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**M** INTERNATIONAL  
MASTER  
EUROPEAN  
STUDIES  
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IT'S A  
**MOST**  
EXCITING  
STORY

## INTERNATIONAL PROGRAMME IN EUROPEAN STUDIES *EU PROJECT DRAFTING AND MANAGEMENT*

EVENING & WEEK-END PROGRAMME

ONLINE

19 APRIL 2022 – 09 JULY 2022

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## THE PROGRAMME IN BRIEF

This course is tailored to provide participants with insights on the European Union institutional structure, functioning and underlying policies, and with a sound understanding of the EU funding methods and Project Cycle Management tools and techniques. To this end, the initial classes' approach is academic, to prepare the ground for the practical module on European projects and tenders that begins right after the first one. The programme also includes a third module made of focuses held by expert consultants, policy advisors or EU officials on policies and rules of the most relevant funding programmes of the EU (Horizon, Erasmus+, External Aid). At the end of the programme, participants will be able to effectively match project ideas with available EU funds, to draft, coordinate and manage European projects and tenders according to the guidelines set by the European Commission and they will have had the opportunity to be introduced to several professionals operating in this field.

## ADDED VALUE

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

## KEY FACTS

<b>Type</b>	Post-Graduate Programme
<b>Certificate awarded</b>	“International Master in European Studies – EU Project Drafting and Management” issued by the IEE of the Catholic University of Louvain and the EU Desk of the Belgian-Italian Chamber of Commerce
<b>Access</b>	Limited. Admission on the basis of application form (first-come-first-served), according to Admission Criteria and subject to confirmation by Admission Committee
<b>Duration</b>	4 months
<b>Calendar structure:</b>	From 19/04/2022 to 11/06/2022: Programme classes From 14/06/2022 to 09/07/2022: Finalisation of Project Works, individual study and final exam.
<b>Timetable</b>	<p>On Tuesdays and Thursdays evening, from 18:15 to 21:15:</p> <p>18:00-18:30 <i>Personal learning journal</i>  18:30-20:00 <i>1<sup>st</sup> session</i>  20:00-20:15 <i>coffee break</i>  20:15-21:00 <i>2<sup>nd</sup> session</i></p> <p>On Saturdays, from 09:00 to 16:00:</p> <p>09:00-09:30 <i>Personal learning journal</i>  09:30-11:00 <i>1<sup>st</sup> session</i>  11:00-11:15 <i>coffee break</i>  11:15-12:30 <i>2<sup>nd</sup> session</i>  12:30-13:30 <i>lunch break</i>  13:30-15:45 <i>3<sup>rd</sup> session</i></p>
<b>Training hours</b>	190
<b>Training language</b>	English
<b>Programme’s premises</b>	Brussels – Rue de la Loi 26 – CCITABEL Training Centre
<b>Participants</b>	Between 10 and 25 international professionals
<b>Training methodology</b>	<ul style="list-style-type: none"> <li>✓ Frontal classes held by experts &amp; field professionals</li> <li>✓ Presentation of case studies and best practices</li> <li>✓ Hands-on experience: works on EU projects</li> <li>✓ Peer reviews and reflective individual learning</li> </ul>

## PROGRAMME'S LEARNING OBJECTIVES

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

### EU INSTITUTIONS' STRUCTURE AND FUNCTIONING

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

### EU FINANCIAL FRAMEWORK AND FUNDING MECHANISMS

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

### PROJECT CYCLE MANAGEMENT

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

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

### EU PROJECT DRAFTING

IMES graduates will be familiar with key call documents (Call for proposal, Guide for applicants, Application form, annexes), they will be able to define a quality project idea, complying with crucial requirements such as Relevance, Innovative character, European added value, Sustainability, and they will be capable to define the qualities and characteristics of the correct implementing partnership. They will be able to correctly transfer the researches and analysis done into a structured Work Plan detailing Work Packages and Deliverables, GANTT Calendar, Project Budget and specific sections of the EU Project Application Form. They will be able to define good Project Communication plans, including Dissemination and Exploitation activities; good Project Quality plans, including definition of

Performance Indicators and Milestones, and Monitoring of quality; good Project Sustainability plans, including exploitation actions and Business plans for valorisation of project results.

#### EU PROJECT IMPLEMENTATION AND REPORTING

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

#### SOFT SKILLS FOR A EU PROJECT MANAGER

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

## CAREER PATHWAYS

### THE EU PROJECT MANAGER AND PROJECT CONSULTANT

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

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

### PROGRAMME, PROJECT AND FINANCIAL OFFICER FOR EU INSTITUTIONS

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

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

### EU LIASON OFFICER – POLICY ADVISOR

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

## IMES'S DIDACTIC PROGRAMME

### SECTION 1 – THE EUROPEAN INSTITUTIONAL SYSTEM AND THEMATIC FOCUSES ON FUNDING PROGRAMMES

The aim of this section is to set the ground with the proper theoretical knowledge needed to step in EU Project Management. Here, the topic of the European construction is analysed from the historical, juridical and economic points of view.

Overall, this section aims at providing the student with a comprehensive knowledge of EU funding opportunities, in order to be able to identify the right funding programme to support specific ideas and to provide consultancy in different sectors. Throughout this section students will have the opportunity to discover the EU policies related to a specific area, the characteristics and rules of funding programmes linked to the policy, as well as who are the key stakeholders at EU level in that area. Best practices and project examples will also be studied.

The main topics are research and innovation, SMEscompetitiveness, education and training, culture, youth and sport, cooperation and development. The classes are held by professional EU Advisors, who have years of experience in planning, advising and providing technical assistance to SMEs, NGOs, think-tanks, public entities, and international organizations.

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#### THE POLITICAL SYSTEM OF THE EU

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

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#### THE EU LEGAL ORDER

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

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

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#### THE EU BUDGET

This module begins with the history of the EU budget. It goes through the legal provisions concerning the EU budget and it examines the whole financial framework for the period 2021-2027. It points out the budgetary principles, including the compulsory and non-compulsory expenditures. It analyses the EU budget procedure and the approved budget. Finally, the students will see how the EU budget is implemented and what are the new elements introduced by the Lisbon Treaty.

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## RESEARCH AND INNOVATION

Horizon Europe is the biggest EU Research and Innovation programme ever with nearly €96 billions of funding available over 7 years (2021 to 2027) – in addition to the private investment that this money will attract. It promises more breakthroughs, discoveries and world-firsts by taking great ideas from the lab to the market. Horizon Europe is the financial instrument implementing the Innovation Union, a Europe 2020 flagship initiative aimed at securing Europe's global competitiveness. By coupling research and innovation, Horizon Europe is helping to achieve this with its emphasis on excellent science, industrial leadership and tackling societal challenges.

The societal challenges addressed by Horizon Europe include:

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

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

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## EDUCATION, TRAINING, YOUTH AND SPORT – CULTURE & MEDIA

The Erasmus+ programme aims to boost skills and employability, as well as modernising Education, Training, and Youth work. The seven year programme will have a budget of €26.2 billion, reflecting the EU's commitment to investing in these areas.

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

The Creative Europe programme aims to support the European audio-visual, cultural and creative sector. The different funding schemes encourage the audio-visual, cultural and creative players to

operate across Europe, to reach new audiences and to develop the skills needed in the digital age. By helping European cultural and audio-visual works to reach audiences in other countries, the programme will also contribute to safeguarding cultural and linguistic diversity.

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#### INTERNATIONAL COOPERATION AND DEVELOPMENT

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

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

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

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

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### ACCESS TO EU FUNDING

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

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

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

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## PROJECT CYCLE MANAGEMENT – STRUCTURING AND DESIGNING A SUCCESSFUL EU PROJECT

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

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

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

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## PROJECT MANAGEMENT AND IMPLEMENTATION

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

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

## INDICATIVE CALENDAR

<b>Tuesday</b>	19/04/2022	Welcome greetings
<b>Thursday</b>	21/04/2022	Introduction to the EU projects: Multiannual Financial Framework 2021-2027, the EU budget and characteristics
<b>Saturday</b>	23/04/2022	The political system of the EU
<b>Tuesday</b>	26/04/2022	The Economics of European integration
<b>Thursday</b>	28/04/2022	Policy area: Regional cohesion – Focus on European structural and investment funds"
<b>Saturday</b>	30/04/2022	Policy Area: Research and Innovation – Focus on Horizon Europe
<b>Tuesday</b>	03/05/2022	Policy area: Education, Youth, Culture, Media and Sport – Focus on Erasmus+
<b>Thursday</b>	05/05/2022	Policy area: Competitiveness of SMEs
<b>Saturday</b>	07/05/2022	Policy area: Environment and Climate change
<b>Tuesday</b>	10/05/2022	<b>FIRST EXAM</b>
<b>Thursday</b>	12/05/2022	Project Cycle Management - What is an EU project? The quality frame
<b>Saturday</b>	14/05/2022	Project Cycle Management - Tools for EU project structuring
<b>Tuesday</b>	17/05/2022	Project Cycle Management - Tools for EU project structuring
<b>Thursday</b>	19/05/2022	Tools for EU project structuring: building the Logical Framework (logic of intervention, indicators, sources of verifications, assumptions and risks)
<b>Saturday</b>	21/05/2022	Tools for EU project structuring: building the Logical Framework (logic of intervention, indicators, sources of verifications, assumptions and risks)
<b>Tuesday</b>	24/05/2022	EU project drafting techniques and planning tools for EU project drafting
<b>Thursday</b>	26/05/2022	EU project drafting techniques and planning tools for EU project drafting
<b>Saturday</b>	28/05/2022	EU project drafting techniques and planning tools for EU project drafting
<b>Tuesday</b>	31/05/2022	Sustainability of project results
<b>Thursday</b>	02/06/2022	Job Link (Ian Burns)
<b>Saturday</b>	04/06/2022	Project implementation: financial and descriptive reporting

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<b>Tuesday</b>	07/06/2022	Project implementation: financial and descriptive reporting
<b>Thursday</b>	09/06/2022	Project implementation: management of international consortium, effective project meetings
<b>Saturday</b>	11/06/2022	Financial management of EU grants
<b>Tuesday</b>	14/06/2022	EU budget advice – group works (20 minutes each group)
<b>Thursday</b>	16/06/2022	Planning quality monitoring and assessment
<b>Saturday</b>	18/06/2022	EU procurements: characteristics and methodology to tender
<b>Tuesday</b>	21/06/2022	EU procurements: characteristics and methodology to tender
<b>Thursday</b>	23/06/2022	EU procurements: characteristics and methodology to tender
<b>Saturday</b>	25/06/2022	EU procurements: characteristics and methodology to tender
<b>Tuesday</b>	28/06/2022	EU procurements: characteristics and methodology to tender
<b>Thursday</b>	30/06/2022	EU procurements project works: presentation and class discussion
<b>Saturday</b>	02/07/2022	Deadline for submission of EU Grants
<b>Thursday</b>	07/07/2022	<b>FINAL EXAM</b>
<b>Saturday</b>	09/07/2022	Awards ceremony and conclusion of the Programme

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Since the trainers are Project Managers that could be called on missions abroad on shortnotice, the calendar is subject to changes.

## TRAINING INSTITUTIONS

### EUROPEAN DESK OF THE BELGIAN-ITALIAN CHAMBER OF COMMERCE

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

CCBI has more than 15-year experience in organising training courses and Programmes in fields such as EU policies and project management, entrepreneurship and internationalisation of SMEs, intercultural topics, career development, gender equality, sustainable development. Some of CCBI trainings and events have been inserted by the EU in the EC Grundtvig Catalogue or within the European SMEs Week or European Sustainable Energy Week. To deliver its training courses, CCBI cooperates at international level with universities, public entities and other Chambers of Commerce. The didactic content of the courses is conceived by professionals and academics in order to provide practical skills ready to use on the job market. The quality of the CCBI service is certified ISO 9001.

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

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

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## INSTITUTE OF EUROPEAN STUDIES OF THE CATHOLIC UNIVERSITY OF LOUVAIN

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

UCL, a university:

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

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

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

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

## CONTACTS

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