



MASTER CLASSES

Master classes catalogue

2020



About us

ANIMA Investment Network is an international network committed to favour a shared and sustainable economic development in Europe, Middle East and African countries.

The ANIMA network gathers 80 members from 18 countries and brings together government and regional investment promotion and economic development agencies, business federations, innovation clusters, international investors and research institutes. ANIMA aims at contributing to a steady improvement of the business and investment climate and to a sustainable and inclusive economic development.

The network's missions focus on supporting sustainable investment and private sector development: improving the business climate, promoting territories, strengthening ecosystems to support businesses and innovation, structuring sectors, mobilizing diaspora talent and supporting growth entrepreneurs, clusters and investors.

Our action

Improve the performance and attractiveness of business and investment ecosystems

Financing and development institutions, ministries, economic development agencies, business associations, local authorities

- Trainings
- Peer learning
- Technical assistance and consulting
- Setting-up of support facilities for the private sector
- Multi-stakeholders dialogue
- Publications and advocacy panel

Develop companies that create local value

SME and ISE, start-ups and scale-ups

- Acceleration programmes
- Attracting investments
- Access to markets
- Collaboration with business ecosystems and innovation
- Management of local impacts and contribution to sustainable development

Use international cooperation levers in EMEA

Financing and development institutions, ministries, business support organisations, local authorities

- Business intelligence and sharing of financing opportunities
- Search for partners
- Setting-up project consulting (engineering)
- Development and implementation of systems and pilot projects

ANIMA training courses

ANIMA Investment Network has been training economic development agencies in the Euro-Mediterranean area since 2002. Its training activities are now extended geographically to Europe, the Middle East and Africa region and are addressed to all development actors.

Approved as a training organisation in France, the country in which its Secretariat is located, the ANIMA network supports economic development actors to deal with changes in their environment through the acquisition of skills and the creation of new professions in various key areas. Most of the training courses aim at promoting sustainable investment, private sector development and international cooperation.

Educational coordination

All training courses are organised by ANIMA's teaching team, which coordinates the programme and the coherence of the courses (content, methodological approaches, coordination of the speakers, etc.), the assistance to the participants and runs the sessions.

Training courses are delivered with associated training experts in order to provide specific skills and professional experience that are complementary to that of the teaching team, and a wide range of experiences, tools and approaches.

Who can participate?

ANIMA training courses are addressed to any person wishing to acquire or develop skills in the field of economic development or international cooperation: professionals from organisations supporting the private sector and promoting territories, actors supporting innovation, local authorities, elected officials, NGOs, consulting firms, international organisations, recent graduates wishing to acquire complementary skills, etc.

The scheduled training courses are open to international participants, in order to foster the exchange of experiences and the development of an international professional network.

Pedagogical approach

Training for a skill or profession requires theoretical contributions to alternate with practical sessions, in order to promote both the acquisition of knowledge and operational tools that can be directly implemented. Training can be delivered through case studies, testimonies, exchanges, work in group, presentations, debates, study visits, and the production of a deliverable.

Training courses topics 2019 and 2020

The topics of the ANIMA training courses opened in 2019 are related to the following fields:

International cooperation: Fundraising | Project development | Project management | Capitalization

Investments and attractiveness: Promotion of foreign direct investment (FDI) | Territorial marketing | Investor facilitation services | Improving the quality of FDI | Digitalisation of economic development organisations | Support and monitoring of investment projects

Attractiveness and economic promotion: Management and governance of economic development | Territorial marketing strategy | Image and communication on its territory

Tailor-made training courses

In addition to the training courses scheduled throughout the year, tailor-made training are also available upon request for your territory or organisation based on the themes listed in this catalogue.

Fees

The training Fees indicated include the pedagogical costs, the pedagogical material provided to the participants, the group lunches offered during the training days and the transportation for the study visits.

ANIMA network members benefit from preferential Fees. Within the framework of some programmes, and for specific categories of public, subsidies can be mobilised by ANIMA to cover all or part of the cost of the training. Please make sure to be informed when you register.

Going further: ANIMA Expertise

ANIMA Expertise is the consulting part of ANIMA, which supports institutions and companies in their strategies of development in the Europe-Mediterranean-Africa region. ANIMA Expertise relies on a large network of international experts and can meet specific needs for consulting, technical assistance and capacity building.

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ATTRACTIVENESS AND ECONOMIC DEVELOPMENT

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INTERNATIONAL COOPERATION

ALL PUBLICS TRAINING COURSES

Cooperation funding: opportunities for territorial change (MC_1)

Duration: 2 days

Dates: Contact our education team to find out the next dates (formation@anima.coop)

Training objectives

To be able to develop a strategy for seeking funding for international cooperation

- Know the French, European and international donors and their methods of intervention
- Monitor and identify funding opportunities
- Decrypt calls for tenders

Content

- Funding research strategies
- Multilateral, bilateral, private and individual private institutional donors
- Know the calls for tenders and decrypt them
- The monitoring cycle or the identification of opportunities for its structure

Participants profiles and prerequisite

Persons responsible for fund raising

Beginner or intermediate level in development and management of cooperation projects

Fees

ANIMA Members: 720 €

Other: 900 €

Transform a territorial challenge into a project idea (MC_2)

Duration: 2 days

Dates: Contact our education team to find out the next dates (formation@anima.coop)

Training objectives

Enable participants to conceive an international cooperation project:

- Develop the diagnosis of a territory or sector
- Identify the needs of territories and stakeholders
- Select an intervention strategy
- Formulate a logical project framework including activities
- Elaborate a proposal concept note for a cooperation project

Content

- Diagnosis: data collection and analysis, stakeholders
- Mapping of territorial and sectoral problems
- Identification of intervention strategies and planning of a cooperation project
- The logical framework
- The Concept Note for European Commission grants

Participants profiles and prerequisite

Persons wishing to work or responsible for the development and management of transnational cooperation projects.

Beginner or intermediate level in development and management of cooperation projects

Fees

ANIMA Members: 720 €

Other: 900 €

Designing and managing a project that matches the objectives (MC_3)

Duration: 2 days

Dates: Contact our education team to find out the next dates (formation@anima.coop)

Training objectives

To be able to manage a European Commission grant contract within the framework of international cooperation

- Ensure the participation of your organisation in the governance of a project
- Develop and use management tools
- Write technical and financial reports
- Prepare audits

Content

- The logical framework & the concept Note for European Commission grants
- Composition, procedures and practices of European contracts
- The governance of European projects
- Implementation of procedures and management tools
- Design and monitor a project budget
- Prepare audits

Participants profiles and prerequisite

Persons wishing to work or responsible for the development and management of transnational cooperation projects.
Beginner or intermediate level in development and management of cooperation projects

Fees

ANIMA Members: 720 €

Other: 900 €

Assessing the project impact and capitalisation (MC_4)

Duration: 2 days

Dates: Contact our education team to find out the next dates (formation@anima.coop)

Training objectives

To be able to evaluate the impact of an international cooperation project and capitalize on the action

- Define the principles and know the evaluation criteria
- Plan and conduct an evaluation
- Write an evaluation report
- Learning lessons from cooperation, sharing knowledge

Content

- Evaluation principles, steps and criteria
- Role of the different actors in the evaluation
- Tools for information collection
- Case studies and practice
- Objectives and methods of capitalization

Participants profiles and prerequisite

Persons wishing to work or responsible for the development and management of transnational cooperation projects.
Beginner or intermediate level in development and management of cooperation projects

Fees

ANIMA Members: 720 €

Other: 900 €

Elaborate an international cooperation project and raise funds – short training (MC_5)

Duration: 2 days

Dates: Contact our education team to find out the next dates (formation@anima.coop)

Training objectives

To be able to design an international cooperation project:

- Know the main characteristics of international financing and monitor it
- Identify a problem and formulate a project responding to a territorial issue
- Develop a concept note for a cooperation project proposal

Content

- Funding research strategies
- Multilateral institutional donors, bilateral and private
- Know the calls for tenders and decipher them
- Diagnosis: data collection and analysis, stakeholders
- Identification of intervention strategies

Participants profiles and prerequisite

Executives in charge of designing and implementing international cooperation actions within associations, economic development organisations and regional authorities.

Beginner or intermediate experience in cooperation. | To have as a project the development of cooperation initiatives.

Fees

ANIMA Members: 720 €

Other: 900 €

Elaborate an international cooperation project and raise funds (MC_16)

Duration: 2 days

Dates: Contact our education team to find out the next dates (formation@anima.coop)

Training objectives

To be able to design an international cooperation project:

- Know the main characteristics of international financing and monitor it
- Identify a problem and formulate a project responding to a territorial issue
- Develop a concept note for a cooperation project proposal and respond to a call for proposals

Content

- Funding research strategies
- Multilateral institutional donors, bilateral and private
- Know the calls for tenders and decipher them
- Diagnosis: data collection and analysis, stakeholders
- Identification of intervention strategies and planning of a cooperation project

Participants profiles and prerequisite

Executives in charge of designing and implementing international cooperation actions within associations, economic development organisations and regional authorities.

Beginner or intermediate experience in cooperation. | To have as a project the development of cooperation initiatives.

Fees

ANIMA Members: 960 €

Other: 1200 €



ATTRACTIVNESS AND ECONOMIC DEVELOPMENT

**TRAINING COURSES FOR AGENCIES AND BUSINESS
SUPPORT ORGANISATIONS**

Territorial marketing: Defining a strategy (MC_6)

Duration: 2 days

Dates: Contact our education team to find out the next dates (formation@anima.coop)

Training objectives

Enable participants to conceive and implement a marketing strategy in their agency in order to attract investors, and in particular, to promote innovation of the region.

Content

- Site selection criteria, comparative advantages of the country and its investment sites
- Diagnostic tools and methods, set objectives, qualify targets
- The tools of territorial marketing, building a territorial offer
- Performance of FDI projects and performance of your agency
- Case study

Participants profiles and prerequisite

High level executives or executives in charge of attractiveness within economic development organisations.

Prerequisite: Experience in marketing or investment promotion - Have a project of reinforcement of a territory promotion strategy.

Fees

ANIMA Members: 720 €

Other: 900 €

Territorial marketing: Implementing a governance (MC_7)

Duration: 2 days

Dates: Contact our education team to find out the next dates (formation@anima.coop)

Training objectives

Enable participants to conceive and implement a marketing strategy in their agency in order to attract investors, and in particular, to build a governance that serves the strategy and legitimizes the territorial identity.

Content

- Site selection criteria, comparative advantages of the country and its investment sites
- The investor attraction cycle
- The investment promotion pillars: strategy, institutional framework, services
- Role of the different stakeholders in locating the investment
- Mandate and governance of the IPA or regional agency
- Involve the territory in the construction of its strategy
- Set up governance around territorial marketing over time

Participants profiles and prerequisite

High level executives or executives in charge of attractiveness within economic development organisations.

Prerequisite: Experience in marketing or investment promotion - Have a project of reinforcement of a territory promotion strategy

Fees

ANIMA Members: 720 €

Other: 900 €

Territorial marketing: Promoting of innovation in the territory (MC_8)

Duration: 2 days

Dates: Contact our education team to find out the next dates (formation@anima.coop)

Training objectives

Enable participants to conceive and implement a marketing strategy in their agency in order to attract investors, and in particular, focus on the innovation in the territory.

Content

- How innovation contributes to the attractiveness of the territory
- Promote an innovative image of your territory by valorising the ecosystem
- The components and the maturity of the innovation ecosystem in MENA & Africa
- The industrial innovation potential of the MENA markets
- Use the innovation poles to target and prospect investors
- Open innovation dynamics to root the investor in your territory

Participants profiles and prerequisite

High level executives or executives in charge of attractiveness within economic development organisations.

Manager of cluster and innovation pole.

Prerequisite: Experience in marketing or investment promotion - Have a project of reinforcement of a territory promotion strategy

Fees

ANIMA Members: 720 €

Other: 900 €

Territorial marketing: Communication and branding of the territory (MC_9)

Duration: 2 days

Dates: Contact our education team to find out the next dates (formation@anima.coop)

Training objectives

Enable participants to conceive and implement a marketing strategy in their agency in order to attract investors, and in particular, build a territorial communication strategy.

Content

- Identity, branding and territory
- Building the image and rolling out a campaign
- Perception vs. reality: image conveyed by the media and professionals
- Digital marketing: social marketing and data management
- Crisis management (how to give a good image in a disrupted environment)

Participants profiles and prerequisite

High level executives or executives in charge of attractiveness within economic development organizations.

Prerequisite: Experience in marketing or investment promotion - Have a project of reinforcement of a territory promotion strategy

Fees

ANIMA Members: 720 €

Other: 900 €

Digitisation of economic development agencies (MC_10)

Duration: 2 days

Dates: Contact our education team to find out the next dates (formation@anima.coop)
Training objectives
Enable participants to undertake the digital transformation of their economic development agency in order to improve its productivity and effectiveness in their missions of investment promotion and localisation process.

Content

- Improve your agency's performance through digitalization
- The stakeholders of digital collaboration in each of your areas of activity
- Promote the image of the territory through digital:
- Optimize your positioning and boost your investor prospecting
- Manage and share strategic information and contacts using digital tools
- Improve the project management flow for the establishment of investors
- Setting up digitisation and overview of the existing uses and tools in your organisation

Participants profiles and prerequisite

Senior executives responsible for the organization's strategy, or responsible for information systems within economic development and investment promotion agencies.

Prerequisite: Be familiar with the current digital functioning of your organization.

Fees

ANIMA Members: 720 €

Other: 900 €

Prospect and build a relationship with foreign investors (MC_11)

Duration: 2 days

Dates: Contact our education team to find out the next dates (formation@anima.coop)

Training objectives

Know how to target potential external investors for your territory and build a business relationship with these companies in order to attract them.

Content

- Define the objectives of prospecting in your agency
- Target companies
- Develop an action plan over 2 or 3 years
- Build a relationship with companies
- Case studies

Participants profiles and prerequisite

High level executives or those in charge of attractiveness within economic development organizations
Embassy Economic Attachés.

Prerequisite: Knowledge of the investment plan of your country or region, its development objectives for the next 5 to 10 years

Fees

ANIMA Members: 720 €

Other: 900 €

Generate and facilitate external investments (MC_13)

Duration: 2 days

Dates: Contact our education team to find out the next dates (formation@anima.coop)

Training objectives

Enable participants better understand all the tools helpful in the cycle of support for an investment project, from its identification to its implementation.

Content

Develop its own tools to generate investments

- Main elements of the investment promotion strategy
- Organise a business intelligence and investor targeting service
- Identify the most promising sectors
- Establish and measure priorities and objectives

Develop its service offer at the implementation stage

- Construct the relation with the investor
- Set up its project management
- Enhance its offer of implementation assistance on all aspects of the project
- Connect the investor to your territorial ecosystem
- Balance properly the incentives offered to investors

Participants profiles and prerequisite

High level executives or executives in charge of attractiveness within economic development organizations wishing to better understand the facilitators of foreign investment in their country or region.

Fees

Training costs covered by the EBSOMED project

Travel and subsistence expenses covered for eligible candidate to the grant



Aftercare strategy: Fostering the development and local integration of external investors (MC_14)

Duration: 2 days

Dates: Contact our education team to find out the next dates (formation@anima.coop)

Training objectives

Enable participants to support foreign investors once their projects are completed and set up a service to measure performance, progress, encountered obstacles and results.

Content

- Establish a monitoring strategy and issue resolution process
- Objectives and monitoring services
- Promote links with the national ecosystem
- Partners and tools
- Policy advocacy

Participants profiles and prerequisite

High level executives or executives in charge of attractiveness within economic development organizations wishing to better understand the facilitators of foreign investment in their country or region.

Fees

Training costs covered by the EBSOMED project

Travel and subsistence expenses covered for eligible candidate to the grant



Duration: 3 days

Dates: Contact our education team to find out the next dates (formation@anima.coop)

Training objectives

Implement tools and services to better serve the investor throughout the implementation project.

Content

- Construct the relation with the investor
- Set up its project management – tools, teams, means
- Enhance its offer of implementation assistance on all aspects of the project
- Connect the investor to your territorial ecosystem
- Balance properly the incentives offered to investors

Participants profiles and prerequisite

High level executives or executives in charge of attractiveness within economic development organizations wishing to better understand the facilitators of foreign investment in their country or region.

Fees

ANIMA Members: 960 €

Other: 1200 €

REGISTER NOW

[Registration form to the ANIMA Master Classes](#)

Preregistration

You will receive a pre-registration email within 15 days of sending the application, along with a signed training agreement to be returned.

Registration

After signing the agreement and payment, your registration will be completed. You will then receive an email confirming ANIMA's registration, a convocation including logistical details and arrangements process, as well as an invitation letter to facilitate visa procedures when necessary.

CONTACT US FOR A TAILOR-MADE TRAINING COURSE

In addition to the training courses scheduled throughout the year, tailor-made training are also available upon request for your territory or organisation based on the themes listed in this catalogue.

Contact our education team to get quotation and have information on the eligibility for a grant if applicable.

Contacts

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