Neither cancellation of a specific module/part of the course or substitution per module/per day is possible.

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All seminars and courses are prepared and presented by qualified speakers and instructors. The European Academy for Taxes, Economics & Law accepts no liability for the up-to-dateness, correctness and completeness of the seminar documentation, as well as, presentation of the seminar.

8. Applicable Law, Place of Jurisdiction, Place of Performance

All cases shall be governed and construed in accordance with German law to the exclusion of the UN Sales Convention. As far as legally admissible, place of performance and place of exclusive jurisdiction shall be Berlin, Germany.

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The European Academy for Taxes, Economics & Law protects personal data by taking appropriate protection measures. For the purpose of optimization of the product and service portfolio and according to the regulations of the data privacy laws, it stores and processes person-specific data on the training participants. Hence, all European Academy for Taxes, Economics & Law website hits are registered. All personal data will, in accordance with the law, be used for documentation requests, placed orders or other enquiries in order to send information out by post.

The European Academy for Taxes, Economics & Law will, in accordance with the law, inform participants by email about special offers that resemble previously booked seminars. If and where personal data needs to be transferred to countries lacking appropriate data protection schemes, the European Academy for Taxes, Economics & Law shall grant alternative adequate protection. Furthermore, the European Academy for Taxes, Economics & Law will use personal data as far as participants have granted respective permission. When collecting personal data, the European Academy for Taxes, Economics & Law will always ask for permission regarding email information about offers. The participant may, at any time, express their objection to data collection for the purpose of advertisement or address via email or fax. Any data provided to the European Academy for Taxes, Economics & Law will be processed for reservations and bookings, as well as, for information about other seminars. Names and company names will be published in a participants' list and forwarded to the mailing company.