



Erasmus+

Jean Monnet Actions (2021 – 2027)

DISCLAIMER: This document is provided for information only. The information contained herein is subject to change and does not commit the European Commission.

Project Officer: Antonio Fontelles de Lima – antonio.fontelles-de-lima@ec.europa.eu

Erasmus+

Jean Monnet Actions 21



Jean Monnet Actions - a worldwide Network 1989 - 2020



Over 90 countries worldwide
more than **1000 universities** offering Jean Monnet courses

Around **5850 Jean Monnet actions** in the field of European studies



Participation from Moldova 2014 – 2020

	Jean Monnet Module Submitted/Selected	Jean Monnet Chair Submitted/Selected	Jean Monnet Centre of Excellence Submitted/Selected	Jean Monnet Information Project Submitted/Selected	Jean Monnet Network Submitted/Selected	Jean Monnet Associations Submitted/Selected	Total
27%							
2014	2/2	1/0	0/0	2/1	0/0	1/1	6/4
2015	1/1	2/0	1/1	0/0	0/0	1/1	5/3
2016	2/1	2/1	1/0	1/0	0/0	2/2	8/4
2017	8/1	1/0	0/0	6/0	0/0	2/0	17/1
2018	5/0	2/1	0/0	5/0	0/0	0/0	12/1
2019	6/1	3/0	0/0	3/2	0/0	1/1	13/4
2020	11/1	2/2	0/0	3/1	1/0	0/0	17/4
Total	35/7	13/4	2/1	20/4	1/0	7/5	78/21



Participation from Moldova – proposals approved in 2020

Application Year	Action Code	Organisation Name	Application Title	Subject	contact
2020	CHAIR	ACADEMIA DE ADMINISTRARE PUBLICA	European Union: The Comprehensive Notion		Ludmila ROSCA
2020	CHAIR	Academy of Economic Studies of Moldova	Jean Monnet Chair in EU Studies and Migration		Mihai Hachi
2020	MODULE	UNIVERSITATEA DE STAT DIN MOLDOVA	EU Economic Diplomacy as an Instrument of Foreign Policy Action		Liliana BENIUC
2020	PROJECT	UNIVERSITATEA DE STAT DIN MOLDOVA	Horizons of Moldova's European Union Integration: Realities and Perspectives		Elena SIMCIUC

Erasmus+ Jean Monnet Actions 2014-2020



Participation from Ukraine 2014 – 2020

10%	Jean Monnet Module Submitted/Selected	Jean Monnet Chair Submitted/Selected	Jean Monnet Centre of Excellence Submitted/Selected	Jean Monnet Information Project Submitted/Selected	Jean Monnet Network Submitted/Selected	Jean Monnet Institutions Submitted/Selected	Jean Monnet Associations Submitted/Selected	Total
2014	21/8	1/1	0/0	5/1	0/0	0/0	0/0	27/10
2015	81/6	15/0	0/0	10/0	0/0	1/0	3/2	110/8
2016	99/9	7/0	2/0	13/1	0/0	0/0	1/1	122/11
2017	113/8	15/3	3/0	13/0	0/0	0/0	3/1	147/12
2018	131/10	13/0	3/1	16/2	0/0	0/0	2/1	165/14
2019	171/15	16/3	6/1	16/1	2/0	0/0	4/2	215/22
2020	219/25	15/5	7/2	30/5	1/0	0/0	2/1	274/38
Total	835/81	82/12	21/4	103/10	3/0	1/0	15/8	1,060/115

Erasmus+ Jean Monnet Actions 21



Participation from Ukraine – proposals approved in 2020

Year	Action Code	Organisation Name	Application Title	contact	Year	Action Code	Organisation Name	Application Title	contact
2020	CHAIR	NATIONAL PEDAGOGICAL DRAGOMANOV UNIVERSITY	Social and Cultural Aspects of European Studies	Marja Nesterova	2020	MODULE	SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS	Democratic Decentralization as European Experience of Public Governance	Yulia Lola
2020	CHAIR	NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES OF UKRAINE	EU Environmental, Climate Change and Energy Law	Viktor Ladychenko	2020	MODULE	STATE HIGHER EDUCATIONAL ESTABLISHMENT ZAPORIZHZHYA NATIONAL UNIVERSITY OF THE MINISTRY OF EDUCATION AND SCIENCES OF UKRAINE	Diversification of rural tourism through sustainability and creativity: disseminating European experience in Ukraine	Olena Boka
2020	CHAIR	SUMY NATIONAL AGRARIAN UNIVERSITY	EU Climate Leadership	Ladyka Volodymyr	2020	MODULE	STATE HIGHER EDUCATIONAL ESTABLISHMENT ZAPORIZHZHYA NATIONAL UNIVERSITY OF THE MINISTRY OF EDUCATION AND SCIENCES OF UKRAINE	European Media Standards and Values for Independent Journalism in Post-Truth Era / EU-Indy	Katerina Sirinyok-Dolgaryova
2020	CHAIR	SUMY STATE UNIVERSITY	EU legislative, economic and social transition to sustainable society within Industry 4.0 and 5.0	Leonid Melnyk	2020	MODULE	STATE HIGHER EDUCATIONAL ESTABLISHMENT ZAPORIZHZHYA NATIONAL UNIVERSITY OF THE MINISTRY OF EDUCATION AND SCIENCES OF UKRAINE	Tailoring European Memory Politics for Peacemaking in Ukrainian Society	Iva PAVLENKO
2020	CHAIR	SUMY STATE UNIVERSITY	Jean Monnet Chair in EU Economic Policies and Civil Society	Oleksandr Kubatko	2020	MODULE	STATE HIGHER EDUCATIONAL INSTITUTION DONBAS STATE PEDAGOGICAL UNIVERSITY	Ukraine – EU: Intercultural Communication in Education	Liudmyla Havrilova
2020	CoE	NATIONAL UNIVERSITY OF FOOD TECHNOLOGIES	Jean Monnet EU Centre for the Circular and Green Economy	Igor YAKYMENKO	2020	MODULE	SUMY STATE UNIVERSITY	EU Carbon-free economy: best practices for Ukraine	Olena Chygryn
2020	CoE	UZHGORODSKYI NACIONALNYI UNIVERSITET	Jean Monnet Transcarpathian Center for Studying European Development Strategies	Ivan Artyomov	2020	MODULE	SUMY STATE UNIVERSITY	EU policy for SMEs: perspectives and challenges for Ukraine	Tetyana Pimonenko
2020	MODULE	HIGHER EDUCATIONAL ESTABLISHMENT OF UKOOPSPILKA POLTAVA UNIVERSITY OF ECONOMICS AND TRADE PUET	European Experience of Implementation of the food safety management system HACCP (Hazard analysis and critical control points)	Alina Tkachenko	2020	MODULE	SUMY STATE UNIVERSITY	European standards for protection of rights of consumers of financial services	Volodymyr Lyubchak
2020	MODULE	INSTITUTE OF PEDAGOGY OF THE NATIONAL ACADEMY OF EDUCATIONAL SCIENCES OF UKRAINE	European Teaching Excellence for Students' Better Performance	Oksana Zabolotna	2020	MODULE	SUMY STATE UNIVERSITY	Modern European trends in biomedical higher education: Bionanomaterials.	Oleksandr OLESHKO
2020	MODULE	IVAN FRANKO NATIONAL UNIVERSITY OF LVIV	Urban Revitalization - an EU Experience for Ukraine	Olga SYCH	2020	MODULE	SUMY STATE UNIVERSITY	The Application of Integrated Communications for Informing the Public on the Issues of European Integration and e-democracy	Inna NOVYKOVA
2020	MODULE	KHARKIV NATIONAL UNIVERSITY OF RADIO ELECTRONICS	Integrating the EU cybersecurity framework and policies in Ukraine	Maryna Yevdokymenko	2020	MODULE	TERNOPIL IVAN PULUI NATIONAL TECHNICAL UNIVERSITY	An interdisciplinary approach to waste management study: implementing the EU practices	Tetiana Vitenko
2020	MODULE	KYIV NATIONAL UNIVERSITY OF TECHNOLOGIES AND DESIGN	Role of Financial Consumer Protection in the Financial Stability in Digital Era: European Approaches	Viktoriya KREMEN	2020	MODULE	YINNYTSIA MYKHAILO KOTSIBYNSKYI STATE PEDAGOGICAL UNIVERSITY	EU experience of soft skills development of preschool and primary school-age children by theatre activities in teacher training	Olesia ZHOVNYCH
2020	MODULE	NACIONALNU UNIVERSITET LVIVSKA POLITEHNIKA	EU EASTERN PARTNERSHIP INITIATIVE: OPPORTUNITIES FOR UKRAINE	Yaryna Turchyn	2020	MODULE	OLEKSANDR DOVZHENKO HLUKHIV NATIONAL PEDAGOGICAL UNIVERSITY	European political integration: historical retrospective and nowadays	Olena CHUMACHENKO
2020	MODULE	NATIONAL AVIATION UNIVERSITY	European Integration of Environmental Standards for Civil Aviation in the context of Sustainable Development	Kateryna Snylo	2020	PROJECT	NATIONAL PEDAGOGICAL DRAGOMANOV UNIVERSITY	European Values of Diversity and Inclusion for Sustainable Development	Marja NESTEROVA
2020	MODULE	NATIONAL AVIATION UNIVERSITY	EU Transport Policy	Oksana Korylenko	2020	PROJECT	PETRO MOHYLA BLACK SEA NATIONAL UNIVERSITY	Academy of EU Studies for School and University Students	Svitlana SOROKA
2020	MODULE	NATIONAL TECHNICAL UNIVERSITY OF UKRAINE IGOR SIKORSKY KYIV POLYTECHNIC INSTITUTE	European integration: legislation and the Internet of Things	Olga Golovko	2020	PROJECT	PUBLIC ORGANISATION UKRAINIAN INSTITUTE OF CRISIS MANAGEMENT AND CONFLICT SOLUTION	Towards a More Secure Digital Europe: Multilevel Governance for Countering Online Disinformation and Hybrid Threats	Tetyana MALYARENKO
2020	MODULE	NATIONAL UNIVERSITY OF FOOD TECHNOLOGIES	Regulation of the use of food additives in different food technologies and harmonization of European regulations in Ukraine on the path of European integration	Volodymyr Kovbasa	2020	PROJECT	SUMY NATIONAL AGRARIAN UNIVERSITY	"Towards circular economy thinking & ideation in Ukraine according to the EU action plan"	Tetiana Shevchenko
2020	MODULE	NATIONAL UNIVERSITY OF KYIV-MOHYLA ACADEMY	EU Studies Research Laboratory	Roman Petrov	2020	PROJECT	UKRAINIAN ASSOCIATION OF PROFESSORS AND RESEARCHERS OF EUROPEAN INTEGRATION	Rebuilding the Potential of EU Studies in the Conflict-affected Areas of Ukraine: Addressing Challenges and Creating Solutions	Roman KALYTCHAK
2020	MODULE	NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES OF UKRAINE	EU Food Law and Policy	Viktor Ladychenko	2020	SUPPA	UKRAINIAN ASSOCIATION OF PROFESSORS AND RESEARCHERS OF EUROPEAN INTEGRATION	EU-EaP future avenues: boosting joint initiatives of academia and civil society in Ukraine	Sikorskaya Irina

Erasmus+

Jean Monnet Actions 21



Information on last selection results - 2020

Applications received: 1447

Selected projects: 362 (25%)

Budget available: EUR 21.5 M EUR

Erasmus+ Programme 2021-2027



- **PROGRAMME GUIDE:** <http://ec.europa.eu/programmes/erasmus-plus/resources/programme-guide>

Jean Monnet Actions continue as a single integrated programme



• 2021 Defining European Union studies

" European Union studies comprises the study of Europe in its entirety, with a particular emphasis on the EU dimension, from an internal but also from a global perspective "

Enhancing awareness of the European Union:

- **European citizenship** and values
- Role of the **EU in a globalised world**
- Facilitating future engagement as well as **people-to-people dialogue.**
- Vector of **public diplomacy in third countries**, promoting EU values and enhancing the visibility of the European Union
- Scope of EU studies may vary so long **as an EU angle is explored.**



Jean Monnet Actions 2021

- Jean Monnet Actions in the files of Higher Education Institutions
- Jean Monnet Actions in other fields of Education and Training



Funding Mechanisms

- Fixed Lump sums
- Customized Lump sums



Award Criteria

- Quality aspects
- Overview of last call results



JEAN MONNET actions in 2021 - overview

Higher Education Institutions (HEIs)

- Modules
- Chairs
- Centres of Excellence

Any HEI in the world

In other fields of Education and Training

- Teacher training
- Networks for schools and VET providers

Erasmus+ programme countries
ONLY



JEAN MONNET ACTIONS FOR HIGHER EDUCATION: AIMS

- To promote excellence in teaching and research in EU studies worldwide
- To foster dialogue between academic world and society ➔ policymakers, civil servants, civil society, representatives of different levels of education, the media
- To generate knowledge and insights in support of EU policy-making & strengthen the role of the EU within Europe and the world
- To reach out to a wider public (beyond academia and specialized audiences) ➔ bringing EU knowledge closer to society
- To function as vector for public diplomacy towards partner/third countries ➔ promoting EU values and enhancing the visibility of what the EU stands for and what it wants to achieve.

Erasmus+ Jean Monnet Actions 21



MODULES

Modules are short teaching programmes or courses in the field of European Union studies at offered at a higher education institution. Concentrate on one particular discipline in European studies or be multidisciplinary in approach and therefore call upon the academic input of several professors and experts.

Who	Duration	Max EU contribution	%	Type of cost	other
One HEI in any country of the world	3	30.000	75%	Fixed lump sum	Minimum 40 teaching hours per academic year. Summer courses allowed

Erasmus+ Jean Monnet Actions 21



CHAIRS

Chairs are teaching posts with a specialisation in European Union studies for university professors. A Jean Monnet Chair is held by **only one professor**, he/she may also have a team to support and enhance the activities of the Chair, including the provision of additional teaching hours.

Who	Duration	Max EU contribution	%	Type of cost	other
One HEI in any country of the world	3	50.000	75%	Fixed lump sum	Minimum 90 teaching hours per academic year by the Chair

Erasmus+ Jean Monnet Actions 21



Centres of Excellence

Jean Monnet Centres of Excellence are focal points of competence and knowledge on European Union subjects. Gather expertise and competences of **high-level experts** aiming to at develop synergies between various disciplines and resources in European studies as well as at creating joint transnational activities. Jean Monnet Centres of Excellence have a **major role in reaching out to students from faculties not normally dealing with European Union issues** as well as to **policy makers, civil servants, organised civil society and the general public at large**

Who	Duration	Max EU contribution	%	Type of cost	other
One HEI in any country of the world	3	100.000	80%	Fixed lump sum	Only one at the time per HEI



2021-27 FUNDING MECHANISMS

- ↪ Focus on the outputs rather than the inputs
- ↪ Emphasis on quality and level of achievement of measurable objectives

Fixed lump sums

- Modules
- Chairs

- 75% EC Co-financing

Customised lump sums

- Centres of Excellence
- Teacher Trainings
- Networks

- 80% EC Co-financing

Reference video please see:

https://www.youtube.com/watch?v=VTSy8T2_yHg&feature=youtu.be



Modules & Chairs: grant calculation – **fixed lump sums**

- Call text includes tables displaying total lump sums per country
⇒ corresponds to total N° of teaching hours
- Applicants request in application predefined amount of single lump sum ⇒ as indicated in Call tables
- Amounts provided in tables ⇒ indicate final eligible EU contribution

Erasmus+ Jean Monnet Actions 21



Modules & Chairs: example of indicative tables

a.1) For Jean Monnet Modules for Programme Countries

Country/ teaching hours over the 3 years period (min 40h/year)	Bulgaria, Romania, Republic of North Macedonia, Liechtenstein, Serbia	Turkey, Croatia, Latvia	Hungary, Poland, Lithuania, Czech Republic, Estonia, Slovakia	Portugal, Greece, Slovenia, Malta	Cyprus, Iceland, Spain, Italy	Ireland, France, Finland	Belgium, Denmark, Germany, Luxembur & Netherlan ds, Austria, Sweden, Norway
120-150	11.500€	13.500€	15.000€	19.000€	22.000€	26.000€	28.000€
151-180	14.500€	16.500€	18.500€	23.000€	27.500€	30.000€	30.000€
181-210	16.500€	19.500€	22.000€	27.000€	30.000€	30.000€	30.000€

b.2) Jean Monnet Chair for Partner Countries

Country/ teaching hours over the 3 years period (min 40h/year)	Chile, Saint Kitts and Nevis, Mexico, Libya, Antigua and Barbuda, Barbados, Other countries	Territory of Russia as recognised by international law, Bahrain, Trinidad and Tobago	Saudi Arabia, Seychelles, Equatorial Guinea, Oman, Israel	Republic of Korea, New- Zealand	Japan	Australia, Brunei, Canada, Hong Kong, Kuwait, Qatar, Singapore, Switzerland, United Arab Emirates, United States of America
270-300	21.000€	24.000€	31.000€	37.000€	43.000€	47.000€
301-330	23.000€	27.000€	34.000€	41.000€	47.000€	50.000€
331-360	25.000€	30.000€	37.000€	45.000€	50.000€	50.000€
361-390	27.000€	33.000€	40.000€	49.000€	50.000€	50.000€
391-420	29.000€	36.000€	43.000€	50.000€	50.000€	50.000€
421-450	31.000€	39.000€	46.000€	50.000€	50.000€	50.000€
451-480	33.000€	42.000€	49.000€	50.000€	50.000€	50.000€
481-510	35.000€	45.000€	50.000€	50.000€	50.000€	50.000€



Modules & Chairs: costs covered by **fixed lump sums**

Staff

Travel

Subsistence

Equipment

Subcontracting

Other:

Dissemination of information, publications, translation





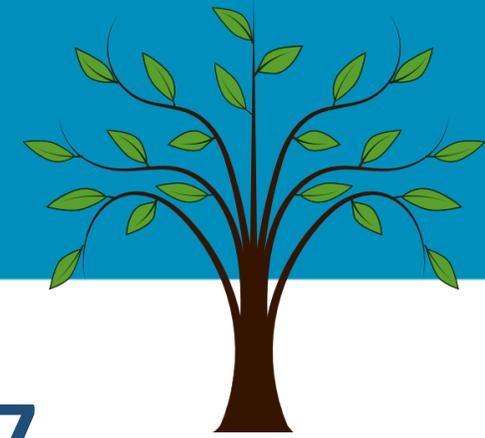
Centres of Excellence : Customised lump sums

CORE RULES

- Amount of single lump sum contribution determined for each grant ⇒ based on the estimated budget proposed by applicant
- Granting authority will fix lump sum per grant ⇒ based on proposal, evaluation result, funding rates and maximum grant amount set in Call.

DETAILS

- Budget presented as detailed & coherent work packages
- Activities for each work package must be outlined in detail
- Applicants must provide breakdown of estimated costs showing the share per work package
- Typology of costs: staff, travel and subsistence, equipment, subcontracting, other.



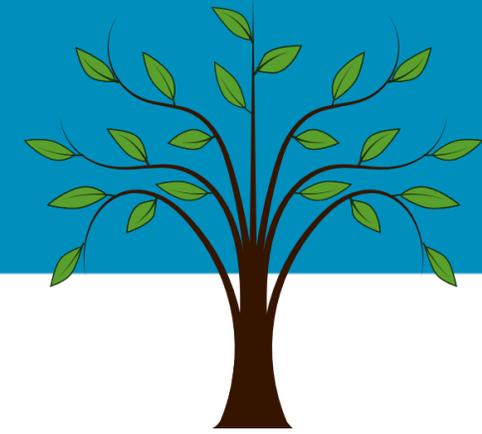
Award criteria - Jean Monnet actions 2021 - 2027

Relevance of the project

Quality of the project design and implementation

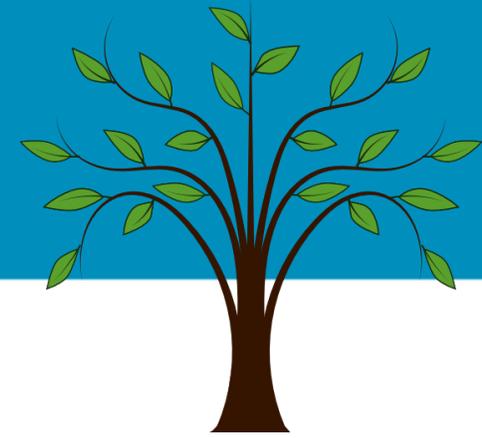
Quality of partnership and cooperation arrangements

Impact, dissemination and sustainability



Award Criteria – Jean Monnet activities in Higher education

- **Slight differences** between Modules, Chairs, Centres of Excellence
- To be considered for funding, proposals must **score at least 70/100** points in total and **15/25 points in each award criterion**
- **Relevance of the project** (maximum 25/100 points)
- **Quality of the project design and implementation** (maximum 25/100 points)
- **Quality of the partnership and cooperation arrangements** (maximum 25/100 points)
- **Impact, dissemination and sustainability** (maximum 25/100 points)



- **Relevance of the project:**

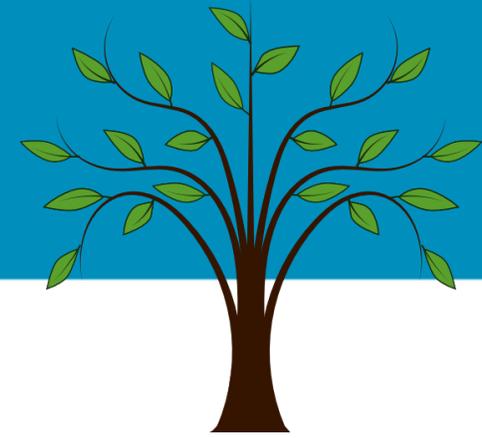
- Meet **objectives of the Jean Monnet action**

- fosters dialogue between the academic world and society, including local and state level policy-makers, civil servants, civil society actors, representatives of the different levels of education and of the media;
- generates knowledge and insights that can support EU policy-making and strengthen the role of the EU in a globalized world;
- includes active outreach and educational work that will spread knowledge about EU subjects to wider society (beyond academia and specialised audiences) and will bring the EU closer to the public.

- The extent the proposal **reaches priority target groups**

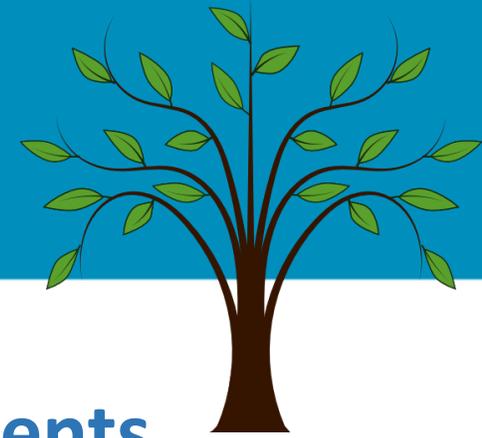
Higher education students of European Union Studies

- Higher education students who do not automatically come into contact with EU studies
- For Erasmus+ Partner countries, the potential to enhance EU-public diplomacy



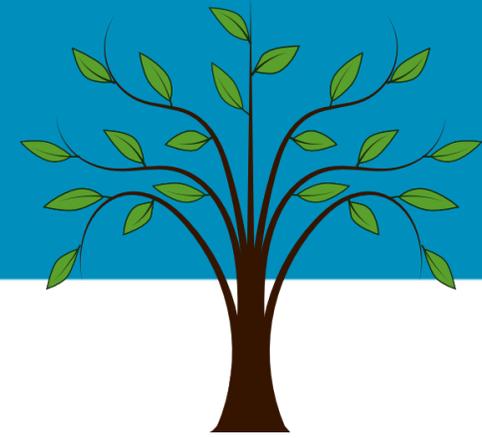
Quality of the project design and implementation

- **Methodology:** quality, novelty and feasibility of the project itself and the viability of the proposed methodology
- **Management:** the extent to which the work programme is presented in a clear, complete and coherent manner, with due care taken to present the appropriate planning of preparation, implementation, evaluation, follow-up and dissemination phases
- **Coherence** with the project objectives and activities
- **Monitoring and evaluation strategy**



Quality of the partnership and cooperation arrangements

- **Excellent profile and expertise of Chair holder in European Union studies**
- **Profile and expertise of Chair holder and key staff involved in the activities proposed in the project both in terms of European Union Studies and in terms of the specific themes addressed by the proposal**
- **Evidence of the level of experience in research in EU subjects**



Impact, dissemination and sustainability

- **The expected impact** of the project by having **long lasting effects**
- **Dissemination and communication: disseminating the outcomes of the activities within and outside the institution hosting the Jean Monnet Action**
- **Raising awareness of projects and results**, enhancing **visibility** of participants and organizations
- **Reaching out to groups outside** the higher education institutions
- Transferability and translation into **new policies and improved practices**
- The extent to which the **dissemination tools** foreseen will reach the **target audience via: media exposure (including social media, publications, etc.) events**

Sustainability and continuation: the proposal includes appropriate measures and resources to ensure that the project results and benefits will be sustained beyond the project lifetime

Erasmus+

Jean Monnet Actions 2021



Indicative Roadmap – Call 2021 EUR 10M e-grants

STEPS	DATES -
Publication of the call 2021	25 March 2021
Deadline for submission of applications	02 June 2021
Evaluation period	Summer 2021
Notification of results to applicants	max. 5 months after submission deadline
Preparation of Grant Agreement/Decision	max. 9 months after submission deadline



Tips for a successful application

- Demonstrate clear and sustainable results in benefit of all actors
- Count with a clear institutional support from the organization
- Be ready to start as soon as the call results are published
- Clear, complete, concrete, concise and coherent proposal
- Count with the active participation of all team members

Erasmus+ Jean Monnet Actions 21



Funding Portal

The screenshot shows a web browser window displaying the Erasmus+ Funding Portal search results. The browser address bar shows the URL: <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-search;callCode=null;programCode=ERASMUS2027;progr...>

On the left side, there are filter options:

- Filter by call**: Select a Call...
- CPV code (Tenders Only)**: Select a CPV code...
- Places of delivery or performance (Tenders Only)**: Select a Place of delivery...

A "Clear search" button is located below the filters.

The main content area displays four search results, each for a "Grant":

- Grant: Jean Monnet Actions in the field of Higher Education: Chairs**
 - Open for submission
 - Programme: Erasmus+ Programme (ERASMUS)
 - ID: ERASMUS-JMO-2021-CHAIR
 - Types of action: ERASMUS Lump Sum Grants
 - Deadline model: single-stage
 - Opening date: 20 April 2021
 - Deadline date: 02 June 2021 17:00:00 Brussels time
- Grant: Partnership for Excellence - Centres of Vocational Excellence**
 - Open for submission
 - Programme: Erasmus+ Programme (ERASMUS)
 - ID: ERASMUS-EDU-2021-PEX-COVE
 - Types of action: ERASMUS Lump Sum Grants
 - Deadline model: single-stage
 - Opening date: 20 April 2021
 - Deadline date: 07 September 2021 17:00:00 Brussels time
- Grant: Jean Monnet Actions in the field of Higher Education: Centres of Excellence**
 - Open for submission
 - Programme: Erasmus+ Programme (ERASMUS)
 - ID: ERASMUS-JMO-2021-COE
 - Types of action: ERASMUS Lump Sum Grants
 - Deadline model: single-stage
 - Opening date: 20 April 2021
 - Deadline date: 02 June 2021 17:00:00 Brussels time
- Grant: Jean Monnet Actions in other fields of Education and Training: Networks**
 - Open for submission
 - Programme: Erasmus+ Programme (ERASMUS)
 - ID: ERASMUS-JMO-2021-OFET-NET
 - Types of action: ERASMUS Lump Sum Grants
 - Deadline model: single-stage
 - Opening date: 20 April 2021

The Windows taskbar at the bottom shows the search bar with "Type here to search", several application icons, and the system tray with the date "11/05/2021" and time "16:38".

Erasmus+

Jean Monnet Actions 2021



USEFUL LINKS

- **Funding and Tender Opportunity Portal:** <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/programmes/erasmus2027>
- **Erasmus+ platform for dissemination and exploitation of project results:** <http://ec.europa.eu/programmes/erasmus-plus/projects/>
- **Jean Monnet functional Mail-Box:** EACEA-AJM@ec.europa.eu
- **Ukraine, Moldova, Armenia:** antonio.fontelles-de-lima@ec.europa.eu
- **Georgia, Belarus:** raluca.iagher@ec.europa.eu
- **Azerbaijan:** maria.de-yturriaga-saldanha@ec.europa.eu