Programming and Managing EU Funds in the 2028–2034 Period – Strategic Choices • Performance • Governance • Delivery

DAY 1 — 4 November 2026

Understanding the New Architecture & Strategic Programming Choices

08:30 – 09:00 Registration & Networking Coffee

09:00 – 09:30 — Opening Session: Setting the Strategic Context

- Shared understanding of decisions required before finalisation of the new framework
- Participant introductions & expectations
- Distinguishing current rules, draft provisions, negotiation issues
- **Kick-Off Exercise:** Identify top strategic decisions for 2028–2034

09:30 – 10:45 — Session 1: The Proposed 2028–2034 EU Budget & Funding Architecture

- MFF pillars & funding architecture
- National vs centrally managed instruments
- National & Regional Partnership Plans
- European Competitiveness Fund, Horizon Europe, external action instruments
- **Architecture Mapping Exercise**

10:45 – 11:00 Coffee Break

11:00 – 12:30 — Session 2: From Partnership Agreements to National & Regional Partnership Plans

- Scope, structure, territorial & sectoral components
- Integration of reforms, investments & priorities

- Role of regions, cities, social partners
- **Comparative System Workshop:** Cohesion Policy vs RRF vs proposed model

12:30 – 13:30 Lunch

13:30 – 15:00 — Session 3: Strategic Programming & Prioritisation

- Evidence-based needs assessment
- Structural constraints & bottlenecks
- Criteria for political prioritisation
- Complementarity with national budgets & EU programmes
- **Priority Selection Exercise**

15:00 – 15:15 Coffee Break

15:15 – 16:30 — Session 4: Linking Reforms, Investments, Milestones & Results

- Intervention logic
- Sequencing reforms & investments
- Designing measurable milestones & targets
- Integrating implementation capacity & risk mitigation
- **Programming Fiche Workshop**

16:30 – 17:00 — Day 1 Reflection & Peer Exchange

DAY 2 — 5 November 2026

Governance, Performance, Implementation & Accountability

09:00 – 09:15 — Recap & Introduction to Simulations

09:15 – 10:45 — Session 5: Governance of Integrated Programming & Implementation

- Political leadership & coordination
- Roles of central coordinator, finance ministry, line ministries, regions
- Multi-level governance & stakeholder involvement
- Escalation mechanisms
- **Governance Design Simulation**

10:45 – 11:00 Coffee Break

11:00 – 12:00 — Session 6: Performance-Based Implementation & Expenditure Tracking

- Performance framework
- Cost-based vs performance-based financing
- Verification & evidence
- Corrective measures & reprogramming
- **Milestone Quality Check Exercise**

12:00 – 12:45 — Session 7: Monitoring, Indicators, Data & Strategic Reporting

- Output/result indicators
- Baselines & target values
- Digital monitoring systems
- Dashboards & early-warning indicators

12:45 – 13:45 Lunch

13:45 – 14:45 — Session 8: Financial Management, Controls & Protection of the EU Budget

- Assurance & audit
- Risk-based controls
- Fraud, corruption & conflict-of-interest prevention
- Double-funding risks
- Procurement, State aid, fundamental rights

14:45 – 15:30 — Senior Decision Exercise: Performance vs Compliance vs Reform Delays

- Case study with conflicting signals
- Payment request decision
- Legal rationale, risk exposure, communication strategy

15:30 – 15:45 Coffee Break

15:45 – 16:15 — Session 9: Flexibility, Reprogramming & Crisis Response

- Reallocation mechanisms
- Responding to shocks
- Protecting long-term priorities
- Evidence & governance for reprogramming

16:15 – 17:15 — Final Simulation: Negotiating the National & Regional Partnership Plan

- Allocation across competing priorities
- Sequencing reforms & investments
- Milestones, targets, governance
- Complementarity with centrally managed instruments
- Negotiation package output

17:15 – 17:45 — Developing the National Institutional Readiness Roadmap

- Coordination arrangements
- Needs assessment & consultation
- Pipeline development
- Data systems, milestones, indicators
- Capacity & audit readiness
- **Final Practical Workshop**

DAY 3 — 6 November 2026

Advanced Practice, Institutional Readiness & Strategic Delivery

09:00 – 09:15 — Morning Recap & Objectives for Day 3

09:15 – 10:45 — Session 10: Advanced Intervention Logic & Performance Design

- Strengthening milestones & targets
- Linking reforms to investment pipelines
- Evidence, baselines, verification
- Cross-ministerial coordination

10:45 – 11:00 Coffee Break

11:00 – 12:30 — Session 11: Strategic Reporting, Communication & Political Accountability

- Strategic reporting to the Commission
- Communicating trade-offs
- Accountability mechanisms
- Crisis-communication scenarios

12:30 – 13:30 Lunch

13:30 – 15:00 — Session 12: Institutional Readiness Roadmap — Deep-Dive Workshop

- Refining readiness roadmap
- Deliverables, timelines, risks
- Coordination with negotiation mandate
- Integration with capacity plans

15:00 – 15:15 Coffee Break

15:15 – 16:00 — Session 13: High-Level Panel — Strategic Choices for 2028–2034

- Negotiation risks
- Institutional capacity gaps
- Political–technical coordination challenges

16:00 – 16:30 — Certification, Evaluation & Closing

- Presentation of readiness commitments
- Final questions
- Identification of one political decision, one technical action & one institutional risk requiring immediate attention