



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

Annex 9 – Inventory of education and training
programmes



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Annex 9: Inventory of education and training programmes

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1. TRAINING PROGRAMMES

1.	Vocational Training Programme
Title of the course and provider	The Essentials of EU funds management, European Training Centre in Paris (ETCP)
Geographic outreach (European/National/Regional)	European
Location	Paris, France
Language	English
Duration	5 days (16 to 20 March /29 June to 3 rd July)
Target groups	Project and finance managers (structural, investments and external funds)/Monitoring and programme managers
Topics covered	<p>Objectives:</p> <ul style="list-style-type: none"> • Getting step-by-step essential knowledge about the key points of EU Funds management at programme and project levels • Introducing some simplification and more efficient procedures • Getting a certificate of EU funds Manager by ETCP <p>Focus:</p> <ul style="list-style-type: none"> • EU 2020 strategies and programmes • Full project cycle management • Key alerts about errors, irregularities and fraud • Essential knowledge about indicators and performance management • Examples of smart specialisation and sustainable development schemes • Ask for detailed programme
Competences covered	Essential knowledge about indicators and performance management
Teaching methods	Seminar
Website	http://etcp.fr/seminars/generalmanagement/

2.	Vocational Training programme
Title of the course and provider	2014-2020 Better systems for better results, European Training Centre in Paris (ETCP)
Geographic outreach (European/National/Regional)	European
Location	Paris, France
Language	English
Duration	2 days
Target groups	Project, programme managers and IT managers
Topics covered	<p>Objectives:</p> <ul style="list-style-type: none"> • Reviewing the new requirements • Optimising the use of IT-systems to prevent, detect and correct errors • Facilitating the introduction of electronic versions at all levels • Reducing administrative burdens and improve monitoring <p>Focus:</p> <ul style="list-style-type: none"> • Requirements for 2014-2020 systems, accreditation and timing • Processes, procedures, workflows for • E-cohesion • Monitoring of indicators and errors • Action plan • Common, specific and cool practices from all member states
Competences covered	Increase the knowledge regarding IT systems and E-Cohesion
Teaching methods	Seminar
Website	http://etcp.fr/seminars/generalmanagement/

3.	Vocational Training programme
Title of the course and provider	The key to more strategic communication, European Training Centre in Paris (ETCP)
Geographic outreach (European/National/Regional)	European
Location	Paris, France
Language	English
Duration	2 day
Target groups	Communication officers and TA managers
Topics covered	<p>Objectives:</p> <ul style="list-style-type: none"> • Improving communication on the objectives, the funds and the results of programmes and projects • Getting better skills of communication specific to EU Funds • Simplifying EU objectives and exchanging experience <p>Focus:</p> <ul style="list-style-type: none"> • Role and function of the national information and communication officers • Better use of social networks • Online forum and e-services • Simplification with annual updates of communication strategy • Communication rules in Regulations
Competences covered	Improve the knowledge and skills regarding the communication at programme and projects level
Teaching methods	Seminar
Website	http://etcp.fr/seminars/control/

4.	Vocational Training programme
Title of the course and provider	The Tools for making Controls simple and secure, European Training Centre in Paris (ETCP)
Geographic outreach (European/National/Regional)	European
Location	Paris, France
Language	English
Duration	3 day (23 to 25 February /15 to 17 June)
Target groups	Finance and verification officers and risk managers
Topics covered	<p>Objectives:</p> <ul style="list-style-type: none"> • Improving systems, procedures and tools to prevent, detect and correct errors, irregularities and fraud • Making controls more effective and efficient • Screening errors throughout concrete cases <p>Focus:</p> <ul style="list-style-type: none"> • Difference between errors and irregularities • Reporting of control • Efficient checklists and checks on-the-spot • Professional judgement • Efficient detection of errors • Risk-based verification and certification
Competences covered	Improve the knowledge and skills regarding controls, irregularities, fraud
Teaching methods	Seminar
Website	http://etcp.fr/seminars/control/

5.	Vocational Training programme
Title of the course and provider	How to get Reasonable Assurance?, European Training Centre in Paris (ETCP)
Geographic outreach (European/National/Regional)	European
Location	Paris, France
Language	English
Duration	3 day (11 to 13 May)
Target groups	Finance, risks, verification, audit and certification officers
Topics covered	<p>Objectives:</p> <ul style="list-style-type: none"> • Improving verification, certification and audit based on « reasonable assurance » • Getting the best out control including test of control and test of details at system and operation levels • Scoring and weighting in concrete the level of risk <p>Focus:</p> <ul style="list-style-type: none"> • New Management Declaration of Assurance Sampling techniques • Proportionality of checks and tolerable error rates • New managing, certifying and audit functions including risk management
Competences covered	Improve the knowledge and skills regarding verifications, controls, risks
Teaching methods	Seminar
Website	http://etcp.fr/seminars/control/

6.	Vocational Training programme
Title of the course and provider	Targeting and mitigating the key risks, European Training Centre in Paris (ETCP)
Geographic outreach (European/National/Regional)	European
Location	Paris, France
Language	English
Duration	2 day (25 to 26 May)
Target groups	MA and AA: Finance, risk and verification officers and audit and certification officers
Topics covered	<p>Objectives:</p> <ul style="list-style-type: none"> • Managing the fraud risk assessment • Building an effective and proportionate anti-fraud system • Defining action plan and targeting key risks <p>Focus:</p> <ul style="list-style-type: none"> • Risk management principles and tools • Mitigating controls • Link between corruption and fraud • Impact on prevention and detection of irregularities • Conflict of interest
Competences covered	To provide knowledge about fraud risk assessment, anti-fraud system etc.
Teaching methods	Seminar
Website	http://etcp.fr/seminars/control/

7.	Vocational Training programme
Title of the course and provider	How to make it more efficient and effective?, European Training Centre in Paris (ETCP)
Geographic outreach (European/National/Regional)	European
Location	Paris, France
Language	English
Duration	2 day (2 to 4 March 2015/3 to 5 June 2015)
Target groups	Programme and projects managers and evaluation and monitoring officers
Topics covered	<p>Objectives :</p> <ul style="list-style-type: none"> • Getting more in-depth knowledge of project monitoring in relation to programmes, calls and strategic planning • Improving on-going evaluation and strategic monitoring of funds <p>Focus:</p> <ul style="list-style-type: none"> • New OP programming logic • Guiding principle for selection • New pack for applicants • Performance management • Multi-funds approach and integration of ESF, ERDF and EAFRD • Financial and technical prognosis
Competences covered	To increase the knowledge and skills regarding monitoring and evaluation of programmes and projects
Teaching methods	Seminar
Website	http://etcp.fr/seminars/simplification/

8.	Vocational Training programme
Title of the course and provider	The Practical Toolbox to improve the definition and use of targets, European Training Centre in Paris (ETCP)
Geographic outreach (European/National/Regional)	European
Location	Paris, France
Language	English
Duration	3 day (15 to 17 April)
Target groups	Project, activity and programme managers and Evaluation and monitoring managers
Topics covered	<p>Objectives:</p> <ul style="list-style-type: none"> • Defining clearer targets at programme level • Better and more secure closure of projects and programmes • Better on-going monitoring • Better selection of operations <p>Focus:</p> <ul style="list-style-type: none"> • EU common indicators • OP specific indicators • Quantitative and qualitative targets • Results-oriented management • Aggregation of data at priority level • Payment conditions at operation level
Competences covered	To increase the knowledge regarding setting and monitoring of targets and indicators
Teaching methods	Seminar
Website	http://etcp.fr/seminars/simplification/

9.	Vocational Training programme
Title of the course and provider	New experiences and success conditions to make it (really) simple, European Training Centre in Paris (ETCP)
Geographic outreach (European/National/Regional)	European
Location	Paris, France
Language	English
Duration	2 day (18 to 19 May)
Target groups	Programme and project managers and OP management group members
Topics covered	<p>Objectives:</p> <ul style="list-style-type: none"> • Assessing the success conditions at programmes and operations levels • Concrete solutions all throughout project cycle management • Anticipation of the (annual) closure of operations and programmes <p>Focus:</p> <ul style="list-style-type: none"> • New flat rates • New justification at operation level • New payment conditions and contracts • Good and bad stories • List of potential solutions for indirect costs, small operations, standardised units and lump sums
Competences covered	To increase the knowledge regarding simplified measures
Teaching methods	Seminar
Website	http://etcp.fr/seminars/simplification/

10.	Vocational Training programme
Title of the course and provider	Innovation 2020: How to make it smart?, European Training Centre in Paris (ETCP)
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	2 day (30-31 March)
Target groups	Finance and verification officers and risk managers
Topics covered	<p>Objectives:</p> <ul style="list-style-type: none"> • Improving effectiveness of OP/ policy intervention and create synergies with other policies • Connecting funding opportunities in the field of innovation • Mapping the potential actors /partners to foster national and regional strategies <p>Focus:</p> <ul style="list-style-type: none"> • Smart specialisation • Connection between sustainable development and smart growth • Eco innovations • Opportunities for R&D • ICT initiatives • Energy and housing schemes
Competences covered	To increase the knowledge regarding EU funds support for innovations
Teaching methods	Seminar
Website	http://etcp.fr/seminars/innovation/

11.	Vocational Training programme
Title of the course and provider	Territorial Development: With or without ITI and CLLD?, European Training Centre in Paris (ETCP)
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	2 day (8-9 June)
Target groups	Territorial Development: With or without ITI and CLLD?
Topics covered	<p>Objectives:</p> <ul style="list-style-type: none"> • Obtaining clearer understanding of the use of territorial instruments under 2014-2020 Operational Programmes • Identifying key success conditions for integrated, place-based development interventions • Framing an action plan for implementation of territorial development under EU programmes in your country <p>Focus:</p> <ul style="list-style-type: none"> • Specific territorial targets • Sustainable urban and rural development strategies and projects • Dedicated Priority Axis, Integrated Territorial Investment, Community-led Local Development and other relevant mechanisms • Governance and reporting at national and regional levels
Competences covered	To increase the knowledge regarding EU funds intervention for the territorial development
Teaching methods	Seminar
Website	http://etcp.fr/seminars/innovation/

12.	Vocational Training programme
Title of the course and provider	Financial Instruments: The full set-up and improvement of your instruments, European Training Centre in Paris (ETCP)
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	2 day (27 -28 April)
Target groups	Financial Managers, auditors and certification officers, financial Officers
Topics covered	<p>Objectives:</p> <ul style="list-style-type: none"> • Taking into account the rules and success conditions • Defining clearly objectives and implementing conditions of these instruments at national and regional levels (connected with Innovation schemes) • Making exchange of experience throughout concrete examples <p>Focus:</p> <ul style="list-style-type: none"> • New flexibility of financial Instruments • New standardisation of products and procedures • New implementing and reporting conditions • Alerts about errors and irregularities • Energy and housing schemes
Competences covered	To increase the knowledge regarding financial instruments
Teaching methods	Seminar
Website	http://etcp.fr/seminars/innovation/

13.	Vocational Training programme
Title of the course and provider	Annual Conference on European Public Procurement Law 2015, Academy of European law
Geographic outreach (European/National/Regional)	European
Location	Trier, Germany
Language	English
Duration	2 days (11 -12 June 2015)
Target groups	Lawyers and EU Public Procurement specialists
Topics covered	Competition Law, Administrative Law, Public Procurement Law
Competences covered	Latest information and trends of European Public Procurement Law
Teaching methods	Conference
Fees	Fees in €: Standard: 790 EU and ERA patrons: 474 Young lawyers and other groups: 592.50

14.	Vocational Training programme
Title of the course and provider	Post-Lisbon Delegated and Implementing Legislation, Academy of European law
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	2 days (12 - 13 February 2015)
Target groups	National government officials, EU officials, lawyers in private practice and other stakeholders.
Topics covered	Constitutional Law, European Law (General): <ul style="list-style-type: none"> • Experience with the post-Lisbon rules • Advisory and examination procedures • The difference between delegated and implementing acts • Right of scrutiny of the European Parliament and the Council • Access to information for the public
Competences covered	To know the differences between delegated and implementing acts, the advisory and examination procedures
Teaching methods	Seminar
Fees	Registration fees in €: Standard: 590 EU and ERA patrons: 354 Young lawyers and other groups: 442.50
Source of funding	Participants' fee
Website	https://www.era.int/cgi-bin/cms?_SID=68410cfdfa6249b649d921bc407dfd6f8fb2a63d00366902512972&_sprache=en&_persistant_variant=/Our%20programme/Browse%20all%20events&_bereich=artikel&_aktion=detail&idartikel=124964

15.	Vocational Training programme
Title of the course and provider	Organized Economic Crime in the EU: Cases, Trends and Tools - Focus on public procurement fraud, Academy of European law
Geographic outreach (European/National/Regional)	European
Location	Trier, Germany
Language	English
Duration	2 days (26 – 27 March 2015)
Target groups	Judges, prosecutors and law enforcement officials active in the detection and combatting of organised crime, as well as counsel and civil servants working on EU and national tenders.
Topics covered	Criminal Law, Police Cooperation Judicial cooperation: Latest trends in tackling crimes against the EU budget Useful tools for detecting fraudulent conduct in public procurement Challenges for judicial cooperation in cross-border economic crime cases – national experiences Investigation and prosecution of crimes with mutual legal assistance instruments The EPPO in relation to EU public procurement fraud
Competences covered	To get the latest know-how on how to tackle crimes against EU budget, as well as get the acquainted with the useful tools for detecting fraud in public procurement
Teaching methods	Seminar
Fees	105,00 EUR, for more information contact ERA
Source of funding	Participants' fee
Website	https://www.era.int/cgi-bin/cms?_SID=68410cfdfa6249b649d921bc407dfd6f8fb2a63d00366902512972&sprache=en&_persistant_variant=/Our%20programme/Browse%20all%20events&bereich=artikel&aktion=detail&idartikel=125053

16.	Vocational Training programme
Title of the course and provider	State Aid Proceedings and Litigation: EU administrative and procedural law in State aid matters, Academy of European law
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	2 days (14 – 15 May 2015)
Target groups	EU and national civil servants, lawyers in private practice and in-house counsel dealing with State aid cases.
Topics covered	Procedural issues arising from administrative State aid proceedings before the European Commission Key changes after State Aid Modernisation Judicial review proceedings of State aid decisions in the EU courts and related challenges Recovery of unlawful or misused State aid Private enforcement of State aid rules Enforcement of EU State aid rules in national judicial proceedings Minimum requirements for national remedies and procedures set by EU law
Competences covered	To gain knowledge on the enforcement of EU State Aid rules, as well as to know the changes after the State Aid Modernisation.
Teaching methods	Seminar
Fees	Fees in €: Standard - 690 EU and ERA patrons -414 Young lawyers and other groups 517.50
Source of funding	Participants' fee
Website	https://www.era.int/cgi-bin/cms?_SID=68410cfd6a6249b649d921bc407dfd6f8fb2a63d00366902512972&_sprache=en&_persistant_variant=/Our%20programme/Browse%20all%20events&_bereich=artikel&_aktion=detail&idartikel=124957

17.	Vocational Training programme
Title of the course and provider	Intensive course on Structural Funds, Ecorys Academy
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	5 days
Target groups	Government officials from New Member States involved in the management of Structural Funds and/or IPA.
Topics covered	<ul style="list-style-type: none"> • Module 1: EU Structural Funds: concepts and context; • Module 2: Strategic Planning and Programming; • Module 3: Implementation and Absorption Capacity; • Module 4: Financial Management, Control and Rules; • Module 5: Monitoring and Evaluation; • Module 6: Negotiations; • Module 7: assignment EC-funded project proposal preparation and project cycle management.
Competences covered	To use the acquired knowledge and skills in their working environment and have knowledge and insight in managing and/or applying for EU funds
Teaching methods	Open training Lecture (classroom training) combined with interactive coached sessions and practical exercises. A combination of seven modules, each with practical sessions and exercises, creating a comfortable and interactive working atmosphere
Fees	€1,950 excluding VAT, but including dinner, drinks and lunches, coffee and tea, course material, follow-up through ECORYS Academy extranet access.
Source of funding	Participant's fee
Website	http://www.ecorysacademy.com

18.	Vocational Training programme
Title of the course and provider	Cost Benefit Analysis of EU Funded Projects, Ecorys Academy
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	3 days
Target groups	For all staff responsible for preparing or assessing major project applications for Cohesion Funds, European Fund for Regional Development or IPA
Topics covered	<ul style="list-style-type: none"> • Theory of Cost Benefit Analysis according to International CBA standard textbooks and Guidelines for CBA of European Commission; • Important steps in a CBA study: feasibility and demand analysis, financial analysis (incl. EU Grant calculation), economic analysis and risk and sensitivity analysis; • Practical case studies of EU Funded Projects and CBA studies and group exercises with cases and CBA.
Competences covered	<ul style="list-style-type: none"> • To refresh or increase the knowledge of participants of the international standards for Cost Benefit Analysis studies of infrastructure projects and the Guidelines for CBA of the European Commission; • To create awareness of the possibilities to use Cost Benefit Analysis for improvement of transport, energy and environmental infrastructure projects and optimization of alternatives; • To increase skills in management and quality assurance of Cost Benefit Analysis for transport, energy and environmental infrastructure projects; • To increase skills in performing basic calculations and checks for the financial analysis and EU Grant calculation for a practical project infrastructure project case.

18. (continues)	Vocational Training programme
Teaching methods	Open training Lecture (classroom training) combined with interactive coached sessions and practical exercises.
Fees	€1,295 excluding VAT, but including dinner, drinks and lunches, coffee and tea, course material, follow-up through ECORYS Academy extranet access.
Source of funding	Participant's fee
Website	http://www.ecorysacademy.com/?page_id=2562

19.	Vocational Training programme
Title of the course and provider	EU Policies: Recent developments in critical policy areas, Ecorys Academy
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	8 weeks of 10 hours per module per week
Target groups	Civil servants and NGO staff
Topics covered	<ol style="list-style-type: none"> 1. Introduction in the EU Acquis, Cohesion Policies and EU Funds: EU Cohesion Policy Framework, Funds and implications; 2. Institutional and capacity building for EU Policies: administrative capacity and project preparation; 3. Competitiveness: Entrepreneurship and Innovation, Recent EU policies (Lisbon Agenda, Entrepreneurship Agenda) and good practices projects from the EU Member States and Candidate Countries and its implications and lessons; 4. Regional Development: EU Policy framework (Cohesion Policy), recent regional policies in the EU, good practices from EU Member States and implications; 5. Project development and application for EU Funds: How to develop good projects and apply to be able to benefit from EU funds; 6. Implementation of EU Programmes and projects: implementation lessons from EU and pre-accession countries; 7. Social Policies and Employment: EU Policy Framework (EU Employment Strategy, PROGRESS) recent policy developments and good practices from new EU member States; 8. Infrastructure: Transport and Environment Policies, EU Policy Framework and EC directives, recent policy developments, lessons from project evaluations in EU Member States and implications.
Competences covered	Increased knowledge and skills of participants to manage EU Funds for Human Resources Development Programmes and Projects.
Teaching methods	Client based training Lecture (classroom training), discussion and group exercises.

19. (continues)	Vocational Training programme
Fees	Dependent on the type of training and duration chosen. For more information contact Ecorys Academy via e-mail.
Source of funding	Participant's fee
Website	http://www.ecorysacademy.com/?page_id=2562

20.	Vocational Training programme
Title of the course and provider	SF general principles, eligibility/regulations, Ecorys Academy
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	The duration of the training depends on the training needs of the participants. This can be from half a day to one day course, which will be enable the participants to gain a general idea.
Topics covered	<ul style="list-style-type: none"> • EU policy • Operational programmes, priorities, measures and projects • Application procedures • What to take into account during implementation of the funds/projects • Compliance with the Rules • Lessons learnt
Competences covered	To gain knowledge on funding opportunities provided by the funds and have a first idea how they can implement projects/programmes in compliance with the procedures and rules
Teaching methods	Client based training Lecture (classroom training) with practical exercises
Fees	For more information - contact Ecorys Academy
Source of funding	Participant's fee
Website	http://www.ecorysacademy.com/?page_id=2562

21.	Vocational Training programme
Title of the course and provider	INTERREG Project Development Training, Ecorys Academy
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	3 days
Target groups	Project applicants wishing to develop a successful INTERREG project proposal
Topics covered	<ul style="list-style-type: none"> • Rules of the INTERREG programmes • Logic of project content development • Ensure a consistent and convincing proposal • Team-building and partnership-building • Financial resources • Communication and presentation • INTERREG language • Practical tips and hints • Elaborate your own idea
Competences covered	To strengthen the development of own project proposal, as well allow to work on own proposal and learn at the same time.
Teaching methods	Open training Lecture (classroom training) & interactive learning by doing during the training.
Fees	€1,250 including 2 lunches, 1 dinner, course material, follow-up service through extranet access
Source of funding	Participant's fee
Website	http://www.ecorysacademy.com/?page_id=2562
Feedback	

22.	Vocational Training programme
Title of the course and provider	Workshop Effective Policy/Programme Formulating, Ecorys Academy
Geographic outreach (European/National/Regional)	European
Location	Rotterdam, the Netherlands
Language	English
Duration	2 days
Target groups	For civil servants, policy makers and politicians in the public sector who are professionally involved in policy- and programme formulating.
Topics covered	<ol style="list-style-type: none"> 1. Problem and needs analysis: concepts, context and identifications 2. Logical Framework Approach (LFA) Problem structuring 3. From problems to actions and interventions
Competences covered	To strengthen the development of own project proposal, as well allow to work on own proposal and learn at the same time.
Teaching methods	Open training Workshop including lecture combined with interactive coached sessions and practical exercises.
Fees	€995 excluding VAT, but including drinks and lunches, coffee and tea and course material.
Source of funding	Participant's fee
Website	http://www.ecorysacademy.com/?page_id=2562

23.	Vocational Training programme
Title of the course and provider	Programming for Structural Funds and IPA, Ecorys Academy
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	Half day to one day
Target groups	For staff working with Structural Funds from New and Old Member States, as well Candidate countries
Topics covered	<ol style="list-style-type: none"> 1. Principles of programming 2. The programming process 3. Programming tools
Competences covered	Increased know-how about programming for Structural Funds and IPA. As well as know the main Programming principles in a SF/IPA context, understand the SF/IPA Programming process, be able to apply a number of Programming tools and be acquainted with programming in practice
Teaching methods	Client based training This is an Interactive training course which includes lecture, exercises and, examples from practice
Fees	The price ranges from €2,500 to €5,000 depending on specific wishes and needs. For more information - contact Ecorys Academy.
Source of funding	Participant's fee
Website	http://www.ecorysacademy.com/?page_id=2562

24.	Vocational Training programme
Title of the course and provider	Project Cycle Management Structural Funds and IPA for Regional and/or Rural Development, Ecorys Academy
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	Minimum 4 days, maximum 2 weeks. For specific topics 2-3 days in depth courses are possible. Such as for Cost estimation and financing, Project Appraisal and selection, Feasibility Study and Cost Benefit Analysis, Procurement, Grant Scheme Management or Monitoring and Evaluation.
Target groups	Very relevant for staff working in EU IPA Departments in Ministries of Regional Development and/or Agriculture and Rural Development managing the Operational Programmes Regional Competitiveness or Rural Development (IPARD) and/or for intermediate bodies or beneficiaries.
Topics covered	<ul style="list-style-type: none"> • Introduction in EU Structural Funds and the Instrument for Pre-Accession • Preparation of Operational Programmes for Regional Competitiveness and/or Rural Development • Absorption capacity and capacity building • Project pipeline generation, communication and guidance to potential applicants • Project preparation and the IPA Application Form • Cost Estimation and Financing of projects • Project appraisal and selection Feasibility Study and Cost Benefit Analysis for major projects • Public Procurement and PRAG Grant Scheme Management • Financial Management and Auditing • Monitoring of programmes and projects • Project Implementation and Risk Management • Evaluation
Competences covered	Increased knowledge and skills of participants to manage EU Funds for Regional and/or Rural Development Programmes and Projects.
Teaching methods	Client based training Lecture (classroom training), discussion and group exercises, e-learning and/or blended learning.

24. (continues)	Vocational Training programme
Fees	Dependent on the type of training and duration chosen. For more information, please contact Ecorys Academy.
Source of funding	Participant's fee
Website	http://www.ecorysacademy.com/?page_id=2562

25.	Vocational Training programme
Title of the course and provider	Project Cycle Management Cohesion Fund and IPA Environment, Ecorys Academy
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	Minimum 4 days, maximum 2 weeks. For specific topics 2-3 days in depth courses are possible, such as for cost estimation and financing, feasibility study and Cost Benefit Analysis, procurement or monitoring and evaluation
Target groups	Very relevant for staff working in EU IPA Departments in the Ministry of Environment managing the Operational Programme Environment or for intermediate bodies or beneficiaries (municipalities preparing and implementing projects in the fields of waste, water or biodiversity).
Topics covered	<ul style="list-style-type: none"> • Introduction in EU Funds and the Instrument for Pre-Accession • Preparation of Operational Programmes Environment • Absorption capacity and capacity building • Project preparation and the IPA Application Form • Cost Estimation and Financing • Feasibility Study and Cost Benefit Analysis • Environmental Impact Assessment • Public Procurement and PRAG • Project Monitoring and Supervision • Project Implementation and Risk Management • Evaluation
Competences covered	Increased knowledge and skills of participants to manage EU Funds for Environment Programmes and Projects.
Teaching methods	Client based training Lecture (classroom training), discussion and group exercises, e-learning and/or blended learning.
Fees	Dependent on the type of training and duration chosen. For more information, contact Ecorys Academy.
Source of funding	Participant's fee
Website	http://www.ecorysacademy.com/?page_id=2562

26.	Vocational Training programme
Title of the course and provider	Project Cycle Management Cohesion Fund and IPA Transport, Ecorys Academy
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	Minimum 4 days, maximum 2 weeks. For specific topics 2-3 days in depth courses are possible, such as for cost estimation and financing, feasibility study and Cost Benefit Analysis, procurement or monitoring and evaluation.
Target groups	Very relevant for staff working in EU IPA Departments in the Ministry of Transport managing the Operational Programme Transport and/or for intermediate bodies or beneficiaries (rail or road agencies, port authorities).
Topics covered	<ul style="list-style-type: none"> • Introduction in EU Funds and the Instrument for Pre-Accession • Preparation of Operational Programmes Transport • Absorption capacity and capacity building • Project preparation and the IPA Application Form • Cost Estimation and Financing of projects • Feasibility Study and Cost Benefit Analysis • Environmental Impact Assessment • Public Procurement and PRAG • Project Monitoring and Supervision • Project Implementation and Risk Management • Evaluation
Competences covered	Increased knowledge and skills of participants to manage EU Funds for Transport Programmes and Projects
Teaching methods	Client based training Lecture (classroom training), discussion and group exercises, e-learning and/or blended learning.
Fees	Dependent on the type of training and duration chosen. For more information, contact Ecorys Academy.
Source of funding	Participant's fee
Website	http://www.ecorysacademy.com/?page_id=2562

27.	Vocational Training programme
Title of the course and provider	European Funding for Research, Innovation and Competitiveness: State Aid, Procurement and Audit Requirements, Lexxion Training
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	2 days (11-12 February 2015)
Target groups	<p>Officials and experts implementing and advising on the various funding opportunities for smart growth as well as beneficiaries from:</p> <ul style="list-style-type: none"> • Managing Authorities and Intermediate bodies involved in programmes for R&D&I • National Agencies for Research, Innovation, Development and Competitiveness • Ministries of Education, Science, Research and Economy • Business Angels and other bodies supporting SMEs and innovative start-ups • Consultants and lawyers advising the research and innovation sector • National, Regional and Local Development Agencies • Development banks and holding funds of financial instruments investing in the sector • Research Institutes and other beneficiaries • Technological Parks, Clusters and Research cooperation
Topics covered	<p>Innovation as an objective of the Cohesion Policy 2014-2020 - The provisions of the ESIF regulation</p> <ul style="list-style-type: none"> • Horizon2020 and other EU programmes directly managed by the Commission - in particular COSME, European Union Programme for Employment and Social Innovation ("EaSI"), and the digital services part of the Connecting Europe Facility • Financial Instruments within ESIF for R&D&I sector • State aid rules applying to the R&D&I sector, including the new GBER • Public procurement of ESI funded projects • Public-private partnerships – Legal issues • Smart Specialisation Strategy - Best Practice Presentation

27. (continues)	Vocational Training programme
Competences covered	<p>Receive first-hand advice on the ESIF regulation and Horizon 2020 provisions.</p> <p>Improve your knowledge about the various financial instruments and risk capital investments.</p> <p>Learn best practices from various member states and bodies.</p> <p>Network with possible partners from national agencies, research institutes and private companies.</p> <p>Exchange your experience in best practice rounds with experts from other Member States.</p> <p>Receive advice on legal requirements of the State aid regime.</p> <p>Become acquainted with public procurement procedures applicable to EU funded projects.</p> <p>Enable synergies between European Structural and Investment Funds, Horizon 2020 and other research, innovation and competitiveness-related Union programmes.</p>
Teaching methods	<p>Hands-on training. The sessions will combine presentations, case studies, best practices and discussion on practical problems.</p> <p>You will have ample opportunities to present your own problematic issues and discuss them with the speakers and participants from other Member States and research institutes.</p>
Website	<p>http://www.lexxion.eu/training/past-trainings/eu-funding-for-radai-2015</p>

28.	Vocational Training programme
Title of the course and provider	Technical Assistance for ESI Funds 2014-2020, Lexxion Training
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	2 days (October 2015)
Target groups	Programme and project managers, experts and officers, responsible for Technical Assistance in Managing, Certifying and Audit Authorities, Beneficiaries, Consultancies specialised on ESI Funds
Topics covered	Eligibility of costs in Technical Assistance 2014-2020 How to make the best use of Technical Assistance? Financial management and control of costs in Technical Assistance Monitoring & evaluation of Technical Assistance Closure of Technical Assistance OPs Discussion & exchange of experience between Member States
Competences covered	Indepth knowledge and practical examples on eligibility of costs, absorption possibilities, evaluation methods and financial control of Technical Assistance for ESI Funds 2014-2020.
Teaching methods	Intensive training
Website	http://www.lexxion.eu/training/eu-funds/technical-assistance-for-esi-funds-2014-2020

29.	Vocational Training programme		
Title of the course and provider	Intensive Spring Course on Financial Instruments (FIs) Implementation Challenges of the 2014-2020 Period and Lessons Learnt from 2007-2013, Lexxion Training		
Geographic outreach (European/National/Regional)	European		
Location	Brussels, Belgium		
Language	English		
Duration	3 days (13 - 15 April 2015)		
Target groups	<p>Experts responsible for set up, monitoring and auditing of Financial Engineering Instruments in:</p> <p>ERDF and ESF Managing, Audit and Certifying Authorities and Intermediate Bodies Holding Funds Financial Intermediaries Experts implementing and monitoring JEREMIE and JESSICA</p> <p>EU funds experts involved in the implementation with FI in public authorities such as: National ministries Regional and local governments City councils National and Regional Development Agencies Research institutes Lawyers and consultants specialised in public affairs</p> <p>Private and Public Banks</p>		
Topics covered	<p>DAY 1 FIs in 2014-20: Regulatory Framework and Set Up Requirements</p> <ul style="list-style-type: none"> Introduction FIs in the ESIF Regulation 2014-20 Overview of the Off-the-shelf FIs 	<p>DAY 2 Management, Monitoring and Control of FI – Best Practice from 2007-13</p> <ul style="list-style-type: none"> Shared management and control: Legal aspects and responsibilities' division Monitoring and Control from the view of a MA 	<p>DAY 3 State aid rules and risk finance</p> <ul style="list-style-type: none"> Financial Instruments and Compatibility with State Aid Law Guidelines on risk finance investments
	Morning session		
	<ul style="list-style-type: none"> Centrally Managed FIs: Types and How to Get Involved Ex-ante Assessment: Methodology and Practical Experiences 	<ul style="list-style-type: none"> Audit of FI by European Court of Auditors Preparation for the Closure of FEI 2007-13 How the Experience of FIs in 2007-13 Programme Has Shaped 2014-20 Regulations 	<ul style="list-style-type: none"> Case studies on State aid within JEREMIE and JESSICA projects
	Afternoon session		
	Best practice		
	<ul style="list-style-type: none"> FIs and Access to Finance for SMEs 	<ul style="list-style-type: none"> Urban projects financed under JESSICA Initiative 	<ul style="list-style-type: none"> FI in the Innovative Sector and Risk Management

29. (continues)	Vocational Training programme
Competences covered	Meet the experts from European Institutions and national authorities and learn how to ensure proper management of your FIs. Learn how to successfully establish FIs in the Programming Period 2014-2020. Ensure proper financial management and get prepared for audit procedures. Become acquainted with national best practices. Profit from excellent networking opportunities when meeting EU Funds experts from all over Europe.
Teaching methods	Intensive training
Website	http://www.lexxion.eu/training/past-trainings/essentials-fi-2015

30.	Vocational Training programme
Title of the course and provider	EU Funding & State Aid for Energy: Funding Opportunities, Financial Instruments and Compliance with State Aid Rules, Lexxion Training
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	2 days (27-28 April 2015)
Target groups	Managing Authorities and Intermediate Bodies involved in programmes for Energy and Environment Energy Agencies National, Regional and Local Development Agencies Development banks, public and private banks Consultants and lawyers in the Energy and Environment sector Beneficiaries of ESI Funds and/or EU direct programmes
Topics covered	What are the EU's funding provisions and investment priorities for 2014-2020 in the field of energy? What funding opportunities for renewable energy and energy efficiency projects as well as for research and innovation related topics do exist? What are the key provisions and eligibility criteria for funding from Horizon 2020? How to best implement the EU energy priorities on national and regional level? What funding opportunities for renewable energy and energy efficiency from European Structural and Investment (ESI) Funds do exist? How to best make use of Financial Instruments from the European Investment Bank (EIB)? How to comply with the new State aid Rules for energy and environmental projects? Which measures fall under the new rules of the General Block Exemption Regulation (GBER) as well as de minimis? What are the specific State Aid provisions for energy efficiency and renewable energy?
Competences covered	First-hand knowledge and intensive discussion and exchange on the different funding sources for energy projects, on the corresponding legal issues and best practice examples

30. (continues)	Vocational Training programme
Teaching methods	<p>The participants will be actively involved in the training. Together with our experts, you will analyse the regulation, case law and best practices. The training sessions will combine presentations with case studies and discussion rounds.</p> <p>Each session will give the participants ample opportunities to present their own problematic issues and discuss them with the speakers and participants from other Member States.</p>
Website	http://www.lexxion.eu/training/eu-funds/european-funding-for-energy

31.	Vocational Training programme
Title of the course and provider	ESI Funds & Public Procurement Requirements Proceedings, Control, and Handling of Irregularities and Financial Corrections, Lexxion Training
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	2 days (16 - 17 April 2015)
Target groups	<p>Experts responsible for monitoring, control and auditing of public procurement in:</p> <ul style="list-style-type: none"> • ERDF, ESF, CF, EAFRD, EMFF Managing Authorities • Audit Authorities • Certifying Authorities • Intermediate Bodies <p>EU funds experts involved in the implementation of EU funded projects and acting as a contracting authority in public authorities such as: National ministries, National agencies, Regional and local governments, City councils, National and Regional Development Agencies, Auditors from National and Regional Audit Authorities, Private companies acting as contractors for the implementation of EU funded projects, Lawyers and consultants specialised in public affairs, Private and Public Banks</p>
Topics covered	<p>The 2-day intensive training focuses on two core topics.</p> <p>Day 1 presents the relevant public procurement regulations and procedures: Current European procurement rules and their reform Workshops on the various tendering phases from defining the tender to conclusion of the contract Public procurement and the management of Structural Funds Most frequent public procurement errors</p> <p>Day 2 gives an overview of the tasks of ESI Funds managing bodies in respect to public procurement: Monitoring and control by the Managing Authorities Determining, administrating and defining irregularities</p>

31. (continues)	Vocational Training programme
	<p>The new COCOF Guidelines for determining financial corrections to be made to expenditure financed by the Union under shared management</p> <p>Auditors approach</p> <p>The training will be completed with an interactive session, in which our experts will analyse the practical cases and questions submitted by our participants. The proceedings of this part of the training will be kept confidential.</p>
Competences covered	<p>The knowledge of public procurement rules, acquaintance with relevant procedures as well as awareness of the potential violation risks and know-how in handling with irregularities and financial corrections are indispensable for all experts involved in management and control of EU Funds.</p>
Teaching methods	Intensive training
Website	http://www.lexxion.eu/training/eu-funds/esi-funds-and-public-procurement-requirements

32.	Vocational Training programme
Title of the course and provider	Advanced Training on Verification of ESI Funds, Lexxion Training
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	2 days (September 2015)
Target groups	<p>Experts from public authorities in charge of financial management and control, especially from:</p> <ul style="list-style-type: none"> • Managing and Certifying Authorities • Intermediate Bodies • Regional and local authorities • Bodies working in European Territorial Cooperation • Consultants and lawyers
Topics covered	<p>The two-day intensive training will provide expert presentations, interactive sessions on (best) practices and group work on the following topics:</p> <ul style="list-style-type: none"> • New legal requirements • Verification methodologies • Desk-based & On-the-spot verification checks • How to improve the verification strategies • Risk analysis and sampling • Verification & Simplified Cost Options • Compliance with State aid and procurement rules • Handling irregularities & fraud • The full programme and list of speakers will be published on the website soon.
Competences covered	First-hand experience on risk analysis and sampling when working with ESI Funds, as well as gained knowledge on how to handle irregularities and fraud cases while implementing finances of ESI Funds
Teaching methods	Interactive Training
Website	http://www.lexxion.eu/training/eu-funds/verification-of-esi-funds

33.	Vocational Training programme
Title of the course and provider	Result-based Management for ESI Funds 2014-2020, Lexxion Training
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	2 days (September 2015)
Target groups	Programme and project managers and experts responsible for EU, national or regional programmes and projects from National and regional ministries International, national and regional institutions Universities
Topics covered	The two-day intensive training will provide expert presentations, interactive sessions and group work on the following topics: <ul style="list-style-type: none"> • Result-based management principles & terms • How to implement the management approach? • How to manage practical challenges of change on organisational and individual level? • Toolbox to improve the result-orientation of organisations • Result-based management in Structural Funds • Practical examples, group work & expert guidance: How to introduce a result-based management system in your organisation? • The full programme and list of speakers will be published on the website soon.
Competences covered	First-hand knowledge on how to achieve result-based management in Structural Funds, as well as to improve the management approach when working on projects with Structural Funds.
Teaching methods	Intensive Training
Website	http://www.lexxion.eu/training/eu-funds/result-based-management-for-esi-funds-2014-2020

34.	Vocational Training programme
Title of the course and provider	EU Project Management - The management of projects from A to Z, College of Europe
Geographic outreach (European/National/Regional)	European
Location	Bruges, Belgium
Language	English
Duration	5 days
Target groups	Designed to assist professionals with grasping the complexities of EU funding schemes and to keep projects on track even in the toughest, most unpredictable times.
Topics covered	<p>Through detailed case studies and project simulations, this interactive training delivers a comprehensive knowledge of essential techniques for successful, cost-effective management of EU projects. Our project management training course covers all phases of an EU Project. More specifically, throughout the training, participants get to know EU funding opportunities which are available and explore project concept, project cycle, project design and project proposal writing. Moreover, the course aims to support good management practices and effective decision making throughout the project management cycle – from programming, through to identification, consortium building, formulation, implementation and evaluation.</p> <p>High level experienced professionals lead participants through a curriculum based on the latest Project Management methodologies of leadership and management.</p>
Competences covered	<ul style="list-style-type: none"> • Improve, extend and update your knowledge and understanding of the project management on EU projects. • Grasp the complexities of EU funding schemes and gain the knowledge to succeed in a variety of funding opportunities. • Strengthen your project management skills through the numerous practical exercises. • Enjoy a unique opportunity to learn in a multicultural atmosphere and extend your personal and professional network.

34. (continues)	Vocational Training programme
Teaching methods	<p>An interactive course confronting theory with practice divided into three main strands:</p> <ul style="list-style-type: none">• Interactive training sessions examining theoretical and practical aspects of EU Project Management;• Workshops, simulation exercises and case studies designed to identify, develop project management essential skills;• A simulation exercise stretching over the entire course. <p>Individual and collective feedback is a key part of the exercise giving participants the opportunity to maximise their personal learning experience.</p>
Website	http://do.coleurope.eu/prof/EUProjectManagement/

35.	Vocational Training programme
Title of the course and provider	ECQA Certified EU Project Manager – Training, Skills International
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	The training course is available either as a 2 -5 days training with lots of practical examples. The 2 days trainings are combined with blended eLearning. There are special editions of the course targeting specifically knowledge for EU proposal development, writing a successful application, evaluation and monitoring, or also finance and audits.
Target groups	Training is especially designed to provide project managers, administrators and financial personnel with the skills needed to successfully develop and implement European projects. Project Managers, Administrations, Research Managers, Financial personnel, Coordinators or partners of EU-funded projects, Proposal developers, Representatives of managing authorities for European projects
Topics covered	<p>The Training covers a range of EU Programs, the main focus is mainly on:</p> <ul style="list-style-type: none"> • Horizon 2020/FP7 • Erasmus+/Lifelong Learning Programme • Cohesion Policy/Structural Funds, etc. <p>The participants will go through all the procedures of project implementation, from contract management to finances, reporting and exploitation of project results. At the seminar, participants will obtain and improve knowledge, applicable to all EU programs. They will understand:</p> <ul style="list-style-type: none"> • the life cycle of EU-funded projects • structure of EU institutions and EU programs • best practice how to integrate your project idea into EU funding programs • New EU Programmes 2014-2020 • calls for proposals and related documentation • the process for project application and success criteria • from contract preparation to the project implementation • financial planning and reporting, preparation of audits

35. (continues)	Vocational Training programme
	<ul style="list-style-type: none"> • best practices in selecting and managing EU project partnership and partner search • risk management in EU projects and best practice how to avoid risks • quality management in European projects • management of distributed teams and IT support • inter-cultural factors in European projects
Competences covered	Practical know-how and best practices in the management of EU projects is integrated into the Europe-wide training and certification schema.
Teaching methods	Training courses are designed either as: Onsite training courses In-house group training or eLearning training seminar including webinars
Website	http://www.skills-int.com/en/training-courses/ecqa-certified-eu-project-manager

N.	Title of the course
	ESIF Modules, European Academy for Taxes, Economics and Law
	http://www.euroacad.eu/
36.	Financial Accounting of EU-Funded Projects
37.	Calculating the Expenditures of ESI Funded Projects by Using Simplified Cost Options
38.	Smart Indicators for EU Funds 2014-2020
39.	Carrying out Closure of the Operational Programmes 2007-2013
40.	Practical Toolbox for EU Funds Project Managers
41.	Handling Irregularities in EU Funded Projects
42.	Technical Assistance for European Structural and Investment Funds
43.	EU Funding Opportunities for Energy Projects in Europe and Beyond
44.	Project Management for EU Funded Projects – How to Develop, Plan and Manage an EU Funded Project Successfully
45.	New Rules on Eligibility of Expenditure in Structural Funds Projects 2014-2020
46.	Fraud in EU Funded Projects: Detecting, Handling, Combating
47.	Reinforced Financial Control Requirements of EU Funds 2014-2020
48.	Using Financial Instruments in the Current Generation of Programmes 2014-2020
49.	Major Projects Funded by ESI Funds 2014-2020: Cost-Benefit Analysis • State Aid Rules • Environmental Impact Assessment
50.	Requirements for IT Systems in EU Funds Management: e-Cohesion – IT-Audit – Security – Data
51.	Financing Health Care Projects with ESI Funds
52.	Implementing Major Projects Funded by ESI Funds 2014-2020 Eligibility of Costs, Cost-Benefit Analysis, Application Procedure
53.	Smart Indicators for EU Funds 2014-2020
54.	Calculating the Expenditures of ESI Funded Projects by Using Simplified Cost Options
55.	How to Audit Public Procurement Effectively
56.	Fraud in EU Funded Projects: Detecting, Handling, Combating
57.	Reinforced Financial Control Requirements of EU Funds 2014-2020
58.	Performance Audit in the Public Sector Planning, Preparing and Carrying out Performance Audits

N.	Title of the course
	ESIF Modules, European Academy for Taxes, Economics and Law
	http://www.euroacad.eu/
59.	Risk Management in the Public Sector
60.	New Public Procurement Procedures: Competitive Dialogue & Competitive Procedure with Negotiation
61.	Contract Management in Public Procurement
62.	Changes to Existing Contracts and Avoiding the Need for a New Tender
63.	Awarding, Selection and Exclusion Criteria in Public Procurement
64.	State Aid for Environmental and Energy Projects
65.	State Aid for Infrastructure Projects
66.	State Aid & SGEI in Health Care, Social Services and Infrastructure
67.	Implementing The New Structural Funds and Investment Funds Regulations: Comparing 2014-2020 with 2007-2013
68.	Cost Benefit Analysis (CBA of EU-Financed Projects: Why and How? New CBA Guide 2014-2020)
69.	Structural Funds and Public Procurement Control
70.	Cost-Benefit Analysis (CBA) of EU-Financed Projects - Advanced Course. Programming Period 2014-2020.
71.	Comparing Structural Funds systems and projects in the area of IT sector
72.	Financial Management of EU Structural and Investment Funds
73.	Tutorial: Project Cycle Management: A Technical Guide
74.	Evaluating EU Structural Funds Support for Business Growth and Innovation: Moving from 2007-2013 to 2014-2020
75.	Edition 2014+: How to Select and Develop a Convincing Project Strategy for EU 2020 Funding: Dos and Don'ts for Local and Regional Actors
76.	Managing the Project Pipeline for EU Structural and Investment Funds (ESI) Programmes
77.	Major Projects and Revenue-Generating Projects in Practice
78.	Performance Audits on EU Funds carried out by the European Court of Auditors
79.	Implementing the New Structural and Investment Funds Regulations: Comparing 2014-2020 with 2007-2013
80.	European Territorial Cooperation: How to Build a Successful European Partnership for Better Use of EU Funds?
81.	Evaluation and monitoring of EU Structural Funds Programmes 2014-2020

N.	Title of the course ESIF Modules, European Academy for Taxes, Economics and Law http://www.euroacad.eu/
82.	Delivering Better Results and Making Greater Use of Simplification in Structural and Investment Funds for the New Period 2014-2020
83.	The New Regulations for Financial Management and Audit of EU Structural and Investment Funds - comparing 2014-2020 with 2007-2013
84.	Ensuring Effective EU Funds Management Through Building Strong HR Strategies

85.	Vocational Training programme
Title of the course and provider	Training on Cohesion Policy 2014-2020 for EU Member State Experts - Module 1: Programme implementation, ensuring greater focus on results, European Commission Directorate-General Regional and Urban Development
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	2 days (multiple times during the 4-month period Module 1)
Target groups	National and regional authorities responsible for the management of the Structural and Cohesion Funds
Topics covered	<ul style="list-style-type: none"> • Intervention logic: explaining the result orientation of 2014-2020 • Performance framework and reserve • Develop good partnership • Fulfilling e-Cohesion requirements • Ex-ante Conditionalities: Common Provision Regulations and Guidance • General Ex-Ante Conditionalities (on public procurement) • Developing the Project Pipeline: project pipeline development & Calls and project selection • Developing administrative capacities: Requirement for sound EU programme implementation & Action to solve bottlenecks
Competences covered	To broaden the knowledge of the key new elements and provisions in the EU Cohesion Policy legislative framework for 2014-2020
Teaching methods	2-day seminar
Website	http://ec.europa.eu/regional_policy/what/future/experts_training_en.cfm

85.	Vocational Training programme
Title of the course and provider	Training on Cohesion Policy 2014-2020 for EU Member State Experts - Module 2: Management and control; management verifications, European Commission Directorate-General Regional and Urban Development
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English, French
Duration	2 days (multiple times during the 4-month period Module 2)
Target groups	National and regional authorities responsible for the management of the Structural and Cohesion Funds
Topics covered	<ul style="list-style-type: none"> • Management and control systems • Annual assurance and irregularities • Management verifications in structural funds and public procurement • Audit Authority: audits of system, operations and accounts • Financial management: comparing 2007-2013 and 2014-2020 • Eligibility of expenditures in Structural Funds 2014-2020 • Simplified cost options • Joint Action Plan
Competences covered	To broaden the knowledge of the key new elements and provisions in the EU Cohesion Policy legislative framework for 2014-2020
Teaching methods	2-day seminar
Website	http://ec.europa.eu/regional_policy/what/future/experts_training_en.cfm

85.	Vocational Training programme
Title of the course and provider	Module 3: Ensuring result-orientation in operational programmes 2014-2020, European Commission Directorate-General Regional and Urban Development
Geographic outreach (European/National/Regional)	European
Location	Brussels, Belgium
Language	English
Duration	2 days (provided in 2015 – repeated in 2016)
Target groups	National and regional authorities responsible for the management of the Structural and Cohesion Funds
Topics covered	<ul style="list-style-type: none"> • Intervention logic and result-orientation • Investment Priorities, Specific Objectives, Result Indicators, Actions and Outputs • Project generation and selection • Monitoring and reporting requirements • Systems for measuring and reporting on project and programme progress • Open Data • Evaluation requirements, impact evaluation and data collection
Competences covered	To broaden the knowledge of the key new elements and provisions in the EU Cohesion Policy legislative framework for 2014-2020
Teaching methods	2-day seminar
Website	http://ec.europa.eu/regional_policy/en/information/legislation/guidance/training/#3

2. MASTER PROGRAMMES

86.	Academic Master's programme
Title of the course and provider	Master in European Legal Studies - MELS Online, European Institute of Public Administration (EIPA)
Geographic outreach (European/National/Regional)	European
Location	Luxembourg: EIPA European Centre for Judges and Lawyers (Main location of EIPA: Maastricht, Netherlands; additional locations: Barcelona, Spain and representative office in Brussels, Belgium)
Type of degree released	Master degree in European Legal Studies (in partnership with Université de Lorraine in France)
Language	English, French
Duration	2 academic years
Target groups	The programme is mainly intended for civil servants, EU officials, lawyers and other legal experts, as well as other professionals and graduates interested in European law. No prior degree in law is required to participate in the programme.
Topics covered	<ul style="list-style-type: none"> • Introduction to European geopolitics • Theories on the European integration process • Introduction to European legal affairs • Specialised European legal issues: Internal Market and European economic law, broadening, deepening and reform of the EU, The future of the European integration process; Implementation of the European legal system • EU Citizenship • The European Area of Justice, Freedom and Security • Europe as an international actor etc.
Competences covered	Broader and deeper knowledge of the European law and how it works in practice.

86. (continues)	Academic Master's programme
Teaching methods	<p>Students attend face-to-face lectures and tutorials using interactive education methods such as group work, case studies, simulation exercises and problem-solving learning.</p> <p>A set of web-based learning tools such as audio-video tutorials, web-conference lectures, assignments and online tests are offered.</p> <p>Finally, students are invited to engage in guided distance learning. Attendance is compulsory in order to be able to sit the examinations. The face-to-face tuition takes place on specific weekends per academic semester, when students gather from Friday afternoon to Sunday lunchtime.</p> <p>These weekends are supplemented by online work and self-study, providing students with an excellent opportunity to broaden and deepen their knowledge of the law and how it works in practice.</p>
Fees	The provisional tuition fees amount to € 4,975 per academic year. This fee includes registration fees at the Université de Lorraine. Special discounts and other financial help available (check www.eipa.eu).
Source of funding	Participants fees + institute's funding
Website	http://www.eipa.eu/en/pages/display/&tid=194
Feedback	<p>"This Master's degree is fully recognised throughout the European Union!" (as per EIPA Master in Legal Studies - MELS online brochure: http://mels.eipa.eu/courses/DEMO2/document/BrochureMELS_A5.pdf)</p>

87.	Academic Master's programme																																																																												
Title of the course and provider	Master's degree in European Studies, Twente																																																																												
Geographic outreach (European/National/Regional)																																																																													
Location	Twente, Netherlands																																																																												
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Website	https://www.utwente.nl/en/education/master/programmes/european-studies/programme/structure/																																																																												
Feedback																																																																													

88.	Academic Master's programme
Title of the course and provider	Twente Master's degree in Public Administration, Twente
Geographic outreach (European/National/Regional)	
Location	Twente, Netherlands
Certification released	
Language	
Duration	
Target groups	
Topics covered	<p>Part 1: Specialization courses</p> <p>In the first and third quarter you will have the opportunity to take courses within your specialization: a number of core courses and a number of electives. Go to our specialization pages to find out more about the study programme:</p> <ul style="list-style-type: none"> • Policy and Governance • Public Management • Public Safety • Regulation and Innovation <p>Part 2 – Master's thesis</p> <p>In addition to the specialization courses in quarters two and four, you will work on a Master's thesis on a topic of your own choice within the specialization. You will carry out the requisite research at a national or international organization, or within one of the university's research departments.</p> <p>You will work with professionals and have the opportunity to integrate your knowledge and various research techniques while applying them to practical problems. You will complete your MSc studies by writing, presenting and defending your Master's thesis.</p>
Competences covered	
Teaching methods	
Fees	
Source of funding	
Website	https://www.utwente.nl/en/education/master/programmes/public-administration/programme/structure/
Feedback	

89.	Academic Master's programme
Title of the course and provider	Master of European Studies, University of Zagreb Faculty of Political Science
Geographic outreach (European/National/Regional)	European
Location	Zagreb, Croatia
Type of degree released	Master degree in European I Studies
Language	English
Duration	1 academic years
Target groups	The programme is open to students of social Sciences, preferably those coming for a political, economic or legal background
Topics covered	<ul style="list-style-type: none"> • Economics of European Integration • Politics and Political System of the EU • Constitutional Law of the European Union • European Political Thought: Liberalism and Nationalism • Policy-Making in the European Union • European Union and Southeast Europe • Institutional Economics of European Integrations • EU Internal Market Law • Judicial Processes in the European Union • Political System of Croatia in the European Context • Eastern European Economies, Governments and Politics
Competences covered	According to his program, teaching and extra-curricular contents European Studies excellent fit into the process of life-long training, which has become one of the priorities for further professional development
Teaching methods	European studies are the only nationally interdisciplinary approach that addresses issues of regional cooperation, a study plan tailored to the specifics of the process of Croatian Integration into the European Union. The process is studied from the perspective of a nation to join the European Union, in which economic, political and legal reforms essential precondition of equal membership in this supranational organization. The quality of European Studies by the fact that it is the only specialized studies in Osijek, which operates at the Doctoral School of the University of Josip Juraj Strossmayer.
Fees	

89. (continues)	Academic Master's programme
Source of funding	
Website	https://www.fpzg.unizg.hr/images/50022024/MES-izvedbeni.pdf
Feedback	

90.	Academic Master's programme
Title of the course and provider	European Studies Regional Cooperation and EU Integration, Josip Juraj Strossmayer University of Osijek
Geographic outreach (European/National/Regional)	European
Location	Osijek, Croatia
Type of degree released	After completing the study and defending the Master thesis, students are awarded the title Advanced Master of European Studies (AME\$)
Language	English
Duration	3 semesters (1.5 academic years)
Target groups	Young students holding a degree in the relevant field
Topics covered	Economic, legal, political, historical and military aspects of positioning our country on the road to the European Union and support given by various institutions of the region
Competences covered	Professional training of staff in state and public administration will be achieved through this interdisciplinary study, which comprises providing basic knowledge of the European Union legal system, as well as economic, military, cultural and political aspects of Croatian integration to EU. In addition harmonization of work procedures within offices in Croatian public and state administration with the work of corresponding offices in EU member states shall be achieved. Knowledge and skills gained through this interdisciplinary study provide good basics for advanced education in the field of international relations, public relations, legal services and for positions within corporate sector that connect domestic and foreign, as well as regional and European dimension of integration process.

90. (continues)	Academic Master's programme
Teaching methods	<p>Lectures are held in the first and second semester. The third semester is intended for producing and defending the Master thesis in public. The students are obliged to deliver two research papers during the study upon which completion a pertinent number of ECTS credits shall be awarded.</p> <p>The study is evaluated according to the ECTS (European Credit Transfer System) for the purpose of establishing common criteria for the recognition of examinations passed at other institutions of higher education in the Republic of Croatia as well as within the EU countries. Upon completion of the study programme students shall obtain 90 ECTS (30 in each semester and 30 ECTS after final paper has been successfully defended). Besides obligatory number of ECTS, passed exams and research papers shall be evaluated according to the following grades ranging from 1 - 5.</p>
Fees	
Source of funding	
Website	https://www.fpzg.unizg.hr/images/50022024/MES-izvedbeni.pdf
Feedback	

91.	Academic Master's programme
Title of the course and provider	Adapting to the European Union: project management and the use of EU funds and programs, Centre For European Studies faculty of Political Science University of Zagreb
Geographic outreach (European/National/Regional)	European
Location	Zagreb
Type of degree released	MA in Social Science
Language	Croatian
Duration	1 academic year
Target groups	Actors in private or public sector interested in the EU affairs and especially process of Europeanization in new EU member states.
Topics covered	<p>The programme contains four main obligatory study areas:</p> <ol style="list-style-type: none"> 1. Politics and Political System of the EU, 2. Public Policy of the EU, 3. Economic and Monetary Policy of the EU and 4. EU Law. <p>Following obligatory courses students are enrolled in the non-obligatory courses according preferences in</p> <ul style="list-style-type: none"> • Programs and EU funds in Education and Science • Environmental Policy in the Context of EU Membership • EU Project Management: Planning, Programming and Evaluation (Project Cycle) • EU Cohesion Policy • The Structural Funds in Croatia: SMEs and Infrastructure • Programs and EU funds in the Agriculture and Fisheries • Information and Communication on EU projects • Capacity Building for EU funds and programs • Programs and EU funds in Culture and Tourism • Programs and EU Funds for Civil Society Organizations.

91. (continues)	Academic Master's programme
Competences covered	Dissemination of knowledge on projects, funds and programs of the EU is a necessary part of educating experts who will be active participants in this field. With an approach to excellence in educating future university specialists this programme of the Faculty of Political Science aims to contribute to the quality of the use of funds and programs, and thus serves the fundamental interests of the Croatian society, which is one of the fundamental tasks of university studies
Teaching methods	The postgraduate specialist study programme "Adapting to the European Union: project management and the use of EU funds and programs" has been designed as a result of interdisciplinary research and the practical application of knowledge necessary for specialists to participate in the complex process of using, planning, implementation and evaluation of the funds and programs of the European Union in the Republic of Croatia, the member state of the European Union. Faculty of Political Sciences launched this programme of study, offering quality experts from various fields at the university level in the education of future actors in the management of European projects.
Fees	20,000 HRK (= 2,618 EUR)
Source of funding	Student's own funds
Website	http://www.ces-fpzg.org/en/study
Feedback	

92.	Academic Master's programme
Title of the course and provider	European Management of Public Administration degree program, University of Applied Sciences for Public Administration and Finance Ludwigsburg and Kehler
Geographic outreach (European/National/Regional)	European
Location	Ludwigsburg and Kehler
Type of degree released	Master of Arts in European Public Administration
Language	German English and French are required
Duration	4 semesters (2 academic years)
Target groups	The target group are university graduates, in particular a School of Public Administration or from the fields of law, economics or social sciences who wish to qualify for a career start with European points of reference in local, state and federal ministries or European
Topics covered	<p>Module 1: European Law</p> <p>Module 2: Historical and political dimension of European integration</p> <p>Module 3: Fiscal and economic aspects of economic and monetary union</p> <p>Module 4: Intercultural communication</p> <p>Module 5: EU law, economics and social science aspects of policies</p> <p>Module 6: Comparison of European administrative systems of the legal, political and cultural aspects</p> <p>Module 7: EU administrative management</p> <p>Module 8: Communication in foreign languages</p> <p>Module 9: Electives</p> <p>Module 10: Internship in a European administrative authority or in another European institution</p> <p>Module 11: Master colloquium</p> <p>Module 12: Master Thesis/defence of the Master Thesis</p> <p>Module 13: project Weeks</p>

92. (continues)	Academic Master's programme
Competences covered	<p>The aim of the course is to convey a deeper understanding of the administrative, legal and social structures, including their method of politics, economy and culture of the Member States of the European Union and the European institutions as part of the progressive European integration.</p> <p>The programme gives you professional, methodological, personal and social key qualifications that make you fit for Europe. Your communication, legal, economic and organizational skills enable them participate competently in the progressive European learning goals</p> <ul style="list-style-type: none"> • Knowledge of European law and its application • Understanding of the European integration process and its challenges for the actions of government and administration • Confrontation with concrete requirements of European integration at the national, regional and local government sector • Ability to acquisition, implementation and evaluation of European funding • Acquisition of personal key qualifications for communication and negotiation skills in cross-cultural contexts and with European institutions • Ability to transnational cooperation, especially through the acquisition of knowledge of the political and administrative systems in other Member States. <p>These skills are expected in the professional world of public administrations and other institutions such as associations and NGOs with increasing intensity and thus constitute an important prerequisite of higher professional qualifications and flexibility.</p>
Teaching methods	
Fees	No student fees, however all the students of the universities of Ludwigsburg and Kehl an administrative fee in the amount of about € 100 per semester will be charged. In addition, only one enrolment or confirmation fee per semester is charged
Source of funding	Education loans by BAFöG effort
Website	http://www.euro-mpa.de/
Feedback	

93.	Academic Master's programme
Title of the course and provider	Public Management (MA), Harz University of Applied Sciences
Geographic outreach (European/National/Regional)	European
Location	Harz
Type of degree released	MA in Public Management
Language	German
Duration	4 semesters (2 academic years)
Target groups	Master is intended to graduate students, particularly those with a degree related to administrative science
Topics covered	The contents of our Master's programme make from it, to provide students with legal, economic and social skills for a professional career in the public sector in Germany.
Competences covered	The main substantive priorities of the programme are, for example, in: <ul style="list-style-type: none"> • the scientific elaboration and discussion of public reform efforts (New Public Management) • the theoretical and practical use of relevant target groups politics, administration and the public, in the future-oriented implementation of customer
Teaching methods	The part-time Master's degree programme Public Management is a scientific and application-oriented degree program. It conveys the graduates skills for management positions in the public sector as well as being able to edit and change concepts practical reform. <p>Through this alignment, it is important to convey addition to specialized knowledge especially communication and social skills. The main substantive priorities of the programme are, for example, in:</p> <ul style="list-style-type: none"> • the scientific elaboration and discussion of public reform efforts (New Public Management) • the theoretical and practical use of relevant target groups politics, administration and the public, in the future-oriented implementation of customer-oriented management

93. (continues)	Academic Master's programme
Fees	No fees, but students are required to pay an administrative fee that includes bus transport card
Source of funding	N/A
Website	https://www.hs-harz.de/en/study/dpt-public-management/public-management-ma/
Feedback	

94.	Academic Master's programme
Title of the course and provider	https://www.hertie-school.org/empa/
Geographic outreach (European/National/Regional)	European
Location	Berlin
Type of degree released	MA
Language	German
Duration	Full time: 1 academic year Part-time: 2 academic years
Target groups	Candidates come From a wide variety of professions, all with strong links to the public sector. About a third have made their careers in public administration, another third in international and non-profit organisations, and the rest in other areas, like business
Topics covered	Core curriculum The governance courses familiarise students with traditional and current concepts in policymaking. They address the challenges of working across sectors and borders, between institutions in one sector and within organisations themselves. Students gain insight into the strengths and weaknesses of national institutions as they coordinate with international networks, like the EU. How do they constrain or enable enterprises, social groups, and state actors? Students learn about decision making rationality, the interplay between principals and agents, institutional design and capacity, public-private partnerships and regulatory regimes. The management courses cover various dimensions of running an organisation, such as strategy, performance, and human resources. Students debate the pros and cons of policy instruments in public sector management. They compare differing cultures and tenets in administration, like continental European versus Anglo-Saxon traditions. And they examine how policy measures can bring about long-term success, focusing on issues like how to adjust fiscal rules to avoid deficit spending or new trends such as accrual accounting.

94. (continues)	Academic Master's programme
Competences covered	<p>The Hertie School strives to convey a deeper understanding of the ethical and moral questions involved in leadership, and to foster public trust and social responsibility. We attract a highly talented student body from diverse national and disciplinary backgrounds, united by a desire to make a difference and to bring about a better future</p>
Teaching methods	<p>Study tailored to individual needs and interests The quality of the programme is rooted in two principles: interdisciplinary and practical application. The EMPA programme combines economics and social sciences to further students' understanding of complex governance challenges and management solutions. The participants work on international case studies and discuss phenomena against the background of their own work experience. Experts of all sectors regularly share current issues and discuss challenges and possible solutions with the students.</p> <p>The flexibility of both time frame and content enables each student to adapt the programme to his or her individual needs. The programme offers professionals both sound theoretical knowledge and hands-on management skills, using modern teaching methods.</p> <p>The programme is tailored to the busy schedules of working professionals, offering full-time or part-time enrolment over 1 or 2 years. Forty-seven days of attendance and 15 courses are required to graduate, in addition to a master's thesis and a workshop in Brussels or London. Participants may switch between full- and part-time, depending on the demands of their careers. To make it easy for students travelling from far away, the 2.5-day courses are offered in blocks, so participants can come for a week and take two courses at once. The flexible format enables part-time students to complete 7–9 courses in one year, while taking only 20 days off work and making 4–5 trips to Berlin. All course materials are also available for download.</p>
Fees	28,000 EUR
Source of funding	Scholarships available
Website	https://www.hertie-school.org/fileadmin/images/Downloads/empm/Executive_Master_of_Public_Administration_Brochure.pdf

94. (continues)	Academic Master's programme
Feedback	<p>“In this programme, uniquely qualified (young) leaders learn the skills required in modern administration in addition to their respective professional expertise: modern management and strategic management, international decision-making processes, EU governance, and also leadership skills.”</p> <p>Dr. Wolfgang Schäuble, German Federal Minister of Finance</p>

95.	Academic Master's programme
Title of the course and provider	Public Policy and Good Governance program, The Willy Brandt School of Public Policy
Geographic outreach (European/National/Regional)	European
Location	Erfurt
Type of degree released	Master of Public Policy
Language	German
Duration	2 academic years
Target groups	Young academics and professionals who wish to pursue a career in public service, including government agencies, international organizations and the non-profit sector
Topics covered	The curriculum consists of the following modules: <ul style="list-style-type: none"> • Policy Analysis Module • Management Module • Leadership Module • Basics and Language Module • Specialization Modules • Practical Training Module • Graduation Module
Competences covered	Drawn from political science, economics, sociology, public administration and law, the MPP curriculum builds the skills and knowledge base required of a professional policy analyst. It includes courses in political and economic analysis, statistics, public management and ethics. Throughout the coursework, research and field experience, students develop their understanding of the policy process and the institutions and actors involved in that process.
Teaching methods	The MPP is a full time, two-year, 120 credit programme consisting of a core curriculum (policy analysis, leadership, management modules), an internship and an intensive policy project (practical training module), elective courses taken from five potential areas of specialization (specialization modules), and soft skills and language training courses (basics and language module). The mandatory modules make up the core curriculum, while the specialization modules, the practical training module, and the basics and language module can be chosen according to the personal interests and professional needs of each student.

95. (continues)	Academic Master's programme
	During the first three semesters students complete both the core curriculum and the specialization modules. The fourth semester will be devoted to the master thesis. In each semester students should earn approximately 30 credit points.
Fees	Tuition fee is €1,500 per semester or €6,000 for the entire program
Source of funding	Students – some scholarships are available
Website	http://www.brandtschool.de/master-program.html
Feedback	

96.	Academic Master's programme	
Title of the course and provider	Master's programme in Administrative Sciences, The German University of Administrative Sciences Speyer	
Geographic outreach (European/National/Regional)	National	
Location	Speyer	
Type of degree released	Master of Arts Administrative Science	
Language	German	
Duration	2 academic years	
Target groups	Young students holding a BA in the relevant field	
Topics covered	<p>1st year</p> <p>Core Module 1 Core Module 2 Core Module 3 Core Module 4 Core Module 5</p> <p>Core Module 6</p> <p>Internship</p> <p>2nd year 4 out of 6 Optional Modules</p> <p>Optional Module 1 Optional Module 2 Optional Module 3</p> <p>Optional Module 4 Optional Module 5 Optional Module 6</p> <p>Master's Thesis</p>	<p>1st and 2nd semesters</p> <p>Administrative Sciences Public Law Social Sciences Economics Methodology of Interdisciplinary Work</p> <p>Information, Communication, Strategic Skills</p> <p>3rd and 4th semesters</p> <p>Government and administration Public Policy Europeanization and Internationalization of Public Administration Organisation and Personnel (Human Resources) Funding of Public Services Competition and Regulation in the Infrastructure Sector</p>

96. (continues)	Academic Master's programme
Competences covered	<p>Built on a broad scientific foundation, the course conveys the essential knowledge on governance and programme design options available to fulfil public duties. The course focuses on the mission, structure and actions of public administration in Germany within an international context. While in Germany the administrative sciences are largely conditioned by the legal perspective, the academic programme is based on the advantages of a North American understanding of Administrative Sciences, one which possesses a strong interdisciplinary critical sociological perspective that, nonetheless, does not neglect the legal perspective.</p>
Teaching methods	<p>The Master of Arts in Administrative Sciences offers graduate level training organized to international standards. The lessons are taught as part of modules structured around particular themes and which are discussed in terms of different scientific disciplines and practical lessons. At the same time, the acquired competences can be applied and tested in different practical contexts.</p> <p>Candidates must have prior skills in the legal, administrative, economic or social sciences. The organization of the modules is adapted to the various disciplinary courses in order to deepen and complement the pre-existing knowledge and experience of students.</p> <p>The lessons and examinations are conducted in German and English. To obtain the degree a candidate must receive 120 ECTS points for the 2-year programme and 60 ECTS for the 1-year programme. The Master's thesis amounts to 20 ECTS points. After passing the examinations, the German University of Administrative Sciences Speyer awards the academic degree of "Master of Arts" (MA)</p>
Fees	No fees
Source of funding	N/A
Website	http://192.124.238.252/ENGL/studies-MasterAS.htm
Feedback	

97.	Academic Master's programme	
Title of the course and provider	Master of Arts Public Economy, The German University of Administrative Sciences Speyer	
Geographic outreach (European/National/Regional)	National	
Location	Speyer,	
Type of degree released	Master of Arts Public Economy	
Language	German and English	
Duration	2 academic years	
Target groups	Candidates must have prior skills in the legal, administrative, economic or social sciences. The organization of the modules is adapted to the various disciplinary courses in order to deepen and complement the pre-existing knowledge and experience of students.	
Topics covered	<p>1st year</p> <p>Core Module 1</p> <p>Core Module 2</p> <p>Core Module 3</p> <p>Core Module 4</p> <p>Core Module 5</p> <p>Core Module 6</p> <p>Internship</p> <p>2nd year 4 deepening modules (mandatory)</p> <p>Deepening Module 1</p> <p>Deepening Module 2</p> <p>Deepening Module 3</p> <p>Deepening Module 4</p>	<p>1st and 2nd semesters</p> <p>Administrative Sciences</p> <p>Public Law</p> <p>Social Sciences</p> <p>Economics</p> <p>Methodology of Interdisciplinary Work</p> <p>Information, Communication, Strategic Skills</p> <p>3rd and 4th semesters</p> <p>Public Finance</p> <p>Competition and Regulation</p> <p>Procurement</p> <p>Management of Public Services (Public Corporate Governance)</p>

97. (continues)	Academic Master's programme
	<p>1 of 2 Optional Modules</p> <p>Optional Module 5 Public Enterprises</p> <p>Optional Module 6 Infrastructure</p> <p>Master's Thesis</p>
Competences covered	<p>The role of government in the public sector economy has greatly transformed over the years. The new course of study "Öffentliche Wirtschaft" (Public Economy) is dedicated to the study of the public economic sector from an interdisciplinary perspective. Like the economic activity and role of the state, the areas covered in the course curriculum are diverse. They include the role of the state as a consumer in the market, its role in traditional economic policy as well as in the provision of services in the general interest and the promotion of economic development. An active professional in this field requires an adequate knowledge and expertise of law, economics and administrative sciences. The interdisciplinary professional Master's degree in "Öffentliche Wirtschaft" (Public Economy) meets these needs.</p>
Teaching methods	<p>The Master of Arts in "Öffentliche Wirtschaft" (Public Economy) offers graduate level training organized to international standards. The lessons are taught as part of modules structured around particular themes and which are discussed in terms of different scientific disciplines and practical lessons. At the same time, the acquired competences can be applied and tested in different practical contexts.</p> <p>The lessons and examinations are conducted in German and English. To obtain the degree a candidate must receive 120 ECTS points for the 2-year programme and 60 ECTS for the 1-year programme. The Master's thesis amounts to 20 ECTS points. After passing the examinations, the German University of Administrative Sciences Speyer awards the academic degree of "Master of Arts" (MA).</p>
Fees	No fees
Source of funding	N/A
Website	http://192.124.238.252/ENGL/studies-MasterOEW.htm
Feedback	

98.	Academic Master's programme
Title of the course and provider	Economics and Management of Public Administration and international institutions, Bocconi University – Graduate School
Geographic outreach (European/National/Regional)	National and European
Location	Milan
Type of degree released	Master of Science in Economics and Management of Public Administration and international institutions
Language	Italian and English
Duration	2 academic years
Target groups	Open to candidates holding a degree relevant to the master
Topics covered	<p>1st Year</p> <ul style="list-style-type: none"> • 1st Semester <ul style="list-style-type: none"> – Scenarios for the public sector and international institutions – Quantitative methods for social sciences – Strategy and public management – International economic scenarios – Public policy analysis • 2nd Semester <ul style="list-style-type: none"> – Rights of national and international institutions – Economic analysis of industrial policies and territorial – Public budgeting and performance measurement – International institutions and NGOs (major A) – Comparative business-government relations (majors B or C) – Language 1 – Language 2
Competences covered	<p>The Master of Science in Economics and Management of Public Administration and international institutions has the following objectives:</p> <ul style="list-style-type: none"> • provide advanced education on issues of public management, public policy analysis and related fields of application aimed to work in professional environments, public and private, aimed at improving public action at international, national and local levels; • foster the development of a unified vision of government methodologies government and international organizations, management of relations between these institutions and companies operating in their environment;

98. (continues)	Academic Master's programme
	<ul style="list-style-type: none"> • complete the preparation in business and economic supply of knowledge and skills in quantitative disciplines and legal, in order to develop the ability to analyse problems in interdisciplinary; • develop skills through educational activities in the classroom and outside the classroom that encourage interaction and students teacher student interaction between them and the development of analytical skills to problems, even complex, problem solving skills, ability to present and discuss the results of their processing; • foster mastery (business scope) using the English language and a second language EU for effective and efficient operation.
Teaching methods	<p>In the first part of the course it provides, in addition to a solid theoretical basis, methods and knowledge applied to concrete cases, in order to expand the knowledge and skills of the student 's interpretation of the operation of national governments and international</p> <p>During the second part, students must choose 4 optional (for a total of 24 credits) building its own free plan or by following a recommended route (Major) from the following proposed International organizations (in English)</p> <ul style="list-style-type: none"> • A major Government and business - government relations (in Italian) • Major B Management of social enterprises (in Italian) • C major
Fees	<p>Total fee is 28,000 EUR Early bird application fee is 25,000 EUR</p>
Source of funding	<p>Funded by students Possibility of Fullbright scholarship</p>
Website	<p>http://www.unibocconi.it/wps/wcm/connect/Bocconi/SitoPubblico_IT/Albero+di+navigazione/Home/Corsi/Scuola+Superiore+Universitaria/Corsi+di+laurea+biennali/Studenti+prospective/Economia+e+manag.amministrazioni+pubbliche+e+istituzioni+internazionali/Obiettivi+formativi/</p>

98. (continues)	Academic Master's programme
Feedback	<p data-bbox="730 248 1294 315">Satisfaction of students attending for the teaching imparted</p> <p data-bbox="730 344 1382 479">90% of students who attended the teachings In the academic year. 2013-14 shows himself satisfied with the quality of teaching provided (answers from 6 to 10 on a scale of 1-10)</p> <p data-bbox="730 508 1358 575">Satisfaction of students about to graduate the course of studies done</p> <p data-bbox="730 604 1337 732">90% of students who graduated In the academic year. 2012-13 declared himself generally satisfied with the course of studies done.</p>

99.	Academic Master's programme
Title of the course and provider	Master's degree programme in Government and Policies, Guido Carli Free International University for Social Studies
Geographic outreach (European/National/Regional)	European and national
Location	Roma
Type of degree released	Master degree
Language	Italian and English
Duration	2 academic years
Target groups	first-level graduates and degree candidates who have decided to continue their studies and earn a master's degree
Topics covered	<p>Major <i>Comunicazione e nuovi media</i> (held in Italian)- Communication and new media</p> <p>Major <i>Istituzioni e politiche</i> (held in Italian) – Institutions and policies</p> <p>Major <i>Politiche pubbliche</i> (held in Italian)</p> <p>Major <i>Public Policies</i> (held in English)</p> <p>The major in <i>Comunicazione e nuovi media</i> (<i>Communications and New Media</i>) trains students to be able to strategically evaluate and manage the role of media and in general new digital communications technologies in sectors focused on managing political processes of the government and public policies. To this end the major has courses centered around the relationship between political communication and E-government, on deliberative democracy with regard to new technologies and on the interconnection between the languages of politics and new media.</p> <p>The major in <i>Istituzioni e politiche</i> (<i>Institutions and policies</i>) provides students with the theoretical and operational skills needed to work in public institutions in the broad sense (local, national and international administrations, as well as lobbyists, political parties, corporate institutional relations, etc.).</p> <p>The programme includes specialist courses focused on the decision-making logic that characterizes the elected assemblies, the dynamics of European economic policy, multilevel governance and the ethical rules that should frame the action of public office holders. A distinctive element of the majors in <i>Politiche pubbliche</i> (<i>Public policies</i>) in Italian and English is the analysis of empirical data, both from surveys and from official statistics related to the socio-economic variables affected by public policies.</p>

99. (continues)	Academic Master's programme
	<p>Public policies are a crucial aspect of national life. Social and technological change continuously creates new situations that require the adoption of new or updated policies. The countries that respond best to this challenge acquire an important competitive advantage in global competition between systems and countries. The majors introduce theories and models in the study of public policies and prepare for an interdisciplinary and comparative critical analysis of several specific areas related to the cohesion of the European Union, health, energy and environment as well as social and labour aspects. Particular attention is dedicated to methods of evaluating public policies in terms of goals to achieve, the means to reach them, and the effectiveness of the results related to the goals set.</p>
Competences covered	<p>The programme provides specialized training in the sectors of administration, public policy, public management, and new media in their relationship with the political and institutional context. Giving space to non-traditional educational practices, Government and Policies is also aimed at preparing students for the world of work. Specifically, the programme emphasizes the acquisition of professional skills and logical abilities that are essential for effective problem solving. The educational process for students, finally, is punctuated by meetings with important representatives of the business community, institutions and politics, and is characterized by an intensive and advanced study of languages</p>
Teaching methods	<p>The goal of the degree programme in Government and Policies is to train different types of professionals able to operate at top levels in public and private institutions, in the design, management and evaluation of public policies and in the scenario delineated by the relationship between new media and the public sphere, bringing a solid, complete and updated preparation.</p> <p>The major in <i>Comunicazione e nuovi media</i> (Communications and New Media) prepares professionals to operate strategically in local, national and international public administrations, and more generally to find a position in a labour market characterized by an ever more pronounced relationship between new media and the political and institutional environment. Graduates possess a solid interdisciplinary foundation in the historical, political, economic and legal fields, and they complete their profile by acquiring specific expertise in the media sector thanks to specialized courses in their curriculum.</p>

99. (continues)	Academic Master's programme
	<p>The goal of the major in Istituzioni e Politiche (<i>Institutions and policies</i>) is to enable graduates to access, through sound expertise acquired in law, important positions within public institutions. The curriculum is designed to enable graduates to operate effectively in constitutional bodies, in European, national and local administrations, at independent authorities, and on behalf of those who work with them within the sectors of institutional relations, lobbying, and political parties.</p> <p>The majors in <i>Politiche pubbliche</i> (<i>Public policies</i>) in Italian and English are aimed at training professionals to perform specialized functions in important roles on behalf of public administrations (EU or international institutions, ministries, independent authorities, regions and associations of municipalities) or with private entities such as research centres, consulting firms, organizations representing various interests, large corporations, or as freelancers responsible for independent evaluations.</p>
Fees	Not published yet (January 2016)
Source of funding	
Website	
Feedback	

100.	Academic Master's programme
Title of the course and provider	Expert European Funding, Università degli Studi Roma TRE
Geographic outreach (European/National/Regional)	European
Location	Rome
Type of degree released	Master's Degree
Language	Italian
Duration	2 academic years
Target groups	The Master is open to graduates (undergraduate four-year and advanced degrees) in Economics, Law, Political Science and Public Administration employees.
Topics covered	<ol style="list-style-type: none"> 1. The European Union: Institutions and Training Budget 2. Policies and structural funding 3. The National Strategic Framework (NSF) 4. By operating activities: the use of the funds 5. The correct use of the funds. Profiles regulatory and supervisory authority 6. Seminars and research conducted by Professors, known nationally and internationally, and by experts on European policies
Competences covered	The educational goal is to train professionals, which, highly qualified, are thus able to contribute to the proper and timely management of public funds from the Community, to limit the rate of irregularity of the projects and to prevent, as much as possible the fraud against the EU budget.
Teaching methods	<p>The didactic structure of the course is characterized by an organization in modules highly interdisciplinary and closely integrated with each other. The Master consists of a general part and a specialized part that describes the path of this new professional proposal at national and, ultimately, in the Community.</p> <p>Each module is coordinated by specific managers that facilitate an interdisciplinary approach.</p> <p>The course is aimed at training experts in the operating procedures for the submission of applications, management and performance assessment linked to the different types of European funding:</p> <ol style="list-style-type: none"> a. Within government, agencies, public bodies (regional and local) and other public b. Within private companies and individuals, however, which qualify to benefit from European

100. (continues)	Academic Master's programme
Fees	4,000 EUR
Source of funding	Student's own funds
Website	http://www.uniroma3.it/schedaPostLauream12.php?pl=209&facolta=112
Feedback	

101.	Academic Master's programme
Title of the course and provider	Master NUVAL for experts in planning and evaluation of development policies, The Department for Development Policy and the Department of Public Administration of the Presidency of the Council of Ministers
Geographic outreach (European/National/Regional)	National
Location	Rome
Type of degree released	Master's Degree
Language	Italian
Duration	2 academic years
Target groups	Graduates (min. 4 years) from the relevant field
Topics covered	The National Strategic Framework contains objectives and rules, such as new programming procedures focused on key actions, the extension of the areas of assessment, the achievement of service objectives, which involve a decisive increase in the commitment by the Administrations concerned and possession of good technical skills specialist for the implementation of the single regional programming
Competences covered	Students will become specialists in the planning and evaluation of development policies, which will require specific skills increasingly high, not only sectorial but also interdisciplinary
Teaching methods	The training process of the Master takes into account the skills, tools and procedures necessary to meet the challenges arising from the implementation of the single regional programming. This takes place within a framework of enhanced and fruitful institutional cooperation between scientific and academic world and public institutions, which has always been a strong point of reference for the Master Program
Fees	4.000 + 400 per module
Source of funding	National government + student's own funds
Website	http://www.dps.tesoro.it/master_nuval.asp#nuval0709
Feedback	

102.	Academic Master's programme
Title of the course and provider	Manager of development policies and cohesion, Universita' della Calabria, Universita' di Parma
Geographic outreach (European/National/Regional)	European
Location	Parma and Cosenza
Type of degree released	Level 1 Master's degree
Language	Italian
Duration	1 academic year
Target groups	<p>The Master aims to help the government (ministries, regions, local authorities), the Intermediate Institutions (Chambers of Commerce, trade associations, consortia, Territorial Pacts, PIT, Service Centres), to Private Companies and services to international bodies professionals who have expertise in the development, management and evaluation of territorial development programs.</p> <p>In particular, the Master intends to train people with interdisciplinary skills. The Manager is in fact a figure of the system can control the whole process of public policy, to integrate knowledge, to identify experts as appropriate</p>
Topics covered	<p>CULTURE BASIC</p> <ol style="list-style-type: none"> 1. Public policies and institutional change 2. The socio - economic territorial 3. History of local production systems 4. The principles of collective 5. The structure of government structures 6. Equal opportunities 7. Environmental sustainability <p>POLICIES AND INSTRUMENTS</p> <ol style="list-style-type: none"> 8. The policies of the European Structural Funds 9. National policies: the new programming 10. The new urban policies 11. Programming and project cycle audience <p>ANALYSIS AND EVALUATION OF PUBLIC POLICIES</p> <ol style="list-style-type: none"> 12. Public Policy Analysis: introduction to basic concepts 13. Designing public policies: tools and strategies 14. The evaluation of public policies <p>TRANSVERSAL SKILLS</p> <ol style="list-style-type: none"> 15. Writing and communication 16. Development of personal skills and social skills 17. Quantitative tools of spatial analysis

102. (continues)	Academic Master's programme
	<p>EVALUATION OF THE EXPERIENCES OF STAGE AND EXAM PREPARATION</p> <p>18. Evaluation and discussion on the experience of internship</p> <p>19. Preparation for the exam</p>
Competences covered	<p>Reading and analysis of the socio - economic and institutional</p> <ul style="list-style-type: none"> • programming, management, monitoring and evaluation of policies and public projects • promotion of cooperation processes between institutions and other actors • encourage the production of public goods • use the regulatory instruments and contractual mechanisms • evaluate the effects of policies on equal opportunities and environment • communication orally and in writing
Teaching methods	<p>The classroom lessons are structured in five thematic blocks in turn divided into modules. The first block, Culture base of 138 hours total aims to provide participants with the principles and concepts on the issues of economic development, the role of institutions and public policies, the opportunities and the difficulties of collective action, new forms of government. The second block, and policies and instruments, 110 hours total, it aims to provide participants with an overview of all EU and national public policies aimed at economic development and social cohesion. The third block, analysis and evaluation of public policies, of 120 hours total aims to provide participants with the basic skills. The fourth block Soft skills of a total of 94 hours is aimed at increasing the capacity of students to develop their personal potential and to be in a group; to strengthen the capacity of written and oral communication; to use statistical tools and information to perform spatial analysis. The fifth block, rating the experience of internship and exam preparation, 38 hours overall aims in the discussion and evaluation of the experiences of internships and the illustration of how the final exam.</p>
Fees	3,000 EUR (will be revised March 2016 for next academic year).
Source of funding	<p>Student's own funds</p> <p>Discounts available for public servants</p>
Website	http://valutazioneinvestimenti.formez.it/sites/all/files/I%20Master_Prima%20edizione.pdf
Feedback	

103.	Academic Master's programme
Title of the course and provider	Manager of policies and development programs and cohesion and expert evaluation of public investment, Università di Roma La Sapienza, Università di Roma Tor Vergata, Università di Roma Roma Tre
Geographic outreach (European/National/Regional)	European
Location	Rome
Type of degree released	Level 2 Master's Degree
Language	Italian
Duration	1 academic year
Target groups	<p>The Master is open to two types of subjects:</p> <ul style="list-style-type: none"> • graduates interested in acquiring methodologies and evaluation criteria to be applied in the management of development policies and in the analysis of technical feasibility, economic, administrative and environmental public investment; • employees of both central and local government, as well as employees of research institutes and consulting, also private. <p>In particular, the professionals which the master intends to make its contribution to the training are as follows:</p> <ol style="list-style-type: none"> a) experts in evaluation and management (public investment) within government, central and local, government spending, development agencies, etc.; b) experts in evaluation and management of private companies operating in consultancy and assistance to public administrations; c) expert evaluation of spending laws, plans, programs, subject of investment, in particular in implementation of recent legislation on the assessment for public investment and feasibility studies; d) monitoring experts, both in the design of public policies of spending, both in the management of specific implementation measures.

103. (continues)	Academic Master's programme
Topics covered	<p>Homogenization on Fundamentals Set of modules for area:</p> <ul style="list-style-type: none"> • Quantitative • Economic- Financial • Institutional <p>Tools for Problem Solving Module Set -oriented themes:</p> <ul style="list-style-type: none"> • Designing integrated spatial • Feasibility studies • VAS • Monitoring • Selection of projects • Management of the spending policies
Competences covered	<p>Master will enable participants to apply directly in the field techniques and knowledge gained. For graduates there is a period of stay at a body, while for employees of government or private is anticipated the formula of interactive work.</p> <p>During the homogenization on the fundamentals of the topics covered will focus on three main areas: Area quantitative Area Financial and Institutional Area.</p> <p>In the phase -oriented problem solving you are going to have Module Set -oriented themes: integrated spatial planning, feasibility studies, selection of projects, the Strategic Environmental Assessment, Monitoring, Management spending policies. During the first three weeks of July 2004 there will be presentations of qualified witnesses of the government or private; the organization and support for Stage and interactive work will be insured by the teachers of the Master.</p>
Teaching methods	<p>The training strategy of the course is oriented to problem solving and provides for lectures, a compulsory attendance of 4 hours per day for 5 days a week.</p> <p>The Master is divided into three phases, two lectures and a third phase consisting of a three-month internship or work</p>
Fees	3,000 EUR (will be revised March 2016 for next academic year)
Source of funding	<p>Student's own funds Discounts available for public servants</p>
Website	http://valutazioneinvestimenti.formez.it/sites/all/files/I%20Master_Prima%20edizione.pdf
Feedback	

104.	Academic Master's programme
Title of the course and provider	Manager of the policies and programs of development and cohesion, Formez
Geographic outreach (European/National/Regional)	Geographic outreach (European/National/Regional)
Location	Location
Type of degree released	Type of degree released
Language	Language
Duration	Duration
Target groups	Target groups
Topics covered	<ul style="list-style-type: none"> • Short courses offering students (presumably coming from various educational courses) a common knowledge base; • Fundamental courses, disciplinary (Law government, methods and assessment tools, government strategy, planning and control of the government and public enterprises, organization and management of the administration and public companies) or thematic (Government of the territory, making processes and governance arrangements, processes and development policies, Local development systems, European Union policies and Territorial cooperation, development policies and cohesion, infrastructure and land, infrastructure for competitiveness), coordinated by one or more teachers. The disciplinary courses, oriented to the presentation of theories, techniques and tools, are mostly frontal; thematic courses, developing interpretive frameworks and operating procedures, are also developed with seminars and laboratory; • Lectures and seminars. In the middle period, will be invited as a visiting professor teachers of Italian and foreign universities and operators in the field of development policy and cohesion, which will offer lectures and seminars on specific issues that lend themselves to theoretical insights, reflections interpretation of case studies, narratives direct "good practice";

104. (continues)	Academic Master's programme
Competences covered	The Master presents a training complex and multidimensional, strongly oriented to the practices and built starting from the meeting and from the cross-fertilization between approaches, traditions and techniques well represented by the three university partners
Teaching methods	The Master is based on the integration of different teaching methods. A journey of a theoretical, structured disciplinary courses and/or thematic, offers frameworks, technical analysis and interpretation of local contexts, tools for the design and implementation of actions. Particular attention, in this context, it is the size of the assessment of policies and projects and the management and contracting processes of multi-actor interaction. At this path alongside experimental activities and practices: presentation and discussion of cases; simulation of operating conditions; accompaniment to ongoing experiences. Special attention, finally, is dedicated to the activity of internships, properly tutored and built during the first part of the Master, with customized identification of entities and themes and characterizing issues
Fees	3,000 EUR (will be revised March 2016 for next academic year)
Source of funding	Student's own funds Discounts available for public servants
Website	http://valutazioneinvestimenti.formez.it/sites/all/files/I%20Master_Prima%20edizione.pdf
Feedback	

105.	Academic Master's programme
Title of the course and provider	Expert in programming, evaluation and selection of public investment, Università di Napoli L'Orientale, Università di Roma La Sapienza
Geographic outreach (European/National/Regional)	European
Location	Naples
Type of degree released	Level 1 Master's Degree
Language	Italian
Duration	1 academic year
Target groups	Young men and women with at least degree of the level achieved at the Faculty of Economics, Law, Political Science, Architecture and Engineering under the age of 28 years and up to a maximum of 30 students. Individual modules can be admitted graduates older, if already employed, after a special agreement with the institution
Topics covered	<ul style="list-style-type: none"> • Statistics II • English • Informatics • Development Economics • Geography of development • regional planning • public economy • Territorial planning • Innovation in P. A. • Public economic law • Cost-benefit analysis • Cost-benefit analysis II • Economics of cultural heritage • Transport Economics • Water resources management • Economics of health
Competences covered	Starting from the knowledge of local resources and the financial opportunities existing, are able to evaluate, select and monitor public investment aimed at regional development and enterprise
Teaching methods	<ul style="list-style-type: none"> • Teaching: daily lessons of 6 hours (Monday to Friday, usually from 9 to 13 and from 14 to 16, while the rest of the afternoon is intended for individual study or group) for a total of 100 days, spread over 20 weeks. • Stage: 8h/day from Monday to Friday, for a total of 55 days, equal to 11 weeks

105. (continues)	Academic Master's programme
Fees	3,000 EUR (will be revised March 2016 for next academic year)
Source of funding	Student's own funds Discounts available for public servants
Website	http://valutazioneinvestimenti.formez.it/sites/all/files/I%20Master_Prima%20edizione.pdf
Feedback	

106.	Academic Master's programme
Title of the course and provider	Public Policy and European Union Studies, Mykolas Romeris University
Geographic outreach (European/National/Regional)	European
Location	Vilnius
Type of degree released	Master of Political Science
Language	English, Lithuanian
Duration	1.5 academic years
Target groups	The purpose of the study programme is to train public policy specialists who will be able to get engaged in intellectually challenging work environment and apply their Public policy and European Union studies related knowledge and skills in practise.
Topics covered	<ul style="list-style-type: none"> • EU Administration Enlargement and Integration; • EU Common Market, • Economic and Monetary Policy; • Comparative Public Policy; • Decision Making Theory; • The European Union Law; • EU and International Organizations Support to Developing Countries; • EU Cooperation in the Field of Justice and Home Affairs; • EU Common Foreign and Security Policy.
Competences covered	<p>Ability for lifetime learning and self-education with regard of EU integration, enlargement, policy-making and globalization processes.</p> <p>Competence to lead the team and generate new ideas, implement new ideas in the practice and solve emerging new problems.</p> <p>Ability to communicate individually and within target groups on the issues of public and EU policy-making and administration processes.</p> <p>Ability of leadership and entrepreneurship for the implementation of EU public policies in the specific public and business environment.</p>
Teaching methods	The teaching/learning process is organized in lectures, seminars, problem posing, learning through interaction, discussions, individual and group work, case studies, research work, individual assignments, project activities, essay writing, presentations in slides (with the help of graphic visualization tools), deliberation, individual research and e-learning.

106. (continues)	Academic Master's programme
Fee	3,360 EUR
Source of funding	Funded by students Possibility of scholarships
Website	https://stdb.mruni.eu/ects_katalogas/programa_en_6681.html.eu/en/pages/display/&tid=194
Feedback	

107.	Academic Master's programme
Title of the course and provider	European Union Public Policy and Administration, Vytautas Magnus University
Geographic outreach (European/National/Regional)	European
Location	Kaunas
Type of degree released	Master of Public Administration
Language	English, Lithuanian
Duration	2 academic years
Target groups	The goal of the graduate programme of European Union Public Policy and Administration is to prepare highly qualified specialists of public administration and analysts who will possess the skills and special expertise and experience in the matters of the European Union. Graduates of this programme will possess expert analytical competences required for the work in the institutions forming and implementing European Union public policy as well as analysing scientific problems of the public administration and public policy, consulting interested institutions and persons in Lithuania and European Union wide.
Topics covered	<ul style="list-style-type: none"> • Research Methods in the Public Policy and Public Administration • European Integration Theories • European Union Law • Public Sector Economy • Political Institutions of the European Union and Decision Making • Theoretic and Comparative Analysis in the Public Administration⁶ • Public Policy and Public Policy Analysis • European Union Structural Funds and Cohesion Policy • Public Administration of the European Union
Competences covered	<p>To be able applying European Union law and operating within the framework of European political and administrative system.</p> <p>The ability to prepare, implement and evaluate projects administering European Union support.</p> <p>To be able to independently evaluate main challenges of European public policies to propose alternatives of implementing appropriate tools.</p> <p>To be familiar with the principles of Lithuanian European policy formulating national position towards new European Union initiatives.</p>

107. (continues)	Academic Master's programme
	<p>To be prepared to perform practical work in different sectors dealing with European matters. To be prepared to conduct scientific analysis of significant problems in the field of European public policies and administration. To obtain familiarity with the high culture of professional thinking.</p>
Teaching methods	<p>The teaching/learning process is organized in lectures, seminars, problem posing, learning through interaction, discussions, individual and group work, case studies, research work, individual assignments, project activities, essay writing, presentations in slides (with the help of graphic visualization tools), deliberation, individual research and e-learning.</p>
Fees	4,484 EUR
Source of funding	<p>Funded by students Possibility of scholarships</p>
Website	<p>http://www.vdu.lt/en/studies/degree-studies/master-ma/european-union-public-policy-and-administration/</p>
Feedback	

108.	Academic Master's programme
Title of the course and provider	European Administration, University of Warsaw
Geographic outreach (European/National/Regional)	European
Location	Warsaw
Type of degree released	Master's Degree (second cycle in the Polish system)
Language	English
Duration	2 Academic year
Target groups	<p>Open to all international and Polish applicants, who are holders of a bachelor, master, engineer or equivalent degree in any discipline, who possess knowledge of English at the B2 level confirmed by:</p> <ul style="list-style-type: none"> • language certificate examination, or • exam at foreign language teaching school, or • higher education diploma supplement.
Topics covered	<ul style="list-style-type: none"> • in depth knowledge on social studies methodology, specifically within administration and European studies, their mutual relations and relations to other study fields; • in depth knowledge on political, legal and economic structures organising European integration process, on their evolution and impact on EU management; • in depth knowledge on the legal norms and rules and on the organisational and decision-making structure of European Union (including their effect on EU administration); • in depth knowledge on functioning and organisation of internal EU market and on the conditions and rules of economic activity; • able to observe and interpret social phenomena ongoing in Europe and European Union and to analyse the impact of micro and macro phenomena and processes onto the internal and external dimension of European Union; • knows how to represent and mediate interests of social groups in crisis and conflict situations; • able to independently develop and upgrade the specialistic and interdisciplinary knowledge gained; • engaged in the development of unified Europe, takes active part to a discourse on the directions of development of the social, economic, and political dimensions of European integration;

108. (continues)	Academic Master's programme
	<ul style="list-style-type: none"> able to co-operate and work in a team of diversified structure and interests, taking on different roles and using foreign language; <p>Able to participate to preparation of social and voluntary projects managed in English.</p>
Competences covered	<p>The course of study is aimed at developing the following skills in students: teamwork coordination, team management, responsible team membership and taking independent career decisions. The course ensure the possibility of mastering two EU official languages.</p>
Teaching methods	<p>In the course of study students choose between three specializations:</p> <ul style="list-style-type: none"> European Affairs Management (provides complex knowledge necessary for working in national and/or EU administration and to handle implementation of EU policies) EU Funds and Programmes (provides knowledge and skills necessary to obtain and manage financial resources assigned within EU funds and programmes) EU Diplomacy (ensures in depth study of internal and external foreign policies of EU and the codes of conduct in diplomacy; provides knowledge and skills necessary to work as a foreign affairs officer and to handle external EU policies). <p>The course prepares for working for central and local public administration, being an officer in EU or international structures, working for NGOs, business activity at EU markets, working for lobbying and consulting organisations – meaning both the contents of the study and the linguistic abilities.</p>
Fees	<p>3,500 EUR: full time 2,900 EUR: part-time (prices per year)</p>
Source of funding	<p>Student's own funds Scholarships available</p>
Website	<p>https://irk.uw.edu.pl/katalog.php?op=info&id=S2-AE-III&kategoria=studia_5&lang=en</p>
Feedback	

109.	Academic Master's programme
Title of the course and provider	MA in European Studies: European Governance, Consortium of Jagiellonian University, University of Kent – double degree programme
Geographic outreach (European/National/Regional)	European
Location	Krakov and Kent
Type of degree released	MA
Language	English
Duration	2 Academic years
Target groups	Undergraduates holding a degree from any field who can prove sufficient knowledge of English
Topics covered	The international double award is designed to provide an advanced understanding of the EU to those wishing to deepen their knowledge and to prepare for a career in European affairs. It adopts a multi-disciplinary approach drawing from a wide range of courses in politics, international relations, law, economics and sociology, with particular focus on the constitutional design, processes of decision-making, public policy analysis and the role of the EU in the world
Competences covered	Good all-round knowledge of European ideas and institutions, with the added benefit of the expertise of specialists in two leading centres in two parts of Europe. The programme offers a focus on European governance for students wishing to specialise on European affairs and prepare for a career in the EU policy-making sphere or as a specialist on Europe in the rest of the world. The degree programme is designed to produce graduates capable of independent, critical thought, able to analyse social, political and cultural phenomena
Teaching methods	Students complete 60 ECTS points in their first year in Krakow, and the remaining 60 ECTS points, including the MA dissertation, during their second year of studies in Kent. During year 1, students take core courses including a language and academic skills and methodology seminars, one of two key courses and two optional courses. During year 2 they take a mixture of compulsory and optional courses.

109. (continues)	Academic Master's programme
Fees	3,500 EUR/year
Source of funding	Student's own funds
Website	https://www.erk.uj.edu.pl/studia/3091/1/s
Feedback	

110.	Academic Master's programme
Title of the course and provider	MA in European Studies, Jagiellonian University
Geographic outreach (European/National/Regional)	European
Location	Krakow
Type of degree released	MA
Language	English
Duration	Academic year
Target groups	Undergraduates holding a degree from any field who can prove sufficient knowledge of English
Topics covered	<p>The programme aims to provide students with interdisciplinary knowledge, information and expertise concerning European affairs. It builds understanding of a political, economic and cultural character of both the region of Central and Eastern Europe and the European project which today provides its context.</p> <p>Most of our graduates go on to apply their expertise while pursuing careers in public, non-governmental or business sectors, while some continue to further study</p>
Competences covered	This second-cycle (masters) degree programme in the field of European Studies with a specialisation in European Studies combines interdisciplinary studies in the international and intergovernmental politics and processes taking place within the scope of European institutions with comparative studies on the historical, political, economic, legal and social development of the modern societies of Europe. Particular focus is placed on providing students with specialist knowledge of Europe in the context of the processes of European integration, and on the institutions and politics of the European Union

110. (continues)	Academic Master's programme
Teaching methods	<p>Students are required to earn a total of 120 ECTS points, earned in:</p> <ul style="list-style-type: none"> • chosen courses (core course, key courses, specialisation courses, and additional courses) • two semesters of languages (Polish at various levels and/or French, German and Russian for beginners) • workshops in methodology, academic writing and speaking, and an MA seminar • an MA thesis of 20,000-30,000 words <p>The degree is completed once the student has passed the MA exam and defended his or her thesis.</p>
Fees	5,400 EUR
Source of funding	Student's own funds
Website	https://www.erk.uj.edu.pl/studia/2928/1/s
Feedback	

111.	Academic Master's programme
Title of the course and provider	Regional and Trans-border Cooperation, Adam Mickiewicz University in Poznań
Geographic outreach (European/National/Regional)	European
Location	Poznań
Type of degree released	M.A. in International Relations
Language	English
Duration	2 Academic years (4 semesters)
Target groups	Holders of B.A. in International Relations or other studies (English at B2 level)
Topics covered	<ul style="list-style-type: none"> • Comparative Politics • Intercultural Communication • Theories of International Relations • History and Theory of European Integration • Globalization and Regionalization Processes in the Global Economy • Regional Conflicts • Regionalism and Regional Development in Europe • Cross-border Governance and International Cooperation and Politics • European Borders • Local and Regional Government in Europe • Regional and Trans-Border Cooperation on the Western Border of Poland
Competences covered	The specialization "Regional and Trans-border Cooperation" will focus on providing students with expert knowledge and practical experience in the political, economic and social processes occurring in cross-border regions. This is particularly important because cross-border cooperation has the potential to transform a border into an opportunity for development, which is a very significant element in European relations. This unique programme is designed so as to enable students to fully embrace and understand the complexities and dynamics of regional and cross-border relations within Europe and beyond
Teaching methods	This study programme combines high-quality interdisciplinary teaching and research

111. (continues)	Academic Master's programme
Fees	Registration: 200 Euro Tuition fee per year: 2,500 Euro Polish students: 4,000 PLN
Source of funding	Student's own funds
Website	http://www.cp.edu.pl/en/studia/stosunki-miedzynarodowe/index.html
Feedback	

112.	Academic Master's programme
Title of the course and provider	MA in management - specialization: European Management, Gdansk University of Technology
Geographic outreach (European/National/Regional)	European
Location	Gdansk
Type of degree released	MA
Language	English
Duration	2 Academic year (4 semesters)
Target groups	Bachelor of Science, Bachelor of Arts (Law, Economics, Management)
Topics covered	<p>General Block:</p> <ul style="list-style-type: none"> • Business English • Microeconomics/managerial economics • Essentials of management/contemporary management • Financial accounting • essentials of marketing/advertising • Statistics/business forecasting • Human resources • Management/leadership • Marketing research • Macroeconomics • Management concepts • Civil law • Business ethics • Statistics ii ** • Information and knowledge • Management • Qualitative methods for market • Research • International finance • Strategic management • Financial analysis • Management psychology • European economic • Development • International marketing • Forecasting and optimization in • Logistics • Negotiations • Innovation process management • econometrics/business • Intelligence European economic development block

112. (continues)	Academic Master's programme
Competences covered	The objective of this new Master's programme in International Management is to develop future professionals capable of developing resourceful and innovative skills, and able to pursue successful opportunities in the dynamic international environment. This Master's in International Management offers an opportunity to expand your experience by deepening your knowledge in finance, human resources, operations and marketing among other strategic areas, all presented in an international context.
Teaching methods	The international management knowledge and skills are advanced through academically rigorous courses and various interactive teaching methods.
Fees	5,000 Euro NON-EU/EFTA Candidates per year
Source of funding	Student's own funds
Website	http://www1.zie.pg.gda.pl/c/document_library/get_file?uuid=61e86cb2-1a62-4d05-bbd6-404860222f73&groupId=11063
Feedback	<p>I was amazed by the friendliness and helpfulness of the people and eager to make more experiences at this great university in this wonderful city on the shore of the Baltic Sea.</p> <p>The lectures at the Faculty of Management and Economics were very effective and interesting with small groups and a lot of teacher – student interactions. The teaching staff is always friendly, helpful and of course very experienced and professional. The life besides studying was also great. The ESN network organized various parties and trips. Unfortunately, one semester is very short and hence I decided to come back to my “Magister” (Master) in Poland. It gave me more time to breathe the air and the spirit of this city with its remarkable buildings, its spirit of freedom and its wonderful beaches close by. I became part of a regular study-group and I started to play for the Universities sports team and made a lot of good friends.</p>
	<p>Please let me give you some pieces of advice if you are considering coming to Gdansk University of Technology for studying. Go for it, you will enjoy every second in Gdansk. Take part in the ESN events, but do not isolate yourself from other Polish students. Ask question at all time, as everyone will be helping you.</p> <p>Enjoy your stay at PG, you will never forget it. <i>Patrick Oster, Germany</i></p>

113.	Academic Master's programme
Title of the course and provider	Master in Accounting, National University of Political Studies and Public Administration
Geographic outreach (European/National/Regional)	Regional
Location	Str. Kogălniceanu nr. 1, Cluj-Napoca, Romania
Type of degree released	Master degree in Audit and Financial Management of EU Funds
Language	Romanian
Duration	2 academic years
Target groups	Young graduates with a degree in the relevant field
Topics covered	<ul style="list-style-type: none"> • Audit and Financial Management of EU Funds (60 students per year for the period receiving EU funding and 50 students per year after the project ends) • Diagnosis and Evaluation • Accounting Expertise and Audit • Accounting Management, Audit and Control
Competences covered	Aside from academic knowledge the master course will provide students with skills such as team work, capacity building and organisational and managerial skills.
Teaching methods	Students attend face-to-face lectures.
Fees	Not specified
Source of funding	Student's own funds
Website	http://www.snsipa.ro/
Feedback	

114.	Academic Master's programme
Title of the course and provider	Evaluation of European Public Policy and Programs, National School of Public Administration
Geographic outreach (European/National/Regional)	
Location	Bucharest, Romania
Type of degree released	
Language	
Duration	
Target groups	
Topics covered	<ol style="list-style-type: none"> 1. Theories of Public Policies and Program Evaluation 2. Public Policy Analysis 3. Public Communication 4. Ethics in evaluation 5. Project Evaluation. European Funds Management 6. Audit and Financial Evaluation 7. Public Management 8. Methods of Economic Evaluation 9. Methods and Techniques of Social Research 10. The Policies of European Union 11. The Evaluation Systems and Methods of the European Union 12. Practices in Public Policies and Program Evaluation 13. Social Statistics
Competences covered	Evaluation
Teaching methods	
Fees	
Source of funding	
Website	http://www.snsipa.ro/
Feedback	

115.	Academic Master's programme
Title of the course and provider	European Politics and Economy, National School of Public Administration
Geographic outreach (European/National/Regional)	
Location	Bucharest, Romania
Type of degree released	
Language	
Duration	
Target groups	
Topics covered	<ol style="list-style-type: none"> 1. Analysis of Foreign Policy 2. Transnational Corporations and Global Capitalism 3. Diplomacy and Negotiations 4. Public International Law 5. Rights, Liberties and Identities in Europe 6. World Economy 7. Regional Economy 8. Ethics in International Relations 9. European Governance 10. The EU Institutions 11. Integration and fiscal policies of the European Union 12. Political parties and organizations in the European Union 13. Romania's Foreign Policy 14. Common Foreign and Security Policy of the European Union 15. EU Policies 16. EU policy processes 17. Decision-making in the European Union 18. Romania and European integration 19. Research Trends in International Relations 20. Theory of International Relations
Competences covered	
Teaching methods	
Fees	
Source of funding	
Website	http://www.snsa.ro/
Feedback	

116.	Academic Master's programme
Title of the course and provider	Master in European Affairs and Management of Programmes, University of Cluj
Geographic outreach (European/National/Regional)	
Location	Cluj, Romania
Type of degree released	
Language	
Duration	
Target groups	
Topics covered	<ul style="list-style-type: none"> • Training and development of knowledge and skills, skills and competence in the field of European affairs • Developing the ability to design specific interventions at the organizational level and regional level in line with Community policies • Developing the ability to transfer between research and practice in European affairs (policies, institutions, funds, programs) • Develop specific skills and attitudes negotiation, communication and institutional image promotion • Developing skills and teamwork skills needed in projects in public/private partnerships, inter/EU • Increasing the accessibility of sources of grants offered by the European Union, European Free Trade Association, the Romanian Government, embassies, multinational companies etc. • Developing skills for determining the needs for change, analysis, evaluation and generation of appropriate solutions, project implementation, (problem solving, best practices, generating scenarios) • Presenting the elaboration and orientation of national and European projects (document type, applications for funding, feasibility studies, etc.) • Presentation of the methodology of implementation and evaluation of projects • Providing consulting, knowledge, expertise and audit, market research and substantiating strategies

116. (continues)	Academic Master's programme
Competences covered	
Teaching methods	
Fees	
Source of funding	
Website	http://euro.ubbcluj.ro/english/presentation/
Feedback	

117.	Academic Master's programme
Title of the course and provider	Master's degree in European Union policies and Territorial cooperation, University of Vigo
Geographic outreach (European/National/Regional)	Regional, European
Location	Campus Universitario s/n Vigo 36310 Galicia Spain
Type of degree released	Master's degree in European Union policies and Territorial cooperation (with the university Minho)
Language	Galician and Portuguese
Duration	1 academic years
Target groups	
Topics covered	<ul style="list-style-type: none"> • Institutional System EU • Territorial cooperation in the EU • Bases policies cohesion • Estructurales bases Galicia-Norte Portugal • Development and Globalization Project development and Community cooperation territorial
Competences covered	European Union and its policies linked to regional development, providing them with tools practices for public policy context community and training them in a particular region to design strategies of endogenous development Euroregion in the framework of European policies and establishing regional Strategy
Teaching methods	Students attend face-to-face lectures. It is also provided on-line platform.
Fees	1,300 euros approximately
Source of funding	Student's own funds
Website	http://www.masterpoliticacomunitarias.org/
Feedback	

118.	Academic Master's programme
Title of the course and provider	Double Master in European Union and Project Management, Campus Stellae
Geographic outreach (European/National/Regional)	European
Location	Instituto Europeo Campus Stellae Plaza de la Quintana, 3 Santiago de Compostela C.P.: 15704 A Coruña – España
Type of degree released	Double Master in European Union and Project Management
Language	Spanish
Duration	6 months or 1 academic year
Target groups	Graduates, graduate, diploma, vocational training courses, students of 4th and 5th degree course, and professionals without academic degree related to the specialty, leading the latter to obtain the degree of Postgraduate Expert.
Topics covered	Institutional System And Decisions Of The European Union. Monetary System And Financing In The European Union. The Community Legal Order. Classification Of European Programs European Advisory Manual
Competences covered	The student will have the possibility of extracurricular practices in the country of your choice. The European Institute Campus Stellae has signed training agreements with companies and institutions around the world, such as Telefonica, Xéstula Marketing, UN Women Italian Committee, Federal Executive Committee of the PSOE, BDO International, Pharmacists Without Borders of Spain, LeasePlan Services, Legalitas Assistance Legal, Devalar European Consulting, Information Security Audea, Sidolista, Cintra de Infraestructuras Services, Lanetro, R Enterprise Foundation and many others. Similarly, our training programs offer all its students the option of doing a practicum, a week-long, which can do internships in their field, through assistance and visits to the European institutions based in Brussels, such as the Parliament, the Commission, the Committee of the Regions, the Council of the European Union or the Economic and Social Committee and join EXPERT collegiate associations linked to the different areas of the Institute.

118. (continues)	Academic Master's programme
Teaching methods	ONLINE modes, distance or presence Material is available 24 hours in the virtual classroom that students can access their personal data. Agenda developed and annexes. <ul style="list-style-type: none"> • Forums, blogs and specialized websites. • Communication by e-mail, video conferencing, chat rooms available to students.
Fees	3,500 €
Source of funding	Participants fees + institute's funding
Website	http://www.campus-stellae.com/web/
Feedback	Multiply the possibilities for their professional future. We are pioneers in the methodology to combine two degrees in different areas of knowledge.

119.	Academic Master's programme
Title of the course and provider	Master's in management and development of European projects, Campus Stellae
Geographic outreach (European/National/Regional)	European
Location	Instituto Europeo Campus Stellae Plaza de la Quintana, 3 Santiago de Compostela C.P.: 15704 A Coruña – España
Type of degree released	Master's in management and development of European projects
Language	Spanish
Duration	6 months or 1 academic year
Target groups	Graduates, graduate, diploma, vocational training courses, students of 4th and 5th degree course, and professionals without academic degree related to the specialty, leading the latter to obtain the degree of Postgraduate Expert.
Topics covered	<ul style="list-style-type: none"> • Monetary System And Financing In The European Union • The International Monetary System • The Financing Of The European Union And The Court Of Auditors (The Public Finances Of The Union, Principles Of The Union Budget) • Financial Resources Management: Budget • Participation In Calls For Proposals • Financing Arrangements
Competences covered	<p>The student will have the possibility of extracurricular practices in the country of your choice. The European Institute Campus Stellae has signed training agreements with companies and institutions around the world, such as Telefonica, Xéstula Marketing, UN Women Italian Committee, Federal Executive Committee of the PSOE, BDO International, Pharmacists Without Borders of Spain, LeasePlan Services, Legalitas Assistance Legal, Devalar European Consulting, Information Security Audea, Sidolista, Cintra deInfraestructuras Services, Lanetro, R Enterprise Foundation and many others.</p> <p>Similarly, our training programs offer all its students the option of doing a practicum, a week-long, which can do internships in their field, through assistance and visits to the European institutions based in Brussels, such as the Parliament, the Commission, the Committee of the Regions, the Council of the European Union or the Economic and Social Committee and join EXPERT collegiate associations linked to the different areas of the Institute.</p>

119. (continues)	Academic Master's programme
Teaching methods	ONLINE modes, distance or presence Material is available 24 hours in the virtual classroom that students can access their personal data. Agenda developed and annexes. <ul style="list-style-type: none"> • Forums, blogs and specialized websites. • Communication by e-mail, video conferencing, chat rooms available to students
Fees	3,000 €
Source of funding	Participants fees + institute's funding
Website	http://www.campus-stellae.com/web/
Feedback	Multiply the possibilities for their professional future. We are pioneers in the methodology to combine two degrees in different areas of knowledge.

120.	Academic Master's programme
Title of the course and provider	Master in Management of European projects and seeking grants, Campus Stellae
Geographic outreach (European/National/Regional)	European
Location	Instituto Europeo Campus Stellae Plaza de la Quintana, 3 Santiago de Compostela C.P.: 15704 A Coruña – España
Type of degree released	Master in Management of European projects and seeking grants
Language	Spanish
Duration	6 months or 1 academic year
Target groups	Graduates, graduate, diploma, vocational training courses, students of 4th and 5th degree course, and professionals without academic degree related to the specialty, leading the latter to obtain the degree of Postgraduate Expert.
Topics covered	<ul style="list-style-type: none"> • Monetary System And Financing In The European Union • The Financing Of The European Union And The Court Of Auditors • Grant Management • Management Of Subsidies In Spain. The Law Of Grants. (Legal Status Of Grants Financed From EU Funds. Financial Responsibility For The Management Of Funds From The EU. Financial Control Grants. The Process Of Financial Control.)
Competences covered	The student will have the possibility of extracurricular practices in the country of your choice. The European Institute Campus Stellae has signed training agreements with companies and institutions around the world, such as Telefonica, Xéstula Marketing, UN Women Italian Committee, Federal Executive Committee of the PSOE, BDO International, Pharmacists Without Borders of Spain, LeasePlan Services, Legalitas Assistance Legal, Devalar European Consulting, Information Security Audea, Sidolista, Cintra deInfraestructuras Services, Lanetro, R Enterprise Foundation and many others.

120. (continues)	Academic Master's programme
	Similarly, our training programs offer all its students the option of doing a practicum, a week-long, which can do internships in their field, through assistance and visits to the European institutions based in Brussels, such as the Parliament, the Commission, the Committee of the Regions, the Council of the European Union or the Economic and Social Committee and join EXPERT collegiate associations linked to the different areas of the Institute.
Teaching methods	<p>ONLINE modes, distance or presence</p> <p>Material is available 24 hours in the virtual classroom that students can access their personal data. Agenda developed and annexes.</p> <ul style="list-style-type: none"> • Forums, blogs and specialized websites. • Communication by e-mail, video conferencing, chat rooms available to students.
Fees	3,000 €
Source of funding	Participants fees + institute's funding
Website	http://www.campus-stellae.com/web/
Feedback	Multiply the possibilities for their professional future. We are pioneers in the methodology to combine two degrees in different areas of knowledge.

121.	Academic Master's programme
Title of the course and provider	European Business Law, Lund University
Geographic outreach (European/National/Regional)	European
Location	Lund
Type of degree released	Master of Laws in European Business Law
Language	English
Duration	2 years, full time, 120 ECTS credits; or 1 year, full time, 60 ECTS
Target groups	At least a 3-year Bachelor's degree in law (LL.B or equivalent). English 6/English Course B.
Topics covered	Compulsory courses (with number of credits, in total 75): <ul style="list-style-type: none"> • EU Constitutional Law (12) • Business Negotiations (3) • Internal Market Law (12) • Argumentation and Methodology (3) • EU Competition Law (15) • Master's thesis (30) elective courses (45) in areas including Intellectual Property Law, Tax Law, Moot Court, and Environmental Protection, Trade and Markets.
Competences covered	The programme provides in-depth teaching both of the practical and theoretical aspects of EU business law, and the operation of the internal market in a global context. These issues are studied from an EU constitutional law framework, which underpins the EU legal order. However, students are able to tailor the programme to suit their own interests, and future job opportunities, through the elective courses during the second year of the programme.
Teaching methods	
Fees	There are no tuition fees for EU/EEA citizens. For non-EU/EEA citizens the tuition fee for this programme is SEK 130 000 per year (14,120 EUR)
Source of funding	Student's own funds
Website	http://www.lunduniversity.lu.se/sites/www.lunduniversity.lu.se/files/european-business-law-2016.pdf

121. (continues)	Academic Master's programme
Feedback	<p>Yunzhe Zhang from China "I think the Swedish education system gives a lot of freedom to think. There are seminars and discussions, which is cool. One of the reasons I came here is because Lund University is one of the most popular universities. In Sweden the professors are pretty supportive of you. They're close to their students, it's easy to talk to them and you're not afraid to ask questions."</p> <p>Justin Pierce, from South Africa "The programme has been fantastic; stimulating, challenging innovative and informative. The lectures and discussion sessions are diverse and have been enriched through the balance between practitioners, academics and other professionals from the institutions and business sector. On a more general level the administration and organization of the programme has been first class, with great topic diversity and a good balance between practical lawyering skills and academic knowledge."</p>

122.	Academic Master's programme
Title of the course and provider	European Studies, Lund University
Geographic outreach (European/National/Regional)	European
Location	Lund
Type of degree released	Master of Arts in European Studies
Language	English
Duration	2 years, full time, 120 ECTS credits; or 1 year, full time, 60 ECTS
Target groups	Bachelor's degree in the humanities or social sciences, or the equivalent. English 6/English Course B.
Topics covered	<ul style="list-style-type: none"> • The Meaning of Europe: Culture, Values and Identity (15) • Institutions and Governance in the European Union (15) • Theory and Methodology (15) • Project Management and Communication Strategies (15) • Master's thesis (30)
Competences covered	<p>Learn to understand notions of European culture, history and politics as well as collective identity dynamics</p> <ul style="list-style-type: none"> • master the important features of the institutions and governance of the European Union • focus on the political culture and communication policies of the European Union as well as related areas • develop project management and communication skills
Teaching methods	<p>This is an interdisciplinary Master's programme with a unique perspective on Europe. Our focus is on culture, identity and communication, in combination with theoretical sophistication and career pragmatism. Academically, the programme benefits from the presence of the Centre for European Studies, a research-focused network covering the whole of Lund University. The lectures are given by qualified lecturers with exemplary research and teaching records, as well as by guest speakers from both academia and industry.</p> <p>Thus, our programme offers a solid theoretical foundation for the study of European culture, identity and politics. Furthermore, it develops students' practical skills through a project management course and the possibility of going on an internship.</p>

122. (continues)	Academic Master's programme
Fees	There are no tuition fees for EU/EEA citizens. For non-EU/EEA citizens the tuition fee for this programme is SEK 100 000 per year (10,859).
Source of funding	Student's own funds.
Website	http://www.lunduniversity.lu.se/sites/www.lunduniversity.lu.se/files/european-studies-2016.pdf
Feedback	<p>Mattias Nowak, lecturer and course coordinator for 'The Meaning of Europe' at the Master's Programme in European Studies</p> <p>"As a lecturer on the Master of Arts in European Studies I can enthusiastically recommend our courses to all students who have a genuine interest in the cultural dimensions of European history and present day politics.</p> <p>If you have an interest in concepts such integration, migration, identity formation and political culture as related to European history and politics, our programme is created for you!"</p>

123.	Academic Master's programme
Title of the course and provider	European Affairs, Lund University
Geographic outreach (European/National/Regional)	European
Location	Lund
Type of degree released	Master of Science in European Affairs
Language	English
Duration	2 years, full time, 120 ECTS credits
Target groups	A Bachelor's degree in political science or the equivalent. English 6/English course B.
Topics covered	<ul style="list-style-type: none"> • European Governance (15), • EU Law (15), Political Science • Methodology (15), • Europe in International Politics (15), • Internship/elective course (30), • Master's thesis in European Affairs (30).
Competences covered	A thorough understanding of the legal framework governing European integration: <ul style="list-style-type: none"> • A thorough understanding of the political processes of the EU • A thorough understanding of EU policy in various areas, including external trade and foreign and security policy • Advanced analytical and methodological skills
Teaching methods	<p>Unique combination of courses, covering such topics as European governance, EU law, EU negotiations, Europe and international political economy, and the EU common foreign and security policy. In addition to getting a theoretical understanding of the topic, we also enable you to bridge theory to practice by taking the opportunity to do a 10 week internship course at an organization of your choice. Students currently enrolled in the programme have internships at the European Commission and in various organisations involved in consultation efforts and lobbying activities in Brussels.</p> <p>In addition to being part of a dynamic and international student group, you will be taught by teachers who are active researchers in their own fields of expertise. They are also highly-trained educators who utilise modern teaching strategies and assessment techniques. Many of the teachers have experience of working as practitioners with European integration issues.</p>
Fees	There are no tuition fees for EU/EEA citizens. For non-EU/EEA citizens the tuition fee for this programme is SEK 100 000 per year (10,859 EUR).
Source of funding	Student's own funds

123. (continues)	Academic Master's programme
Website	http://www.lunduniversity.lu.se/sites/www.lunduniversity.lu.se/files/european-affairs-2016.pdf
Feedback	<p>Meryem Uyar from Turkey Master's Programme in European Affairs</p> <p><i>Why did you decide to study at Lund University?</i></p> <p>"I applied for three universities in Sweden, but Lund University was my top choice. Lund University has a really good reputation on social science, and I noticed that the programme in Lund was older, the testimonials were all very positive and the ranking of the University was really good."</p> <p><i>What did you think about the programme?</i></p> <p>"The programme offers a very good insight into economics, European law, institutions and much more. That we had a course in European law adds great value to this programme since most other programs in Europe don't give those intense and detailed courses. It gives really good insight in how to apply law into real cases."</p> <p><i>Did you have the opportunity to gain practical experience during your studies?</i></p> <p>"Another thing that adds value to the programme is definitely the possibility to do an internship for three months in the third semester. This is a great opportunity to network for your future career. I did my internship in Belgium, Brussels where I got to see all the institutions that you always read something about, and I had the possibility to get key contacts within my profession. Sometimes we have visits from Brussels and from the Swedish government in Lund as well, and our student club within the department, EUPF, also invites a lot of different speakers."</p>

123. (continues)	Academic Master's programme
	<p data-bbox="735 241 1369 309"><i>Does the programme prepare you for a career within the field?</i></p> <p data-bbox="735 342 1390 797">"I think this programme gives a very good academic background and insight to all the different areas concerning the EU. It also gives you the opportunity for practical experience with the opportunity to do an internship. Not many programs give you that opportunity. So it is a really good programme for those who want to work within the EU. The programme gives insights of European Union's organisations, settings and policies. It is interdisciplinary and very international program. A lot of people outside the EU-member nations participate, which indicates the good things of program. It prepares you for job In EU."</p> <p data-bbox="735 831 1390 898"><i>Is studying in Sweden different from studying in your home country?</i></p> <p data-bbox="735 931 1390 1413">"Here we have one course at a time, so we are able to give all our efforts to that one course. And during that course you have different lectures, with professors who are experts within the subject. That is not the case in Turkey where we have parallel courses all the time. Another thing that is different here is that we have a lot of group work. Here, the importance is given to presentations, group work and interaction with the teacher, rather than just listening to the teacher. You are always active and included in the class. Since we all have different backgrounds we always have different opinions in the discussions which really broadens your horizon."</p> <p data-bbox="735 1447 1369 1514"><i>What was it like to be an international student in Lund?</i></p> <p data-bbox="735 1547 1390 1856">"In my first year In Lund I was engaged in a nation. It was a really nice experience. People were so kind and helpful and they are always open to international students. Lund is kind of one of the nicest places I have ever seen. It is mostly students here, so there are a lot of opportunities for students to be engaged. Lund University is very welcoming. I remember that they already from the beginning prepared us for the university and the city."</p>

124.	Academic Master's programme
Title of the course and provider	Master of Management in EU Funds, European Academy for Taxes, Economics and Law
Geographic outreach (European/National/Regional)	European
Location	Berlin, Germany
Certification released	"Master of Management in EU Funds" Award
Language	English (also German, depends on the Master Course Seminar Choice)
Duration	12 months recommended
Target groups	Directors, Heads of Units, Managers, Auditors and other experts dealing with the management, certification and control of all EU Funds; public authorities such as ministries and agencies; staff working with EU; funds responsible for monitoring and evaluating Operational Programmes of EU Funds as well as for Regional Policy and EU Structural Funds etc.
Topics covered	<p>There should be 7 courses attended.</p> <p>The topics of three compulsory courses:</p> <ul style="list-style-type: none"> • EU Funds policies, regulations and management • Evaluation Techniques • Financial Control of EU Funds <p>To choose four optional courses from following topics:</p> <ul style="list-style-type: none"> • Fraud in EU Funded Projects: Detecting, Handling, Combating • Using Financial Instruments in the Current Generation of Programmes 2014–2020 • Project Management for EU Funded Projects • State aid Rules for National Funding and EU Funds • Smart Indicators for EU Funds 2014–2020 • Calculating the Expenditures of ESI Funded Projects by Using Simplified Cost Options • Etc.
Competences covered	A thorough knowledge of all applicable legislation including the EU regulations concerning EU Funds; in-depth expertise on management and control of EU funds; an excellent competence in the field of EU Funds management etc.

124. (continues)	Academic Master's programme
Teaching methods	<ul style="list-style-type: none"> • Lectures and case studies • Interactive exercises and workshops • Small group tasks • Best practice reports • Discussions and Q&A Sessions • Rich course material and hand-outs • Knowledge Checks at the end of each Master Course
Fees	Inscription fee for public administration: 6,900 Euro excl. German VAT(19%) Inscription fee for participants from other sectors: 8,900 Euro excl. German VAT(19%)
Source of funding	Participants fee
Website	http://www.euroacad.eu/eu-funds-master.html
Feedback	"Excellent Master Course, the missing piece for vocational training on EU Funds in Europe!" (as per European Academy website: http://euroakad.eu/fileadmin/user_upload/ dateien/conferences/k- 88_Master_of_Management_in_EU_Funds_DMW .pdf)

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