



IT'S A
MOST
EXCITING
STORY

INTERNATIONAL MASTER IN EUROPEAN STUDIES

EU PROJECT DRAFTING AND MANAGEMENT

EVENING & WEEK-END PROGRAMME
BRUSSELS
FEBRUARY 2017 – JULY 2017

Institute of European Studies of the Catholic University of Louvain &
European Desk of the Belgian-Italian Chamber of Commerce

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THE MASTER IN BRIEF

This post-graduate accelerated Master provides students with an in-depth knowledge of the European Union institutional structure, functioning and policies, and with a sound understanding of the EU funding methods and Project Cycle Management tools and techniques. It is organised in an intensive schedule, enabling students to gain specialized competences and skills in a short period of time through a *learning-by-doing* teaching methodology.

The Master is organised jointly by the European Desk of the Belgian-Italian Chamber of Commerce and the Institute of European Studies of the Catholic University of Louvain to prepare students to work as EU Project Consultant and Project Manager.

To this end, a thorough academic section is combined with hands-on practical work on European projects and tenders and with testimonials from policy advisors, project managers and EU officials. At the end of the Master, participants will be able to draft, coordinate and manage European projects and tenders according to the guidelines set by the European Commission and they will have had the opportunity to be introduced to several professionals from this sector.

ADDED VALUE

- ✓ **Hands-on experience working on EU calls for proposals:** students will analyse an EU call, will structure the project idea into the Logical Framework, and will draft a real EU project application form.
- ✓ **Tailor-made experience:** students can carry out the project work choosing from 4 different sectors, according to their interest.
- ✓ **Individual professional support** is provided to students during their EU project works, by a project manager.
- ✓ Students will be presented best-practices in EU project drafting and will receive a **real successful project proposal**.
- ✓ **Learning to structure an EU tender offer, by doing it!** Students will work on current EU calls for tenders, and will draft technical and financial offers.
- ✓ Students will receive a **real successful tender proposal**.
- ✓ CCBI's students join a network of alumni that grows constantly, with about **400 learners a year**, most of them active in EU Affairs.
- ✓ With an intense, accelerated schedule, students are able to **gain a professional specialisation in 5 months (with only 3,5 months attending classes)**.
- ✓ Students gain key know-how and competences, **"ready-to-use" on the EU job market**, for their professional development.
- ✓ Students can **broaden their network of contacts** getting in touch directly with about 15 qualified trainers and indirectly through CCBI's network of contacts that includes EU Project Partners, the EU funded network of Intermediary Organizations for the Erasmus for Young Entrepreneurs programme, and the Chambers of Commerce Abroad network, involving 80 Chambers in 50 countries.

KEY FACTS

Type	Post-Graduate Master Programme
Diploma awarded	“International Master in European Studies – EU Project Drafting and Management” issued by the IEE of the Catholic University of Louvain and the EU Desk of the Belgian-Italian Chamber of Commerce
Access	Limited. Admission on the basis of application form (first-come-first-served), according to Admission Criteria and subject to confirmation by Admission Committee
Duration	5 months
Calendar structure:	From 23/02/2017 to 10/06/2017: Master classes (attendance in class required) From 11/06/2017 to 06/07/2017: Finalisation of Project Works and Individual study (no attendance in class required)
Timetable	<p>On Tuesdays and Thursdays evening, from 18:15 to 21:15:</p> <p>18:15-18:30 <i>Personal learning journal</i> 18:30-20:00 <i>1st session</i> 20:00-20:15 <i>coffee break</i> 20:15-21:00 <i>2nd session</i> 21:00-21:15 <i>Personal learning journal</i></p> <p>On Saturdays, from 09:15 to 16:00:</p> <p>09:15-09:30 <i>Personal learning journal</i> 09:30-11:00 <i>1st session</i> 11:00-11:15 <i>coffee break</i> 11:15-12:45 <i>2nd session</i> 12:45-13:30 <i>lunch break</i> 13:30-15:45 <i>3rd session</i> 15:45-16:00 <i>Personal learning journal</i></p>
Training hours	300
Training language	English
Master's premises	Brussels – Avenue Louise 66 – CCITABEL Training Centre
Participants	Between 10 and 25 international professionals
Training methodology	<ul style="list-style-type: none"> ✓ Frontal classes held by experts & field professionals ✓ Presentation of case studies and best practices ✓ Hands-on experience: works on EU tenders & projects ✓ Peer reviews and reflective individual learning
Evaluation process	a. final exam (40%), b. one project work on EU tenders (20%), c. one project work on EU grants (30%), d. the individual learning journal (10%)

MASTER'S LEARNING OBJECTIVES

This Master is designed to provide students with specialised know-how and key competences, as well as to give the opportunity to students to develop soft skills that are crucial within the EU job market.

EU INSTITUTIONS' STRUCTURE AND FUNCTIONING

IMES graduates are aware of the functioning and key roles of each EU institution, of the European policy-making process and legislative procedures, as well as the different powers and dynamics between key players. Graduates are aware of the role of external stakeholders and the lobbying and networking activity at EU level. Moreover, IMES graduates have a clear understanding of the EU policies linked to specific funding programmes and the key institutional actors involved.

EU FINANCIAL FRAMEWORK AND FUNDING MECHANISMS

IMES graduates know the structure and funding amounts of the EU Multi-annual Financial Framework (MFF) 2014-2020, as well as the EU funding programmes deriving from it. They have a clear understanding of how EU funds are allocated by the EU to the Civil Society and which ideas and activities can be supported. IMES graduates are prepared to consult and give advice on the feasibility of a project idea and on under which programmes the idea can find financial support. They have analysed the political context, the eligibility rules, the priorities, the key stakeholders, and the application rules of EU funding programmes in the field of research and innovation, SMEs competitiveness, media and culture, education training and youth, sport, tourism, cooperation and development, cooperation with neighbourhood and pre-accession countries, energy and environment, employment and social affairs, health and consumer protection, regional cooperation, ect.

PROJECT CYCLE MANAGEMENT

IMES graduates will be able to analyse and structure an idea, in order to draft an EU project. Graduates will be familiar with the six phases of the Project Cycle Management techniques: Programming, Identification, Formulation, Funding, Implementation, and Evaluation.

They are able to: conduct a problem and objective analysis and define the Problem tree and Objective tree; to select the Action strategy and carry out the Stakeholders analysis, to build the Logical Framework, defining Logic of intervention, SMART Performance indicators, Sources of verifications, and Assumptions and Risks.

EU PROJECT DRAFTING

IMES graduates will be familiar with key call documents (Call for proposal, Guide for applicants, Application form, annexes), they will be able to define a quality project idea, complying with crucial requirements such as Relevance, Innovative character, European added value, Sustainability, and they will be capable to define the qualities and characteristics of the correct implementing partnership. They will be able to correctly transfer the researches and analysis done into a structured Work Plan detailing Work Packages and Deliverables, GANTT

Calendar, Project Budget and specific sections of the EU Project Application Form. They will be able to define good Project Communication plans, including Dissemination and Exploitation activities; good Project Quality plans, including definition of Performance Indicators and Milestones, and Monitoring of quality; good Project Sustainability plans, including exploitation actions and Business plans for valorisation of project results.

PROCUREMENT PROCEDURES

IMES graduates are familiar with the Official Journal of the European Union and able to identify EU procurements for services, works, and supplies. They can analyse Calls for tenders for Restricted and Open tender procedures and are able to define the requirements to succeed as well as the most suitable partnership. Key abilities of IMES graduates are: knowledge of the TED (Tenders Electronic Daily) and EuropeAid databases, clear understanding of evaluation criteria (Exclusion criteria, Selection criteria, Award criteria), understanding of the Call for tenders and the set of documents required for answering, familiarity with EuropeAid Standard application form and References system, ability to successfully prove Professional and Technical capacity of the consortium, understanding on how to prove Economic and Financial capacity of the consortium, knowledge on how to structure a Technical offer and a Financial offer.

EU PROJECT IMPLEMENTATION AND REPORTING

IMES graduates are familiar with the tools and techniques used to efficiently manage an approved EU project, with an understanding of all the steps that follow the financing of a project from the European Commission. Namely, they are aware of the dynamics of the Negotiation phase, the Initiation phase, the Planning phase, the Implementation phase, the Monitoring and reporting phase, and the Conclusion phase. IMES graduates are also provided with techniques of good Consortium management and the best practices to keep the partnership actively and efficiently involved in the project implementation.

SOFT SKILLS FOR A EU PROJECT MANAGER

Thanks to the group works implemented in the framework of the Master, IMES graduates have developed and improved their negotiation skills, ability to work under stressful situations and with tight deadlines, communication skills, team work abilities, analytical and research skills, organisation and prioritisation skills, problem-solving and proactive attitude. Working in an international environment, IMES graduates are aware of cultural differences and are used to work in a multicultural environment, with English as a working language. Through the project work class presentations and peer reviews, IMES graduates have developed their public speaking abilities, as well as their critical thinking.

CAREER PATHWAYS

THE EU PROJECT MANAGER AND PROJECT CONSULTANT

IMES graduates can seek such job position within any public or private organisation that receives support from the EU for the implementation of its initiatives or that intends to set up a Grant Department for benefitting from EU funds (i.e. Chambers of Commerce, NGOs, SMEs, Universities and schools, Municipalities, Associations, ...).

Such position includes typically tasks such as monitoring of EU policies and funding programmes, identification of calls for proposals, international networking and definition of consortia, research and analysis, structuring of project ideas and drafting of EU projects, financial management, quality assessment and management, reporting, communication campaigns and organisation of events.

PROCUREMENT OFFICER, BUSINESS DEVELOPER

IMES graduates can seek such job position within private companies and consultancies offering their services to EU institutions, as well as within other private or public organisations that use EU tenders as an alternative way of funding (i.e. Universities, NGOs).

Such position includes typically tasks such as monitoring the EU official journal, identification of calls for tenders, international networking and definition of consortia, research and analysis, drafting of tender offer, financial management, quality assessment and management, reporting, technical consultancy, human resource management.

PROGRAMME, PROJECT AND FINANCIAL OFFICER FOR EU INSTITUTIONS

IMES graduates can apply as Programme Officer, Project Manager, Financial Officer, Procurement or Contract Officer within the EU Institutions, European Agencies, Delegations of the European Commissions in developing countries, or Sector European Joint-Undertakings. They can access to these opportunities through EU public competitions, following the eligibility criteria (it may or may not require the EPSO CBT).

According to the specific position, tasks may include: drafting of calls for proposals and calls for tenders, drafting of annual work plans, follow-up activities with project beneficiaries, communications duties, financial control of project expenditures, relations with stakeholders, inter-institutional relations, research and analysis on programme results.

EU LIASON OFFICER – POLICY ADVISOR

IMES graduates can seek such job positions within national and regional public administrations, in representations of interest groups (such as federations of producers, associations of professionals, ...), in international NGOs, in networks and European platforms, in think-tanks. Such position includes typically tasks such as monitoring of EU policies and funding programmes, attending EU events and drafting briefing notes, raising awareness of policy makers, creation of alliances and networking with potential project partners, organisation of communication campaigns and awareness raising events, project and tender drafting.

MASTER'S DIDACTIC PROGRAMME

This Master is designed to provide students with an in-depth knowledge of the European Union institutional structure, functioning and policies, and with a sound understanding of the EU funding methods and Project Cycle Management tools and techniques. To this end, a thorough academic section is combined with hands-on practical work on European projects and tenders and with testimonials from policy advisors and, project managers and EU officials. At the end of the Master, participants will be able to effectively match project ideas with available EU funds, to draft, coordinate and manage European projects and tenders according to the guidelines set by the European Commission and they will have had the opportunity to be introduced to several professionals from this sector.

SECTION 1 – THE EUROPEAN INSTITUTIONAL SYSTEM

The aim of this section is to provide an overall comprehensive understanding of the theoretical knowledge needed for EU Project Management. Here, the topic of the European construction is analysed from the historical, juridical and economic points of view.

THE POLITICAL SYSTEM OF THE EU

The aim of the course is to undertake a critical analysis of the political functioning of the institutions of the European Union. It examines how the EU institutions are appointed, how they function, their respective powers, how they interact with each other and with the national political systems that are increasingly involved in European policy making. It examines the process of institutional reform and the challenge of enlargement of the Union to Central and Eastern Europe.

THE EU LEGAL ORDER

The aim of the course is to help the students to understand the Community as a legal order. The course is divided into six parts as below:

- Institutional framework of the EC
- Different sources of Community Law
- Fundamental principles governing the relations between Community and national law
- Principles governing the distribution of competences between the EU and its Member States
- Methods used at the European level to develop policies.

THE EU BUDGET

This module begins with the history of the EU budget. It goes through the legal provisions concerning the EU budget and it examines the whole financial framework for the period 2014-2020. It points out the budgetary principles, including the compulsory and non-compulsory expenditures. It analyses the EU budget procedure and the approved budget for the year 2015. Finally the students will see how is the EU budget implemented and what are the new elements introduced by the Lisbon Treaty.

LOBBYING AND NETWORKING IN THE EU

Through this module, students acknowledge the importance of the lobbying activity to the European institutions as well as an update of who and why does lobby at the EU level. The course foresees the following main points:

- Definition and origins of Lobbying;
- Techniques of Lobbying;
- Influencing Tools for local/regional authorities and networks in the EU Decision Making Process;
- Tools for effective Lobbying in Brussels;
- A concrete Lobby success story.

SECTION 2 – SUCCESSFUL EU PROJECTS AND TENDERS: DESIGN AND MANAGEMENT TOOLS AND TECHNIQUES

The second section focuses on learning the mechanisms, tools and criteria for designing and managing successful EU-funded projects and tenders. What is the quality frame of a project; what is the Project Cycle Management and Logical Framework Approach; how do I structure a work plan and what are the correct project drafting techniques; how do I develop a communication and dissemination plan, a quality monitoring plan, a sustainability and exploitation plan; how do I structure a project budget; what are the tools for efficient project implementation, partnership management, project monitoring and reporting; what are EU procurement procedures and how do I structure a tender offer for an EU institution. These are the queries that this section addresses. The student learns through a learning-by-doing approach, with the support of case studies and interactive workshops.

ACCESS TO EU FUNDING

This first introductory module aims to provide students with the quality framework within which successful EU projects are drafted. The European Multiannual Financial Framework 2014-2020 is examined, as well as the characteristics of EU funding mechanisms. Students receive an understanding of direct and indirect funding, centralised and decentralised funding, co-funding and tendering procedures, EU loans.

An overview of what is an EU project and key successful points of project drafting and management is provided. Focus is put on the building of the international consortia, a key point for EU projects: how to create strong links with valuable partners, characteristics of an EU consortium, partner selection, involvement, and coordination, etc.

The module also aims to familiarize the student with key competencies and skills required for being an EU consultant and project manager.

PROJECT CYCLE MANAGEMENT – STRUCTURING AND DESIGNING A SUCCESSFUL EU PROJECT

The aim of the course is to provide students with a structured method of designing a successful project. That includes the structuring of the project idea, starting with the problems' analysis, objectives' analysis, strategy and stakeholders' analysis, concluding with the construction of the project's logical framework. After having structured the project's idea, the module goes on with the drafting of the application form. That includes understanding of relevant documents, such as call for proposals and guide for applicants, but also acquiring project drafting techniques, as well as some key project's drafting tools, such as work plan and work packages, GANTT chart, dissemination and exploitation plan, quality assessment and monitoring, etc. Finally, students will learn how to prepare the budget for an EU project: what are the eligible costs, how to calculate budget lines, how to distribute the budget among project's partners.

During these modules students will work in groups of 3-4 people on a real EU call for proposals, preparing an EU project, working on their own ideas. Most of Saturday's classes are structured to provide students with key concepts and to let them applying those concepts in the project works. Peer reviews by other groups working on the same topic are foreseen. Students are followed in class by the professor; each group is also assigned to a Project Manager that provides consultancy and support on-line during the project works.

The workshop in groups aims, on one hand to allow students to gain practical experience on EU project drafting, on the other hand to develop team-work competencies, namely negotiation and communication skills, written and oral skills, organizational skills, flexibility and adaptation to multicultural working environments, ability to work in stressful situations and tight deadlines, and so forth.

EUROPEAN PROCUREMENTS AND TENDERING PROCEDURES

The module aims to provide students with the knowledge needed to monitor European tenders and to analyse calls for tenders published by European institutions, as well as to respond to a call with a comprehensive tender offer. The different procurement procedures are analysed, the Official Journal of the European Union is presented, the tools and techniques for building tender partnership and drafting technical and financial offer are presented. During this module students will work in groups of 5-6 people on a real EU procurement, preparing an EU tender offer. In detail, the students will learn to:

- identify EU public procurement opportunities;
- know the general tendering procedures set by the Financial Regulation in terms of EU tenders;
- read and understand a call for tender;
- understand contracting authority's requirements, both in terms of documents and service requested;
- build a strong partnership, responding to selection and award criteria;
- prepare the administrative section of a tender, understanding the documents needed and who has to provide them;
- draft the selection criteria section, technical offer and financial offer.

PROJECT MANAGEMENT AND IMPLEMENTATION

The course has the aim to provide students with knowledge on how to manage an approved project or tender. Participants will learn all the steps that follow the financing from the European Commission of a project. Namely, it will be analysed the negotiation phase, the initiation phase, the planning phase, the implementation phase, the monitoring and reporting phase, and the conclusion phase.

The module will focus on key aspects of project and tender management, such as the coordination and motivation of partners, collecting documents and recording implemented activities, financial management, grant agreement and contract amendments, descriptive reporting, financial reporting, organisation of effective project meetings, monitoring of quality of results, etc.

SECTION 3 – THEMATIC FOCUSES ON EU POLICIES AND FUNDING PROGRAMMES

This section aims at providing the student with a comprehensive knowledge of EU funding opportunities, in order to be able to identify the right funding programme to support specific ideas and to provide consultancy in different sectors. Throughout this section students will analyse EU policies related to a specific area, the characteristics and rules of funding programmes linked to the policy, as well as who are the key stakeholders at EU level in that area. Best practices and project examples will also be studied. The main topics are: research and innovation, SMEs competitiveness, education and training, culture, youth and sport, cooperation and development, environment, regional development, employment and social affairs, consumer protection and health, tourism. The classes are held by professional EU Advisors, who have years of experience in planning, advising and providing technical assistance to SMEs, NGOs, think-tanks, public entities, and international organizations.

ENVIRONMENT, NATURE AND CLIMATE CHANGE

The LIFE programme is the EU's funding instrument for the environment and climate action. The general objective of LIFE is to contribute to the implementation, updating and development of EU environmental and climate policy and legislation by co-financing projects with European added value.

LIFE began in 1992 and to date there have been four complete phases of the programme. During this period, LIFE has co-financed some 4.171 projects, contributing approximately €3.4 billion euros to the protection of the environment and climate. The European Commission (DG Environment and DG Climate Action) manages the LIFE programme. The Commission has delegated the implementation of many components of the LIFE programme to the Executive Agency for Small and Medium-sized Enterprises (EASME). External selection, monitoring and communication teams provide assistance to the Commission and EASME. The European Investment Bank will manage the two new financial instruments (NCFF and PF4EE).

Other funding programmes address transversally the topic of environment, nature and climate change, such as COSME, HORIZON, DEVCO programmes, indirect funds.

RESEARCH AND INNOVATION

Horizon 2020 is the biggest EU Research and Innovation programme ever with nearly €80 billion of funding available over 7 years (2014 to 2020) – in addition to the private investment that this money will attract. It promises more breakthroughs, discoveries and world-firsts by taking great ideas from the lab to the market. Horizon 2020 is the financial instrument implementing the Innovation Union, a Europe 2020 flagship initiative aimed at securing Europe's global competitiveness. By coupling research and innovation, Horizon 2020 is helping to achieve this with its emphasis on excellent science, industrial leadership and tackling societal challenges.

The societal challenges addressed by Horizon 2020 include:

- Health, Demographic Change and Wellbeing
- Food Security, Sustainable Agriculture and Forestry, Marine, Maritime and Inland Water Research and the Bio economy
- Secure, Clean and Efficient Energy
- Smart, Green and Integrated Transport
- Climate Action, Environment, Resource Efficiency and Raw Materials
- Europe in a changing world - Inclusive, innovative and reflective societies
- Secure societies – Protecting freedom and security of Europe and its citizens

The goal is to ensure Europe produces world-class science, removes barriers to innovation and makes it easier for the public and private sectors to work together in delivering innovation.

COMPETITIVENESS OF ENTERPRISES

SMEs are the backbone of Europe's economy, providing 85% of all new jobs. The European Commission aims to promote entrepreneurship and improve the business environment for SMEs to allow them to realise their full potential in today's global economy. COSME is the EU programme for the Competitiveness of Enterprises and Small and Medium-sized Enterprises running from 2014 - 2020 with a planned budget of EUR 2.3 billion.

COSME aims to make it easier for small and medium-sized enterprises (SMEs) to access finance in all phases of their lifecycle – creation, expansion, or business transfer. Thanks to EU support, businesses have easier access to guarantees, loans and equity capital. COSME helps businesses to access markets in the EU and beyond. It funds the Enterprise Europe Network that helps SMEs find business and technology partners, and understand EU legislation; the Your Europe Business portal that provides practical information on doing business within Europe; and the SME Internationalisation Portal for companies who want to develop their activities outside Europe. It also finances a number of IPR (intellectual property rights) SME Helpdesks. COSME supports entrepreneurs by strengthening entrepreneurship education, mentoring, guidance and other support services. Actions support specific groups who may find it difficult to reach their full potential, such as young people, women and senior entrepreneurs. The programme also aims to help businesses access opportunities offered by digital technologies. COSME aims to reduce the administrative and regulatory burden on SMEs by creating a business-friendly environment. COSME also supports businesses to be competitive by encouraging them to adopt new business models and innovative practices.

EDUCATION, TRAINING, YOUTH AND SPORT – CULTURE & MEDIA

The Erasmus+ programme aims to boost skills and employability, as well as modernising Education, Training, and Youth work. The seven year programme will have a budget of €14.7 billion, reflecting the EU's commitment to investing in these areas.

Erasmus+ will provide opportunities for over 4 million Europeans to study, train, gain work experience and volunteer abroad. Erasmus+ will support transnational partnerships among Education, Training, and Youth institutions and organisations to foster cooperation and bridge the worlds of Education and work in order to tackle the skills gaps we are facing in Europe. It will also support national efforts to modernise Education, Training, and Youth systems. In the field of Sport, there will be support for grassroots projects and cross-border challenges such as combating match-fixing, doping, violence and racism.

The Creative Europe programme aims to support the European audio-visual, cultural and creative sector. The different funding schemes encourage the audio-visual, cultural and creative players to operate across Europe, to reach new audiences and to develop the skills needed in the digital age. By helping European cultural and audio-visual works to reach audiences in other countries, the programme will also contribute to safeguarding cultural and linguistic diversity.

EUROPEAN STRUCTURAL AND INVESTMENT FUNDS

Five main Funds work together to support economic development across all EU countries, in line with the objectives of the Europe 2020 strategy:

- European Regional Development Fund (ERDF), which aims to strengthen economic and social cohesion in the European Union by correcting imbalances between its regions.
- European Social Fund (ESF), which invests in people, with a focus on improving employment and education opportunities across the European Union. It also aims to improve the situation of the most vulnerable people at risk of poverty.
- Cohesion Fund (CF), which is aimed at Member States whose Gross National Income (GNI) per inhabitant is less than 90 % of the EU average. It aims to reduce economic and social disparities and to promote sustainable development.
- European Agricultural Fund for Rural Development (EAFRD)
- European Maritime and Fisheries Fund (EMFF)

NEIGHBOURHOOD AND ENLARGEMENT

The Instrument for Pre-accession Assistance (IPA) is the means by which the EU supports reforms in the 'enlargement countries' with financial and technical help. The IPA funds build up the capacities of the countries throughout the accession process, resulting in progressive, positive developments in the region. For the period 2007-2013 IPA had a budget of some € 11.5 billion; its successor, IPA II, will build on the results already achieved by dedicating € 11.7 billion for the period 2014-2020. Current beneficiaries are: Albania, Bosnia and Herzegovina, the Former Yugoslav Republic of Macedonia, Iceland, Kosovo, Montenegro, Serbia, and Turkey.

The new European Neighbourhood Instrument (ENI) with a budget of €15.4 billion for the period 2014-2020 is the main financial instrument for implementing the ENP and provides the bulk of EU funding to the 16 ENP partner countries. The ENI builds on the achievements of the previous European Neighbourhood and Partnership Instrument (ENPI), the ENI supports strengthening of relations with Neighbourhood countries and brings tangible benefits to both the EU and its partners.

INTERNATIONAL COOPERATION AND DEVELOPMENT

Besides IPA II and ENI, there are several other instruments for funding international cooperation and development actions, as well as partnership with third countries. Those are managed by the DG DEVCO, the Delegations of the European Commission outside the EU and other EU offices and foundations. The most important programmes are the Development Cooperation Instrument (DCI) and European Development Fund (EDF). They support actions in Africa, Latin America, Asia, and Middle East, in the following domains:

- poverty eradication and the achievement of the Millennium Development Goals;
- essential needs of the population, in particular primary education and health;
- social cohesion and employment;
- governance, democracy, human rights and support for institutional reforms;
- trade and regional integration;
- environmental protection and sustainable management of natural resources;
- sustainable integrated water resource management and fostering greater use of sustainable energy technologies;
- developing infrastructure and an increased use of ICT;
- sustainable rural development and ensuring food security;
- assistance in post-crisis situations and fragile States;
- investing in people, migration and asylum;
- non-state actors and local authorities in development.

EMPLOYMENT, SOCIAL AFFAIRS, AND INCLUSION

The European Commission provides funding for projects relating to employment, social affairs and social inclusion through several programmes and funds. For example, the Employment and Social Innovation (EaSI) programme, with a total budget for 2014-2020 of about 1 billion, promotes a high level of quality and sustainable employment, guaranteeing adequate and decent social protection, combating social exclusion and poverty and improving working conditions. It supports: the modernisation of employment and social policies; job mobility; and access to micro-finance and social entrepreneurship.

The Rights, Equality and Citizenship Programme 2014-2020 shall contribute to the further development of an area where equality and the rights of persons, as enshrined in the Treaty, the Charter and international human rights conventions, are promoted and protected. Its nine specific objectives are to:

- Promote non-discrimination
- Combat racism, xenophobia, homophobia and other forms of intolerance

- Promote rights of persons with disabilities
- Promote equality between women and men and gender mainstreaming
- Prevent violence against children, young people, women and other groups at risk
- Promote the rights of the child
- Ensure the highest level of data protection
- Promote the rights deriving from Union citizenship
- Enforce consumer rights

HEALTH AND FOOD SAFETY

Grants for public and private projects relating to public health, consumers, food safety, plant health and animal welfare are awarded by the Commission and the EU Consumers, Health and Food Executive Agency (CHAFAEA).

The Third health programme (2014-2020) has 4 overarching objectives. It seeks to:

- Promote health, prevent diseases and foster supportive environments for healthy lifestyles taking into account the 'health in all policies' principle;
- Protect Union citizens from serious cross-border health threats;
- Contribute to innovative, efficient and sustainable health systems;
- Facilitate access to better and safer healthcare for Union citizens.

Other funding programmes are available in this area. Protecting the health of humans, animals and plants at every stage of the food production process is a key public health and economic priority for the European Union. In the last 10 years, the EU has spent € 3.3 billion on its food safety policy, including € 2.2 billion on specific programmes. Continuing this approach, the main objective of the for Food chain, animal and plant health expenditures is to contribute to a high level of health for humans, animals and plants, while protecting consumers and the environment, and creating one single, clear and modern financial framework for animal health, animal welfare, plant health and official controls.

TRANSPORT, ENERGY, AND ICT INFRASTRUCTURES

The Connecting Europe Facility (CEF) finances projects which fill the missing links in Europe's energy, transport and digital backbone. It also makes Europe's economy greener by promoting cleaner transport modes, high speed broadband connections and facilitating the use of renewable energy in line with the Europe 2020 Strategy. In addition the funding for energy networks further integrates the internal energy market, reduces the EU's energy dependency and bolsters the security of supply. By focussing on smart, sustainable and fully interconnected transport, energy and digital networks, the Connecting Europe Facility helps to complete the European single market.

The CEF better mobilises private financing and allows for innovative financial instruments such as guarantees and project bonds to gain maximum leverage from this EU funding injection. It is divided into three sectors: CEF Transport, CEF Energy, CEF Telecom. INEA Executive Agency manages all the EU-supported projects established under the CEF, in total €26.4 billion*.

INDICATIVE CALENDAR

Thursday	23/02/2017	Opening of the Master - EU Affairs & Project Management overview
Saturday	25/02/2017	The EU legal order
Tuesday	28/02/2017	Lobbying and networking in the EU
Thursday	02/03/2017	The political system of the EU
Saturday	04/03/2017	The political system of the EU
Tuesday	07/03/2017	Multiannual Financial Framework 2014-2020, the EU budget and characteristics of EU funding
Thursday	09/03/2017	Project Cycle Management - What is an EU project? The quality frame (idea, partners, context)
Saturday	11/03/2017	Project Cycle Management - What is an EU project? The quality frame (idea, partners, context)
Tuesday	14/03/2017	Focus: Education, youth, culture, media & sport policies
Thursday	16/03/2017	Focus: Education, youth, culture, media & sport policies
Saturday	18/03/2017	EU Procurements: characteristics and methodology to tender
Tuesday	21/03/2017	PCM - Tools for EU project structuring: problem and objective analysis, stakeholder analysis, intervention strategy
Thursday	23/03/2017	PCM - Tools for EU project structuring: problem and objective analysis, stakeholder analysis, intervention strategy
Saturday	25/03/2017	PCM - Tools for EU project structuring: problem and objective analysis, stakeholder analysis, intervention strategy
Tuesday	28/03/2017	Tools for EU project structuring: building the Logical Framework (logic of intervention, indicators, sources of verifications, assumptions and risks)
Thursday	30/03/2017	Tools for EU project structuring: building the Logical Framework (logic of intervention, indicators, sources of verifications, assumptions and risks)
Saturday	01/04/2017	EU project drafting techniques (relevance, impact, added value, ...) and Planning tools for EU project drafting (Work plan and Work Packages, Deliverables, Milestones, GANTT Chart)
Tuesday	04/04/2017	Focus: Regional cohesion and development

Thursday	06/04/2017	Focus: Regional cohesion and development
Saturday	08/04/2017	EU project drafting techniques (relevance, impact, added value, ...) and Planning tools for EU project drafting (Work plan and Work Packages, Deliverables, Milestones, GANTT Chart)
Tuesday	11/04/2017	EU Procurements project works: drafting of technical and financial offer
Thursday	13/04/2017	EU Procurements project works: drafting of technical and financial offer
Saturday	15/04/2017	Easter Holidays
Tuesday	18/04/2017	Easter Holidays
Thursday	20/04/2017	EU Procurements project works: drafting of technical and financial offer
Saturday	22/04/2017	EU Procurements project works: drafting of technical and financial offer
Tuesday	25/04/2017	EU Procurements project works: presentation and class discussion
Thursday	27/04/2017	Focus: Transport, energy, and ICT infrastructure
Saturday	29/04/2017	Planning quality monitoring and assessment: the project quality plan
Tuesday	02/05/2017	Focus: International Cooperation & Development
Thursday	04/05/2017	Focus: International Cooperation & Development
Saturday	06/05/2017	Effective communication techniques: the project dissemination plan
Tuesday	09/05/2017	Focus: European Neighbourhood & Enlargement
Thursday	11/05/2017	Focus: Employment and social affairs
Saturday	13/05/2017	Sustainability of project results: project exploitation plan
Tuesday	16/05/2017	Focus: Health & food safety
Thursday	18/05/2017	Job Link (Optional)
Saturday	20/05/2017	Drafting the project budget according with the EU financial regulation

Tuesday	23/05/2017	Drafting the project budget according with the EU financial regulation
Thursday	25/05/2017	Ascension
Saturday	27/05/2017	Focus: Competitiveness of SMEs
Tuesday	30/05/2017	Focus: Research & Innovation
Thursday	01/06/2017	Focus: Research & Innovation
Saturday	03/06/2017	Project implementation: financial & descriptive reporting
Tuesday	06/06/2017	Project implementation: management of international consortium, effective project meetings
Thursday	08/06/2017	Project implementation: monitoring timely project implementation and quality of results
Saturday	10/06/2017	Focus: Environment, Nature & Climate change
Tuesday	13/06/2017	
Thursday	15/06/2017	
Saturday	17/06/2017	
Tuesday	20/06/2017	
Thursday	22/06/2017	
Saturday	24/06/2017	
Tuesday	27/06/2017	Deadline for submission of Project Works
Thursday	29/06/2017	Exam (multiple choice test)
Saturday	01/07/2017	
Tuesday	04/07/2017	
Thursday	06/07/2017	Awards of diplomas and conclusion of the Master

Due to the fact that trainers are Project Managers that could be called on missions abroad on short notice, the calendar is subject to changes.

TRAINING INSTITUTIONS

EUROPEAN DESK OF THE BELGIAN-ITALIAN CHAMBER OF COMMERCE

Since 1950 CCBI implements activities to support entrepreneurship, international trade, and cultural exchanges between Belgium and Italy, but also at European level and beyond; its range of activities includes training courses and Masters, conferences and networking events, provision of technical consultancy services, EU project and tender drafting and management, lobby and advocacy, support to businesses and organisation of trade fairs.

CCBI has more than 10 year experience in organising training courses and Masters in fields such as EU policies and project management, entrepreneurship and internationalisation of SMEs, intercultural topics, career development, gender equality, sustainable development. Some of CCBI trainings and events have been inserted by the EU in the EC Grundtvig Catalogue or within the European SMEs Week or European Sustainable Energy Week. To deliver its training courses, CCBI cooperates at international level with Universities, public entities and other Chambers of Commerce. The didactic content of the courses is conceived by professionals and academics in order to provide practical skills ready to use on the job market. The quality of the CCBI service is certified ISO 9001.

With its practice, CCBI's *Grants & Tenders Department* contributes to the provision of case studies and up-dates to CCBI's trainings. The Department's mission is to monitor and analyse EU policies and funding programmes, to draft EU project and tenders, to define international partnerships, to implement and report projects to the EU. Currently, CCBI is managing projects in the field of entrepreneurship, education, tourism, and cooperation and development; moreover, being a reference point for many Italian public and private organisations, it provides consultancy on project drafting and management for ERASMUS+, COSME, and DEVCO programmes.

CCBI is a Belgian non-profit private association recognized by the Italian Ministry for Economic Development. It is part of the EU funded network of Intermediary Organizations for the Erasmus for Young Entrepreneurs programme, and it is part of the Chambers of Commerce Abroad network, involving 80 Chambers in 50 countries with 140 points of presence and over 24.000 members companies. CCBI's students join a network of alumni that grows constantly, with about 400 learners a year, most of them active in EU Affairs.

INSTITUTE OF EUROPEAN STUDIES OF THE CATHOLIC UNIVERSITY OF LOUVAIN

The creation of Universities as an institution was one of the best things to come out of the Middle Ages. The institution's commitment to extending the boundaries of human knowledge, transmitting this knowledge, and thereby increasing the humanity of the human race has kept it at the forefront of civilization in the 21st century. The Catholic University of Louvain (UCL) has played a part in this process with pride since 1425. But above all, UCL's mission to be a great European university is directed towards the future. It takes in teachers, researchers and students from far and wide and the need for strict quality control has never been higher. The internationalization of tertiary education brings new challenges. UCL is a microcosm of the world it serves. It is a centre of knowledge and innovation, a place of cultural celebration and invention, of achievement and extending the limits of human accomplishment.

UCL, a university:

- with an international reputation in the fields of education and research,
- that promotes the international mobility of people and knowledge,
- where innovation in the field of education is highly valued,
- with humanist values, both by choice and by tradition,
- that actively contributes to regional development,
- in a privileged environment.

The Institute of European Studies (IEE) of the UCL was created in 1967 as an interdisciplinary department for education, research and provision of services to the civil society. In 1999 it has been recognised as European centre of excellence with the Jean Monnet Chair sponsored by the European Commission. The IEE-UCL hosts the chair InBev-Baillet Latour « European Union and Russia » and Triffin International Foundation, chaired by Alexandre Lamfalussy. The Institute hosts also a European Documentation Centre (EDC).

Among its faculty, the IEE counts both professors from the academic world, as well as experts working with/for the European institutions. The professors of the Institute of European Studies are active both in teaching and researching in the field of European affairs. Many of them are hired by European institutions as external expert or have been vested of political posts.

Since 2009, the IEE is partner in the organization of the IMES and it is in charge of the academic section.

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