



EU Competency Framework for the management and implementation of the European Regional Development Fund and the Cohesion Fund

Annex 8 – Blueprint for “Training programmes on
Coordination, management and implementation of
ERDF and CF 2014-2020”



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Annex 8: Blueprint for “Training programmes on Coordination, management and implementation of ERDF and CF 2014-2020”

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1 Introduction

1.1 Training Blueprint overview

This is the Blueprint of the “Training programmes on coordination, management and implementation of ERDF and CF 2014-2020” developed based on the “EU Competency Framework for the management and implementation of the European Regional Development Fund and Cohesion Fund” (hereinafter “Competency Framework”). It is for the use of DG REGIO and Member States that will implement training programmes aimed at the development of operational, management and professional competencies of ERDF and CF implementing authorities, functional to achieving higher levels of administrative capacity in managing the funds.

The Blueprint covers four training programmes, the “Knowledge Development”, “Skills and capabilities development”, “High level experts master class” and “Decision makers master class” addressing employees of Coordinating Bodies, Managing Authorities and Intermediate Bodies, Certifying Authorities, Audit Authorities and Joint Secretariats (for the moment only those managing ERDF and CF).

The training programmes are defined in terms of the learning outcomes (competencies and proficiency levels), target participants (authorities and job roles), learning methods and organization (geographic scope and responsibility).

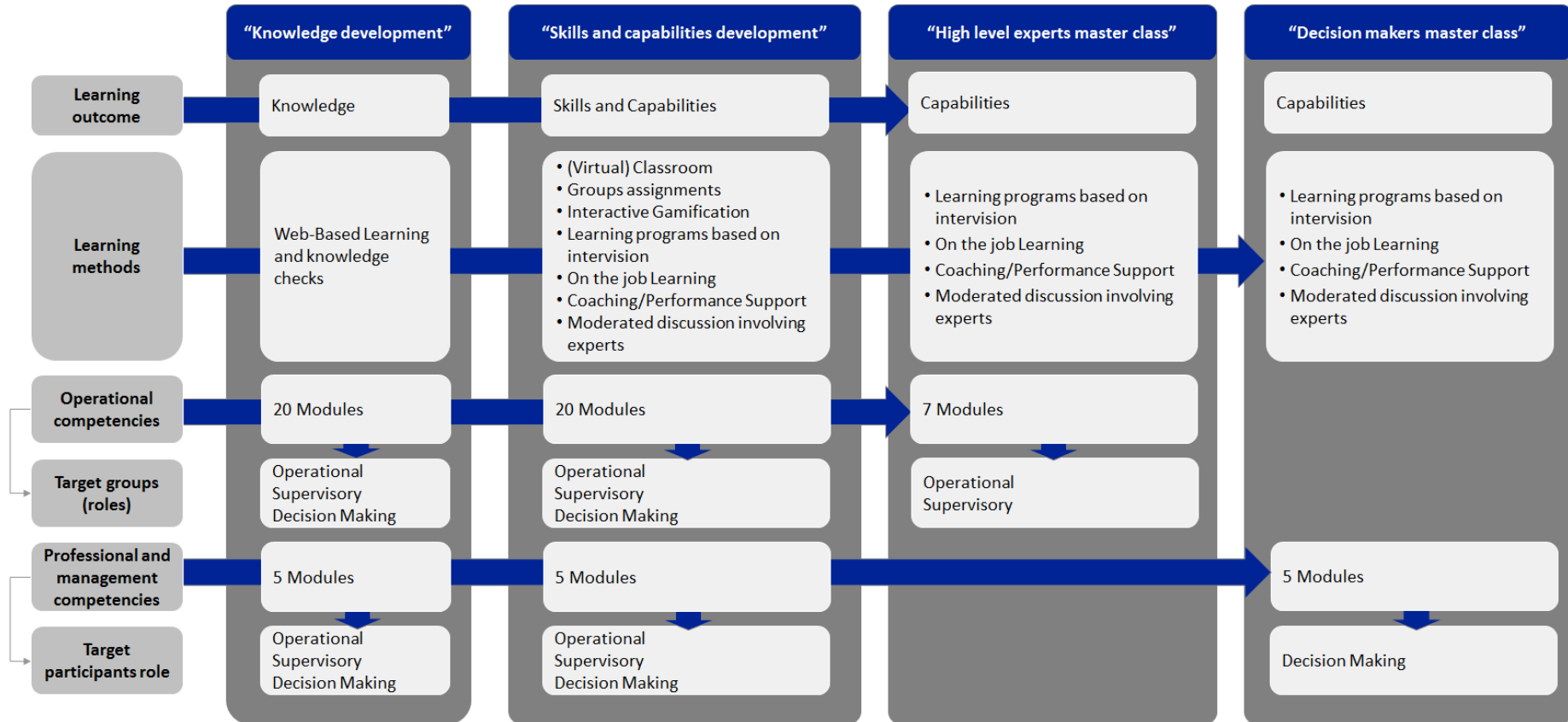
The “Knowledge development” training programme aims at providing a basic understanding of all competencies (operational, management and professional) to all employees of ERDF and CF authorities in any role (operational, supervisory and decision making). In order to ensure the delivery of harmonized contents across Member States and the achievement of economies of scale, it is recommended to organize a Single European programme, delivered via Web-Based Learnings, translated in the official Languages of the EU. It is recommended that this training is organised by DG REGIO.

The “Skills and capabilities development” training programme aims at equipping participants with the ability to apply relevant skills and the capability of making decisions in relation to all competencies (operational, management and professional) and targets employees of ERDF and CF authorities in any role (operational, supervisory and decision making). The learning outcome requires more interactive teaching methods, therefore the majority of the competencies will be delivered through training programmes at national level. It is recommended that these trainings are organized by authorities at Member State Level.

The “High level experts’ master class” aims at equipping participants with an advanced learning outcome in relation to a limited set of complex operational competencies and creating informal transnational competency networks. It targets experts in an Operational or Supervisory role that are required to possess vertical knowledge on specific topics. This master class may be organized either by DG REGIO as a single European programme or at the initiative of authorities at Member State Level.

The “Decision makers master class” aims at equipping participants with an advanced learning outcome in relation to professional and management competencies required in the context of ERDF and CF systems and creating informal transnational competency networks. It targets experts in a decision making role and may be organized either by DG REGIO as a single European programme or at the initiative of authorities at Member State Level.

Figure 1: Blueprint overview



1.2 Target participants

The Training programmes target employees working in ERDF and CF authorities of Member States, i.e. Coordinating Bodies, Managing Authorities, Certifying Authorities, Audit Authorities, Intermediate Bodies and Joint Secretariats of ETC. Target participants for each programme are proposed taking into account the learning outcome and the job role, distinguishing between operational, supervisory and decision making role.

The figure below provides a summary of the target participants per training programme:

Figure 2: Target participants per training programme

Training programme	Competencies	Job role			Learning outcome
		Operational	Supervisor	Decision Maker	
Knowledge development	<ul style="list-style-type: none"> Operational Management Professional 	✓	✓	✓	<ul style="list-style-type: none"> knowledge
Skills and capabilities development	<ul style="list-style-type: none"> Operational Management Professional 	✓	✓	✓	<ul style="list-style-type: none"> skills capabilities
High level experts master class	<ul style="list-style-type: none"> Operational 	✓	✓		<ul style="list-style-type: none"> capabilities
Decision makers master class	<ul style="list-style-type: none"> Management Professional 			✓	<ul style="list-style-type: none"> capabilities

As it can be seen from the figure above, both the “Skills and capabilities development” and the “High level experts master class” programmes address the learning outcome “capabilities” targeted at development of operational competencies for experts in operational and supervisory roles. The only difference is that the latter programme aims at achieving more advanced learning outcomes.

The following principles should be taken into account in assigning participation to the “High level experts master class”:

- Experts in operational role: participation is recommended only for experts expected to develop deep expertise to play role of “Subject matter experts” or “champions” in the respective organizations
- Experts in supervisory role: participation is recommended only for experts that are expected to develop deep vertical expertise in consideration of the number of staff managed and the impact of their role.

Similarly, the “Skills and capabilities development” programme and the “Decision makers master class” both address the capabilities learning outcome for management and professional competencies for experts in decision maker role. Also here the two programmes address different levels of learning outcomes. Participation to the “Decision makers master class” is recommended for decision makers operating in particularly complex environments and large authorities.

1.3 Learning modules

The training programme addresses the development of operational, professional and management competencies included in the “EU Competency Framework for the

management and implementation of the European Regional Development Fund and Cohesion Fund”.

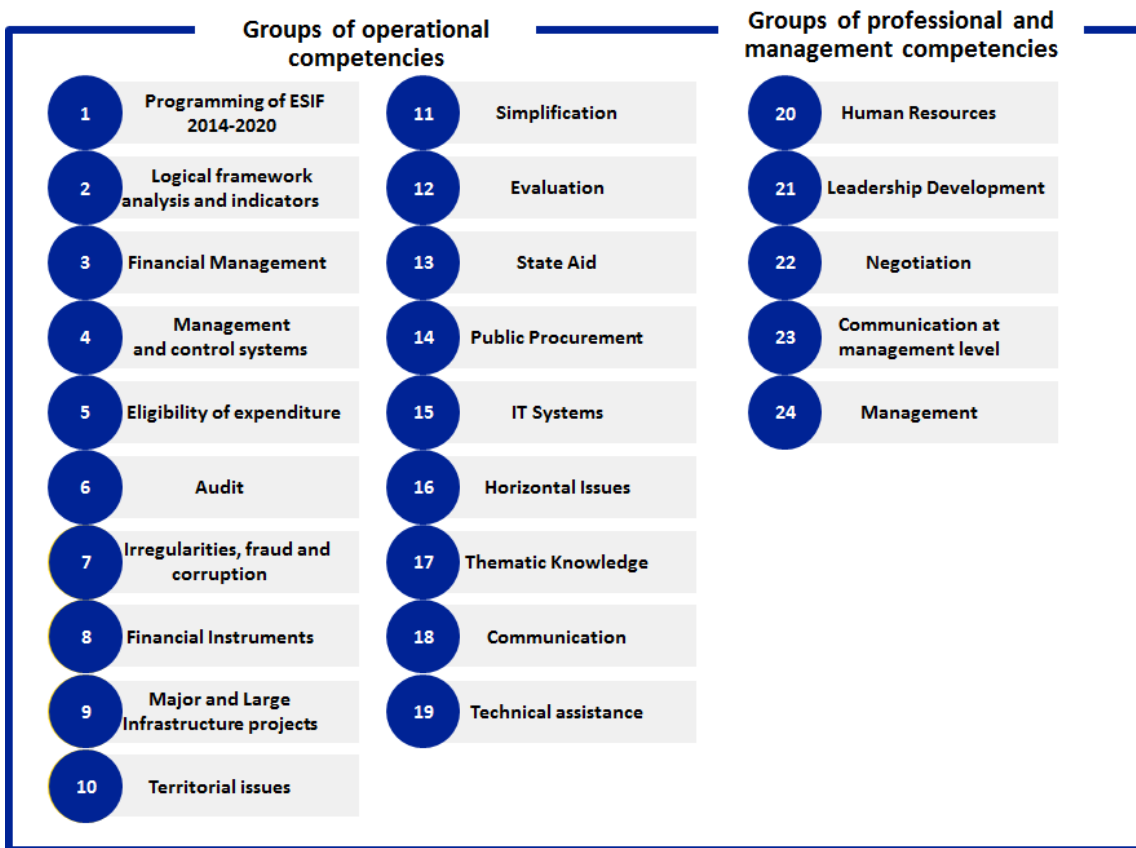
The competencies are covered through a set of 24 learning modules out of which 19 are related to the operational competencies required to carry out tasks assigned according to the ERDF and CF Regulations and 5 to the development of management and professional competencies.

The 19 modules on operational competencies cover all the operational competencies identified in the Competency Framework. Operational competencies have been aggregated into modules which are defined taking into account either the task where they are most relevant (e.g. programming, monitoring, evaluation, audit) or key challenges of ERDF and CF implementation that were identified during the fieldwork in Member States (e.g. Financial Instruments, Major and Large infrastructure projects, Territorial Issues).

The 5 professional and management modules cover all the professional and management competencies which have been grouped taking into account the correlation between different abilities captured in the competencies.

The figure below presents the groups of operational, professional and management competencies that are translated into training modules.

Figure 3: Groups of competencies representing the training modules



The “Knowledge development” and “Skills and capabilities development” programmes cover all modules, but through different learning methods, which are specific to the learning outcomes. The “High level experts master class” covers 7 modules of operational competencies selected in consideration of their complexity and relevance to the

Programming 2014-2020. Finally the “Decision makers Master Class” covers exclusively professional and management competencies which are contextualized in the ERDF and CF management implementation setting.

Figure 4: Training modules per training programme

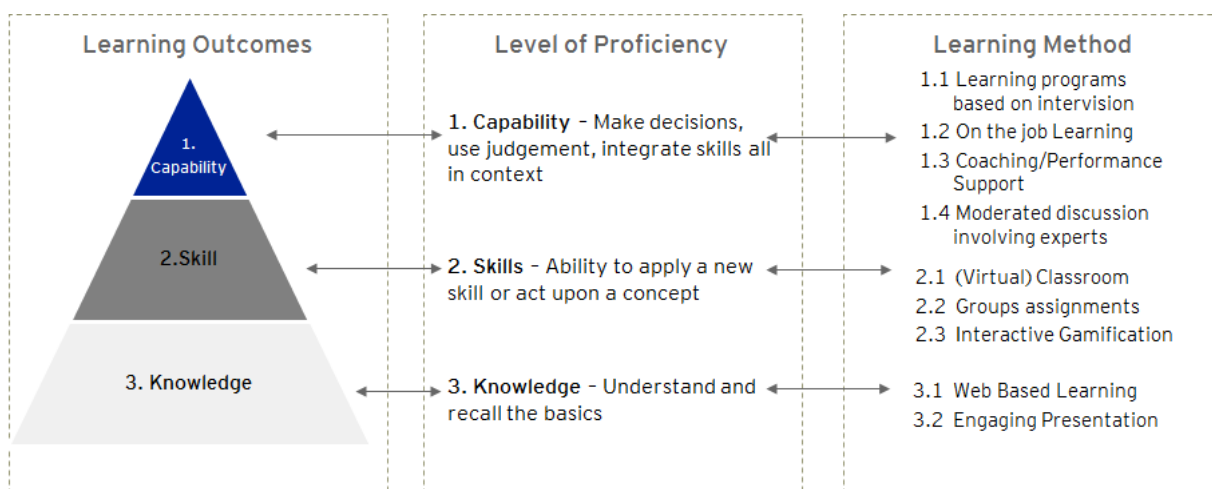
Training programme	Learning Modules	
	Operational Competencies	Professional and Management competencies
Knowledge development	All 19 Modules	All 5 modules
Skills and capabilities development	All 19 Modules	All 5 modules
High level experts master class	7 Modules <ul style="list-style-type: none"> • Module 6: Audit • Module 7: Irregularities, fraud and corruption • Module 8: Financial Instruments • Module 10: Territorial issues • Module 11: Simplification • Module 13: State aid • Module 14: Public procurement 	None
Decision makers master class	None	All 5 modules adapted to ERDF and CF implementation

1.4 Learning methods

The learning methods are built around a holistic approach based on Bloom’s taxonomy and delivered around a combination of knowledge, skills and capability:

- Knowledge: this is the learning outcome of the training programme “Knowledge development”, it is associated to proficiency Level 1 of the Competency Framework for operational, professional and management competencies. Web Based Learning modules with knowledge checks should be developed for each module.
- Skills: this is first of the two learning outcomes of the training programme “Skills and capabilities development”, it is associated to proficiency Level 2 of the Competency Framework for operational competencies and proficiency Levels 2-3 of professional and management competencies. The more advanced level of proficiency to be achieved requires interactive learning methods based on virtual and classroom methods combined with knowledge checks.
- Capability: this is second of the two learning outcomes of the training programme “Skills and capabilities development”, and the learning outcome of the “High level experts master class” and of the “Decision makers master class”, it is associated to proficiency Level 3 of the Competency Framework for operational competencies and proficiency Level 4 for Professional and Management Competencies. Achieving decision making and judgment proficiency levels requires more interactive learning methods which can be achieved through InterVision based learning programme. On the job learning and coaching options should also be considered but due to their onsite character cannot be provided within this training curriculum.

Figure 5: Learning methods



The different learning methods are explained below:

Learning method	Definition
Learning method	Definition
1.1 Intervention based learning programmes	Intervision is a self-help method that is used among peers or colleagues to help each other deal with challenges (can be 'technical' or personal functioning issues) each person encounters during their job. Sometimes there is a moderator available.
1.2 On the job learning	An individual “learning by doing” approach where the employee learns new competencies in the regular work situation. The employee receives direct feedback while executing tasks. The person who coaches the employee observes, instructs and provides feedback.
1.3 Coaching and Performance support	Individual support at the workplace regarding technical and or personal functioning issues. This support is available internally (by a manager, or someone else within the organization) or externally (external coach).
1.4 Moderated discussion involving experts	An event where employees have the opportunity to address technical challenges at their job, and receive guidance, tips & tricks and solutions for these challenges.
2.1 (Virtual) Classroom assignments	A group of employees who want to learn more about certain competencies. They can come together physically in one space or meet virtually.
2.2 Groups assignments	A group of employees receives an assignment which they collectively have to complete.
2.3 Interactive Gamification	Interactive Gamification is the process of applying gaming designs and concepts to trainings in order to make them more engaging for the learner. Learners compete directly against one or more individuals or participate individually in an interactive experience that rewards learning performance in some way.

Learning method	Definition
3.1 Web based learning	An executable course file than can be emailed and run standalone on a PC or uploaded to a suitably configured Learning Management System. It allows for self-paced learning featuring textual contents, static graphics, animations and periodic interactions for motivation and recall.
3.2 Engaging presentation	An interactive method to engage a group of people in a discussion around a topic. This can be a form of discussion, debate, storytelling, Questions & Answers (Q&A) session etc.

1.5 Learning module structure

The following chapters include a description of the training programme and of the learning modules. Each learning module is described in terms of:

- Contents overview: description of the contents covered by the module;
- Competencies covered: list of competencies covered by the training module;
- Target audience: identification of the types of ERDF and CF authorities for which the module is relevant, i.e. Coordinating Bodies, Managing Authorities, Intermediate Bodies, Certifying Authorities, Audit Authorities and Joint Secretariats;
- Job roles, learning outcome and method: Learning outcome and methods proposed for the different job roles (operational, supervisory, decision making);
- Complementary modules suggested: modules that participants should consider in order to obtain a broader understanding of the modules in the broader context of ERDF and CF Implementation.

2 Knowledge development programme

2.1 Operational Competencies

Module 1: Operational general principles and conditions for programming of ERDF and CF 2014-2020

Contents overview: this module provides an overview of the provisions contained in the 2014-2020 Regulations in relation to the programming and reprogramming process of ERDF and CF assistance, the milestones of the process and key stakeholders involved. The module equips participants with the key operational competencies required for an active and effective involvement in Programming.

Competencies covered:

- Programming and reprogramming in the ERDF and CF Regulations, milestones and stakeholders
- EU strategic documents (e.g. Council Recommendations, national development strategies, thematic and sector policies)
- Socio-economic analysis and strategy development
- Additionality principle
- Coherence and complementarity principles
- Budgeting and cost estimation
- Prioritizing and planning financial allocations
- Ex-ante conditionalities (assessment and follow-up of implementation of action plans)

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational Supervisor • Decision making 	Knowledge – Ability understand and recall the basics	Operational Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested:

- Module 2: Logical framework analysis and indicators
- Module 3: Financial Management
- Module 4: Management and control systems
- Module 12: Evaluation

Module 2: Logical framework analysis and indicators

Contents overview: this module provides basic level competencies in relation to the construction, analysis and review of the intervention logic according to the 2014-2020 framework, setting, monitoring and forecasting of indicators, including the performance framework.

Competencies covered:

- Intervention logic (logical relationships between the resources, activities, outputs and outcomes)
- Input, output, results indicators, performance framework and ex ante conditionalities
- Forecasting and planning: Level of realized and planned realization compared to the targets (input, output, result), also in the context of the performance framework
- Monitoring and Information Systems

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Certifying Authorities, Audit Authorities, Joint Secretariats

Job role, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational Supervisor • Decision making 	Knowledge – Ability understand and recall the basics	Operational Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested:

- Module 1: Operational general principles and conditions for programming of ERDF and CF 2014-2020
- Module 3: Financial Management
- Module 4: Management and control systems
- Module 12: Evaluation

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Module 3: Financial management

Contents overview: this module provides basic level competencies in the financial management of operational programmes, starting from the provisions of ERDF and CF regulations and covering practical aspects of forecasting and planning of financial allocations.

Competencies covered:

- Financial management aspects included in ERDF and CF EU legal acts
- Forecasting and planning: realized and planned financial realization compared to the financial plan
- Eligibility rules at EU level

Target audience: Managing Authorities and Intermediate Bodies, Certifying Authorities, Joint Secretariats

Job role, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Making 	Knowledge – Ability understand and recall the basics	Operational Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested:

- Module 1: Operational general principles and conditions for programming of ERDF and CF 2014-2020
- Module 2: Logical framework analysis and indicators
- Module 4: Management and control systems
- Module 12: Evaluation

Module 4: Management and control systems

Contents overview: this module provides an overview of the provisions contained in the 2014-2020 Regulations in relation to the design and functioning of management and control systems and the overall architecture for coordination of ERDF and CF interventions.

Competencies covered:

- Project Cycle Management
- ERDF and CF EU legal acts (ERDF and CF management provisions: programming, selection of operations, monitoring, controls and audits, evaluation, publicity)
- Definition and revision of the administrative organization of the system
- Assessment of the actual performance of the overall system for ERDF and CF coordination, management and implementation, identifying and efficiently addressing a bottlenecks
- Assessment of the performance of management and control systems and identification of corrective actions to address bottlenecks
- Assessment of the effectiveness of implementation mechanisms

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, and Audit Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Making 	Knowledge – Ability understand and recall the basics	Operational Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested:

- Module 1: Operational general principles and conditions for programming of ERDF and CF 2014-2020
- Module 2: Logical framework analysis and indicators
- Module 3: Financial Management
- Module 12: Evaluation

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Module 5: Eligibility of expenditure

Contents overview: this module provides basic level competencies in relation to the ERDF and CF Regulatory provisions on eligibility of expenditure and of the basic accounting principles.

Competencies covered:

- Eligibility of expenditure rules included in EU legal acts, including the scope of support
- Accounting

Target Audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Certifying Authorities, Audit Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Making 	Knowledge – Ability understand and recall the basics	Operational Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested:

- Module 6: Audit
- Module 7: Irregularities, fraud and corruption
- Module 14: Public procurement

Module 6: Audit

Contents overview: this module provides an overview of the provisions contained in the 2014-2020 Regulations in relation to the Audit of ERDF and CF and of the operational aspects related to audit standards and procedures, sampling and extrapolations methods and interpretation of findings of audits and verifications.

Competencies covered:

- Audit aspects included in ERDF and CF EU legal acts, procedures and methodological guidelines
- Audit standards and procedures
- Sampling and extrapolation methods
- Ability to interpret the findings of audits and verifications
- Irregularities, fraud and corruption

Target audience: Audit Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Making 	Knowledge – Ability understand and recall the basics	Operational Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested:

- Module 5: Eligibility of expenditure
- Module 7: Irregularities, fraud and corruption
- Module 13: State Aid
- Module 14: Public procurement

Module 7: Irregularities, fraud and corruption

Contents overview: this module provides an overview of irregularities, fraud and corruption aspects in the context of ERDF and CF Regulations and of the operational competencies required for their assessment and management,

Competencies covered:

- Fraud risk assessment and formulation of related measures
- Fraud risk management including prevention and detection measures
- Corruption detection and follow-up measures

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Certifying Authorities, Audit Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational Supervisor • Decision Making 	Knowledge – Ability understand and recall the basics	Operational Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested:

- Module 5: Eligibility of expenditure
- Module 6: Audit
- Module 14: Public procurement

Module 8: Financial Instruments

Contents overview: this module provides an overview of the provisions contained in the 2014-2020 Regulations in relation to the design and functioning of financial instruments.

Competencies covered:

- Financial instruments design (ex-ante assessment, selection of FIs and set-up)
- Financial Instruments implementation mechanisms (payment flows, monitoring, reporting)
- Knowledge of financial instruments relevant for financial management
- Knowledge on financial instruments relevant for monitoring

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational Supervisor • Decision Making 	Knowledge – Ability understand and recall the basics	Operational Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested:

- Module 12: Evaluation

Module 9: Major and large infrastructure projects

Contents overview: this module provides an overview of the provisions contained in the 2014-2020 Regulations in relation Major Projects and operational aspects related to the implementation of Major Projects and Large Infrastructure aspects including Environmental Impact Assessment.

Competencies covered:

- ERDF and CF Regulation provisions related to Major Projects
- Cost-Benefit Analysis and Feasibility Studies for major and infrastructure projects
- (Major) projects funding gap and revenue generation calculation
- Risk management related to the major and infrastructure projects
- Environmental Impact Assessment (EIA) for major and infrastructure projects

Target audience: Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational Supervisor • Decision Making 	Knowledge – Ability understand and recall the basics	Operational Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested:

- Module 12: Evaluation

Module 10: Territorial issues

Contents overview: this module provides an overview of the provisions contained in the 2014-2020 Regulations in relation to the territorial issues, such as ITI, CLLD, Sustainable urban development, macro and regional strategies and interregional cooperation.

Competencies covered:

- Regulation provisions in relation to territorial issues, such as ITI, CLLD, Sustainable urban development, macro and regional strategies and interregional cooperation planning and ETC
- Financial management implications of territorial issues

Target Audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational Supervisor • Decision Making 	Knowledge – Ability understand and recall the basics	Operational Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested:

- Module 11: Simplification
- Module 12: Evaluation

Module 11: Simplification

Contents overview: this module provides basic level competencies in relation to the use of Simplified Cost Options, administrative burden of procedures and its assessment.

Competencies covered:

- Administrative burden of procedures and its assessment
- Simplified Cost Options
- E-cohesion
- Monitoring and reporting

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational Supervisor • Decision Making 	Knowledge – Ability understand and recall the basics	Operational Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested:

- Module 10: Territorial issues
- Module 12: Evaluation

Module 12: Evaluation

Contents overview: this module provides an overview of the provisions contained in the 2014-2020 Regulations in relation to evaluation of ERDF and CF, the main evaluation concepts and skills.

Competencies covered:

- Evaluation in the ERDF and CF Regulations, milestones and stakeholders
- Main evaluation concepts (relevance, complementarity, consistency, efficiency and effectiveness)
- Evaluation skills (data collection skills, analysis, methods, etc.)
- Capacity to manage the evaluation process (terms of reference preparation, guidance to evaluator, quality review and follow up)

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, and Joint Secretariats

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational Supervisor • Decision Making 	Knowledge – Ability understand and recall the basics	Operational Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested

N.A.

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Module 13: State aid

Contents overview: this module provides basic level competencies in relation to State aid in the ERDF and CF context and the relevant European acts.

Competencies covered:

- State aid European legal acts

Target Audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Making 	Knowledge – Ability understand and recall the basics	Operational Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested:

- Module 14: Public procurement

Module 14: Public procurement

Contents overview: this module provides basic level competencies in relation to Public procurement in the ERDF and CF context and the relevant European acts.

Competencies covered:

- Public procurement European legal acts

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Making 	Knowledge – Ability understand and recall the basics	Operational Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested:

- Module 5: Eligibility of expenditure
- Module 6: Audit
- Module 7: Irregularities, fraud and corruption

Module 15: IT Systems

Contents overview: this module provides basic level competencies in relation to the ERDF and CF Regulatory provisions on monitoring and information systems and IT tools and of requirements and practices related to IT Audit standards.

Competencies covered:

- Provisions in ERDF and CF Regulations in relation to monitoring and information systems, IT tools
- Management of the development and maintenance of a monitoring and information systems and other technical tools (terms of reference preparation, guidance to contractor, quality review)
- Management of the development and maintenance of programme IT tools (terms of reference preparation, guidance to contractor, quality review)
- IT Audit standards

Target audience: Coordinating Bodies, Managing Authorities and Intermediate bodies, Joint Secretariats, Audit Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Making 	Knowledge – Ability understand and recall the basics	Operational Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested

N.A.

Module 16: Horizontal issues

Contents overview: this module provides basic competencies in relation to the principles of equal opportunities, sustainable development and climate change and their application in the ERDF and CF programme lifecycle.

Competencies covered:

- ERDF and CF Regulation provisions on Equal opportunities, Sustainable development, climate change

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Making 	Knowledge – Ability understand and recall the basics	Operational Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested

N.A.

Module 17: Thematic knowledge

Contents overview: this module provides basic level competencies related to the Thematic Objectives, existing standards at European Level and trends through the organization of sub-modules per Thematic Objective

Competencies covered:

- Thematic Objectives, existing standards at European Level and trends, overview of the general objectives per theme

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational Supervisor • Decision Making 	Knowledge – Ability understand and recall the basics	Operational Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested

N.A.

Module 18: Communication

Contents overview: this module provides an overview of the provisions contained in the 2014-2020 Regulations in relation to Communication under ERDF and CF and of operational aspects related to the target audience of communication and their needs, use and mobilization of media.

Competencies covered:

- ERDF and CF EU and national legal acts on communication
- Ability to identify different stakeholders and their information needs
- Ability to identify and mobilize relevant media
- Web-communication

Target audience: Managing Authorities and Intermediate Bodies, Joint Secretariats

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational Supervisor • Decision Making 	Knowledge – Ability understand and recall the basics	Operational Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested

N.A.

Module 19: Technical Assistance

Contents overview: this module provides basic competencies in relation to the use of Technical Assistance and the process of outsourcing of goods and services in the context of implementation of ERDF and CF programmes.

Competencies covered:

- Provisions in ERDF and CF related to Technical Assistance
- Outsourcing of TA activities
 - Terms of reference preparation
 - Guidance to contractor
 - Quality review
- procurement of goods and services:
 - Selection of offers
 - Assigning scores
 - Documenting the process
 - Contracting

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Making 	Knowledge – Ability understand and recall the basics	Operational Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested

N.A.

2.2 Professional and management competencies

Module 20: Human resources

Contents overview: this module provides basic competencies in relation to human resources, covering both strategic and operational aspects.

Competencies covered:

- HR strategy development and implementation
- Planning of resources
- Developing others and people management

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Supervisor • Decision Making 	Knowledge – Ability understand and recall the basics	Professional and Management Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested:

N.A.

Module 21: Leadership Development

Contents overview: this module provides basic competencies in relation to Leadership development, multi-level stakeholder management and intercultural skills.

Competencies covered:

- Leadership
- Intercultural skills
- Multi-level stakeholder management

Target audience: Coordinating Bodies, Managing Authorities, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational Supervisor • Decision Making 	Knowledge – Ability understand and recall the basics	Professional and Management Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested:

N.A.

Module 22: Negotiation

Contents overview: this module provides basic competencies in relation to negotiation and conflict handling.

Competencies covered:

- Negotiating
- Conflict handling

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Making 	Knowledge – Ability understand and recall the basics	Professional and Management Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested:

N.A.

Module 23: Communication at management level (basic principles)

Contents overview: this module provides basic communication competencies to stakeholders outside the institutions, oral, written communication and facilitation skills.

Competencies covered:

- Representation to the outside world
- Communicating in writing
- Communicating orally
- Facilitation and communication

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Making 	Knowledge – Ability understand and recall the basics	Professional and Management Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested:

N.A.

Module 24: Management

Contents overview: this module provides basic management competencies covering strategic aspects including results orientation, risks and problem solving.

Competencies covered:

- Strategic management
- Results orientation
- Risk management
- Problem solving

Target audience: Coordinating Bodies, Managing Authorities, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational Supervisor • Decision Making 	Knowledge – Ability understand and recall the basics	Professional and Management Comp. Level 1– Awareness	Web-based learning & knowledge check

Complementary modules suggested:

N.A.

3 Skills and capabilities development programme

3.1 National Trainings

3.1.1 Operational competencies

Module 1: Operational general principles and conditions for programming ERDF and CF

Contents overview: this module develops practical skills, judgement and capability to take decisions in relation to the provisions contained in the 2014-2020 Regulations in relation to the programming and reprogramming process of ERDF and CF assistance, the milestones of the process and key stakeholders involved. The module equips participants with the key operational competencies required for an active and effective involvement in the Programming process.

Competencies covered:

- Programming and reprogramming in the ERDF and CF Regulations, milestones and stakeholders
- EU and national strategic documents (e.g. Council Recommendations, national development strategies, thematic and sector policies)
- Socio-economic analysis and strategy development
- Additionality principle
- Coherence and complementarity principles
- Budgeting and cost estimation
- Prioritizing and planning financial allocations
- Ex-ante conditionalities (assessment and follow-up of implementation of action plans)

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Maker 	Skills - Ability to apply a new skill or act upon a concept	Operational Comp. Level 2– Trained	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested:

- Module 2: Logical framework analysis and indicators
- Module 3: Financial Management
- Module 4: Management and control systems
- Module 12: Evaluation

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Module 2: Logical framework analysis and indicators

Contents overview: this module develops practical skills, judgement and capability to take decisions in relation to the **construction**, analysis and review of the intervention logic according to the 2014-2020 framework, setting, monitoring and forecasting of indicators, including the performance framework.

Competencies covered:

- Intervention logic (logical relationships between the resources, activities, outputs and outcomes)
- Input, output, results indicators, performance framework and ex ante conditionalities
- Forecasting and planning: Level of realized and planned realization compared to the targets (input, output, result), also in the context of the performance framework
- Monitoring and Information Systems

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Maker 	Skills - Ability to apply a new skill or act upon a concept	Operational Comp. Level 2– Trained	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested:

- Module 1: Operational general principles and conditions for programming ERDF and CF
- Module 3: Financial Management
- Module 4: Management and control systems
- Module 12: Evaluation

Module 3: Financial management

Contents overview: this module develops practical skills, judgement and capability to take decisions related to the financial management of Operational programmes, starting from the provisions of ERDF and CF regulations and covering practical aspects of forecasting and planning of financial allocations.

Competencies covered:

- Financial management aspects included in ERDF and CF EU and national legal acts
- Eligibility rules EU and national level
- Forecasting and planning: realized and planned financial realization compared to the financial plan

Target audience: Managing Authorities and Intermediate Bodies, Certifying Authorities, Joint Secretariats

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Maker 	Skills - Ability to apply a new skill or act upon a concept	Operational Comp. Level 2– Trained	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning and Performance Support • Moderated discussion involving expert

Complementary modules suggested:

- Module 1: Operational general principles and conditions for programming of ERDF and CF 2014-2020
- Module 2: Logical framework analysis and indicators
- Module 4: Management and control systems
- Module 12: Evaluation

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Module 4: Management and control systems

Contents overview: this module develops practical skills, judgement and capability to take decisions related to the provisions contained in the 2014-2020 Regulations in relation to the design and functioning of management and control systems and the overall architecture for coordination of ERDF and CF interventions.

Competencies covered:

- ERDF and CF EU and national legal acts (ERDF and CF management provisions: programming, selection of operations, monitoring, controls and audits, evaluation, publicity)
- Definition and revision of the administrative organization of the system
- Assessment of the actual performance of the overall system for ERDF and CF coordination, management and implementation, identifying and efficiently addressing a bottlenecks
- Assessment of the performance of management and control systems and identification of corrective actions to address bottlenecks
- Assessment of the effectiveness of implementation mechanisms

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Maker 	Skills - Ability to apply a new skill or act upon a concept	Operational Comp. Level 2– Trained	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested:

- Module 1: Operational General principles and conditions for programming of ERDF and CF 2014-2020
- Module 2: Logical framework analysis and indicators
- Module 3: Financial Management
- Module 12: Evaluation

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Module 5: Eligibility of expenditure

Contents overview: this module develops practical skills, judgement and capability to take decisions in relation to the implementation of the ERDF and CF Regulatory provisions on eligibility of expenditure and of the basic accounting principles

Competencies covered:

- Eligibility of expenditure rules included in EU legal acts, including the scope of support
- Accounting

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Certifying Authorities, Audit Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational Supervisor • Decision Maker 	Skills - Ability to apply a new skill or act upon a concept	Operational Comp. Level 2– Trained	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programs based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested:

- Module 6: Audit
- Module 7: Irregularities, fraud and corruption
- Module 14: Public procurement

Module 6: Audit

Contents overview: this module develops practical skills, judgement and capability to take decisions in relation to the implementation of the provisions contained in the 2014-2020 Regulations in relation to the Audit of ERDF and CF and of the operational aspects related to audit standards and procedures, sampling and extrapolations methods and interpretation of findings of audits and verifications.

Competencies covered:

- Audit aspects included in ERDF and CF EU legal acts, procedures and methodological guidelines
- Audit standards and procedures
- Fraud, irregularities, corruption
- Sampling and extrapolation methods
- Ability to interpret the findings of audits and verifications

Target audience: Audit Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational Supervisor • Decision Maker 	Skills - Ability to apply a new skill or act upon a concept	Operational Comp. Level 2– Trained	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programs based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested:

- Module 5: Eligibility of expenditure
- Module 7: Irregularities, fraud and corruption
- Module 13: State Aid
- Module 14: Public procurement

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Module 7: Irregularities, fraud and corruption

Contents overview: this module develops practical skills, judgement and capability to take decisions in relation to irregularities, fraud and corruption aspects in the context of ERDF and CF Regulations and of the operational competencies required for their assessment and management,

Competencies covered:

- Fraud risk assessment and formulation of related measures
- Fraud risk management including prevention and detection measures
- Corruption detection and follow-up measures

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Certifying Authorities, Audit Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Maker 	Skills - Ability to apply a new skill or act upon a concept	Operational Comp. Level 2– Trained	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested:

- Module 5: Eligibility of expenditure
- Module 6: Audit
- Module 14: Public procurement

Module 8: Financial Instruments

Contents overview: this module develops practical skills, judgement and capability to take decisions in relation to the provisions contained in the 2014-2020 Regulations on the design and functioning of financial instruments.

Competencies covered:

- Financial instruments design (ex-ante assessment, selection of FIs and set-up)
- Financial Instruments implementation mechanisms (payment flows, monitoring, reporting)
- Knowledge of financial instruments relevant for financial management
- Knowledge on financial instruments relevant for monitoring

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Maker 	Skills - Ability to apply a new skill or act upon a concept	Operational Comp. Level 2– Trained	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested:

- Module 12: Evaluation

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Module 9: Major and large infrastructure projects

Contents overview: this module develops practical skills, judgement and capability to take decisions in relation to the provisions contained in the 2014-2020 Regulations on Major Projects and operational aspects related to the implementation of Major Projects and Large Infrastructure aspects including Environmental Impact Assessment.

Competencies covered:

- ERDF and CF Regulation provisions related to Major Projects
- Cost-Benefit Analysis and Feasibility Studies for major and infrastructure projects
- (Major) projects funding gap and revenue generation calculation
- Risk management related to the major and infrastructure projects
- Environmental Impact Assessment (EIA) for major and infrastructure projects

Target audience: Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational Supervisor • Decision Maker 	Skills - Ability to apply a new skill or act upon a concept	Operational Comp. Level 2– Trained	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested:

- Module 12: Evaluation

Module 10: Territorial issues

Contents overview: this module develops practical skills, judgement and capability to take decisions in relation to the provisions contained in the 2014-2020 Regulations on territorial issues, such as ITI, CLLD, Sustainable urban development, macro-regional strategies and interregional cooperation.

Competencies covered:

- Regulation provisions in relation to territorial issues, such as ITI, CLLD, Sustainable urban development, macro-regional strategies and interregional cooperation planning and European Territorial Cooperation
- Financial management implications of territorial issues

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational Supervisor • Decision Maker 	Skills - Ability to apply a new skill or act upon a concept	Operational Comp. Level 2– Trained	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested:

- Module 11: Simplification
- Module 12: Evaluation

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Module 11: Simplification

Contents overview: this module develops practical skills, judgement and capability to take decisions in relation to the use of Simplified Cost Options, administrative burden of procedures and its assessment.

Competencies covered:

- Administrative burden of procedures and its assessment
- Simplified Cost Options
- E-cohesion
- Monitoring and reporting

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational Supervisor • Decision Maker 	Skills - Ability to apply a new skill or act upon a concept	Operational Comp. Level 2– Trained	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested:

- Module 10: Territorial issues
- Module 12: Evaluation

Module 12: Evaluation

Contents overview: this module develops practical skills, judgement and capability to take decisions related the provisions contained in the 2014-2020 Regulations on the evaluation of ERDF and CF, the main evaluation concepts and skills.

Competencies covered:

- Evaluation in the ERDF and CF Regulations, milestones and stakeholders
- Main evaluation concepts (relevance, complementarity, consistency, efficiency and effectiveness)
- Evaluation skills (data collection skills, analysis, methods, etc.)
- Capacity to manage the evaluation process (terms of reference preparation, guidance to evaluator, quality review and follow up)

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational Supervisor • Decision Maker 	Skills - Ability to apply a new skill or act upon a concept	Operational Comp. Level 2– Trained	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested

N.A.

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Module 13: State aid

Contents overview: this module develops practical skills, judgement and capability to take decisions related to the application of State aid in the ERDF and CF context and the relevant European acts.

Competencies covered:

- State aid European legal acts
- State aid national provisions
-

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Maker 	Skills - Ability to apply a new skill or act upon a concept	Operational Comp. Level 2– Trained	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested:

- Module 14: Public procurement

Module 14: Public procurement

Contents overview: this module develops practical skills, judgement and capability to take decisions related to Public procurement in the ERDF and CF context and the relevant European acts.

Competencies covered:

- Public procurement European legal acts
- Public procurement national legal acts

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Maker 	Skills - Ability to apply a new skill or act upon a concept	Operational Comp. Level 2– Trained	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested:

- Module 5: Eligibility of expenditure
- Module 6: Audit
- Module 7: Irregularities, fraud and corruption

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Module 15: IT Systems

Contents overview: this module develops practical skills, judgement and capability to take decisions related to the ERDF and CF Regulatory provisions on monitoring and information systems and IT tools and of requirements and practices related to IT Audit standards.

Competencies covered:

- Provisions in ERDF and CF Regulations in relation to monitoring and information systems, IT tools
- Management of the development and maintenance of a monitoring and information systems and other technical tools (terms of reference preparation, guidance to contractor, quality review)
- Management of the development and maintenance of programme IT tools (terms of reference preparation, guidance to contractor, quality review)
- IT Audit standards

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational Supervisor • Decision Maker 	Skills - Ability to apply a new skill or act upon a concept	Operational Comp. Level 2– Trained	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested

N.A.

Module 16: Horizontal issues

Contents overview: this module develops practical skills, judgement and capability to take decisions related to the principles of equal opportunities, sustainable development and climate change and their application in the ERDF and CF programme lifecycle.

Competencies covered:

- ERDF and CF Regulation provisions on Equal opportunities, Sustainable development, climate change

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational Supervisor • Decision Maker 	Skills - Ability to apply a new skill or act upon a concept	Operational Comp. Level 2– Trained	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested

N.A.

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Module 17: Thematic knowledge

Contents overview: this module develops practical skills, judgement and capability to take decisions related to the Thematic Objectives, existing standards at European Level and trends, through the organization of sub-modules per Thematic Objective

Competencies covered:

- Relevant Thematic Objectives for the country, existing standards at European Level and national level and trends

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Maker 	Skills - Ability to apply a new skill or act upon a concept	Operational Comp. Level 2– Trained	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested

N.A.

Module 18: Communication

Contents overview: this module develops practical skills, judgement and capability to take decisions related to the provisions contained in the 2014-2020 Regulations in relation to Communication under ERDF and CF and of operational aspects related to the target audience of communication and their needs, use and mobilization of media.

Competencies covered:

- ERDF and CF EU and national legal acts on communication
- Ability to identify different stakeholders and their information needs
- Ability to identify and mobilize relevant media
- Web-communication

Target audience: Managing Authorities and Intermediate Bodies, Joint Secretariats

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Maker 	Skills - Ability to apply a new skill or act upon a concept	Operational Comp. Level 2– Trained	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested

N.A.

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Module 19: Outsourcing

Contents overview: this module develops practical skills, judgement and capability to take decisions in relation to the use of Technical Assistance and the process of outsourcing of goods and services in the context of implementation of ERDF and CF programmes.

Competencies covered:

- Provisions in ERDF and CF related to Technical Assistance
- Outsourcing of TA activities
 - Terms of reference preparation
 - Guidance to contractor
 - Quality review
- procurement of goods and services:
 - Selection of offers
 - Assigning scores
 - Documenting the process
 - Contracting

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational Supervisor • Decision Maker 	Skills - Ability to apply a new skill or act upon a concept	Operational Comp. Level 2– Trained	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested

N.A.

3.1.2 Professional and management competencies

Module 20: Human resources

Contents overview: this module develops practical skills, judgement and capability to take decisions related to human resources, covering both strategic and operational aspects.

Competencies covered:

- HR strategy development and implementation
- Planning of resources
- Developing others and people management

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Supervisor • Decision Making 	Skills - Ability to apply a new skill or act upon a concept	Professional and management competencies Level 2– Trained Level 3 - Intermediate	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Professional and management competencies Level 4 – Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested:

N.A.

Module 21: Leadership Development

Contents overview: this module develops practical skills, judgement and capability to take decisions related to Leadership development, multi-level stakeholder management and intercultural skills.

Competencies covered:

- Leadership
- Intercultural skills
- Multi-level stakeholder management

Target audience: Coordinating Bodies, Managing Authorities, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Making 	Skills - Ability to apply a new skill or act upon a concept	Professional and management competencies Level 2– Trained Level 3 - Intermediate	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Professional and management competencies Level 4 – Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested:

N.A.

Module 22: Negotiation

Contents overview: this module develops practical skills, judgement and capability to take decisions in negotiation and conflict handling.

Competencies covered:

- Negotiating
- Conflict handling

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Making 	Skills - Ability to apply a new skill or act upon a concept	Professional and management competencies Level 2– Trained Level 3 - Intermediate	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Professional and management competencies Level 4 – Expert	<ul style="list-style-type: none"> • Learning programmes based on interview • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested:
N.A.

Module 23: Communication at management level

Contents overview: this module develops practical skills, judgement and capability in communication to stakeholders outside the institutions, oral, written communication and facilitation skills.

Competencies covered:

- Representation to the outside world
- Communicating in writing
- Communicating orally
- Facilitation and communication

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor • Decision Making 	Skills - Ability to apply a new skill or act upon a concept	Professional and management competencies Level 2– Trained Level 3 - Intermediate	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Professional and management competencies Level 4 – Expert	<ul style="list-style-type: none"> • Learning programmes based on interview • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested:
N.A.

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Module 24: Management

Contents overview: this module develops practical skills, judgement and capability to take management decisions covering strategic aspects including result orientation, risks and problem solving.

Competencies covered:

- Strategic management
- Result orientation
- Risk management
- Problem solving

Target audience: Coordinating Bodies, Managing Authorities, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational Supervisor • Decision Making 	Skills - Ability to apply a new skill or act upon a concept	Professional and management competencies Level 2– Trained Level 3 - Intermediate	<ul style="list-style-type: none"> • (Virtual) Classroom • Groups assignments • Interactive Gamification
	Capability - Make decisions, use judgement, integrate skills all in context	Professional and management competencies Level 4 – Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested:

N.A.

4 High level experts master class

4.1 Operational competencies

Module 6: Audit

Contents overview: this module develops judgement and capability to take decisions related to the provisions contained in the 2014-2020 Regulations in relation to the Audit of ERDF and CF and of the operational aspects related to audit standards and procedures, sampling and extrapolations methods and interpretation of findings of audits and verifications.

Competencies covered:

- Audit aspects included in ERDF and CF EU legal acts, procedures and methodological guidelines
- Audit standards and procedures
- Sampling and extrapolation methods
- Ability to interpret the findings of audits and verifications
- Irregularities, fraud and corruption

Target audience: Audit Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor 	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3- Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Module 7: Irregularities, fraud and corruption

Contents overview: this module develops judgement and capability to take decisions related to irregularities, fraud and corruption aspects in the context of ERDF and CF Regulations and of the operational competencies required for fraud assessment and management,

Competencies covered:

- Fraud risk assessment and formulation of related measures
- Fraud risk management including prevention and detection measures
- Corruption detection and follow-up measures

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Certifying Authorities, Audit Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor 	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3- Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Module 8: Financial Instruments

Contents overview: this module develops judgement and capability to take decisions related to the provisions contained in the 2014-2020 Regulations in relation to the design and functioning of financial instruments.

Competencies covered:

- Financial instruments design (ex-ante assessment, selection of FIs and set-up)
- Financial Instruments implementation mechanisms (payment flows, monitoring, reporting)
- Knowledge of financial instruments relevant for financial management
- Knowledge on financial instruments relevant for monitoring

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor 	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Module 10: Territorial issues

Contents overview: this module develops judgement and capability to take decisions related to the provisions contained in the 2014-2020 Regulations in relation to the territorial issues, such as ITI, CLLD, Sustainable urban development, macro-regional strategies and interregional cooperation.

Competencies covered:

- Regulation provisions in relation to territorial issues, such as ITI, CLLD, Sustainable urban development, macro-regional strategies, and interregional cooperation planning and European Territorial Cooperation
- Financial management implications of territorial issues

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor 	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Module 11: Simplification

Contents overview: this module develops judgement and capability to take decisions related to the use of Simplified Cost Options, administrative burden of procedures and its assessment.

Competencies covered:

- Administrative burden of procedures and its assessment
- Simplified Cost Options
- E-cohesion
- Monitoring and reporting

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor 	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Module 13: State aid

Contents overview: this module develops practical skills, judgement and capability to take decisions related to the application of state aid in the ERDF and CF context and the relevant European acts.

Competencies covered:

- State aid European legal acts
- State aid national provisions
-

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor 	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3– Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Module 14: Public procurement

Contents overview: this module develops practical skills, judgement and capability to take decisions related to Public procurement in the ERDF and CF context and the relevant European acts.

Competencies covered:

- Public procurement European legal acts
- Public procurement national legal acts

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Operational • Supervisor 	Capability - Make decisions, use judgement, integrate skills all in context	Operational Comp. Level 3- Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

5 Decision makers master class

5.1 Professional and management competencies in the context of ERDF and CF

Module 20: Human resources

Contents overview: this module develops judgement and capability to take decisions in relation to human resources (in relation to ERDF and CF management), covering both strategic and operational aspects.

Competencies covered:

- HR strategy development and implementation
- Planning of resources
- Developing others and people management

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Supervisor 	Capability - Make decisions, use judgement, integrate skills all in context	Professional and management competencies Level 4 – Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested:
N.A.

Module 21: Leadership Development

Contents overview: this module develops judgement and capability to take decisions in relation to Leadership development, multi-level stakeholder management and intercultural skills (in relation to ERDF and CF management).

Competencies covered:

- Leadership
- Intercultural skills
- Multi-level stakeholder management

Target audience: Coordinating Bodies, Managing Authorities, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Supervisor 	Capability - Make decisions, use judgement, integrate skills all in context	Professional and management competencies Level 4 – Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested:
N.A.

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Module 22: Negotiation

Contents overview: this module develops judgement and capability to take decisions in relation to negotiation and conflict handling (in relation to ERDF and CF management).

Competencies covered:

- Negotiating
- Conflict handling
- Inter-ministerial consultation mechanisms
- Partnership, including involvement of socio-economic stakeholders
- Management of political pressure

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Supervisor 	Capability - Make decisions, use judgement, integrate skills all in context	Professional and management competencies Level 4 – Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested:

N.A.

Module 23: Communication at management level (basic principles)

Contents overview: this module develops judgement and capability to take decisions in communication to stakeholders outside the institutions, oral, written communication and facilitation skills (in relation to ERDF and CF management).

Competencies covered:

- Representation to the outside world
- Communicating in writing
- Communicating orally
- Facilitation and communication

Target audience: Coordinating Bodies, Managing Authorities and Intermediate Bodies, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Supervisor 	Capability - Make decisions, use judgement, integrate skills all in context	Professional and management competencies Level 4 – Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested:

N.A.

Module 24: Management

Contents overview: this module develops judgement and capability to take management decisions covering strategic aspects including result orientation, risks and problem solving (in relation to ERDF and CF management).

Competencies covered:

- Central coordination capacity
- Strategic programme management
- Result orientation
- Risk management
- Problem solving

Target audience: Coordinating Bodies, Managing Authorities, Joint Secretariats, Audit Authorities and Certifying Authorities

Job roles, learning outcome and method:

Job role	Learning outcome	Comp. Framework proficiency scale	Learning method
<ul style="list-style-type: none"> • Supervisor 	Capability - Make decisions, use judgement, integrate skills all in context	Professional and management competencies Level 4 – Expert	<ul style="list-style-type: none"> • Learning programmes based on intervision • On the job Learning • Coaching and Performance Support • Moderated discussion involving expert

Complementary modules suggested:

N.A.

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