



## WP3 – Building body of Practice – Training programs for different stakeholders

### Meeting #3: From fiduciary duty to green taxonomy: Establishing traineeship programs for Israeli regulators on policy levers to foster SF.

EFMD, Brussels, Belgium  
16 – 18 / 05 / 2022

#### 1. Meeting goals:

The programme for each day is designed with certain Intended Learning Outcomes (ILOs) in mind. The ILOs cover an overview of Sustainable Finance policies (SF) in the European Union (EU), from design to implementation and the role of different stakeholders.

#### ILOs day 1 – 16/05/2022

From forming a policy to implementing it: What are the major EU SF policies? How are the member states involved? And how can they take advantage of them at national level?

- Introduction to EU SF policies
- Practical example from a member state

#### ILOs day 2 – 17/05/2022

Who are the key players influencing the design and launching of national SF policies?

- The perspective of the member of a national parliament
- The perspective of advocacy organisations
- The academic perspective

#### ILOs day 3 – 18/05/2022

What are the main take-aways in terms of policy design and actors involved?

Do they apply to Israel?

What role can academia play in this process?



## 2. Agenda

**Day 1: Monday 16/05/2022**

From forming a policy to implementing it.

Time	Topic	Speaker/Comments
09:00-09:30	Arrival of participants & registration	
09:30-09:35	Welcome & overview of the day's programme	TERRASSE Christophe, Director, EFMD International Projects
09:35-09:45	The IFI project in Brussels: Objectives & expectations	HOLZMANN Vered, IFI Project Coordinator and Director
09:45-10:15	Erasmus Capacity Building projects: Objectives & expectations	VALITUTTI Caterina, Project Adviser, European Education, Audio-visual & Culture Executive Agency
10:15-10:45	Introduction to EFMD	CARVALHO HERNANDES Helke, Vice-President, EFMD
10:45-11:15	Coffee break at the same venue	
11:15-12:00	The role of accreditation agencies in promoting sustainable finance: Can organisations like EFMD support policy making in this field?	TERRASSE Christophe, Director, EFMD International Projects
12:00-13:00	Design & implementation of EU SF policies at a member-state level: A practical example from Greece	STEFANOU Ioannis, Principal at Grant Thornton and Head of Energy Sector ( <i>online session</i> )
13:00-14:00	Lunch at the same venue	
<i>Transfer to the House of European History (walking or with public transport, accompanied by the EFMD team)</i>		
16:00-17:30	Guided visit at the <a href="#">House of European History</a> , permanent exhibition	Rue Belliard 135, 1000 Brussels (No entrance fee for the IFI partners)
<i>Walk to the dinner venue (accompanied by the EFMD team)</i>		
19:00	Dinner at <a href="#">Brasserie Signature</a>	Pl. Jourdan 52, 1040 Etterbeek



		<p>Each participant will pay the cost of his/her dinner directly at the restaurant: 50 euros (including starter, main course, dessert &amp; drinks)</p>
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## Day 2: Tuesday 17/05/2022

Who are the key players influencing the design and launching of national SF policies?

Time	Topic	Speaker/Comments
09:00-09:30	Arrival of participants & registration	
09:30-09:35	Overview of the day's agenda	TERRASSE Christophe, Director, EFMD International Projects
09:35-11:30	National SF policies: Who influences the debate? An example from Belgium	VANDEBURRE Gilles, Federal Member of the Belgian Parliament and group leader of ECOLO-Groen
11:30-12:00	Coffee break at the same venue	
12:00-13:00	EU policies and regulatory environment: What is the role of advocacy organisations? How does "Finance Watch" sets standards for SF policies?	PALINSKA Aleksandra, Senior Research and Advocacy Officer, Finance Watch ( <i>online session</i> )
13:00-14:00	Lunch at the same venue	
14:00-15:00	From market to green economics: Impact on monetary & financial policies	SCHOENMAKER Dirk, Professor of Banking & Finance, Rotterdam School of Management, Erasmus University Rotterdam
<i>Transfer to the EU Parliamentarium (walking or with public transport, accompanied by the EFMD team)</i>		
16:30-17:30	Multimedia guided visit at the <a href="#">EU Parliamentarium</a>	Pl. du Luxembourg 100, 1050 Bruxelles ( <i>no entrance fee for the IFI partners</i> )
<i>Free time</i>		



### Day 3: Wednesday 18/05/2022

How to mainstream sustainability literacy in your context and for professional needs?

Learn how to adopt online tools and to connect them to your practices.

How to mobilize experimental collective intelligence for sustainability awareness?

Time	Topic	Speaker/Comments
09:00-09:30	Arrival of participants & registration	
9:30-10:30	Introduction to “ <a href="https://www.sulitest.org">Sulitest.org</a> ”: The initiative and its mission	DECAMPS Aurélien, Co-Founder of Sulitest and Professor at KEDGE Business School
10:30-11:00	Organisation of a workshop by “Sulitest” <ul style="list-style-type: none"> <li>- Ice-breaker</li> <li>- The tools and how you can use them – with Q&amp;A</li> <li>- Presentation of the workshop format and objectives</li> </ul>	
11:00-11:30	Coffee break at the same venue	
11:30-12:30	Workshop in small groups	
12:30-13:00	Presentations from the partners	
13:00-13:15	Closing	
13:15-14:15	Lunch at the same venue	
<i>Transfer to the Magritte Museum (walking or with public transport, accompanied by the EFMD team)</i>		
15:00-16:30	Guided visit at the <a href="https://www.magrittemuseum.com/">Magritte Museum</a> , dedicated to the work of René Magritte, the famous Belgian surrealist artist	Rue de la Régence 3, 1000 Bruxelles (EFMD is happy to offer this visit to the IFI participants)
17:15-18:45	Guided visit at the historical city centre	The meeting point is outside the Magritte Museum
<i>Free time</i>		



### 3. Speakers



#### CARVALHO HERNANDES Helke

Helke is currently the EFMD Global Vice President. Helke is in charge of international development managing the Hong Kong and Miami offices.

Prior to this position, Helke was the Director of Marketing, Communications and IT at EFMD and also served as the Executive Director of AHRMIO – The Association of HR Management in International Organisations, a network dedicated to furthering the management of people in not-for-profit international organisations in the governmental and non-governmental sectors.

Since 2012 Helke sits on the CEIBS (Chine Europe International Business School) Board of Trustees as the European observer.

Helke started at EFMD in 2001 in the Networking Unit after graduating from Solvay Business School where she completed a Master on International Trade. She was a project manager and subsequently manager of three networking groups within EFMD: MBA, Undergraduate and Public Sector. She moved to the marketing department in 2007 as manager with the responsibility of building the department.

Before joining EFMD, Helke worked for ten years at HSBC Bank Brazil where her last position was account manager. She received a Chemical Engineering degree in 1994 from UNAERP in Brazil. Helke completed her MBA programme at ESCP Europe in 2007. For two years she was the Director of International Relations of the ESCP Europe Club MBA - the Executive MBA alumni group.



Aurélien Decamps has been a Professor at KEDGE Business School since 2012. He holds a PhD in Economics from the University of Bordeaux (2009) and his research interests include Urban, Territorial and Real Estate Economics and are specifically focused on two main themes: the way CCI (Cultural and Creative Industries) are embedded into regional and territorial development and the impact of Sustainability and CSR (Corporate Social Responsibility) on urban dynamics and territorial attractiveness. His research has been published in peer-reviewed journals such as Journal of Business Research (2016), Urban Studies (2013), Revue Economique (2013) or Revue d’Economie Régionale et Urbaine (2011). He also contributes actively to the field of ESD (Education for Sustainable Development) through the UN Higher Education Sustainability Initiative as General Secretary and Academic Coordinator for a flagship initiative, the SULITEST (Sustainability Literacy Test), an international open online assessment tool endorsed by several UN agencies and academic networks.





### HOLZMANN Vered

Dr. Holzmann is a senior lecturer at the School of Management and Economics in The Academic College of Tel Aviv Yaffo where she also serves as the Director of Research, Development and Innovation. Vered received her doctorate from the School of Management, Tel-Aviv University. Her work has been presented in international conferences and published in books and scholarly journals including Project Management Journal, International Journal of Project Management, The Learning Organization, and European Journal of Education.

Vered participated in several European projects and coordinated Tempus and Erasmus+ projects. She is the coordinator of Erasmus+ project IFI (Innovative Finance in Academic and Field) and recently received a grant from the Edmond de Rothschild Foundation for research on Impact – Economic Models for Israeli Public Higher Education Institutions.

Vered is a project manager (PMP, SCM) with experience in the IT industry, engineering and construction on one hand, and in the political, marketing and higher education environments on the other hand. She held various managerial positions in several startup enterprises and currently serves as a member of the PMI (Project Management Institute) Academic Insight Team.



### PALINSKA Aleksandra

Aleksandra Palinska is a seasoned professional with more than 10 years of experience in strategic EU public affairs. Her expertise covers sustainable finance, corporate governance and capital markets regulation. She acts as a sherpa on the European Commission’s Platform on Sustainable Finance.

Prior to joining Finance Watch, she worked for EFAMA, EuropeanIssuers and BetterFinance, which represent the interests of asset managers, publicly-listed companies and individual investors, respectively. Hence, she has a very good understanding of the financial industry, the challenges and expectations of the buy and sell side, and how capital markets work.

Aleksandra holds a masters’ degree in economics from the University of Economics in Katowice and a post-graduate diploma in European studies from the Warsaw School of Economics.



### SCHOENMAKER Dirk

Prof. Dirk Schoenmaker is Professor of Banking and Finance at the Rotterdam School of Management, Erasmus University Rotterdam.

His research and teaching focus on the areas of sustainable finance, central banking and financial stability, financial system architecture and European financial integration. He is regular speaker at academic and professional conferences.

Dirk Schoenmaker is also a non-Resident Fellow at the Brussels-based think tank Bruegel and a Research Fellow at the Centre for European Policy Research (CEPR). He is co-author of the textbooks 'Principles of Sustainable Finance' (Oxford University Press) and 'Financial Markets and Institutions: A European perspective' (Cambridge University Press) and author of 'Governance of International Banking: The Financial Trilemma' (Oxford University Press). He earned his PhD in economics at the London School of Economics.

Before joining RSM, he was Dean of the Duisenberg school of finance from 2009 to 2015. From 1998 to 2008, he served at the Netherlands Ministry of Finance. In the 1990s he served at the Bank of England. He is a regular consultant for the IMF, the OECD and the European Commission.



### STEFANOU Ioannis

Ioannis Stefanou brings multiple years of professional experience in the energy sector. He holds a Diploma in Electrical and Computer Engineering from the Technical University of Patras and a 2-year MSc in Sustainable Energy Technologies from Delft University of Technology on Sustainable Energy Technologies.

During his professional career he has gained a profound understanding of the EU acquis in the energy sector, the regulation of transmission and distribution networks both from an economic and technical standpoint, and the operation of the wholesale and retail energy markets, as well as EU policies on the climate change and energy transition. Ioannis has implemented numerous projects related to the development of policy and regulatory frameworks, market restructuring and liberalization, development of business strategies, regulatory economics, sustainable development and decarbonisation.

In the context of his assignments, he has worked for reputable European Institutions like DG ENER, DG CLIMA and the Agency for the Cooperation of Energy Regulators (ACER), development banks such as the World Bank (WB) and International Finance Corporation (IFC), the European Investment Bank (EIB) and the European Bank for Reconstruction and Development (EBRD), as well systemic banks. He has also offered advisory services to institutional clients including Ministries, Energy Regulators, Transmission and Distribution System Operators and Energy Exchanges. Finally, he has supported several energy utilities on regulatory and strategy related topics on electricity and gas topics.





He has worked extensively apart from Greece and other EU countries in the Balkans, the Middle East and ex-Russian countries.

Finally, he has been one of the focal experts on the preparation of the Greek Recovery and Resilience Plan, responsible for the Green Transition and largely involved in its implementation.



### TERRASSE Christophe

Dr. Christophe Terrasse is the Director of the International Projects Department at EFMD, in charge of all the EU-funded projects in the field of Higher Education and International cooperation with European and non-European institutions.

He oversees all the projects in which EFMD is in charge of QA, monitoring and impact assessment, including knowledge alliances and H2020 projects.

Since he joined EFMD in 2000, he has coordinated and managed more than 60 international projects implemented all over the world, linked to internationalisation, HE impact, digitalisation of HE, internationalisation and modernisation of higher education systems.

Christophe has also represented EFMD in the project IRIS, a large EU-funded project that supported 11 Israeli Colleges to foster their academic international relations, improve their academic quality, status and competitiveness.

He regularly contributes in national and international conferences on quality assurance and accreditation, the evolution of the impact of HEIs, internationalisation and digital transition of HE.

Christophe teaches Marketing and Branding at HEC Paris, he holds a degree in Management Sciences from University Paris-Dauphine and obtained his PhD in Marketing at HEC (France).



### VANDEBURRE Gilles

In June 2015, Gilles Vandeburre became member of the Belgian Federal Parliament, as a substitute for Zakia Khattabi who become co-president of Ecolo. Gilles Vandeburre was then re-elected in 2019 as member of the Belgian Federal Parliament.

He is a business engineer and has worked for 12 years in the business world in various commercial executive positions, in the banking and industrial sectors and has managed a business incubator linked to sustainable development and the environment (Greenbizz).

Convinced that ecology remains more than ever the future of the economy, his political priorities are focused on entrepreneurship, SMEs and the self-employed with particular attention to the relocation of our economy and innovation (circular economy, collaborative, functionality, etc.).



In October 2020, he became the leader of the Ecolo-Groen group in the Belgian Chamber. At the Belgian Federal Parliament, the areas and committees in which he is active are:

- Finances and Budget – topics related to banking, budget, investment
- Economy, Consumer Protection and Digital Agenda – topics related to SMEs, the self-employed and entrepreneurship, consumption and digital

Since January 2020, he is the Chairman of the Advisory Committee on Scientific and Technological Questions. For its first theme, the Committee worked on the issue of “Artificial intelligence (and algorithms) and the impact on social media in the democratic process “. The second theme that has just been launched focuses on the objectification of the impact of cryptocurrencies.

At the local level, Gilles Vandeburre is also the political secretary of ECOLO Ixelles.



## The EFMD Team



### MAILLARD Jean-Baptiste

Jean-Baptiste Maillard is the Senior Manager at the EFMD International Projects Department. He is the manager of the CBHE projects led by EFMD in Latin America and his tasks include project coordination & communication, contacts with EU officials, Ministries, & experts, design & quality control of project deliverables and results, financial planning & reporting, networking & dissemination and organisation of events & meetings.

Jean-Baptiste Maillard also participates in EU-funded projects related to innovation, internationalisation of Higher Education Institutions and QA for HE. He was largely involved in the implementation of IRIS and particularly the promotional strategy of the project and contacts with the Israeli colleagues.

He represents EFMD in national and international conferences on quality assurance and accreditation, the Impact of higher education and internationalisation. Some of these include the Georgian Higher Education – New Technologies and Innovation conference in 2017 the Pakistan National Business Education Accreditation Council Deans and Directors conference in 2017 & 2018 and the EAIE conference in 2016, 2017, 2018 & 2019.

Before joining EFMD, Jean-Baptiste worked at the French Institute in Cyprus where he took part in teaching programmes in Cyprus' ministries in view with the Cyprus' presidency of the European Council. He also worked at the European Biodiesel Board where he was in charge of EU-funded projects in the field of renewable energies and industry technologies. He holds a Master Degree with distinctions in International Relations affairs from Sciences-Po Strasbourg (2013). During his academic career, he also spent one year in the University of Cyprus where he focused on international relations between EU and non-EU member States.



### PANOUTSOU Athanasia

Athanasia Panoutsou is Manager at the EFMD International Projects Department. Since she joined EFMD in 2017, she has been involved in all the capacity building projects that EFMD is leading in Latin America and has been in charge of the EFMD role in other EU funded projects (including CBHE, Knowledge Alliances in Africa, Asia and EU, H2020 as well as international tenders).

Athanasia is the manager of IFI project on behalf of EFMD and has been in charge of the EFMD role as the QA partner in several EU funded projects. She is responsible for the elaboration of quality assurance plans & indicators, the creation of the quality reports in accordance with the EFMD QA labels, the administration of large-scale online surveys and the synthesis of needs analysis reports. In line with the EFMD expertise in impact measurement & assessment, Athanasia has previously introduced such tools and analysis in the WPs related to QA.

Athanasia represents EFMD in project meetings and international events and contributes to the design and co-delivery of trainings implemented in the framework of EU projects and delivered in Asia, Africa or EU.



Before joining EFMD, she worked on the design and implementation of Erasmus projects mainly for the development of entrepreneurship education for youth and relevant training programs.

Athanasia holds a master degree in Educational Sciences from Vrije University of Brussels (2014) and during her academic career she spent two months in African countries, conducting a research study on the effectiveness of Capacity Building projects in Africa.



### GALDIERI Alessia

Alessia Galdieri is Manager at the EFMD International Projects Department, since she joined the team in September 2022, she managed some of the EFMD project's linked to inclusion, digitalisation and internationalisation, including the IFI project. Her main tasks include project coordination and administration, financial planning and reporting, quality administration and preparation.

She has more than 6 years' experience in preparation, administration and coordination of projects. Before joining EFMD, she worked for years in different countries in Africa for an international NGO, especially in the Sahel Region, implementing several development programmes on topics including human rights, inclusion, access to basic formal / informal education, protection activities and migration.

Ms. GALDIERI holds a master degree in International and Diplomatic Science from the University of Bologna.



### QUILEZ Maria

Maria Quilez is Coordinator at the EFMD International Projects Department and joined the team in October 2019. She is in charge of communication campaigns, administration and financial reporting, as well as the coordination of quality assurance tasks in projects in which EFMD is an invited partner. She is involved in all CBHE projects that EFMD leads in Latin America and supports their administration and contacts with the consortia.

Before joining EFMD, she worked on the management of EU projects in a foundation in her hometown and in a European federation of trade unions in Brussels. She also led the organization of relevant events in a EU network of national institutes of culture.

Maria holds a master degree on European Union Affairs and a Bachelor Degree in Law





## 4. Venue

### EFMD Global



**Address:** [Rue Gachard 88, Ixelles 1050, Brussels](#)

**To enter the building:** Please use the arrows on the bell to find “EFMD”. Ring the bell and then you can enter the building.

**Floor:** 4<sup>th</sup> floor. Please use the last 2 elevators, the EFMD staff will welcome you at the 4<sup>th</sup> floor.

### Directions to EFMD

**Walking:** From the historical city centre (around Grand Place) until EFMD, it is approximately 40’ walking.

**By Metro:** “Louise” is the nearest metro station. From “Louise” someone can walk until EFMD within 15-20’ (the ticket fare is 2,60 euros from the machines at the metro stations).

**By Tram:** “Vleurgat” is the nearest tram station. The trams 8 & 93 stop at “Vleurgat”. EFMD is 5’ walking distance from “Vleurgat” (the ticket fare is 2,60 euros from the machines at the tram and bus stops).

**By Taxi:** A taxi from the historical city centre (around Grand Place) to EFMD costs approximately 15 euros.



## 5. Transportation from the airport to the city

**By train:** You can find the train at the level -1 of the airport. It stops at the main train stations of the city; Gare Central, Gare du Nord and Gare du Midi. The price of the ticket is 9,30 euros.

**By bus:** Bus n° 12, can be found at the level 0 of the airport and can take you until Place Luxembourg from where you need other transportation until the city centre or EFMD. The ticket price is 7 euros.

**Taxi, Uber etc.:** It costs approximately 50 euros until the city centre (e.g., until Gare Central).





## 6. Accommodation

There is no specific arrangement with a hotel for the IFI participants. The hotels that we recommend below offer prices from 75 until 110 euros per day, a competitive rate for Brussels standards. We recommend the following hotels:

In walking distance from EFMD (from 5' to 15' walking distance):

- [B&B Hotel Brussels Centre Louise](#)
- [Made in Louise](#)
- [Le châtelain](#)
- [Ibis Châtelain](#)
- [Ibis Styles Brussels Louise](#)

Hotels located at the historical city centre (around Grand Place):

- [Ibis Brussels City Centre](#)
- [Ibis Brussels off Grand Place](#)
- [The Easy Hotel](#)
- [Novotel Brussels City Centre](#)

Once you make a reservation, please notify IFI Management Team at [ifi.erasmus@mta.ac.il](mailto:ifi.erasmus@mta.ac.il).



## 7. Dinner Venue

**Dinner on 16/05/2022** will take place at the [Brasserie Signature](#)



**Address:** Pl. Jourdan 52, 1040 Etterbeek

**Cost:** 50 euros per participant (incl. a starter, main course, dessert & drinks). Amount to be paid by each participant separately at the restaurant.

**Dinner the rest of the days:** The participants are free to choose their dinner venue following the social activities. The EFMD staff will always be available to give you tips and recommendations.

### !!IMPORTANT!

Please, select your dinner using the attached excel, and send it back to [maria.quilez@efmdglobal.org](mailto:maria.quilez@efmdglobal.org) as soon as possible!



## 8. General information

**International dialling code:** 0032

**Currency:** Euro (EUR/€)

**Time zone:** Central European Summer Time (CEST)

**Official languages:** French & Flemish

**Tipping:** Service and VAT are always included in the menu price. Tipping on top of that is always welcome.

**Weather:** Please note that the weather in Brussels is quite unpredictable even though it seems that we will be surprised with long and warm days reaching 25 degrees!



## 9. The city of Brussels

### Interesting sightseeing:

- The historical city centre around the areas; Grand Place, La Bourse, Place Saint Catherine & Place Saint Gerry.
- Starting from the “Louise” metro station:
  - Walk until “Palais de Justice” and take the elevator to the neighbourhood “Les Marolles”.
  - Walk until “Palais de Justice” and towards the Magritte Museum, Park Royal, the Royal Palace and Place de la Monnaie until Grand Place.

### What to try:

- Belgian chocolates and waffles. Big variety can be found in the city centre, but the most popular ones can be found almost everywhere in the city.
- Belgian beers (such as trappist beer). Big variety can be found in the historical centre, but the most popular ones can be found almost everywhere in the city.
- Mussels & frites: a typical dish in Brussels. There are plenty of restaurants in the small streets around Grand Place and in Place Saint Catherine.



## 10. COVID-19 Restrictions

- Before taking your flight, please check the steps you need to take following this [link](#) and the section “I do not live in Belgium”.
- Pay particular attention to the [PLF \(Passenger Locator Form\)](#).
- If you need to do a PCR test in Brussels, we recommend the:
  - [COVID Test Centre at the Airport](#)
  - [The Albert COVID Test Centre](#)
- Always have your vaccination certificate or other proof available. In places such as museums and cultural venues it is often, still a requirement.
- The use of mask is mandatory in public transport and some cultural venues.
- We recommend the use of mask inside EFMD as well.



Estonian  
Business  
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RSM  
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Deusto  
Universidad de Deusto  
University of Deusto



Bezalel  
Academy of  
Arts and Design  
Jerusalem

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والصميم  
القدس

THE ACADEMIC  
of TEL AVIV-YAFFO



EFMD

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DI PADOVA



KIBBUTZIM COLLEGE  
OF EDUCATION TECHNOLOGY & ARTS



Tel-Hai  
College

NATIONAL  
UNION OF  
ISRAELI  
STUDENTS



## 11. Contact details

For further information and emergencies:

- Ms. Athanasia Panoutsou: 0032 484607916  
[athanasia.panoutsou@efmdglobal.org](mailto:athanasia.panoutsou@efmdglobal.org)
- Ms. Maria Quilez: 0034 675843347  
[maria.quilez@efmdglobal.org](mailto:maria.quilez@efmdglobal.org)
- Dr. Vered Holzmann: 00972-544-274568  
[veredhz@mta.ac.il](mailto:veredhz@mta.ac.il)





## 12. Cost of lunch per participant

For the whole duration of the event, the lunch breaks will be taking place at EFMD.

Please, note that EFMD does not have a canteen at its premises. All meals are prepared by a caterer and pre-paid by EFMD.

The amount per participant for all 3 days to cover his/her lunch is 40 euros.

We kindly ask you to have this amount in cash with you on 16/05 and cover these expenses.

If necessary, all proofs of costs are available to those interested.



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## NOTES