

EU CONEXUS

European University for Smart
Urban Coastal Sustainability

Consortium Agreement

EU-CONEXUS Plus

**A significant step forward for the European
University for Smart Urban Coastal Sustainability**

**MULTI BENEFICIARIES PROJECT
UNDER ERASMUS -EDU-2022-EUR-UNIV**

Version n°1 – January 2023

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CONSORTIUM AGREEMENT

This CONSORTIUM AGREEMENT is elaborated in the framework of the Grant Agreement number 101089709-EU-CONEXUS Plus -ERASMUS-EDU-2022-EUR-UNIV.

BETWEEN:

- 1) LA ROCHELLE UNIVERSITE, the Coordinator
- 2) GEOPONIKO PANEPISTIMION ATHINON,
- 3) FUNDACION UNIVERSIDAD CATOLICA DE VALENCIA SAN VICENTE MARTIR,
- 4) KLAIPEDOS UNIVERSITETAS,
- 5) SVEUCILISTE U ZADRU,
- 6) UNIVERSTATEA TEHNICA DE CONSTRUCTII BUCURESTI,
- 7) SOUTH EAST TECHNOLOGICAL UNIVERSITY
- 8) UNIVERSITAET ROSTOCK
- 9) FREDERICK UNIVERSITY
- 10) EU-CONEXA AISBL

hereinafter, jointly or individually, referred to as 'Parties' or 'Party' or 'Consortium'

relating to the Action entitled

A significant step forward for the European University for Smart Urban Coastal Sustainability

in short

EU-CONEXUS Plus

hereinafter referred to as 'Action'

WHEREAS:

The Parties have submitted a proposal (Call Identifier: ERASMUS-EDU-2022EUR-UNIV) for the Action to the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as 'the Agency') as part of the Erasmus + Programme.

The Parties wish to specify or supplement binding commitments among themselves in addition to the provisions of the specific Grant Agreement to be signed by the Parties and the Agency (hereinafter 'Grant Agreement').

The Parties are aware that this Consortium Agreement is based upon the DESCA model consortium agreement.

NOW, THEREFORE, IT IS HEREBY AGREED AS FOLLOWS:

1 Definitions

The following definitions apply for the purpose of the present Consortium Agreement:

'Action': the set of activities or the project for which the grant is awarded, to be implemented by the beneficiaries as described in Annex I of the Grant Agreement.

'Breach of obligations': failure by a beneficiary to fulfil one or more of its contractual obligations.

'Confidential information or document': any information or document (in any format) received by either party from the other or accessed by either party in the context of the implementation of the Agreement that any of the parties has identified in writing as confidential. It does not include information that is publicly available.

'Conflict of interests': a situation where the impartial and objective implementation of the Agreement by a beneficiary is compromised for reasons involving family, emotional life, political or national affinity, economic interest, any other direct or indirect personal interest or any other shared interest with the Agency or any third party related to the subject matter of the Agreement.

'Consortium Body': Consortium Body means any governance or management body described in the Governance Structure section of this Consortium Agreement.

'Defaulting Party': Defaulting Party means a Party that the Governing Board has identified as being in breach of the Consortium Agreement and/or the Grant Agreement.

'Direct costs': those specific costs which are directly linked to the implementation of the Action and can therefore be attributed directly to it. They may not include any indirect costs.

'Force majeure': any unforeseeable, exceptional situation or event beyond the control of the parties that prevents either of them from fulfilling any of their obligations under the Agreement, which is not attributable to error or negligence on their part or on the part of the subcontractors affiliated entities or third parties in receipt of financial support and which proves to be inevitable despite their exercising due diligence. The following cannot be invoked as force majeure: labour disputes, strikes, financial difficulties or any default of a service, defect in equipment or materials or delays in making them available, unless they stem directly from a relevant case of force majeure.

'Formal notification': form of communication between the parties made in writing by mail or electronic mail which provides the sender with compelling evidence that the message was delivered to the specified recipient.

'Fraud': any act or omission relating to the use or presentation of false, incorrect, or incomplete statements or documents, which has as its effect the misappropriation or wrongful retention of funds or assets from the Union budget, the non-disclosure of information in violation of a specific obligation, with the same effect or the misapplication of such funds or assets for purposes other than those for which they were originally granted.

'Grave professional misconduct': a violation of applicable laws or regulations or ethical standards of the profession to which a person or entity belongs, or any wrongful conduct of a

person or entity which has an impact on its professional credibility where such conduct denotes wrongful intent or gross negligence.

‘Implementation period’: the period of implementation of the activities forming part of the Action, as specified the Data Sheet (Point 1) of the Grant Agreement.

‘Irregularity’: any infringement of a provision of Union law resulting from an act or omission by a beneficiary, which has or would have the effect of prejudicing the Union’s budget.

‘Maximum amount of the grant’: the maximum EU contribution to the Action, as defined in the Data Sheet (Point 3) of the Grant Agreement.

‘Pre-existing material’: any materials, document, technology or know-how which exists prior to the beneficiary using it for the production of a result in the implementation of the Action.

‘Pre-existing right’: any industrial and intellectual property right on pre-existing material; it may consist in a right of ownership, a license right and/or a right of use belonging to the beneficiary or any other third parties.

‘Related person’: any natural or legal person who is a member of the administrative management or supervisory body of the beneficiary or who has powers of representation, decision or control with regard to the beneficiary.

‘Software’: Software means sequences of instructions to carry out a process in, or convertible into, a form executable by a computer and fixed in any tangible medium of expression.

‘Starting date’: the date on which the implementation of the Action starts as provided for in the Data Sheet (Point 1) of the Grant Agreement.

‘Subcontract’: a procurement contract for goods, works or services, which covers the implementation by a third party of tasks forming part of the Action as described in Annex I of the Grant Agreement.

‘Indirect costs’: those costs which are not specific costs directly linked to the implementation of the Action and which therefore cannot be attributed directly to it. They may not include any costs identifiable or declared as eligible direct costs.

2 Purpose

The purpose of this Consortium Agreement is to specify with respect to the Action the relationship among the Parties, in particular concerning the organisation of the work between the Parties, the governance of the Action and the rights and obligations of the Parties concerning inter alia liability, access rights and dispute resolution.

The Parties undertake to do everything in their power to carry out the work forming the subject of this agreement, which falls within the framework of the Grant Agreement 101089709-EU-CONEXUS Plus -ERASMUS-EDU-2022-EUR-UNI, concluded between the Coordinator and the Agency, related to the above-mentioned Action.

The subject matter of this agreement and the related work are detailed in the annexes of the Grant Agreement. The respective Grant Agreement terms and conditions and related annexes shall form an integral part of the present agreement, and take precedence over it (see Article 11 of the present agreement for the list of annexes).

The Parties shall be bound by the terms and conditions of this agreement, the Grant Agreement and any further amendments of the latter.

3 Entry into force, duration, and termination

3.1 Entry into force

An entity becomes a Party to this Consortium Agreement upon signature of this Consortium Agreement by a duly authorised representative.

This Consortium Agreement shall enter into force on the date the last party signs but shall have retroactive effect from the starting date of the eligibility period laid down in the Grant Agreement, that is 1st of November 2022.

The period of eligibility of the activities and the costs shall be in accordance to the dispositions of the Grant Agreement or any subsequent amendments of it.

A new entity becomes a Party to the Consortium Agreement upon signature of the accession document (Attachment 4) by the new Party and the Coordinator. Such accession shall have effect from the date identified in the accession document.

3.2 Duration and termination

This Consortium Agreement shall continue in full force and effect until complete fulfilment of all obligations undertaken by the Parties under the Grant Agreement and under this Consortium Agreement.

However, this Consortium Agreement or the participation of one or more Parties to it may be terminated in accordance with the terms of this Consortium Agreement.

If

- the Grant Agreement is not signed by the Funding Authority or a Party, or
- the Grant Agreement is terminated, or
- a Party's participation in the Grant Agreement is terminated,

this Consortium Agreement shall automatically terminate in respect of the affected Party/ies, subject to the provisions surviving the expiration or termination under Section 3.3 of this Consortium Agreement.

3.3 Survival of rights and obligations

The provisions relating to access rights, dissemination, and confidentiality, for the time period mentioned therein, as well as for liability, applicable law and settlement of disputes shall survive the expiration or termination of this Consortium Agreement.

Termination shall not affect any rights or obligations of a Party leaving the Consortium incurred prior to the date of termination, unless otherwise agreed between the Governing Board and the leaving Party. This includes the obligation to provide all input, deliverables, and documents for the period of its participation.

4 Responsibilities of Parties

4.1 General principles

Each Party undertakes to take part in the efficient implementation of the Action, and to cooperate, perform and fulfil, promptly and on time, all of its obligations under the Grant Agreement and this Consortium Agreement as may be reasonably required from it and in a manner of good faith as prescribed by Belgian law.

Each Party undertakes to notify promptly, after becoming aware of it, in accordance with the governance structure of the Project, any significant information, fact, problem or delay likely to affect the Project.

Each Party shall promptly provide all information reasonably required by a Consortium Body or by the Coordinator to carry out its tasks.

Each Party shall take reasonable measures to ensure the accuracy of any information or materials it supplies to the other Parties.

4.2 Breach

In the event that a responsible Consortium Body identifies a breach by a Party of its obligations under this Consortium Agreement or the Grant Agreement (e.g. improper implementation of the project), the Coordinator or, if the Coordinator is in breach of its obligations, the Party appointed by the Governing Board, will give formal notice to such Party requiring that such breach will be remedied within 30 calendar days from the date of receipt of the written notice by the Party.

If such breach is substantial and is not remedied within that period or is not capable of remedy, the Governing Board may decide to declare the Party to be a Defaulting Party and to decide on the consequences thereof which may include termination of its participation.

4.3 Involvement of third parties

A Party that enters into a subcontract or otherwise involves third parties (including but not limited to Affiliated Entities) in the Action remains responsible for carrying out its relevant part of the Action and for such third party's compliance with the provisions of this Consortium Agreement and of the Grant Agreement. It has to ensure that the involvement of third parties does not affect the rights and obligations of the other Parties under this Consortium Agreement and the Grant Agreement.

5 Liability towards each other

5.1 No warranties

In respect of any information or materials (incl. Results and Background) supplied by one Party to another under the Action, no warranty or representation of any kind is made, given, or implied as to the sufficiency or fitness for purpose nor as to the absence of any infringement of any proprietary rights of third parties.

Therefore,

- the recipient Party shall in all cases be entirely and solely liable for the use to which it puts such information and materials.

- no Party granting Access Rights shall be liable in case of infringement of proprietary rights of a third party resulting from any other Party (or its entities under the same control) exercising its Access Rights.

5.2 Limitations of contractual liability

No Party shall be responsible to any other Party for any indirect or consequential loss or similar damage such as, but not limited to, loss of profit, loss of revenue or loss of contracts, provided such damage was not caused by a wilful act or by a breach of confidentiality.

Considering the form of the grant awarded by the Agency (lump-sum), a Party declared as a Defaulting Party in accordance with the appropriate provisions of this Consortium Agreement shall be liable to any other Party for loss of part of the grant.

For any remaining contractual liability, a Party's aggregate liability towards the other Parties collectively shall be limited to once the Party's share of the EU contribution for the Action as identified in Attachment 2 of this agreement provided such damage was not caused by a wilful act or gross negligence.

The terms of this Consortium Agreement shall not be construed to amend or limit any Party's statutory liability.

5.3 Damage caused to third parties

Each Party shall be solely liable for any loss, damage, or injury to third parties resulting from the performance of the said Party's obligations by it or on its behalf under this Consortium Agreement or from its use of Results or Background.

5.4 Health and Safety

In a case where an employee of one Party should work in another Party's premises, this employee shall respect the Health and Safety measures provided by the rules of procedure of the hosting Party. The rules of procedures will be provided at the latest on the first day of hosting.

A prevention plan (related to safety and risk prevention) will regulate each such external employee hosting.

5.5 Force Majeure

No Party shall be considered to be in breach of this Consortium Agreement if it is prevented from fulfilling its obligations under the Consortium Agreement by Force Majeure.

Each Party will notify the competent Consortium Bodies of any Force Majeure without undue delay. The effected Party must immediately take all the necessary steps to limit any damage due to Force Majeure and do its best to resume implementation of the Action as soon as possible. If the consequences of Force Majeure for the Action are not overcome within 6 weeks after such notification, the transfer of tasks - if any - shall be decided by the competent Consortium Bodies.

6 Governance structure

6.1 General structure

The organisational structure (as shown in the Governance Scheme in Attachment 3) of the Consortium shall comprise the following Consortium Bodies:

The **Governing Board (GB)** is the strategic decision-making body of the consortium. It is in charge of the validation of implementation reports.

The **Coordinator** is the legal entity acting as the intermediary between the Parties and the Agency. The Coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Grant Agreement and this Consortium Agreement.

The **Student Board (SB)** is the highest student representing body of the Consortium. It contributes to all activities of the Consortium.

The **Academic Council (AC)** oversees the development and implementation of joint education area/joint education offers and projects and partnerships of the Consortium.

The **Research Council (RC)** oversees the development and implementation of the joint research area, joint research activities and projects and partnerships of the Consortium.

The **Executive Council (EC) for transversal issues** oversees the development and implementation of general joint transversal activities and projects and partnerships of the Action.

The **Coordination Committee (CC)** is in charge of the consortium-wide coordination and management of the Action.

The **Management Board (MB)** is in charge of the inter-institutional coordination and daily operative management of joint activities of the Action.

The **External Advisory Board (EAB)** contributes to evaluations and quality control of strategies and activities.

6.2 General operational procedures for the Consortium Bodies

6.2.1 Representation in meetings

Any Party which is a member of a Consortium Body (hereinafter referred to as 'Member'):

- should be present or represented at any meeting;
- may appoint and mandate a substitute or a proxy to attend and vote at any meeting;
- shall participate in a cooperative manner in the meetings.

6.2.2 Preparation and organisation of meetings

6.2.2.1 Convening meetings

The chairperson of a Consortium Body shall convene meetings of that Consortium Body.

	Ordinary meeting	Extraordinary and/or virtual meeting
Governing Board	At least once a year	At any time upon written request of any GB member, the SB, the AC, the RC, the EC, the CC, the MB and the EAB.
Student Board	See 'Statutes of the EU-CONEXUS Student Board' (available on www.eu-conexus.eu).	
Academic Council	At least once a year	At any time upon written request of any GB or AC member, the SB, the RC, the EC, the CC, the MB and the EAB.
Research Council	At least once a year	At any time upon written request of any GB or RC member, the SB, the AC, the EC, the CC, the MB and the EAB.
Executive Council	At least once a month	At any time upon written request of any GB or EC member, the SB, the RC, the CC, the MB and the EAB.
Coordination Committee	At least once a month	At any time upon written request of any GB Member, the SB, the AC, the RC, the EC, the MB and the EAB.
Management Board	At least once a week	At any time upon written request of any GB Member, the SB, the AC, the RC, the CC and the EAB.
External Advisory Board	See 'Statutes of the EU-CONEXUS External Advisory Board' (available on www.eu-conexus.eu).	

Along with ordinary and extraordinary meetings, virtual meetings may be organised having the same legislative power as physical meeting.

6.2.2.2 Notice of a meeting

The chairperson of a Consortium Body shall give notice in writing (e-mail shall suffice) of a meeting to each Member of that Consortium Body as soon as possible and no later than the minimum number of days preceding the meeting as indicated below.

	Ordinary meeting	Extraordinary and virtual meeting
Governing Board	90 calendar days	14 calendar days
Student Board	See 'Statutes of the EU-CONEXUS Student Board' (available on www.eu-conexus.eu)	
Academic Council	30 calendar days	14 calendar days
Research Council	30 calendar days	14 calendar days
Executive Council	30 calendar days	14 calendar days
Coordination Committee	30 calendar days	14 calendar days
Management Board	30 calendar days	03 calendar days
External Advisory Board	See 'Statutes of the EU-CONEXUS External Advisory Board' (available on www.eu-conexus.eu).	

6.2.2.3 Sending the agenda

The chairperson of a Consortium Body shall prepare and send each Member of that Consortium Body a written (original) or electronic version agenda no later than the minimum number of days preceding the meeting as indicated below.

	Ordinary Meeting	Extraordinary and virtual meeting
Governing Board	14 calendar days	10 calendar days

Student Board	See 'Statutes of the EUCONEXUS Student Board' (available on www.eu-conexus.eu).	
Academic Council	14 calendar days	10 calendar days
Research Council	14 calendar days	10 calendar days
Executive Council	10 calendar days	07 calendar days
Coordination Committee	10 calendar days	07 calendar days
Management Board	05 calendar days	02 calendar days
External Advisory Board	See 'Statutes of the External Advisory Board' (available on www.eu-conexus.eu).	

6.2.2.4 **Adding agenda items:**

Any agenda item requiring a decision by the Members of a Consortium Body must be identified as such on the agenda.

Any Member of a Consortium Body may add an item to the original agenda by written notification to all of the other Members of that Consortium Body up to the minimum number of days preceding the meeting as indicated below.

	Ordinary Meeting	Extraordinary and virtual meeting
Governing Board	10 calendar days,	7 calendar days
Student Board	See 'Statutes of the EU-CONEXUS Student Board' (available on www.eu-conexus.eu).	
Academic Council	10 calendar days	07 calendar days
Research Council	10 calendar days	07 calendar days
Executive Council	07 calendar days	05 calendar days
Coordination Committee	07 calendar days	05 calendar days
Management Board	01 calendar days	01 calendar days
External Advisory Board	See 'Statutes of the External Advisory Board' (available on www.eu-conexus.eu).	

During a meeting the Members of a Consortium Body present or represented can unanimously agree to add a new item to the original agenda.

Meetings of each Consortium Body may also be held by teleconference or other telecommunication means.

6.2.2.5 **Decision-making**

Decisions will only be binding once the relevant part of the Minutes has been accepted according to Section 6.2.3.6.

Any decision may also be taken without a meeting if the Coordinator circulates to all Members of the Consortium Body a written document, which is then agreed by the defined majority (see Section 6.2.3.4) of all Members of the Consortium Body. Such document shall include the deadline for responses.

Decisions taken without a meeting shall be considered as accepted, if, within the period set out in Section 6.2.3.6, no Member has sent an objection in writing to the chairperson. The decisions will be binding after the chairperson sends to all Members of the Consortium Body and to the Coordinator a written notification of this acceptance.

6.2.3 Quorum and voting rules

6.2.3.1 Quorum

Each Consortium Body shall not deliberate and decide validly unless two-thirds (2/3) of its Members are present or represented (quorum). If the quorum is not reached, the chairperson of the Consortium Body shall convene another ordinary meeting within 14 calendar days. If in this meeting the quorum is not reached once more, the chairperson shall convene an extraordinary meeting which shall be entitled to decide even if less than the quorum of Members is present or represented.

6.2.3.2 Representation

Each Member of a Consortium Body present or represented in the meeting shall have one vote.

6.2.3.3 Loss of voting right

A Party which the Governing Board has declared according to Section 4.2 to be a Defaulting Party may not vote.

6.2.3.4 Voting rules

Where consensus is not reached, decisions shall be taken by a two-thirds majority of the votes cast. The chairperson of a Consortium Body will have a casting vote.

6.2.3.5 Veto rights

A Member which can show that its own work, time for performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by a decision of a Consortium Body may exercise a veto with respect to the corresponding decision or relevant part of the decision.

When the decision is foreseen on the original agenda, a Member may veto such a decision during the meeting only.

When a decision has been taken on a new item added to the agenda before or during the meeting, a Member may veto such decision during the meeting and within 14 calendar days after the draft minutes of the meeting are sent. A Party that is not a Member of a particular Consortium Body may veto a decision within the same number of calendar days after the draft minutes of the meeting are sent.

When a decision has been taken without a meeting a Member may veto such decision within 14 calendar days after written notification by the chairperson of the outcome of the vote.

In case of exercise of veto, the Members of the related Consortium Body shall make every effort to resolve the matter which occasioned the veto to the general satisfaction of all its Members.

A Party may neither veto decisions relating to its identification to be in breach of its obligations nor to its identification as a Defaulting Party. The Defaulting Party may not veto decisions relating to its participation and termination in the consortium or the consequences of them.

A Party requesting to leave the consortium may not veto decisions relating thereto.

6.2.3.6 Minutes of meetings

The chairperson of a Consortium Body shall produce written minutes of each meeting which shall be the formal record of all decisions taken. He/she shall send the draft minutes to all Members within 14 calendar days of the meeting.

The minutes shall be considered as accepted if, within minimum 7 calendar days from sending, no Member has sent an objection in writing to the chairperson with respect to the accuracy of the draft of the minutes.

The chairperson shall send the accepted minutes to all the Members of the Consortium Body and to the Coordinator, who shall safeguard them. If requested the Coordinator shall provide authenticated duplicates to Parties.

6.3 Specific operational procedures for the Consortium Bodies

6.3.1 GOVERNING BOARD

In addition to the rules described in Section 6.2, the following rules apply:

6.3.1.1 Members

The Governing Board shall consist of one high-level staff with full decision mandates from each Party, the president of the Student Board and the Chairs of the AC, EC and RC (hereinafter Governing Board Member).

Each Governing Board Member shall be deemed to be duly authorised to deliberate, negotiate and decide on all matters listed in Section 6.3.1.2. of this Consortium Agreement.

The Coordinator or his/her dedicated representative shall chair all meetings of the Governing Board until 31.10.2024. After that date a rotating presidency with annual mandates will be introduced.

The Parties agree to carry out their obligations under this Consortium Agreement and the Grant Agreement in adherence with the decisions made by the Governing Board. This does not prevent the Parties to submit a dispute to resolution in accordance with the provisions in Section 11.9.

6.3.1.2 Decisions

The Governing Board shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out herein. In addition, all proposals made by the AC, the RC, the EC and the CC shall also be considered and decided upon by the Governing Board.

The following decisions shall be taken by the Governing Board:

Content and Finances

- Proposals for changes related to the general and specific operational procedures for the Consortium Bodies,
- Proposals for changes to Attachment 1 of this Consortium Agreement (the Grant Agreement and its Annexes) to be agreed by the Agency
- Proposals for changes to Attachment 2 (Budget breakdown per Party) of this Consortium Agreement
- Proposal for submission of an extended Action funded by the Agency

Evolution of the Consortium

- Entry of a new Party to the Consortium and approval of the settlement on the conditions of the accession of such a new Party

- Withdrawal of a Party from the consortium and the approval of the settlement on the conditions of the withdrawal
- Identification of a breach by a Party of its obligations under this Consortium Agreement or the Grant Agreement
- Declaration of a Party to be a Defaulting Party
- Remedies to be performed by a Defaulting Party
- Termination of a Defaulting Party's participation in the Consortium and measures relating thereto
- Proposal to the Agency for a change of the Coordinator
- Proposal to the Agency for suspension of all or part of the Project
- Proposal to the Agency for termination of the Project and the Grant Agreement

6.3.1.2.3. Appointments

On the basis of the Grant Agreement, the appointment of:

- the Academic Council chair
- the Research Council chair
- the Executive Director and the Vice-Director
- the External Advisory Board Members

Validations

On the basis of the Grant Agreement it validates

- reports to the Agency
- progress reports from the Academic Council
- progress reports from the Research Council
- progress reports from the Management Board

6.3.1.3 Working Groups of the Governing Board

The Governing Board may establish any Working Group. The constitution, membership and proceedings of any Working Group shall be determined by the Governing Board.

Representatives of the Coordination Committee have the right to attend the meetings of all Working Groups and can organize their meetings and minutes keeping.

6.3.2 COORDINATOR

6.3.2.1 Tasks

The Coordinator shall be the intermediary between the Parties and the Agency and shall perform all tasks assigned to it as described in the Grant Agreement and in this Consortium Agreement.

In particular, the Coordinator shall be responsible for:

- monitoring compliance by the Parties with their obligations
- keeping the address list of Members and other contact persons updated and available
- collecting, reviewing to verify consistency, and submitting reports, other deliverables (including financial statements and related certifications if relevant) and specific requested documents to the Agency

- transmitting documents and information connected with the Action to any other Parties concerned
- administering the financial contribution of the Agency and fulfilling the financial tasks described in Section 7.
- providing, upon request, the Parties with official copies or originals of documents that are in the sole possession of the Coordinator when such copies or originals are necessary for the Parties to present claims.

6.3.2.2 Late submission of deliverables

If one or more of the Parties is late in submission of any project deliverable, the Coordinator may nevertheless submit the other Parties' project deliverables and all other documents required by the Grant Agreement to the Agency in time.

6.3.2.3 Failure in coordination tasks

If the Coordinator fails in its coordination tasks, the Governing Board may propose to the Agency to change the Coordinator.

6.3.2.4 Declarations on behalf of Parties

The Coordinator shall not be entitled to act or to make legally binding declarations on behalf of any other Party or of the consortium, unless explicitly stated otherwise in the Grant Agreement or this Consortium Agreement.

6.3.2.5 Confined task assignment

The Coordinator shall not enlarge its role beyond the tasks specified in this Consortium Agreement and in the Grant Agreement.

6.3.3 STUDENT BOARD

Specific operational procedures governing this Consortium body have been set in the Statutes of the EU-CONEXUS Student Board (available on www.eu-conexus.eu).

In addition to the rules in Section 6.2, the following rules shall apply:

6.3.3.1 Members

The Student Board shall consist of two student representatives of each Party.

6.3.3.2 Tasks

The Student Board is the highest student representative body. It participates in the work of the Consortium.

6.3.4 ACADEMIC COUNCIL

In addition to the rules in Section 6.2, the following rules shall apply:

6.3.4.1 Members

The Academic Council shall consist of one vice-rector for academic affairs from each Party, one mandated representative from each Party with in-depth knowledge of institutional and national higher education system and two student representatives (one from BSc and one from MSc cycle) nominated by the Student Board.

6.3.4.2 Tasks

The Academic Council

- agrees on general operative implementation frameworks for joint study programmes and academic offers
- proposes strategic implementation actions to the Governing Board
- shall seek consensus among partners
- supports the Coordinator in preparing meetings with the Agency and in preparing related data and deliverables
- establishes progress reports to the Governing Board

6.3.5 RESEARCH COUNCIL

In addition to the rules in Section 6.2, the following rules shall apply:

6.3.5.1 *Members*

The Research Council shall consist of one vice-rector for research from each Party, one mandated representative from each Party with in-depth knowledge of institutional, national and European research area and one student representatives (from PhD cycle) nominated by the Student Board.

6.3.5.2 *Tasks*

The Research Council

- agrees on general operative implementation frameworks for joint research activities
- proposes strategic implementation actions to the Governing Board
- shall seek consensus among partners
- supports the Coordinator in preparing meetings with the Agency and in preparing related data and deliverables
- establishes progress reports to the Governing Board

6.3.6 EXECUTIVE COUNCIL

In addition to the rules in Section 6.2, the following rules shall apply:

6.3.6.1 *Members*

The Executive Council shall consist of the president and the vice-president of the Governing Board, the chairs of the Academic and Research Councils and the president of the Student Board.

6.3.6.2 *Tasks*

The Executive Council

- shall agree on general operative implementation frameworks for joint transversal activities
- proposes strategic implementation action to the Governing Board
- shall seek consensus among partners
- supports the Coordinator in preparing meetings with the Agency and in preparing related data and deliverables
- establishes progress reports to the Governing Board

6.3.7 COORDINATION COMMITTEE

In addition to the rules in Section 6.2, the following rules shall apply:

6.3.7.1 *Members*

The Coordination Committee shall consist of the Executive Director, the Vice-Director, the IT coordinator, the Head of Communication and the Chair of the Management Board.

6.3.7.2 *Tasks*

The Coordination Committee

- monitors the effective and efficient implementation of the Action.
- prepares the meetings, proposes decisions and assists in the preparation of the agenda of the Governing Board according to Section 6.3.1.2.
- is responsible for the proper execution and implementation of the decisions of the Governing Board.
- establishes operative implementation action proposals for international relations, associated partner relations, IT and communication actions to the EC.
- In the case of abolished tasks as a result of a decision of the Governing Board, the Coordination Committee shall advise the Governing Board on ways to rearrange tasks and budgets of the Parties concerned. Such rearrangement shall take into consideration the legitimate commitments taken prior to the decisions, which cannot be cancelled.

In addition, the Coordination Committee shall:

- support the Coordinator in preparing meetings with the Agency and in preparing related data and deliverables
- establish reports to the Governing Board
- prepare the content and timing of press releases and joint publications by the Consortium or proposed by the Agency in respect of the procedures of the Grant Agreement Section 2, Article 17.

6.3.7.3 *Working Groups of the Coordination Committee*

The Coordination Committee may establish any Working Group. The constitution, membership and proceedings of any Working Group shall be determined by the Coordination Committee.

6.3.8 MANAGEMENT BOARD

In addition to the rules in Section 6.2, the following rules shall apply:

6.3.8.1 *Members*

The Management Board shall consist of the institutional coordinators from each Party's institution.

It is in charge of the day-to-day management of the Action.

6.3.8.2 *Tasks*

The Management Board

- is responsible for the proper execution and implementation of the Action.
- seeks a consensus among the Parties.

- monitors the effective and efficient implementation of the Action at the local institutional level.
- collects information on the progress of the Action at the local levels, examines that information to assess the compliance of the Action with what was planned and, if necessary, proposes modifications of the Action plan to the Governing Board.

In addition, the Management Board shall:

- support the Coordinator in preparing meetings with the Agency and in preparing related data and deliverables.

6.3.8.3 Working Groups of the Management Board

The Management Board may establish any Working Group. The constitution, membership and proceedings of any Working Group shall be determined by the Management Board.

6.3.9 EXTERNAL ADVISORY BOARD

Specific operational procedures governing this Consortium body shall be decided in the Statutes of the External Advisory Board (available on www.eu-conexus.eu).

In addition to the rules in Section 6.2, the following rules shall apply:

6.3.9.1 Members

The External Advisory Board will be appointed at the beginning of the project (until March 2023). Its members will be nominated by the Governing Board. It shall consist of maximum 12 members and include at least one member from each Party's institutional environment (regional or international). It will decide on the chairperson by a simple majority vote.

In case there is a change of an External Advisory Board member, the new member will be appointed by the Governing Board.

6.3.9.2 Tasks

The External Advisory Board will ensure evaluations and quality control of Action strategies and activities and assist and facilitate the decisions made by the Governing Board.

The Coordinator will ensure that a non-disclosure agreement is executed between all Parties and each External Advisory Board member. Its terms shall be not less stringent than those stipulated in this Consortium Agreement, and it shall be concluded no later than 30 calendar days after their nomination or before any confidential information will be exchanged, whichever date is earlier.

6.3.9.3 Minutes

The minutes of the External Advisory Board meetings should be forwarded to the Governing Board and the Management Board. The Advisory Board members shall be allowed to participate in Governing Board meetings upon invitation but have not any voting rights.

7 Financial provisions

7.1 General Principles

7.1.1 Distribution of Financial Contribution

The financial contribution of the Agency to the Action shall be distributed by the Coordinator according to:

- The Action plan

- the approval of reports by the Agency, and
- the provisions of payment in Section 7.3.

A Party shall be funded only for its tasks carried out in accordance with the Action Plan.

7.1.2 Funding Principles

In accordance with the Grant Agreement (Article 22.3), eligible costs must be declared as the lump-sum set out in Annex 2 of the said Grant Agreement.

The final grant amount depends on the proper implementation of the Action in accordance with the Grant Agreement's terms and conditions

7.1.3 Financial Consequences of the termination of the participation of a Party

A Party leaving the Consortium shall refund all payments it has received except the amount of contribution accepted by the Agency or another contributor. Furthermore, a Defaulting Party shall, within the limits specified in Section 5.2 of this Consortium Agreement, bear any reasonable and justifiable additional costs occurring to the other Parties in order to perform its and their tasks.

7.2 Budgeting

The budget set out in the Action Plan shall be valued in accordance with the usual accounting and management principles and practices of the respective Parties.

7.3 Payments

7.3.1 Payments to Parties are the exclusive tasks of the Coordinator

In particular, the Coordinator shall:

- transfer any amounts due to the bank account of a Party without undue delay
- notify the Party concerned promptly of the date and composition of the amount transferred to its bank account, giving the relevant references
- perform diligently its tasks in the proper administration of any funds and in maintaining financial accounts
- undertake to keep the Agency's financial contribution to the Action separated from its normal business accounts, its own assets and property, except if the Coordinator is a Public Body or is not entitled to do so due to statutory legislation.

7.3.2 Payment Schedule

The payment schedule, which contains the transfer of pre-financing and balance payments to Parties, will be handled according to the following:

- Funding of costs included in the Action plan will be paid to Parties after receipt from the Agency as agreed below:

40%	on receipt of the first pre-financing Payment
40%	on receipt of the second pre-financing Payment
20%	on receipt of the balance Payment

- Funding for costs accepted by the Agency will be paid to the Party concerned.

The Coordinator is entitled to withhold any payments due to a Party if that Party has been found to be a Defaulting Party by a vote of the Governing Board or to a Beneficiary who has not yet signed this Consortium Agreement.

In the case of a Defaulting Party, the withholding above mentioned could be maintained against the Defaulting Party until the Governing Board could make a decision regarding either the exclusion of the defaulting Party or the solution it must take to resolve the situation.

The Coordinator is entitled to recover any payments already paid to a Defaulting Party. The Coordinator is equally entitled to withhold payments to a Party when this is suggested by or is ordered by or agreed with the Agency.

8 Results

8.1 Ownership of Results

Results are owned by the Party that generates them.

8.2 Joint ownership

Two or more beneficiaries own results jointly if:

- they have jointly generated them and
- it is not possible to:
 - i. establish the respective contribution of each beneficiary, or
 - ii. separate them for the purpose of applying for, obtaining or maintaining their protection.

The joint owners must agree (in writing) on the allocation and terms of exercise of their joint ownership ('joint ownership agreement'), to ensure compliance with their obligations under this Agreement.

Unless otherwise agreed in the joint ownership agreement, each joint owner may grant non-exclusive licences to third parties to exploit jointly-owned results (without any right to sub-license), if the other joint owners are given:

- at least 45 days advance notice and
- fair and reasonable compensation.

Once the results have been generated, joint owners may agree (in writing) to apply another regime than joint ownership (such as, for instance, transfer to a single owner with access rights for the others).

Unless otherwise agreed:

- each of the joint owners shall be entitled to use their jointly owned Results for non-commercial research and teaching activities on a royalty-free basis, and without requiring the prior consent of the other joint owner(s), and
- each of the joint owners shall be entitled to otherwise Exploit the jointly owned Results and to grant non-exclusive licenses to third parties (without any right to sub-license), if the other joint owners are given:
 - i. at least 45 calendar days advance notice; and
 - ii. fair and reasonable compensation.

8.3 Software specific regulation

8.3.1 New software

Each new software is the property of the Party that generates it, as regards to scientific human, material and financial inputs.

8.3.2 Derived software

If a Party wants to conceive a software derived from another Party previous software, the ownership of the original software shall remain with the Party that has developed said original software, whereas the segment of software resulting from derivation shall be owned by the Party that has generated it. Both Parties will grant each other an automatic, royalty-free, non-exclusive, non-sublicensable, non-transferrable license for their respective software for non-commercial research and educational purposes, with other use being subject of a separate agreement by the Parties meant herein.

8.3.3 Open-source software

Each Party can use Open-Source Software. However, if a Party intends to use Open-source Software which is licensed under a strong copyleft license (e.g. GNU GPL) it shall inform Management Board beforehand so that the Management Board can decide on necessary measures to avoid a harmful contamination by the copyleft license to other software used in the Action.

8.4 Transfer of Results

8.4.1

Each Party may transfer ownership of its own Results.

8.4.2

The transferring Party shall, however, at the time of the transfer, inform the other Parties of such transfer and shall ensure that the rights of the other Parties under the Consortium Agreement and the Grant Agreement will not be affected by such transfer.

8.4.3

The Parties recognise that in the framework of a merger or an acquisition of an important part of its assets, it may be impossible under applicable EU and national laws on mergers and acquisitions for a Party to give the full 45 calendar days prior notice for the transfer.

8.4.4

The obligations above apply only for as long as other Parties still have - or still may request - Access Rights to the Results.

8.5 Dissemination

For the avoidance of doubt, nothing in this Section 8.5 has impact on the confidentiality obligations set out in Section 10.

8.5.1 Dissemination of own Results

8.5.1.1 General Provisions

During the Project and for a period of 1 year after the end of the Action, the dissemination of own Results by one or several Parties including but not restricted to publications and presentations, shall be subject to the following provisions:

- The dissemination of co-owned Results should mention the name and the contribution of all Parties who have participated to their obtainment.
- Prior notice of any planned publication shall be given to the other Parties and the Management Board at least 45 calendar days before the publication. Any objection to the planned publication shall be made in writing to the Management Board and to the Party or Parties proposing the dissemination within 30 calendar days after receipt of the notice. If no objection is made within the time limit stated above, the publication is permitted.

8.5.1.2 Objections

8.5.1.2.1 Justified objections

An objection is justified if

- the protection of the objecting Party's Results or Background would be adversely affected
- the objecting Party's legitimate interests in relation to the Results or Background would be significantly harmed.

The objection has to include a precise request for necessary modifications.

8.5.1.2.2 Conflict resolution

If an objection has been raised the involved Parties shall discuss how to overcome the justified grounds for the objection on a timely basis (for example by amendment to the planned publication and/or by protecting information before publication) and the objecting Party shall not unreasonably continue the opposition if appropriate measures are taken following the discussion.

8.5.1.2.3 Delay of publication

The objecting Party can request a publication delay of not more than 90 calendar days from the time it raises such an objection. After 90 calendar days the publication is permitted.

8.5.2 Dissemination of another Party's unpublished Results or Background

A Party shall not include in any dissemination activity another Party's Results or Background without obtaining the owning Party's prior written approval, unless they are already publicly available. In this last case, the Party who wants to disseminate the Results of another Party should mention the name and the contribution of the owning Party.

8.5.3 Cooperation obligations

The Parties undertake to cooperate to allow the timely submission, examination, publication and defense of any dissertation or thesis for a degree that includes their Results or Background subject to the confidentiality and publication provisions agreed in this Consortium Agreement.

8.5.4 Use of names, logos or trademarks

Nothing in this Consortium Agreement shall be construed as conferring rights to use in advertising, publicity or otherwise the name of the Parties or any of their logos or trademarks without their prior written approval.

9 Access Rights

9.1 Background included

9.1.1 Identified Background

In Attachment 5, the Parties have identified and agreed on the Background for the Action and have also, where relevant, informed each other that Access to specific Background is subject to legal restrictions or limits.

Anything not identified in Attachment 5 shall not be the object of Access Right obligations regarding Background.

9.1.2 Additional Background

Any Party may add further own Background to Attachment 5 during the Action by written notice to the other Parties. However, approval of the Governing Board is needed should a Party wish to modify or withdraw its Background in Attachment 5.

9.2 General Principles

9.2.1 Respect of property rights

Each Party shall implement its tasks in accordance with the Action Plan and shall bear sole responsibility for ensuring that its acts within the Project do not knowingly infringe third party property rights.

9.2.2 Exclusion of sublicensing

Any Access Rights granted expressly exclude any rights to sublicense unless expressly stated otherwise.

9.2.3 Costs

Access Rights shall be free of any administrative transfer costs.

9.2.4 Non-exclusivity

Access Rights are granted on a non-exclusive basis.

9.2.5 Non-extension of Access Rights

Results and Background shall be used only for the purposes for which Access Rights to it have been granted and are subject to the conditions set forth in this Consortium Agreement.

9.2.6 Justification of Need

The requesting Party must show that the Access Rights are needed.

9.3 Access Rights for implementation

Access Rights to results and Background needed for the performance of the own work of a Party under the Action are hereby requested and shall be deemed granted as of the Effective Date on a royalty-free basis, unless otherwise agreed for Background in Attachment 5. Such granted rights shall be set in accordance with appropriate confidentiality obligations.

9.4 Access Rights for Exploitation

9.4.1 Access Rights to Results

Access Rights to results if needed for exploitation of a Party's own results shall be granted on Fair and Reasonable conditions and are subject to the conditions set forth in this Consortium

Agreement.

Access Rights to results for internal research and teaching activities shall be granted on a royalty-free basis.

9.4.2 Access Rights to Background

Access Rights to Background if needed for exploitation of a Party's own results, including for research on behalf of a third party, shall be granted on Fair and Reasonable conditions.

9.4.3 Access Rights Period

A request for Access Rights may be made up to twelve months after the end of the Action or, in the case of Section 9.6.2.1. (non-defaulting party), after the termination of the requesting Party's participation in the Action.

9.5 Additional Access Rights

The Parties agree to negotiate in good faith any additional Access Rights to results as might be asked for by any Party, upon adequate financial conditions to be agreed.

9.6 Access Rights for Parties entering or leaving the consortium

9.6.1 New Parties entering the Consortium

As regards results developed before the accession of the new Party, the new Party will be granted Access Rights on the conditions applying for Access Rights to Background.

9.6.2 Parties leaving the Consortium

9.6.2.1 Access Rights granted to a leaving Party

– Defaulting Party

Access Rights granted to a Defaulting Party and such Party's right to request Access Rights shall cease immediately upon receipt by the Defaulting Party of the formal notice of the decision of Governing Board to terminate its participation in the Consortium.

– Non-defaulting Party

A Non-defaulting Party leaving voluntarily and with the other Parties' consent shall have Access Rights to the Results developed until the date of the termination of its participation.

It may request Access Rights within the period of time specified in Section 9.4.3.

9.6.2.2 Access Rights to be granted by any leaving Party

Any Party leaving the Project shall continue to grant Access Rights pursuant to this Consortium Agreement as if it had remained a Party for the whole duration of the Action.

9.7 Specific Provisions for Access Rights to Software

For the avoidance of doubt, the general provisions for Access Rights provided for in this Section 9 are applicable also to software.

Parties' Access Rights to software include a right to receive source code or object code ported to a certain hardware platform or a right to receive respective Software documentation in any particular form or detail, but only if agreed between the Parties concerned in writing (email shall suffice) and only for the purposes for which Access Rights to it have been granted and are subject to the conditions set forth in this Consortium Agreement.

10 Non-disclosure of information

10.1 Confidential Information

All information in whatever form or mode of communication, which is disclosed by a Party (the 'Disclosing Party') to any other Party (the 'Recipient') in connection with the Action during its implementation and which has been explicitly marked as 'confidential' at the time of disclosure, or when disclosed orally has been identified as confidential at the time of disclosure and has been confirmed and designated in writing within 15 calendar days from oral disclosure at the latest as confidential information by the Disclosing Party, is 'Confidential Information'.

10.2 Non-disclosure

The Recipients hereby undertake in addition and without prejudice to any commitment on non-disclosure, for a period of 4 years after the end of the Action:

- not to use Confidential Information otherwise than for the purpose for which it was disclosed;
- not to disclose Confidential Information without the prior written consent by the Disclosing Party;
- to ensure that internal distribution of Confidential Information by a recipient shall take place on a strict need-to-know basis; and
- to return to the Disclosing Party, or destroy, on request all Confidential Information that has been disclosed to the Recipients including all copies thereof and to delete all information stored in a machine-readable form to the extent practically possible. The Recipients may keep a copy to the extent it is required to keep, archive or store such Confidential Information because of compliance with applicable laws and regulations or for the proof of on-going obligations provided that the Recipient comply with the confidentiality obligations herein contained with respect to such copy for as long as the copy is retained.

10.3 Extension of Non-disclosure provisions to Employees and Third Parties involved

The recipients shall be responsible for the fulfilment of the above obligations on the part of their employees or third parties involved in the Action and shall ensure that they remain so obliged, as far as legally possible, during and after the end of the Action and/or after the termination of the contractual relationship with the employee or third party.

10.4 Exceptions

The above shall not apply for disclosure or use of Confidential Information, if and in so far as the recipient can show that:

- the Confidential Information, was, has become or becomes publicly available by means other than a breach of the recipient's confidentiality obligations;
- the Disclosing Party subsequently informs the recipient that the Confidential Information is no longer confidential;
- the Confidential Information is communicated to the recipient without any obligation of confidentiality by a third party who is to the best knowledge of the recipient in lawful possession thereof and under no obligation of confidentiality to the Disclosing Party;
- the Confidential Information, at any time, was developed by the recipient completely independently of any such disclosure by the Disclosing Party;
- the Confidential Information was already known to the recipient prior to disclosure, or

- the recipient is required to disclose the Confidential Information in order to comply with applicable laws or regulations or with a court or administrative order, subject to the provision Section 10.7 hereunder.

10.5 Degree of care

The recipient shall apply the same degree of care with regard to the Confidential Information disclosed within the scope of the Action as with its own confidential and/or proprietary information, but in no case less than reasonable care

10.6 Prompt reaction

Each Party shall promptly advise the other Party in writing of any unauthorised disclosure, misappropriation or misuse of Confidential Information after it becomes aware of such unauthorised disclosure, misappropriation or misuse.

10.7 Requirement to disclose

If any Party becomes aware that it will be required, or is likely to be required, to disclose Confidential Information in order to comply with applicable laws or regulations or with a court or administrative order, it shall, to the extent it is lawfully able to do so, prior to any such disclosure

- notify the Disclosing Party, and
- comply with the Disclosing Party's reasonable instructions to protect the confidentiality of the information provided that the Disclosing Party will reimburse the recipient for reasonable proven extra costs arising directly from these instructions.

The confidentiality obligations under this Consortium Agreement shall not prevent the communication of Confidential Information to the Agency.

11 Miscellaneous

11.1 Attachments, inconsistencies and severability

This Consortium Agreement consists of this core text and
Attachment 1 (Grant Agreement and its Annexes)
Attachment 2 (Budget Breakdown per Party)
Attachment 3 (Governance Scheme)
Attachment 4 (Accession Document)
Attachment 5 (Background included)
Attachment 6 (Administrative and Bank Data)

11.2 Inconsistencies

In case the terms of this Consortium Agreement are in conflict with the terms of the Grant Agreement, the terms of the latter shall prevail. In case of conflicts between the attachments and the core text of this Consortium Agreement, the latter shall prevail.

Should any provision of this Consortium Agreement become invalid, illegal or unenforceable, it shall not affect the validity of the remaining provisions of this Consortium Agreement. In such a case, the Parties concerned shall be entitled to request that a valid and practicable provision be negotiated that fulfils the purpose of the original provision.

11.3 No representation, partnership or agency

Except as otherwise provided in Section 6.3.2, no Party shall be entitled to act or to make legally binding declarations on behalf of any other Party or of the consortium. Nothing in this Consortium Agreement shall be deemed to constitute a joint venture, agency, partnership, interest grouping or any other kind of formal business grouping or entity between the Parties.

11.4 Notices and other communication

Any notice to be given under this Consortium Agreement shall be in writing to the addresses and recipients as listed in the most current address list kept by the Coordinator.

– Formal notices:

If it is required in this Consortium Agreement that a formal notice, consent or approval shall be given, such notice shall be signed by an authorised representative of a Party and shall either be served personally or sent by mail with recorded delivery or telefax with receipt acknowledgement.

– Other communication:

Other communication between the Parties may also be made by other means such as e-mail with electronic confirmation of delivery, which fulfils the conditions of written form.

Any change of persons or contact details shall be notified immediately by the respective Party to the Coordinator. The address list shall be accessible to all Parties.

11.5 Assignment and amendments

Except as set out in Section 8.4, no rights or obligations of the Parties arising from this Consortium Agreement may be assigned or transferred, in whole or in part, to any third party

without the other Parties' prior formal approval. Amendments and modifications to the text of this Consortium Agreement as foreseen in Section 6.3.1.2 require a separate written agreement to be signed between all Parties.

11.6 Mandatory national law

Nothing in this Consortium Agreement shall be deemed to require a Party to breach any mandatory statutory law under which the Party is operating.

11.7 Language

This Consortium Agreement is drawn up in English, which language shall govern all documents, notices, meetings, arbitral proceedings and processes relative thereto.

11.8 Applicable law

This Consortium Agreement shall be construed in accordance with and governed by the laws of Belgium excluding its conflict of law provisions.

11.9 Settlement of disputes

The Parties shall endeavour to settle their disputes amicably.

Any dispute, controversy or claim arising under, out of or relating to this contract and any subsequent amendments of this contract, including, without limitation, its formation, validity, binding effect, interpretation, performance, breach or termination, as well as non-contractual claims, shall be submitted to a mediator nominated by the External Advisory Board. The place of mediation shall be Brussels unless otherwise agreed upon. The language to be used in the mediation shall be English unless otherwise agreed upon.

If, and to the extent that, any such dispute, controversy or claim has not been settled pursuant to the mediation within 60 calendar days of the commencement of the mediation, the courts of Brussels shall have exclusive jurisdiction.

AS WITNESS:

The Parties have caused this Consortium Agreement to be duly signed by the undersigned authorised representatives in separate signature pages the Effective Date first above written.

LA ROCHELLE UNIVERSITE (LRUniv)

Coordinator – Participant 1

Signature

Par délégation le Directeur de la Recherche
et administration de l'Institut LUDI



Jean-Marc Wallet

Name

Jean-Marc OGIER

Title

President of La Rochelle Université

Date

12 JAN. 2023

GEPONIKO PANEPISTIMION ATHINON (AUA)

Signature

SPYRIDON KINTZIOS
09.01.2023 16:07

Name

Prof. Spyridon Kintzios

Title


Rector

Date 09.01.2023

FUNDACION UNIVERSIDAD CATOLICA DE VALENCIA SAN VICENTE MARTIR (UCV)

Participant 3

Signature 24363788A
JOSE
MANUEL
PAGAN (R:
G97025787)



Firmado digitalmente por 24363788A
JOSE MANUEL PAGAN (R: G97025787)
Nombre de reconocimiento (DN):
2.5.4.13=RefACAT/ACAT0351/PUESTO
1:5414517205022114730,
serialNumber=DCE5-24363788A,
givenName=JOSE MANUEL, sn=PAGAN
AGULLO, cn=24363788A JOSE
MANUEL PAGAN (R: G97025787),
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c=FUNDACION UNIVERSIDAD
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Name

José Manuel Pagán Agulló,

Title

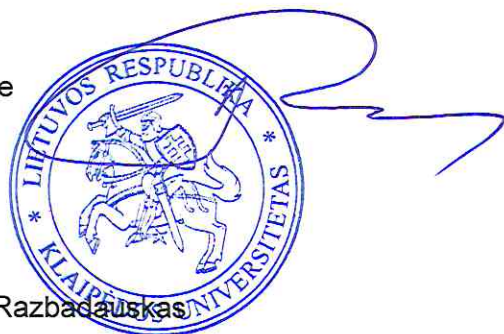
Rector of UCV

Date

KLAIPEDOS UNIVERSITETAS (KU)

Participant 4

Signature



Name

Artūras Razbauskas

Title

Rector of KU

Date

10 - 01 - 2023

SVEUCILISTE U ZADRU (UNIZD)

Participant 5

Signature

A handwritten signature in blue ink, appearing to read 'D. Vican', is written over a faint, light blue circular stamp.

Name

Dijana Vican

Title

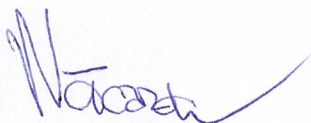
Rector of UNIZD

Date

UNIVERSTATEA TEHNICA DE CONSTRUCTII BUCURESTI (UTCB)

Participant 6

Signature



Name

Radu Văcăreanu

Title

Rector of UTCB

Date

January 10th, 2023

SOUTH EAST TECHNOLOGICAL UNIVERSITY (SETU)

Participant 7

Signature



Name

Mark White

Title

Vice President for Research Innovation and Graduate Studies

Date: 24/11/22

University of Rostock (UROS)

Participant 8

Signature

A handwritten signature in blue ink that reads "Wolfgang Schareck". The signature is written in a cursive style with a large, sweeping 'W' and 'S'.

Name

Wolfgang Schareck

Title

Rector of UROS

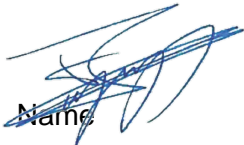
Date

1/10/23

Frederick University (FredU)

Participant 9

Signature

A handwritten signature in blue ink, appearing to be 'C. Charalambous', written over the word 'Name'.

Name

Christoforos Charalambous

Title

University Council Vice-President – Director of Administration and Finance

Date

13/01/2023

EU-CONEXUS Association (EU-CONEXA)

Participant 10

Signature

Name

Jean-Marc Ogier

Title

President of the General Assembly

Date

23/01/2023

Attachment 1: Grant Agreement and its annexes



EUROPEAN EDUCATION AND CULTURE EXECUTIVE AGENCY (EACEA)

EACEA.A – Erasmus+, EU Solidarity Corps
A.1 – European Higher Education

GRANT AGREEMENT

Project 101089709 — EU-CONEXUS Plus

PREAMBLE

This **Agreement** ('the Agreement') is **between** the following parties:

on the one part,

the **European Education and Culture Executive Agency (EACEA)** ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and

on the other part,

1. 'the coordinator':

LA ROCHELLE UNIVERSITE (LRUniv), PIC 999846804, established in Avenue Albert-Einstein 23, LA ROCHELLE 17031, France,

and the following other beneficiaries, if they sign their 'accession form' (see Annex 3 and Article 40):

2. **GEOPONIKO PANEPISTIMION ATHINON (AUA)**, PIC 999872218, established in IERA ODOS 75, ATHINA 11855, Greece,

3. **FUNDACION UNIVERSIDAD CATOLICA DE VALENCIA SAN VICENTE MARTIR (UCV)**, PIC 991514019, established in CALLE QUEVEDO 2, VALENCIA 46001, Spain,

4. **KLAIPEDOS UNIVERSITETAS (KU)**, PIC 999904422, established in Herkaus Manto 84, KLAIPEDA LT-92294, Lithuania,

5. **SVEUCILISTE U ZADRU (UNIZD)**, PIC 991684060, established in ULICA MIHOVILA PAVLINOVICA 1, ZADAR 23 000, Croatia,

6. **UNIVERSITATEA TEHNICA DE CONSTRUCTII BUCURESTI (UTCB)**, PIC 996793729, established in LACUL TEI 122-124 SECTOR 2, BUCURESTI 020396, Romania,

7. **SOUTH EAST TECHNOLOGICAL UNIVERSITY (SETU)**, PIC 886107126, established in CORK ROAD CAMPUS WATERFORD, WATERFORD X91 K0EK, Ireland,

8. **UNIVERSITAET ROSTOCK (UROS)**, PIC 999852430, established in UNIVERSITATSPLATZ 1, ROSTOCK 18051, Germany,

9. **FREDERICK UNIVERSITY FU (FredU)**, PIC 996511750, established in GIANNI FREIDERIKOU 7, PALLOURIOTISSA LEFKOSIA 1036, Cyprus,

10. **EU-CONEXUS (EU-CONEXA)**, PIC 887063740, established in CHAUSSEE D'ALSEMBERG 999, BRUXELLES 1180, Belgium,

Unless otherwise specified, references to ‘beneficiary’ or ‘beneficiaries’ include the coordinator and affiliated entities (if any).

If only one beneficiary signs the grant agreement (‘mono-beneficiary grant’), all provisions referring to the ‘coordinator’ or the ‘beneficiaries’ will be considered — mutatis mutandis — as referring to the beneficiary.

The parties referred to above have agreed to enter into the Agreement.

By signing the Agreement and the accession forms, the beneficiaries accept the grant and agree to implement the action under their own responsibility and in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

The Agreement is composed of:

Preamble

Terms and Conditions (including Data Sheet)

Annex 1 Description of the action¹

Annex 2 Estimated budget for the action

Annex 3 Accession forms (if applicable)²

Annex 3a Declaration on joint and several liability of affiliated entities (if applicable)³

Annex 4 Model for the financial statements

Annex 5 Specific rules (if applicable)

¹ Template published on [Portal Reference Documents](#).

² Template published on [Portal Reference Documents](#).

³ Template published on [Portal Reference Documents](#).

TERMS AND CONDITIONS

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DATA SHEET

1. General data

Project summary:

Project summary
<p>EU-CONEXUS Plus is mainstreaming, deepening and expanding the European University for Smart Urban Coastal Sustainability EU-CONEXUS. Building on established strategic cooperation structures, joint activities and procedures EU-CONEXUS Plus introduces three former associated partners as full members, creates a legal entity for the implementation of joint actions, continues the set-up of a joint infrastructures and stabilises the scope of cooperation chosen around the thematic focus “Smart Urban Coastal Sustainability” (SmUCS) while covering all missions of a university: education, research, innovation and service to society. A special focus is laid on the empowerment of students’ self-governance and their initiatives. Regarding education, joint course programmes on SmUCS on all levels, micro-credentials to broaden flexibility, personalisation and LLL aspects and special modules aiming at attracting BSc students to research are planned. Training on pedagogical methodologies and tools is intensified. Support for the development of study programmes proposed by the teaching community will be centralised. For research, the Joint Research Area is further supported by enlarged mobility programmes, networking events and the introduction of scientific management staff promoting the linkage of research activities on SmUCS. Regarding innovation, a support service is established around knowledge and technology transfer promoting entrepreneurial mindsets and creativity among staff and students. The already established Career network widens its scope of action by offering trainings on job readiness and facilitating work-based experiences. The EU-CONEXUS Stakeholder Academy further enhances the close connection with partners’ ecosystems, with a special focus on regions, cities and ports. Outreach to local communities is achieved by continuing the successful international school contest and the organisation of cultural festivals in a local setting.</p>

Keywords: not defined

Project number: 101089709

Project name: A significant step forward for the European University for Smart Urban Coastal Sustainability

Project acronym: EU-CONEXUS Plus

Call: ERASMUS-EDU-2022-EUR-UNIV

Topic: ERASMUS-EDU-2022-EUR-UNIV-1

Type of action: ERASMUS Lump Sum Grants

Granting authority: European Education and Culture Executive Agency

Grant managed through EU Funding & Tenders Portal: Yes (eGrants)

Project starting date: fixed date: 1 November 2022

Project end date: 31 October 2026

Project duration: 48 months

Consortium agreement: Yes

2. Participants

List of participants:

N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
1	COO	LRUniv	LA ROCHELLE UNIVERSITE	FR	999846804	2 172 426.00
2	BEN	AUA	GEOPONIKO PANEPISTIMION ATHINON	EL	999872218	1 242 046.00
3	BEN	UCV	FUNDACION UNIVERSIDAD CATOLICA DE VALENCIA SAN VICENTE MARTIR	ES	991514019	1 380 450.00
4	BEN	KU	KLAIPEDOS UNIVERSITETAS	LT	999904422	1 323 397.00
5	BEN	UNIZD	SVEUCILISTE U ZADRU	HR	991684060	1 225 828.00

N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
6	BEN	UTCB	UNIVERSITATEA TEHNICA DE CONSTRUCTII BUCURESTI	RO	996793729	1 198 980.00
7	BEN	SETU	SOUTH EAST TECHNOLOGICAL UNIVERSITY	IE	886107126	1 564 509.00
8	BEN	UROS	UNIVERSITAET ROSTOCK	DE	999852430	1 594 512.00
9	BEN	FredU	FREDERICK UNIVERSITY FU	CY	996511750	1 391 554.00
10	BEN	EU-CONEXA	EU-CONEXUS	BE	887063740	1 306 266.00
11	AP	CHDMB	PRIMARIA SECTORULUI 2 BUCURESTI	RO	965891857	0.00
12	AP	ML	DIMOS LEMESOS	CY	951645758	0.00
13	AP	CPA	ARCHI LIMENON KYPROU	CY	920827500	0.00
14	AP	WCC	WATERFORD CHAMBER OF COMMERCE	IE	999729434	0.00
15	AP	SRA	SOUTHERN REGIONAL ASSEMBLY	IE	950458090	0.00
16	AP	CDA	COMMUNAUTE D'AGGLOMERATION DE LA ROCHELLE	FR	995985719	0.00
17	AP	EPIC	REGIE DU PORT DE PLAISANCE DE LA ROCHELLE	FR	886888170	0.00
18	AP	NAR	REGION NOUVELLE-AQUITAINE	FR	921821168	0.00
19	AP	VLR	COMMUNE DE LA ROCHELLE	FR	957170393	0.00
20	AP	PA	GRAND PORT MARITIME DE LA ROCHELLE	FR	888167891	0.00
21	AP	KSTP	VIESOJI ISTAIGA KLAIPEDOS MOKSLO IRTECHNOLOGIJU PARKAS	LT	986376996	0.00
22	AP	KSPA	VALSTYBES IMONE KLAIPEDOS VALSTYBINIO JURU UOSTO DIREKCIJA	LT	951975364	0.00
23	AP	HCR	HANSESTADT ROSTOCK	DE	951590953	0.00
24	AP	TP	Tankerska plovdba d.d.	HR	886848109	0.00
25	AP	CCE	CROATIAN CHAMBER OF ECONOMY CCE	HR	998670970	0.00
26	AP	KCM	KLAIPEDOS MIESTO SAVIVALDYBES ADMINISTRACIJA	LT	930825678	0.00
27	AP	ANM	AYIA NAPA MUNICIPALITY	CY	911653628	0.00
28	AP	VPF	FUNDACION DE LA COMUNIDAD VALENCIANA PARA LA INVESTIGACION, PROMOCION Y ESTUDIOS COMERCIALES DE VALENCIAPORT	ES	998709188	0.00
Total						14 399 968.00

Coordinator:

- LA ROCHELLE UNIVERSITE (LRUniv)

3. Grant**Maximum grant amount, total estimated eligible costs and contributions and funding rate:**

Maximum grant amount (Annex 2)	Maximum grant amount (award decision)
14 399 968.00	14 399 968.00

Grant form: Lump Sum**Grant mode:** Action grant**Budget categories/activity types:** Lump sum contributions**Cost eligibility options:** n/a

Budget flexibility: No

4. Reporting, payments and recoveries

4.1 Continuous reporting (art 21)

Deliverables: see Funding & Tenders Portal Continuous Reporting tool

4.2 Periodic reporting and payments

Reporting and payment schedule (art 21, 22):

Reporting					Payments	
Reporting periods			Type	Deadline	Type	Deadline (time to pay)
RP No	Month from	Month to				
					Initial prefinancing	30 days from entry into force/ financial guarantee (if required) – whichever is the latest
1	1	24	Additional prefinancing report	60 days after end of reporting period	Additional prefinancing	60 days from receiving additional prefinancing report/ financial guarantee (if required) – whichever is the latest
2	25	48	Periodic report	60 days after end of reporting period	Final payment	90 days from receiving periodic report

Prefinancing payments and guarantees:

Prefinancing payment		Prefinancing guarantee		
Type	Amount	Guarantee amount	Division per participant	
Prefinancing 1 (initial)	5 759 987.20	n/a	1 - LRUniv	n/a
			2 - AUA	n/a
			3 - UCV	n/a
			4 - KU	n/a
			5 - UNIZD	n/a
			6 - UTCB	n/a
			7 - SETU	n/a
			8 - UROS	n/a
			9 - FredU	n/a
			10 - EU-CONEXA	n/a
Prefinancing 2 (additional)	5 759 987.20	n/a	1 - LRUniv	n/a
			2 - AUA	n/a
			3 - UCV	n/a
			4 - KU	n/a
			5 - UNIZD	n/a
			6 - UTCB	n/a

Prefinancing payment		Prefinancing guarantee		
Type	Amount	Guarantee amount	Division per participant	
			7 - SETU	n/a
			8 - UROS	n/a
			9 - FredU	n/a
			10 - EU-CONEXA	n/a

Reporting and payment modalities (art 21, 22):

Mutual Insurance Mechanism (MIM): No

Restrictions on distribution of initial prefinancing: The prefinancing may be distributed only if the minimum number of beneficiaries set out in the call conditions (if any) have acceded to the Agreement and only to beneficiaries that have acceded.

Interim payment ceiling (if any): 100% of the maximum grant amount

No-profit rule: n/a

Late payment interest: ECB + 3.5%

Bank account for payments:

FR7610071170000000100212711

Conversion into euros: n/a

Reporting language: Language of the Agreement

4.3 Certificates (art 24): n/a

4.4 Recoveries (art 22)

First-line liability for recoveries:

Beneficiary termination: Beneficiary concerned

Final payment: Coordinator

After final payment: Beneficiary concerned

Joint and several liability for enforced recoveries (in case of non-payment):

Limited joint and several liability of other beneficiaries — up to the maximum grant amount of the beneficiary

Joint and several liability of affiliated entities — n/a

5. Consequences of non-compliance, applicable law & dispute settlement forum**Applicable law** (art 43):

Standard applicable law regime: EU law + law of Belgium

Dispute settlement forum (art 43):

Standard dispute settlement forum:

EU beneficiaries: EU General Court + EU Court of Justice (on appeal)

Non-EU beneficiaries: Courts of Brussels, Belgium (unless an international agreement provides for the enforceability of EU court judgements)

6. Other

Specific rules (Annex 5): Yes

Standard time-limits after project end:

Confidentiality (for X years after final payment): 5

Record-keeping (for X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Reviews (up to X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Audits (up to X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Extension of findings from other grants to this grant (no later than X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Impact evaluation (up to X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

CHAPTER 1 GENERAL

ARTICLE 1 — SUBJECT OF THE AGREEMENT

This Agreement sets out the rights and obligations and terms and conditions applicable to the grant awarded for the implementation of the action set out in Chapter 2.

ARTICLE 2 — DEFINITIONS

For the purpose of this Agreement, the following definitions apply:

Actions — The project which is being funded in the context of this Agreement.

Grant — The grant awarded in the context of this Agreement.

EU grants — Grants awarded by EU institutions, bodies, offices or agencies (including EU executive agencies, EU regulatory agencies, EDA, joint undertakings, etc.).

Participants — Entities participating in the action as beneficiaries, affiliated entities, associated partners, third parties giving in-kind contributions, subcontractors or recipients of financial support to third parties.

Beneficiaries (BEN) — The signatories of this Agreement (either directly or through an accession form).

Affiliated entities (AE) — Entities affiliated to a beneficiary within the meaning of Article 187 of EU Financial Regulation 2018/1046⁴ which participate in the action with similar rights and obligations as the beneficiaries (obligation to implement action tasks and right to charge costs and claim contributions).

Associated partners (AP) — Entities which participate in the action, but without the right to charge costs or claim contributions.

Purchases — Contracts for goods, works or services needed to carry out the action (e.g. equipment, consumables and supplies) but which are not part of the action tasks (see Annex 1).

Subcontracting — Contracts for goods, works or services that are part of the action tasks (see Annex 1).

In-kind contributions — In-kind contributions within the meaning of Article 2(36) of EU Financial

⁴ For the definition, see Article 187 Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012 ('EU Financial Regulation') (OJ L 193, 30.7.2018, p. 1): "**affiliated entities** [are]:

- (a) entities that form a sole beneficiary [(i.e. where an entity is formed of several entities that satisfy the criteria for being awarded a grant, including where the entity is specifically established for the purpose of implementing an action to be financed by a grant)];
- (b) entities that satisfy the eligibility criteria and that do not fall within one of the situations referred to in Article 136(1) and 141(1) and that have a link with the beneficiary, in particular a legal or capital link, which is neither limited to the action nor established for the sole purpose of its implementation".

Regulation 2018/1046, i.e. non-financial resources made available free of charge by third parties.

Fraud — Fraud within the meaning of Article 3 of EU Directive 2017/1371⁵ and Article 1 of the Convention on the protection of the European Communities' financial interests, drawn up by the Council Act of 26 July 1995⁶, as well as any other wrongful or criminal deception intended to result in financial or personal gain.

Irregularities — Any type of breach (regulatory or contractual) which could impact the EU financial interests, including irregularities within the meaning of Article 1(2) of EU Regulation 2988/95⁷.

Grave professional misconduct — Any type of unacceptable or improper behaviour in exercising one's profession, especially by employees, including grave professional misconduct within the meaning of Article 136(1)(c) of EU Financial Regulation 2018/1046.

Applicable EU, international and national law — Any legal acts or other (binding or non-binding) rules and guidance in the area concerned.

Portal — EU Funding & Tenders Portal; electronic portal and exchange system managed by the European Commission and used by itself and other EU institutions, bodies, offices or agencies for the management of their funding programmes (grants, procurements, prizes, etc.).

CHAPTER 2 ACTION

ARTICLE 3 — ACTION

The grant is awarded for the action **101089709 — EU-CONEXUS Plus** ('action'), as described in Annex 1.

ARTICLE 4 — DURATION AND STARTING DATE

The duration and the starting date of the action are set out in the Data Sheet (see Point 1).

CHAPTER 3 GRANT

ARTICLE 5 — GRANT

5.1 Form of grant

⁵ Directive (EU) 2017/1371 of the European Parliament and of the Council of 5 July 2017 on the fight against fraud to the Union's financial interests by means of criminal law (OJ L 198, 28.7.2017, p. 29).

⁶ OJ C 316, 27.11.1995, p. 48.

⁷ Council Regulation (EC, Euratom) No 2988/95 of 18 December 1995 on the protection of the European Communities financial interests (OJ L 312, 23.12.1995, p. 1).

The grant is an action grant⁸ which takes the form of a lump sum grant for the completion of work packages.

5.2 Maximum grant amount

The maximum grant amount is set out in the Data Sheet (see Point 3) and in the estimated budget (Annex 2).

5.3 Funding rate

Not applicable

5.4 Estimated budget, budget categories and forms of funding

The estimated budget for the action (lump sum breakdown) is set out in Annex 2.

It contains the estimated eligible contributions for the action (lump sum contributions), broken down by participant and work package.

Annex 2 also shows the types of contributions (forms of funding)⁹ to be used for each work package.

5.5 Budget flexibility

Budget flexibility does not apply; changes to the estimated budget (lump sum breakdown) always require an amendment (see Article 39).

Amendments for transfers between *work packages* are moreover possible only if:

- the work packages concerned are not already completed (and declared in a financial statement) and
- the transfers are justified by the technical implementation of the action.

ARTICLE 6 — ELIGIBLE AND INELIGIBLE CONTRIBUTIONS

6.1 and 6.2 General and specific eligibility conditions

Lump sum contributions are eligible ('eligible contributions'), if:

- (a) they are set out in Annex 2 and
- (b) the work packages are completed and the work is properly implemented by the beneficiaries and/or the results are achieved, in accordance with Annex 1 and during in the period set out in Article 4 (with the exception of work/results relating to the submission of the final periodic report, which may be achieved afterwards; see Article 21)

They will be calculated on the basis of the amounts set out in Annex 2.

⁸ For the definition, see Article 180(2)(a) EU Financial Regulation 2018/1046: '**action grant**' means an EU grant to finance "an action intended to help achieve a Union policy objective".

⁹ See Article 125 EU Financial Regulation 2018/1046.

6.3 Ineligible contributions

‘Ineligible contributions’ are:

- (a) lump sum contributions that do not comply with the conditions set out above (see Article 6.1 and 6.2)
- (b) lump sum contributions for activities already funded under other EU grants (or grants awarded by an EU Member State, non-EU country or other body implementing the EU budget), except for the following case:
 - (i) Synergy actions: not applicable
- (c) other:
 - (i) country restrictions for eligible costs: not applicable.

6.4 Consequences of non-compliance

If a beneficiary declares lump sum contributions that are ineligible, they will be rejected (see Article 27).

This may also lead to other measures described in Chapter 5.

CHAPTER 4 GRANT IMPLEMENTATION

SECTION 1 CONSORTIUM: BENEFICIARIES, AFFILIATED ENTITIES AND OTHER PARTICIPANTS

ARTICLE 7 — BENEFICIARIES

The beneficiaries, as signatories of the Agreement, are fully responsible towards the granting authority for implementing it and for complying with all its obligations.

They must implement the Agreement to their best abilities, in good faith and in accordance with all the obligations and terms and conditions it sets out.

They must have the appropriate resources to implement the action and implement the action under their own responsibility and in accordance with Article 11. If they rely on affiliated entities or other participants (see Articles 8 and 9), they retain sole responsibility towards the granting authority and the other beneficiaries.

They are jointly responsible for the *technical* implementation of the action. If one of the beneficiaries fails to implement their part of the action, the other beneficiaries must ensure that this part is implemented by someone else (without being entitled to an increase of the maximum grant amount and subject to an amendment; see Article 39). The *financial* responsibility of each beneficiary in case of recoveries is governed by Article 22.

The beneficiaries (and their action) must remain eligible under the EU programme funding the grant

for the entire duration of the action. Lump sum contributions will be eligible only as long as the beneficiary and the action are eligible.

The **internal roles and responsibilities** of the beneficiaries are divided as follows:

(a) Each beneficiary must:

- (i) keep information stored in the Portal Participant Register up to date (see Article 19)
- (ii) inform the granting authority (and the other beneficiaries) immediately of any events or circumstances likely to affect significantly or delay the implementation of the action (see Article 19)
- (iii) submit to the coordinator in good time:
 - the prefinancing guarantees (if required; see Article 23)
 - the financial statements and certificates on the financial statements (CFS): not applicable
 - the contribution to the deliverables and technical reports (see Article 21)
 - any other documents or information required by the granting authority under the Agreement
- (iv) submit via the Portal data and information related to the participation of their affiliated entities.

(b) The coordinator must:

- (i) monitor that the action is implemented properly (see Article 11)
- (ii) act as the intermediary for all communications between the consortium and the granting authority, unless the Agreement or granting authority specifies otherwise, and in particular:
 - submit the prefinancing guarantees to the granting authority (if any)
 - request and review any documents or information required and verify their quality and completeness before passing them on to the granting authority
 - submit the deliverables and reports to the granting authority
 - inform the granting authority about the payments made to the other beneficiaries (report on the distribution of payments; if required, see Articles 22 and 32)
- (iii) distribute the payments received from the granting authority to the other beneficiaries without unjustified delay (see Article 22).

The coordinator may not delegate or subcontract the above-mentioned tasks to any other beneficiary or third party (including affiliated entities).

However, coordinators which are public bodies may delegate the tasks set out in Point (b)(ii) last

indent and (iii) above to entities with ‘authorisation to administer’ which they have created or which are controlled by or affiliated to them. In this case, the coordinator retains sole responsibility for the payments and for compliance with the obligations under the Agreement.

Moreover, coordinators which are ‘sole beneficiaries’¹⁰ (or similar, such as European research infrastructure consortia (ERICs)) may delegate the tasks set out in Point (b)(i) to (iii) above to one of their members. The coordinator retains sole responsibility for compliance with the obligations under the Agreement.

The beneficiaries must have **internal arrangements** regarding their operation and co-ordination, to ensure that the action is implemented properly.

If required by the granting authority (see Data Sheet, Point 1), these arrangements must be set out in a written **consortium agreement** between the beneficiaries, covering for instance:

- the internal organisation of the consortium
- the management of access to the Portal
- different distribution keys for the payments and financial responsibilities in case of recoveries (if any)
- additional rules on rights and obligations related to background and results (see Article 16)
- settlement of internal disputes
- liability, indemnification and confidentiality arrangements between the beneficiaries.

The internal arrangements must not contain any provision contrary to this Agreement.

ARTICLE 8 — AFFILIATED ENTITIES

Not applicable

ARTICLE 9 — OTHER PARTICIPANTS INVOLVED IN THE ACTION

9.1 Associated partners

The following entities which cooperate with a beneficiary will participate in the action as ‘associated partners’:

- **PRIMARIA SECTORULUI 2 BUCURESTI (CHDMB)**, PIC 965891857
- **DIMOS LEMESOS (ML)**, PIC 951645758
- **ARCHI LIMENON KYPROU (CPA)**, PIC 920827500
- **WATERFORD CHAMBER OF COMMERCE (WCC)**, PIC 999729434

¹⁰ For the definition, see Article 187(2) EU Financial Regulation 2018/1046: “Where several entities satisfy the criteria for being awarded a grant and together form one entity, that entity may be treated as the **sole beneficiary**, including where it is specifically established for the purpose of implementing the action financed by the grant.”

- **SOUTHERN REGIONAL ASSEMBLY (SRA)**, PIC 950458090
- **COMMUNAUTE D'AGGLOMERATION DE LA ROCHELLE (CDA)**, PIC 995985719
- **REGIE DU PORT DE PLAISANCE DE LA ROCHELLE (EPIC)**, PIC 886888170
- **REGION NOUVELLE-AQUITAINE (NAR)**, PIC 921821168
- **COMMUNE DE LA ROCHELLE (VLR)**, PIC 957170393
- **GRAND PORT MARITIME DE LA ROCHELLE (PA)**, PIC 888167891
- **VIESOJI ISTAIGA KLAIPEDOS MOKSLO IRTECHNOLOGIJU PARKAS (KSTP)**, PIC 986376996
- **VALSTYBES IMONE KLAIPEDOS VALSTYBINIO JURU UOSTO DIREKCIJA (KSPA)**, PIC 951975364
- **HANSESTADT ROSTOCK (HCR)**, PIC 951590953
- **Tankerska plovdba d.d. (TP)**, PIC 886848109
- **CROATIAN CHAMBER OF ECONOMY CCE (CCE)**, PIC 998670970
- **KLAIPEDOS MIESTO SAVIVALDYBES ADMINISTRACIJA (KCM)**, PIC 930825678
- **AYIA NAPA MUNICIPALITY (ANM)**, PIC 911653628
- **FUNDACION DE LA COMUNIDAD VALENCIANA PARA LA INVESTIGACION, PROMOCION Y ESTUDIOS COMERCIALES DE VALENCIAPORT (VPF)**, PIC 998709188

Associated partners must implement the action tasks attributed to them in Annex 1 in accordance with Article 11. They may not charge contributions to the action (no lump sum contributions) and the costs for their tasks are not eligible (may not be included in the estimated budget in Annex 2).

The tasks must be set out in Annex 1.

The beneficiaries must ensure that their contractual obligations under Articles 11 (proper implementation), 12 (conflict of interests), 13 (confidentiality and security), 14 (ethics), 17.2 (visibility), 18 (specific rules for carrying out action), 19 (information) and 20 (record-keeping) also apply to the associated partners.

The beneficiaries must ensure that the bodies mentioned in Article 25 (e.g. granting authority, OLAF, Court of Auditors (ECA), etc.) can exercise their rights also towards the associated partners.

9.2 Third parties giving in-kind contributions to the action

Other third parties may give in-kind contributions to the action (i.e. personnel, equipment, other goods, works and services, etc. which are free-of-charge), if necessary for the implementation.

Third parties giving in-kind contributions do not implement any action tasks. They may not charge

contributions to the action (no lump sum contributions) and the costs for the in-kind contributions are not eligible (may not be included in the estimated budget in Annex 2).

The third parties and their in-kind contributions should be set out in Annex 1.

9.3 Subcontractors

Subcontractors may participate in the action, if necessary for the implementation.

Subcontractors must implement their action tasks in accordance with Article 11. The beneficiaries' costs for subcontracting are considered entirely covered by the lump sum contributions for implementing the work packages (irrespective of the actual subcontracting costs incurred, if any).

The beneficiaries must ensure that their contractual obligations under Articles 11 (proper implementation), 12 (conflict of interest), 13 (confidentiality and security), 14 (ethics), 17.2 (visibility), 18 (specific rules for carrying out action), 19 (information) and 20 (record-keeping) also apply to the subcontractors.

The beneficiaries must ensure that the bodies mentioned in Article 25 (e.g. granting authority, OLAF, Court of Auditors (ECA), etc.) can exercise their rights also towards the subcontractors.

9.4 Recipients of financial support to third parties

If the action includes providing financial support to third parties (e.g. grants, prizes or similar forms of support), the beneficiaries must ensure that their contractual obligations under Articles 12 (conflict of interest), 13 (confidentiality and security), 14 (ethics), 17.2 (visibility), 18 (specific rules for carrying out action), 19 (information) and 20 (record-keeping) also apply to the third parties receiving the support (recipients).

The beneficiaries must also ensure that the bodies mentioned in Article 25 (e.g. granting authority, OLAF, Court of Auditors (ECA), etc.) can exercise their rights also towards the recipients.

ARTICLE 10 — PARTICIPANTS WITH SPECIAL STATUS

10.1 Non-EU participants

Participants which are established in a non-EU country (if any) undertake to comply with their obligations under the Agreement and:

- to respect general principles (including fundamental rights, values and ethical principles, environmental and labour standards, rules on classified information, intellectual property rights, visibility of funding and protection of personal data)
- for the submission of certificates under Article 24: use qualified external auditors which are independent and comply with comparable standards as those set out in EU Directive 2006/43/EC¹¹
- for the controls under Article 25: allow for checks, reviews, audits and investigations (including

¹¹ Directive 2006/43/EC of the European Parliament and of the Council of 17 May 2006 on statutory audits of annual accounts and consolidated accounts or similar national regulations (OJ L 157, 9.6.2006, p. 87).

on-the-spot checks, visits and inspections) by the bodies mentioned in that Article (e.g. granting authority, OLAF, Court of Auditors (ECA), etc.).

Special rules on dispute settlement apply (see Data Sheet, Point 5).

10.2 Participants which are international organisations

Participants which are international organisations (IOs; if any) undertake to comply with their obligations under the Agreement and:

- to respect general principles (including fundamental rights, values and ethical principles, environmental and labour standards, rules on classified information, intellectual property rights, visibility of funding and protection of personal data)
- for the submission of certificates under Article 24: to use either independent public officers or external auditors which comply with comparable standards as those set out in EU Directive 2006/43/EC
- for the controls under Article 25: to allow for the checks, reviews, audits and investigations by the bodies mentioned in that Article, taking into account the specific agreements concluded by them and the EU (if any).

For such participants, nothing in the Agreement will be interpreted as a waiver of their privileges or immunities, as accorded by their constituent documents or international law.

Special rules on applicable law and dispute settlement apply (see Article 43 and Data Sheet, Point 5).

10.3 Pillar-assessed participants

Pillar-assessed participants (if any) may rely on their own systems, rules and procedures, in so far as they have been positively assessed and do not call into question the decision awarding the grant or breach the principle of equal treatment of applicants or beneficiaries.

‘Pillar-assessment’ means a review by the European Commission on the systems, rules and procedures which participants use for managing EU grants (in particular internal control system, accounting system, external audits, financing of third parties, rules on recovery and exclusion, information on recipients and protection of personal data; see Article 154 EU Financial Regulation 2018/1046).

Participants with a positive pillar assessment may rely on their own systems, rules and procedures, in particular for:

- record-keeping (Article 20): may be done in accordance with internal standards, rules and procedures
- currency conversion for financial statements (Article 21): may be done in accordance with usual accounting practices
- guarantees (Article 23): for public law bodies, prefinancing guarantees are not needed
- certificates (Article 24):
 - certificates on the financial statements (CFS): may be provided by their regular internal

or external auditors and in accordance with their internal financial regulations and procedures

- certificates on usual accounting practices (CoMUC): are not needed if those practices are covered by an ex-ante assessment

and use the following specific rules, for:

- recoveries (Article 22): in case of financial support to third parties, there will be no recovery if the participant has done everything possible to retrieve the undue amounts from the third party receiving the support (including legal proceedings) and non-recovery is not due to an error or negligence on its part
- checks, reviews, audits and investigations by the EU (Article 25): will be conducted taking into account the rules and procedures specifically agreed between them and the framework agreement (if any)
- impact evaluation (Article 26): will be conducted in accordance with the participant's internal rules and procedures and the framework agreement (if any)
- grant agreement suspension (Article 31): certain costs incurred during grant suspension are eligible (notably, minimum costs necessary for a possible resumption of the action and costs relating to contracts which were entered into before the pre-information letter was received and which could not reasonably be suspended, reallocated or terminated on legal grounds)
- grant agreement termination (Article 32): the final grant amount and final payment will be calculated taking into account also costs relating to contracts due for execution only after termination takes effect, if the contract was entered into before the pre-information letter was received and could not reasonably be terminated on legal grounds
- liability for damages (Article 33.2): the granting authority must be compensated for damage it sustains as a result of the implementation of the action or because the action was not implemented in full compliance with the Agreement only if the damage is due to an infringement of the participant's internal rules and procedures or due to a violation of third parties' rights by the participant or one of its employees or individual for whom the employees are responsible.

Participants whose pillar assessment covers procurement and granting procedures may also do purchases, subcontracting and financial support to third parties (Article 6.2) in accordance with their internal rules and procedures for purchases, subcontracting and financial support.

Participants whose pillar assessment covers data protection rules may rely on their internal standards, rules and procedures for data protection (Article 15).

The participants may however not rely on provisions which would breach the principle of equal treatment of applicants or beneficiaries or call into question the decision awarding the grant, such as in particular:

- eligibility (Article 6)
- consortium roles and set-up (Articles 7-9)

- security and ethics (Articles 13, 14)
- IPR (including background and results, access rights and rights of use), communication, dissemination and visibility (Articles 16 and 17)
- information obligation (Article 19)
- payment, reporting and amendments (Articles 21, 22 and 39)
- rejections, reductions, suspensions and terminations (Articles 27, 28, 29-32)

If the pillar assessment was subject to remedial measures, reliance on the internal systems, rules and procedures is subject to compliance with those remedial measures.

Participants whose assessment has not yet been updated to cover (the new rules on) data protection may rely on their internal systems, rules and procedures, provided that they ensure that personal data is:

- processed lawfully, fairly and in a transparent manner in relation to the data subject
- collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes
- adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed
- accurate and, where necessary, kept up to date
- kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the data is processed and
- processed in a manner that ensures appropriate security of the personal data.

Participants must inform the coordinator without delay of any changes to the systems, rules and procedures that were part of the pillar assessment. The coordinator must immediately inform the granting authority.

Pillar-assessed participants that have also concluded a framework agreement with the EU, may moreover — under the same conditions as those above (i.e. not call into question the decision awarding the grant or breach the principle of equal treatment of applicants or beneficiaries) — rely on provisions set out in that framework agreement.

SECTION 2 RULES FOR CARRYING OUT THE ACTION

ARTICLE 11 — PROPER IMPLEMENTATION OF THE ACTION

11.1 Obligation to properly implement the action

The beneficiaries must implement the action as described in Annex 1 and in compliance with the provisions of the Agreement, the call conditions and all legal obligations under applicable EU, international and national law.

11.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 12 — CONFLICT OF INTERESTS

12.1 Conflict of interests

The beneficiaries must take all measures to prevent any situation where the impartial and objective implementation of the Agreement could be compromised for reasons involving family, emotional life, political or national affinity, economic interest or any other direct or indirect interest ('conflict of interests').

They must formally notify the granting authority without delay of any situation constituting or likely to lead to a conflict of interests and immediately take all the necessary steps to rectify this situation.

The granting authority may verify that the measures taken are appropriate and may require additional measures to be taken by a specified deadline.

12.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28) and the grant or the beneficiary may be terminated (see Article 32).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 13 — CONFIDENTIALITY AND SECURITY

13.1 Sensitive information

The parties must keep confidential any data, documents or other material (in any form) that is identified as sensitive in writing ('sensitive information') — during the implementation of the action and for at least until the time-limit set out in the Data Sheet (see Point 6).

If a beneficiary requests, the granting authority may agree to keep such information confidential for a longer period.

Unless otherwise agreed between the parties, they may use sensitive information only to implement the Agreement.

The beneficiaries may disclose sensitive information to their personnel or other participants involved in the action only if they:

- (a) need to know it in order to implement the Agreement and
- (b) are bound by an obligation of confidentiality.

The granting authority may disclose sensitive information to its staff and to other EU institutions and bodies.

It may moreover disclose sensitive information to third parties, if:

- (a) this is necessary to implement the Agreement or safeguard the EU financial interests and
- (b) the recipients of the information are bound by an obligation of confidentiality.

The confidentiality obligations no longer apply if:

- (a) the disclosing party agrees to release the other party
- (b) the information becomes publicly available, without breaching any confidentiality obligation
- (c) the disclosure of the sensitive information is required by EU, international or national law.

Specific confidentiality rules (if any) are set out in Annex 5.

13.2 Classified information

The parties must handle classified information in accordance with the applicable EU, international or national law on classified information (in particular, Decision 2015/444¹² and its implementing rules).

Deliverables which contain classified information must be submitted according to special procedures agreed with the granting authority.

Action tasks involving classified information may be subcontracted only after explicit approval (in writing) from the granting authority.

Classified information may not be disclosed to any third party (including participants involved in the action implementation) without prior explicit written approval from the granting authority.

Specific security rules (if any) are set out in Annex 5.

13.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 14 — ETHICS AND VALUES

14.1 Ethics

The action must be carried out in line with the highest ethical standards and the applicable EU, international and national law on ethical principles.

Specific ethics rules (if any) are set out in Annex 5.

14.2 Values

The beneficiaries must commit to and ensure the respect of basic EU values (such as respect for

¹² Commission Decision 2015/444/EC, Euratom of 13 March 2015 on the security rules for protecting EU classified information (OJ L 72, 17.3.2015, p. 53).

human dignity, freedom, democracy, equality, the rule of law and human rights, including the rights of minorities).

Specific rules on values (if any) are set out in Annex 5.

14.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 15 — DATA PROTECTION

15.1 Data processing by the granting authority

Any personal data under the Agreement will be processed under the responsibility of the data controller of the granting authority in accordance with and for the purposes set out in the Portal Privacy Statement.

For grants where the granting authority is the European Commission, an EU regulatory or executive agency, joint undertaking or other EU body, the processing will be subject to Regulation 2018/1725¹³.

15.2 Data processing by the beneficiaries

The beneficiaries must process personal data under the Agreement in compliance with the applicable EU, international and national law on data protection (in particular, Regulation 2016/679¹⁴).

They must ensure that personal data is:

- processed lawfully, fairly and in a transparent manner in relation to the data subjects
- collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes
- adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed
- accurate and, where necessary, kept up to date
- kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the data is processed and
- processed in a manner that ensures appropriate security of the data.

¹³ Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data, and repealing Regulation (EC) No 45/2001 and Decision No 1247/2002/EC (OJ L 295, 21.11.2018, p. 39).

¹⁴ Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC ('GDPR') (OJ L 119, 4.5.2016, p. 1).

The beneficiaries may grant their personnel access to personal data only if it is strictly necessary for implementing, managing and monitoring the Agreement. The beneficiaries must ensure that the personnel is under a confidentiality obligation.

The beneficiaries must inform the persons whose data are transferred to the granting authority and provide them with the Portal Privacy Statement.

15.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 16 — INTELLECTUAL PROPERTY RIGHTS (IPR) — BACKGROUND AND RESULTS — ACCESS RIGHTS AND RIGHTS OF USE

16.1 Background and access rights to background

The beneficiaries must give each other and the other participants access to the background identified as needed for implementing the action, subject to any specific rules in Annex 5.

‘Background’ means any data, know-how or information — whatever its form or nature (tangible or intangible), including any rights such as intellectual property rights — that is:

- (a) held by the beneficiaries before they acceded to the Agreement and
- (b) needed to implement the action or exploit the results.

If background is subject to rights of a third party, the beneficiary concerned must ensure that it is able to comply with its obligations under the Agreement.

16.2 Ownership of results

The granting authority does not obtain ownership of the results produced under the action.

‘Results’ means any tangible or intangible effect of the action, such as data, know-how or information, whatever its form or nature, whether or not it can be protected, as well as any rights attached to it, including intellectual property rights.

16.3 Rights of use of the granting authority on materials, documents and information received for policy, information, communication, dissemination and publicity purposes

The granting authority has the right to use non-sensitive information relating to the action and materials and documents received from the beneficiaries (notably summaries for publication, deliverables, as well as any other material, such as pictures or audio-visual material, in paper or electronic form) for policy information, communication, dissemination and publicity purposes — during the action or afterwards.

The right to use the beneficiaries’ materials, documents and information is granted in the form of a royalty-free, non-exclusive and irrevocable licence, which includes the following rights:

- (a) **use for its own purposes** (in particular, making them available to persons working for the granting authority or any other EU service (including institutions, bodies, offices, agencies, etc.) or EU Member State institution or body; copying or reproducing them in whole or in part, in unlimited numbers; and communication through press information services)
- (b) **distribution to the public** (in particular, publication as hard copies and in electronic or digital format, publication on the internet, as a downloadable or non-downloadable file, broadcasting by any channel, public display or presentation, communicating through press information services, or inclusion in widely accessible databases or indexes)
- (c) **editing or redrafting** (including shortening, summarising, inserting other elements (e.g. meta-data, legends, other graphic, visual, audio or text elements), extracting parts (e.g. audio or video files), dividing into parts, use in a compilation)
- (d) **translation**
- (e) **storage** in paper, electronic or other form
- (f) **archiving**, in line with applicable document-management rules
- (g) the right to authorise **third parties** to act on its behalf or sub-license to third parties the modes of use set out in Points (b), (c), (d) and (f), if needed for the information, communication and publicity activity of the granting authority and
- (h) **processing**, analysing, aggregating the materials, documents and information received and **producing derivative works**.

The rights of use are granted for the whole duration of the industrial or intellectual property rights concerned.

If materials or documents are subject to moral rights or third party rights (including intellectual property rights or rights of natural persons on their image and voice), the beneficiaries must ensure that they comply with their obligations under this Agreement (in particular, by obtaining the necessary licences and authorisations from the rights holders concerned).

Where applicable, the granting authority will insert the following information:

“© – [year] – [name of the copyright owner]. All rights reserved. Licensed to the [name of granting authority] under conditions.”

16.4 Specific rules on IPR, results and background

Specific rules regarding intellectual property rights, results and background (if any) are set out in Annex 5.

16.5 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such a breach may also lead to other measures described in Chapter 5.

ARTICLE 17 — COMMUNICATION, DISSEMINATION AND VISIBILITY

17.1 Communication — Dissemination — Promoting the action

Unless otherwise agreed with the granting authority, the beneficiaries must promote the action and its results by providing targeted information to multiple audiences (including the media and the public), in accordance with Annex 1 and in a strategic, coherent and effective manner.

Before engaging in a communication or dissemination activity expected to have a major media impact, the beneficiaries must inform the granting authority.

17.2 Visibility — European flag and funding statement

Unless otherwise agreed with the granting authority, communication activities of the beneficiaries related to the action (including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by the grant must acknowledge the EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate):



Funded by the
European Union



Co-funded by the
European Union



Funded by the
European Union



Co-funded by the
European Union

The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands or text.

Apart from the emblem, no other visual identity or logo may be used to highlight the EU support.

When displayed in association with other logos (e.g. of beneficiaries or sponsors), the emblem must be displayed at least as prominently and visibly as the other logos.

For the purposes of their obligations under this Article, the beneficiaries may use the emblem without first obtaining approval from the granting authority. This does not, however, give them the right to

exclusive use. Moreover, they may not appropriate the emblem or any similar trademark or logo, either by registration or by any other means.

17.3 Quality of information — Disclaimer

Any communication or dissemination activity related to the action must use factually accurate information.

Moreover, it must indicate the following disclaimer (translated into local languages where appropriate):

“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.”

17.4 Specific communication, dissemination and visibility rules

Specific communication, dissemination and visibility rules (if any) are set out in Annex 5.

17.5 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 18 — SPECIFIC RULES FOR CARRYING OUT THE ACTION

18.1 Specific rules for carrying out the action

Specific rules for implementing the action (if any) are set out in Annex 5.

18.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such a breach may also lead to other measures described in Chapter 5.

SECTION 3 GRANT ADMINISTRATION

ARTICLE 19 — GENERAL INFORMATION OBLIGATIONS

19.1 Information requests

The beneficiaries must provide — during the action or afterwards and in accordance with Article 7 — any information requested in order to verify eligibility of the lump sum contributions declared, proper implementation of the action and compliance with the other obligations under the Agreement.

The information provided must be accurate, precise and complete and in the format requested, including electronic format.

19.2 Participant Register data updates

The beneficiaries must keep — at all times, during the action or afterwards — their information stored in the Portal Participant Register up to date, in particular, their name, address, legal representatives, legal form and organisation type.

19.3 Information about events and circumstances which impact the action

The beneficiaries must immediately inform the granting authority (and the other beneficiaries) of any of the following:

- (a) **events** which are likely to affect or delay the implementation of the action or affect the EU's financial interests, in particular:
 - (i) changes in their legal, financial, technical, organisational or ownership situation (including changes linked to one of the exclusion grounds listed in the declaration of honour signed before grant signature)
 - (ii) linked action information: not applicable
- (b) **circumstances** affecting:
 - (i) the decision to award the grant or
 - (ii) compliance with requirements under the Agreement.

19.4 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 20 — RECORD-KEEPING

20.1 Keeping records and supporting documents

The beneficiaries must — at least until the time-limit set out in the Data Sheet (see Point 6) — keep records and other supporting documents to prove the proper implementation of the action (proper implementation of the work and/or achievement of the results as described in Annex 1) in line with the accepted standards in the respective field (if any); beneficiaries do not need to keep specific records on the actual costs incurred.

The records and supporting documents must be made available upon request (see Article 19) or in the context of checks, reviews, audits or investigations (see Article 25).

If there are on-going checks, reviews, audits, investigations, litigation or other pursuits of claims under the Agreement (including the extension of findings; see Article 25), the beneficiaries must keep these records and other supporting documentation until the end of these procedures.

The beneficiaries must keep the original documents. Digital and digitalised documents are considered

originals if they are authorised by the applicable national law. The granting authority may accept non-original documents if they offer a comparable level of assurance.

20.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, lump sum contributions insufficiently substantiated will be ineligible (see Article 6) and will be rejected (see Article 27), and the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 21 — REPORTING

21.1 Continuous reporting

The beneficiaries must continuously report on the progress of the action (e.g. **deliverables, milestones, outputs/outcomes, critical risks, indicators**, etc; if any), in the Portal Continuous Reporting tool and in accordance with the timing and conditions it sets out (as agreed with the granting authority).

Standardised deliverables (e.g. progress reports not linked to payments, reports on cumulative expenditure, special reports, etc; if any) must be submitted using the templates published on the Portal.

21.2 Periodic reporting: Technical reports and financial statements

In addition, the beneficiaries must provide reports to request payments, in accordance with the schedule and modalities set out in the Data Sheet (see Point 4.2):

- for additional prefinancings (if any): **an additional prefinancing report**
- for interim payments (if any) and the final payment: a **periodic report**

The prefinancing and periodic reports include a technical and financial part.

The technical part includes an overview of the action implementation. It must be prepared using the template available in the Portal Periodic Reporting tool.

The financial part of the additional prefinancing report includes a statement on the use of the previous prefinancing payment.

The financial part of the periodic report includes:

- the financial statement (consolidated statement for the consortium)
- the explanation on the use of resources (or detailed cost reporting table): not applicable
- the certificates on the financial statements (CFS): not applicable.

The **financial statement** must contain the lump sum contributions indicated in Annex 2, for the work packages that were completed during the reporting period.

For the last reporting period, the beneficiaries may exceptionally also declare partial lump sum

contributions for work packages that were not completed (e.g. due to force majeure or technical impossibility).

Lump sum contributions which are not declared in a financial statement will not be taken into account by the granting authority.

By signing the financial statement (directly in the Portal Periodic Reporting tool), the coordinator confirms (on behalf of the consortium) that:

- the information provided is complete, reliable and true
- the lump sum contributions declared are eligible (in particular, the work packages have been completed, that the work has been properly implemented and/or the results were achieved in accordance with Annex 1; see Article 6)
- the proper implementation and/or achievement can be substantiated by adequate records and supporting documents (see Article 20) that will be produced upon request (see Article 19) or in the context of checks, reviews, audits and investigations (see Article 25).

In case of recoveries (see Article 22), beneficiaries will be held responsible also for the lump sum contributions declared for their affiliated entities (if any).

21.3 Currency for financial statements and conversion into euros

The financial statements must be drafted in euro.

21.4 Reporting language

The reporting must be in the language of the Agreement, unless otherwise agreed with the granting authority (see Data Sheet, Point 4.2).

21.5 Consequences of non-compliance

If a report submitted does not comply with this Article, the granting authority may suspend the payment deadline (see Article 29) and apply other measures described in Chapter 5.

If the coordinator breaches its reporting obligations, the granting authority may terminate the grant or the coordinator's participation (see Article 32) or apply other measures described in Chapter 5.

ARTICLE 22 — PAYMENTS AND RECOVERIES — CALCULATION OF AMOUNTS DUE

22.1 Payments and payment arrangements

Payments will be made in accordance with the schedule and modalities set out in the Data Sheet (see Point 4.2).

They will be made in euro to the bank account indicated by the coordinator (see Data Sheet, Point 4.2) and must be distributed without unjustified delay (restrictions may apply to distribution of the initial prefinancing payment; see Data Sheet, Point 4.2).

Payments to this bank account will discharge the granting authority from its payment obligation.

The cost of payment transfers will be borne as follows:

- the granting authority bears the cost of transfers charged by its bank
- the beneficiary bears the cost of transfers charged by its bank
- the party causing a repetition of a transfer bears all costs of the repeated transfer.

Payments by the granting authority will be considered to have been carried out on the date when they are debited to its account.

22.2 Recoveries

Recoveries will be made, if — at beneficiary termination, final payment or afterwards — it turns out that the granting authority has paid too much and needs to recover the amounts undue.

The general liability regime for recoveries (first-line liability) is as follows: At final payment, the coordinator will be fully liable for recoveries, even if it has not been the final recipient of the undue amounts. At beneficiary termination or after final payment, recoveries will be made directly against the beneficiaries concerned.

Beneficiaries will be fully liable for repaying the debts of their affiliated entities.

In case of enforced recoveries (see Article 22.4):

- the beneficiaries will be jointly and severally liable for repaying debts of another beneficiary under the Agreement (including late-payment interest), if required by the granting authority (see Data Sheet, Point 4.4)
- affiliated entities will be held liable for repaying debts of their beneficiaries under the Agreement (including late-payment interest), if required by the granting authority (see Data Sheet, Point 4.4).

22.3 Amounts due

22.3.1 Prefinancing payments

The aim of the prefinancing is to provide the beneficiaries with a float.

It remains the property of the EU until the final payment.

For **initial prefinancings** (if any), the amount due, schedule and modalities are set out in the Data Sheet (see Point 4.2).

For **additional prefinancings** (if any), the amount due, schedule and modalities are also set out in the Data Sheet (see Point 4.2). However, if the statement on the use of the previous prefinancing payment shows that less than 70% was used, the amount set out in the Data Sheet will be reduced by the difference between the 70% threshold and the amount used.

Prefinancing payments (or parts of them) may be offset (without the beneficiaries' consent) against amounts owed by a beneficiary to the granting authority — up to the amount due to that beneficiary.

For grants where the granting authority is the European Commission or an EU executive agency,

offsetting may also be done against amounts owed to other Commission services or executive agencies.

Payments will not be made if the payment deadline or payments are suspended (see Articles 29 and 30).

22.3.2 Amount due at beneficiary termination — Recovery

In case of beneficiary termination, the granting authority will determine the provisional amount due for the beneficiary concerned.

This will be done on the basis of work packages already completed in previous interim payments. Payments for ongoing/not yet completed work packages which the beneficiary was working on before termination (if any) will therefore be made only later on, with the next interim or final payments when those work packages have been completed.

The **amount due** will be calculated in the following step:

Step 1 — Calculation of the total accepted EU contribution

Step 1 — Calculation of the total accepted EU contribution

The granting authority will first calculate the ‘accepted EU contribution’ for the beneficiary, on the basis of the beneficiary’s lump sum contributions for the work packages which were approved in previous interim payments.

After that, the granting authority will take into account grant reductions (if any). The resulting amount is the ‘total accepted EU contribution’ for the beneficiary.

The **balance** is then calculated by deducting the payments received (if any; see report on the distribution of payments in Article 32), from the total accepted EU contribution:

$$\left\{ \begin{array}{l} \text{total accepted EU contribution for the beneficiary} \\ \text{minus} \\ \text{prefinancing and interim payments received (if any)} \end{array} \right\}.$$

If the balance is **negative**, it will be **recovered** in accordance with the following procedure:

The granting authority will send a **pre-information letter** to the beneficiary concerned:

- formally notifying the intention to recover, the amount due, the amount to be recovered and the reasons why and
- requesting observations within 30 days of receiving notification.

If no observations are submitted (or the granting authority decides to pursue recovery despite the observations it has received), it will confirm the amount to be recovered and ask this amount to be paid to the coordinator (**confirmation letter**).

22.3.3 Interim payments

Interim payments reimburse the eligible lump sum contributions claimed for work packages implemented during the reporting periods (if any).

Interim payments (if any) will be made in accordance with the schedule and modalities set out the Data Sheet (see Point 4.2).

Payment is subject to the approval of the periodic report and the work packages declared. Their approval does not imply recognition of compliance, authenticity, completeness or correctness of their content.

Incomplete work packages and work packages that have not been delivered or cannot be approved will be rejected (see Article 27).

The **interim payment** will be calculated by the granting authority in the following steps:

Step 1 — Calculation of the total accepted EU contribution

Step 2 — Limit to the interim payment ceiling

Step 1 — Calculation of the total accepted EU contribution

The granting authority will first calculate the ‘accepted EU contribution’ for the action for the reporting period, by calculating the lump sum contributions for the approved work packages.

After that, the granting authority will take into account grant reductions from beneficiary termination (if any). The resulting amount is the ‘total accepted EU contribution’.

Step 2 — Limit to the interim payment ceiling

The resulting amount is then capped to ensure that the total amount of prefinancing and interim payments (if any) does not exceed the interim payment ceiling set out in the Data Sheet (see Point 4.2).

Interim payments (or parts of them) may be offset (without the beneficiaries’ consent) against amounts owed by a beneficiary to the granting authority — up to the amount due to that beneficiary.

For grants where the granting authority is the European Commission or an EU executive agency, offsetting may also be done against amounts owed to other Commission services or executive agencies.

Payments will not be made if the payment deadline or payments are suspended (see Articles 29 and 30).

22.3.4 Final payment — Final grant amount — Revenues and Profit — Recovery

The final payment (payment of the balance) reimburses the remaining eligible lump sum contributions claimed for the implemented work packages (if any).

The final payment will be made in accordance with the schedule and modalities set out in the Data Sheet (see Point 4.2).

Payment is subject to the approval of the final periodic report and the work packages declared. Their approval does not imply recognition of compliance, authenticity, completeness or correctness of their content.

Work packages (or parts of them) that have not been delivered or cannot be approved will be rejected (see Article 27).

The **final grant amount for the action** will be calculated in the following steps:

Step 1 — Calculation of the total accepted EU contribution

Step 2 — Limit to the maximum grant amount

Step 3 — Reduction due to the no-profit rule

Step 1 — Calculation of the total accepted EU contribution

The granting authority will first calculate the ‘accepted EU contribution’ for the action for all reporting periods, by calculating the lump sum contributions for the approved work packages.

After that, the granting authority will take into account grant reductions (if any). The resulting amount is the ‘total accepted EU contribution’.

Step 2 — Limit to the maximum grant amount

Not applicable

Step 3 — Reduction due to the no-profit rule

Not applicable

The **balance** (final payment) is then calculated by deducting the total amount of prefinancing and interim payments already made (if any), from the final grant amount:

$$\begin{aligned} & \{\text{final grant amount} \\ & \text{minus} \\ & \{\text{prefinancing and interim payments made (if any)}\} \}. \end{aligned}$$

If the balance is **positive**, it will be **paid** to the coordinator.

The final payment (or part of it) may be offset (without the beneficiaries’ consent) against amounts owed by a beneficiary to the granting authority — up to the amount due to that beneficiary.

For grants where the granting authority is the European Commission or an EU executive agency, offsetting may also be done against amounts owed to other Commission services or executive agencies.

Payments will not be made if the payment deadline or payments are suspended (see Articles 29 and 30).

If the balance is **negative**, it will be **recovered** in accordance with the following procedure:

The granting authority will send a **pre-information letter** to the coordinator:

- formally notifying the intention to recover, the final grant amount, the amount to be recovered and the reasons why

- requesting observations within 30 days of receiving notification.

If no observations are submitted (or the granting authority decides to pursue recovery despite the observations it has received), it will confirm the amount to be recovered (**confirmation letter**), together with a **debit note** with the terms and date for payment.

If payment is not made by the date specified in the debit note, the granting authority will **enforce recovery** in accordance with Article 22.4.

22.3.5 Audit implementation after final payment — Revised final grant amount — Recovery

If — after the final payment (in particular, after checks, reviews, audits or investigations; see Article 25) — the granting authority rejects lump sum contributions (see Article 27) or reduces the grant (see Article 28), it will calculate the **revised final grant amount** for the beneficiary concerned.

The **beneficiary revised final grant amount** will be calculated in the following step:

Step 1 — Calculation of the revised total accepted EU contribution

Step 1 — Calculation of the revised total accepted EU contribution

The granting authority will first calculate the ‘revised accepted EU contribution’ for the beneficiary, by calculating the ‘revised accepted contributions’.

After that, it will take into account grant reductions (if any). The resulting ‘revised total accepted EU contribution’ is the beneficiary revised final grant amount.

If the revised final grant amount is lower than the beneficiary’s final grant amount (i.e. its share in the final grant amount for the action), it will be **recovered** in accordance with the following procedure:

The **beneficiary final grant amount** (i.e. share in the final grant amount for the action) is calculated as follows:

$$\left\{ \begin{array}{l} \text{\{total accepted EU contribution for the beneficiary} \\ \text{divided by} \\ \text{total accepted EU contribution for the action\}} \\ \text{multiplied by} \\ \text{final grant amount for the action\}}. \end{array} \right.$$

The granting authority will send a **pre-information letter** to the beneficiary concerned:

- formally notifying the intention to recover, the amount to be recovered and the reasons why and
- requesting observations within 30 days of receiving notification.

If no observations are submitted (or the granting authority decides to pursue recovery despite the observations it has received), it will confirm the amount to be recovered (**confirmation letter**), together with a **debit note** with the terms and the date for payment.

Recoveries against affiliated entities (if any) will be handled through their beneficiaries.

If payment is not made by the date specified in the debit note, the granting authority will **enforce recovery** in accordance with Article 22.4.

22.4 Enforced recovery

If payment is not made by the date specified in the debit note, the amount due will be recovered:

- (a) by offsetting the amount — without the coordinator or beneficiary's consent — against any amounts owed to the coordinator or beneficiary by the granting authority.

In exceptional circumstances, to safeguard the EU financial interests, the amount may be offset before the payment date specified in the debit note.

For grants where the granting authority is the European Commission or an EU executive agency, debts may also be offset against amounts owed by other Commission services or executive agencies.

- (b) by drawing on the financial guarantee(s) (if any)
- (c) by holding other beneficiaries jointly and severally liable (if any; see Data Sheet, Point 4.4)
- (d) by holding affiliated entities jointly and severally liable (if any, see Data Sheet, Point 4.4)
- (e) by taking legal action (see Article 43) or, provided that the granting authority is the European Commission or an EU executive agency, by adopting an enforceable decision under Article 299 of the Treaty on the Functioning of the EU (TFEU) and Article 100(2) of EU Financial Regulation 2018/1046.

The amount to be recovered will be increased by **late-payment interest** at the rate set out in Article 23.5, from the day following the payment date in the debit note, up to and including the date the full payment is received.

Partial payments will be first credited against expenses, charges and late-payment interest and then against the principal.

Bank charges incurred in the recovery process will be borne by the beneficiary, unless Directive 2015/2366¹⁵ applies.

For grants where the granting authority is an EU executive agency, enforced recovery by offsetting or enforceable decision will be done by the services of the European Commission (see also Article 43).

22.5 Consequences of non-compliance

22.5.1 If the granting authority does not pay within the payment deadlines (see above), the beneficiaries are entitled to **late-payment interest** at the reference rate applied by the European Central Bank (ECB) for its main refinancing operations in euros, plus the percentage specified in the Data Sheet (Point 4.2). The ECB reference rate to be used is the rate in force on the first day of the

¹⁵ Directive (EU) 2015/2366 of the European Parliament and of the Council of 25 November 2015 on payment services in the internal market, amending Directives 2002/65/EC, 2009/110/EC and 2013/36/EU and Regulation (EU) No 1093/2010, and repealing Directive 2007/64/EC (OJ L 337, 23.12.2015, p. 35).

month in which the payment deadline expires, as published in the C series of the *Official Journal of the European Union*.

If the late-payment interest is lower than or equal to EUR 200, it will be paid to the coordinator only on request submitted within two months of receiving the late payment.

Late-payment interest is not due if all beneficiaries are EU Member States (including regional and local government authorities or other public bodies acting on behalf of a Member State for the purpose of this Agreement).

If payments or the payment deadline are suspended (see Articles 29 and 30), payment will not be considered as late.

Late-payment interest covers the period running from the day following the due date for payment (see above), up to and including the date of payment.

Late-payment interest is not considered for the purposes of calculating the final grant amount.

22.5.2 If the coordinator breaches any of its obligations under this Article, the grant may be reduced (see Article 29) and the grant or the coordinator may be terminated (see Article 32).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 23 — GUARANTEES

23.1 Prefinancing guarantee

If required by the granting authority (see Data Sheet, Point 4.2), the beneficiaries must provide (one or more) prefinancing guarantee(s) in accordance with the timing and the amounts set out in the Data Sheet.

The coordinator must submit them to the granting authority in due time before the prefinancing they are linked to.

The guarantees must be drawn up using the template published on the Portal and fulfil the following conditions:

- (a) be provided by a bank or approved financial institution established in the EU or — if requested by the coordinator and accepted by the granting authority — by a third party or a bank or financial institution established outside the EU offering equivalent security
- (b) the guarantor stands as first-call guarantor and does not require the granting authority to first have recourse against the principal debtor (i.e. the beneficiary concerned) and
- (c) remain explicitly in force until the final payment and, if the final payment takes the form of a recovery, until five months after the debit note is notified to a beneficiary.

They will be released within the following month.

23.2 Consequences of non-compliance

If the beneficiaries breach their obligation to provide the prefinancing guarantee, the prefinancing will not be paid.

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 24 — CERTIFICATES

Not applicable

ARTICLE 25 — CHECKS, REVIEWS, AUDITS AND INVESTIGATIONS — EXTENSION OF FINDINGS

25.1 Granting authority checks, reviews and audits

25.1.1 Internal checks

The granting authority may — during the action or afterwards — check the proper implementation of the action and compliance with the obligations under the Agreement, including assessing lump sum contributions, deliverables and reports.

25.1.2 Project reviews

The granting authority may carry out reviews on the proper implementation of the action and compliance with the obligations under the Agreement (general project reviews or specific issues reviews).

Such project reviews may be started during the implementation of the action and until the time-limit set out in the Data Sheet (see Point 6). They will be formally notified to the coordinator or beneficiary concerned and will be considered to start on the date of the notification.

If needed, the granting authority may be assisted by independent, outside experts. If it uses outside experts, the coordinator or beneficiary concerned will be informed and have the right to object on grounds of commercial confidentiality or conflict of interest.

The coordinator or beneficiary concerned must cooperate diligently and provide — within the deadline requested — any information and data in addition to deliverables and reports already submitted. The granting authority may request beneficiaries to provide such information to it directly. Sensitive information and documents will be treated in accordance with Article 13.

The coordinator or beneficiary concerned may be requested to participate in meetings, including with the outside experts.

For **on-the-spot visits**, the beneficiary concerned must allow access to sites and premises (including to the outside experts) and must ensure that information requested is readily available.

Information provided must be accurate, precise and complete and in the format requested, including electronic format.

On the basis of the review findings, a **project review report** will be drawn up.

The granting authority will formally notify the project review report to the coordinator or beneficiary concerned, which has 30 days from receiving notification to make observations.

Project reviews (including project review reports) will be in the language of the Agreement.

25.1.3 Audits

The granting authority may carry out audits on the proper implementation of the action and compliance with the obligations under the Agreement.

Such audits may be started during the implementation of the action and until the time-limit set out in the Data Sheet (see Point 6). They will be formally notified to the beneficiary concerned and will be considered to start on the date of the notification.

The granting authority may use its own audit service, delegate audits to a centralised service or use external audit firms. If it uses an external firm, the beneficiary concerned will be informed and have the right to object on grounds of commercial confidentiality or conflict of interest.

The beneficiary concerned must cooperate diligently and provide — within the deadline requested — any information (including complete accounts, individual salary statements or other personal data) to verify compliance with the Agreement. Sensitive information and documents will be treated in accordance with Article 13.

For **on-the-spot** visits, the beneficiary concerned must allow access to sites and premises (including for the external audit firm) and must ensure that information requested is readily available.

Information provided must be accurate, precise and complete and in the format requested, including electronic format.

On the basis of the audit findings, a **draft audit report** will be drawn up.

The auditors will formally notify the draft audit report to the beneficiary concerned, which has 30 days from receiving notification to make observations (contradictory audit procedure).

The **final audit report** will take into account observations by the beneficiary concerned and will be formally notified to them.

Audits (including audit reports) will be in the language of the Agreement.

25.2 European Commission checks, reviews and audits in grants of other granting authorities

Where the granting authority is not the European Commission, the latter has the same rights of checks, reviews and audits as the granting authority.

25.3 Access to records for assessing simplified forms of funding

The beneficiaries must give the European Commission access to their statutory records for the periodic assessment of simplified forms of funding which are used in EU programmes.

25.4 OLAF, EPPO and ECA audits and investigations

The following bodies may also carry out checks, reviews, audits and investigations — during the action or afterwards:

- the European Anti-Fraud Office (OLAF) under Regulations No 883/2013¹⁶ and No 2185/96¹⁷
- the European Public Prosecutor's Office (EPPO) under Regulation 2017/1939
- the European Court of Auditors (ECA) under Article 287 of the Treaty on the Functioning of the EU (TFEU) and Article 257 of EU Financial Regulation 2018/1046.

If requested by these bodies, the beneficiary concerned must provide full, accurate and complete information in the format requested (including complete accounts, individual salary statements or other personal data, including in electronic format) and allow access to sites and premises for on-the-spot visits or inspections — as provided for under these Regulations.

To this end, the beneficiary concerned must keep all relevant information relating to the action, at least until the time-limit set out in the Data Sheet (Point 6) and, in any case, until any ongoing checks, reviews, audits, investigations, litigation or other pursuits of claims have been concluded.

25.5 Consequences of checks, reviews, audits and investigations — Extension of findings

25.5.1 Consequences of checks, reviews, audits and investigations in this grant

Findings in checks, reviews, audits or investigations carried out in the context of this grant may lead to rejections (see Article 27), grant reduction (see Article 28) or other measures described in Chapter 5.

Rejections or grant reductions after the final payment will lead to a revised final grant amount (see Article 22).

Findings in checks, reviews, audits or investigations during the action implementation may lead to a request for amendment (see Article 39), to change the description of the action set out in Annex 1.

Checks, reviews, audits or investigations that find systemic or recurrent errors, irregularities, fraud or breach of obligations in any EU grant may also lead to consequences in other EU grants awarded under similar conditions ('extension to other grants').

Moreover, findings arising from an OLAF or EPPO investigation may lead to criminal prosecution under national law.

25.5.2 Extension from other grants

Findings of checks, reviews, audits or investigations in other grants may be extended to this grant, if:

- (a) the beneficiary concerned is found, in other EU grants awarded under similar conditions, to have committed systemic or recurrent errors, irregularities, fraud or breach of obligations that have a material impact on this grant and
- (b) those findings are formally notified to the beneficiary concerned — together with the list of

¹⁶ Regulation (EU, Euratom) No 883/2013 of the European Parliament and of the Council of 11 September 2013 concerning investigations conducted by the European Anti-Fraud Office (OLAF) and repealing Regulation (EC) No 1073/1999 of the European Parliament and of the Council and Council Regulation (Euratom) No 1074/1999 (OJ L 248, 18/09/2013, p. 1).

¹⁷ Council Regulation (Euratom, EC) No 2185/1996 of 11 November 1996 concerning on-the-spot checks and inspections carried out by the Commission in order to protect the European Communities' financial interests against fraud and other irregularities (OJ L 292, 15/11/1996, p. 2).

grants affected by the findings — within the time-limit for audits set out in the Data Sheet (see Point 6).

The granting authority will formally notify the beneficiary concerned of the intention to extend the findings and the list of grants affected.

If the extension concerns **rejections of lump sum contributions**: the notification will include:

- (a) an invitation to submit observations on the list of grants affected by the findings
- (b) the request to submit revised financial statements for all grants affected
- (c) the correction rate for extrapolation, established on the basis of the systemic or recurrent errors, to calculate the amounts to be rejected, if the beneficiary concerned:
 - (i) considers that the submission of revised financial statements is not possible or practicable or
 - (ii) does not submit revised financial statements.

If the extension concerns **grant reductions**: the notification will include:

- (a) an invitation to submit observations on the list of grants affected by the findings and
- (b) the **correction rate for extrapolation**, established on the basis of the systemic or recurrent errors and the principle of proportionality.

The beneficiary concerned has **60 days** from receiving notification to submit observations, revised financial statements or to propose a duly substantiated **alternative correction method/rate**.

On the basis of this, the granting authority will analyse the impact and decide on the implementation (i.e. start rejection or grant reduction procedures, either on the basis of the revised financial statements or the announced/alternative method/rate or a mix of those; see Articles 27 and 28).

25.6 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, lump sum contributions insufficiently substantiated will be ineligible (see Article 6) and will be rejected (see Article 27), and the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 26 — IMPACT EVALUATIONS

26.1 Impact evaluation

The granting authority may carry out impact evaluations of the action, measured against the objectives and indicators of the EU programme funding the grant.

Such evaluations may be started during implementation of the action and until the time-limit set out in the Data Sheet (see Point 6). They will be formally notified to the coordinator or beneficiaries and will be considered to start on the date of the notification.

If needed, the granting authority may be assisted by independent outside experts.

The coordinator or beneficiaries must provide any information relevant to evaluate the impact of the action, including information in electronic format.

26.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the granting authority may apply the measures described in Chapter 5.

CHAPTER 5 CONSEQUENCES OF NON-COMPLIANCE

SECTION 1 REJECTIONS AND GRANT REDUCTION

ARTICLE 27 — REJECTION OF CONTRIBUTIONS

27.1 Conditions

The granting authority will — at interim payment, final payment or afterwards — reject any lump sum contributions which are ineligible (see Article 6), in particular following checks, reviews, audits or investigations (see Article 25).

The rejection may also be based on the extension of findings from other grants to this grant (see Article 25).

Ineligible lump sum contributions will be rejected.

27.2 Procedure

If the rejection does not lead to a recovery, the granting authority will formally notify the coordinator or beneficiary concerned of the rejection, the amounts and the reasons why. The coordinator or beneficiary concerned may — within 30 days of receiving notification — submit observations if it disagrees with the rejection (payment review procedure).

If the rejection leads to a recovery, the granting authority will follow the contradictory procedure with pre-information letter set out in Article 22.

27.3 Effects

If the granting authority rejects lump sum contributions, it will deduct them from the lump sum contributions declared and then calculate the amount due (and, if needed, make a recovery; see Article 22).

ARTICLE 28 — GRANT REDUCTION

28.1 Conditions

The granting authority may — at beneficiary termination, final payment or afterwards — reduce the grant for a beneficiary, if:

- (a) the beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed:
 - (i) substantial errors, irregularities or fraud or
 - (ii) serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.), or
- (b) the beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5).

The amount of the reduction will be calculated for each beneficiary concerned and proportionate to the seriousness and the duration of the errors, irregularities or fraud or breach of obligations, by applying an individual reduction rate to their accepted EU contribution.

28.2 Procedure

If the grant reduction does not lead to a recovery, the granting authority will formally notify the coordinator or beneficiary concerned of the reduction, the amount to be reduced and the reasons why. The coordinator or beneficiary concerned may — within 30 days of receiving notification — submit observations if it disagrees with the reduction (payment review procedure).

If the grant reduction leads to a recovery, the granting authority will follow the contradictory procedure with pre-information letter set out in Article 22.

28.3 Effects

If the granting authority reduces the grant, it will deduct the reduction and then calculate the amount due (and, if needed, make a recovery; see Article 22).

SECTION 2 SUSPENSION AND TERMINATION

ARTICLE 29 — PAYMENT DEADLINE SUSPENSION

29.1 Conditions

The granting authority may — at any moment — suspend the payment deadline if a payment cannot be processed because:

- (a) the required report (see Article 21) has not been submitted or is not complete or additional information is needed
- (b) there are doubts about the amount to be paid (e.g. ongoing extension procedure, queries about eligibility, need for a grant reduction, etc.) and additional checks, reviews, audits or investigations are necessary, or

(c) there are other issues affecting the EU financial interests.

29.2 Procedure

The granting authority will formally notify the coordinator of the suspension and the reasons why.

The suspension will **take effect** the day the notification is sent.

If the conditions for suspending the payment deadline are no longer met, the suspension will be **lifted** — and the remaining time to pay (see Data Sheet, Point 4.2) will resume.

If the suspension exceeds two months, the coordinator may request the granting authority to confirm if the suspension will continue.

If the payment deadline has been suspended due to the non-compliance of the report and the revised report is not submitted (or was submitted but is also rejected), the granting authority may also terminate the grant or the participation of the coordinator (see Article 32).

ARTICLE 30 — PAYMENT SUSPENSION

30.1 Conditions

The granting authority may — at any moment — suspend payments, in whole or in part for one or more beneficiaries, if:

- (a) a beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed or is suspected of having committed:
 - (i) substantial errors, irregularities or fraud or
 - (ii) serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.), or
- (b) a beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5).

If payments are suspended for one or more beneficiaries, the granting authority will make partial payment(s) for the part(s) not suspended. If suspension concerns the final payment, the payment (or recovery) of the remaining amount after suspension is lifted will be considered to be the payment that closes the action.

30.2 Procedure

Before suspending payments, the granting authority will send a **pre-information letter** to the beneficiary concerned:

- formally notifying the intention to suspend payments and the reasons why and
- requesting observations within 30 days of receiving notification.

If the granting authority does not receive observations or decides to pursue the procedure despite the observations it has received, it will confirm the suspension (**confirmation letter**). Otherwise, it will formally notify that the procedure is discontinued.

At the end of the suspension procedure, the granting authority will also inform the coordinator.

The suspension will **take effect** the day after the confirmation notification is sent.

If the conditions for resuming payments are met, the suspension will be **lifted**. The granting authority will formally notify the beneficiary concerned (and the coordinator) and set the suspension end date.

During the suspension, no prefinancing will be paid to the beneficiaries concerned. For interim payments, the periodic reports for all reporting periods except the last one (see Article 21) must not contain any financial statements from the beneficiary concerned (or its affiliated entities). The coordinator must include them in the next periodic report after the suspension is lifted or — if suspension is not lifted before the end of the action — in the last periodic report.

ARTICLE 31 — GRANT AGREEMENT SUSPENSION

31.1 Consortium-requested GA suspension

31.1.1 Conditions and procedure

The beneficiaries may request the suspension of the grant or any part of it, if exceptional circumstances — in particular *force majeure* (see Article 35) — make implementation impossible or excessively difficult.

The coordinator must submit a request for **amendment** (see Article 39), with:

- the reasons why
- the date the suspension takes effect; this date may be before the date of the submission of the amendment request and
- the expected date of resumption.

The suspension will **take effect** on the day specified in the amendment.

Once circumstances allow for implementation to resume, the coordinator must immediately request another **amendment** of the Agreement to set the suspension end date, the resumption date (one day after suspension end date), extend the duration and make other changes necessary to adapt the action to the new situation (see Article 39) — unless the grant has been terminated (see Article 32). The suspension will be **lifted** with effect from the suspension end date set out in the amendment. This date may be before the date of the submission of the amendment request.

During the suspension, no prefinancing will be paid. Moreover, no work may be done. Ongoing work packages must be interrupted and no new work packages may be started.

31.2 EU-initiated GA suspension

31.2.1 Conditions

The granting authority may suspend the grant or any part of it, if:

- (a) a beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed or is suspected of having committed:
 - (i) substantial errors, irregularities or fraud or
 - (ii) serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.), or
- (b) a beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5)
- (c) other:
 - (i) linked action issues: not applicable
 - (ii) additional GA suspension grounds: not applicable.

31.2.2 Procedure

Before suspending the grant, the granting authority will send a **pre-information letter** to the coordinator:

- formally notifying the intention to suspend the grant and the reasons why and
- requesting observations within 30 days of receiving notification.

If the granting authority does not receive observations or decides to pursue the procedure despite the observations it has received, it will confirm the suspension (**confirmation letter**). Otherwise, it will formally notify that the procedure is discontinued.

The suspension will **take effect** the day after the confirmation notification is sent (or on a later date specified in the notification).

Once the conditions for resuming implementation of the action are met, the granting authority will formally notify the coordinator a **lifting of suspension letter**, in which it will set the suspension end date and invite the coordinator to request an amendment of the Agreement to set the resumption date (one day after suspension end date), extend the duration and make other changes necessary to adapt the action to the new situation (see Article 39) — unless the grant has been terminated (see Article 32). The suspension will be **lifted** with effect from the suspension end date set out in the lifting of suspension letter. This date may be before the date on which the letter is sent.

During the suspension, no prefinancing will be paid. Moreover, no work may be done. Ongoing work packages must be interrupted and no new work packages may be started.

The beneficiaries may not claim damages due to suspension by the granting authority (see Article 33).

Grant suspension does not affect the granting authority's right to terminate the grant or a beneficiary (see Article 32) or reduce the grant (see Article 28).

ARTICLE 32 — GRANT AGREEMENT OR BENEFICIARY TERMINATION

32.1 Consortium-requested GA termination

32.1.1 Conditions and procedure

The beneficiaries may request the termination of the grant.

The coordinator must submit a request for **amendment** (see Article 39), with:

- the reasons why
- the date the consortium ends work on the action ('end of work date') and
- the date the termination takes effect ('termination date'); this date must be after the date of the submission of the amendment request.

The termination will **take effect** on the termination date specified in the amendment.

If no reasons are given or if the granting authority considers the reasons do not justify termination, it may consider the grant terminated improperly.

32.1.2 Effects

The coordinator must — within 60 days from when termination takes effect — submit a **periodic report** (for the open reporting period until termination).

The granting authority will calculate the final grant amount and final payment on the basis of the report submitted and taking into account the lump sum contributions for activities implemented before the end of work date (see Article 22). Partial lump sum contributions for work packages that were not completed (e.g. due to technical reasons) may exceptionally be taken into account.

If the granting authority does not receive the report within the deadline, only lump sum contributions which are included in an approved periodic report will be taken into account (no contributions if no periodic report was ever approved).

Improper termination may lead to a grant reduction (see Article 28).

After termination, the beneficiaries' obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 41 (assignment of claims)) continue to apply.

32.2 Consortium-requested beneficiary termination

32.2.1 Conditions and procedure

The coordinator may request the termination of the participation of one or more beneficiaries, on request of the beneficiary concerned or on behalf of the other beneficiaries.

The coordinator must submit a request for **amendment** (see Article 39), with:

- the reasons why
- the opinion of the beneficiary concerned (or proof that this opinion has been requested in writing)
- the date the beneficiary ends work on the action ('end of work date')
- the date the termination takes effect ('termination date'); this date must be after the date of the submission of the amendment request.

If the termination concerns the coordinator and is done without its agreement, the amendment request must be submitted by another beneficiary (acting on behalf of the consortium).

The termination will **take effect** on the termination date specified in the amendment.

If no information is given or if the granting authority considers that the reasons do not justify termination, it may consider the beneficiary to have been terminated improperly.

32.2.2 Effects

The coordinator must — within 60 days from when termination takes effect — submit:

- (i) a **report on the distribution of payments** to the beneficiary concerned
- (ii) a **termination report** from the beneficiary concerned, for the open reporting period until termination, containing an overview of the progress of the work
- (iii) a second **request for amendment** (see Article 39) with other amendments needed (e.g. reallocation of the tasks and the estimated budget of the terminated beneficiary; addition of a new beneficiary to replace the terminated beneficiary; change of coordinator, etc.).

The granting authority will calculate the amount due to the beneficiary on the basis of the reports submitted in previous interim payments (i.e. beneficiary's lump sum contributions for completed and approved work packages).

Lump sum contributions for ongoing/not yet completed work packages will have to be included in the periodic report for the next reporting periods when those work packages have been completed.

If the granting authority does not receive the report on the distribution of payments within the deadline, it will consider that:

- the coordinator did not distribute any payment to the beneficiary concerned and that
- the beneficiary concerned must not repay any amount to the coordinator.

If the second request for amendment is accepted by the granting authority, the Agreement is **amended** to introduce the necessary changes (see Article 39).

If the second request for amendment is rejected by the granting authority (because it calls into question the decision awarding the grant or breaches the principle of equal treatment of applicants), the grant may be terminated (see Article 32).

Improper termination may lead to a reduction of the grant (see Article 31) or grant termination (see Article 32).

After termination, the concerned beneficiary's obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 41 (assignment of claims)) continue to apply.

32.3 EU-initiated GA or beneficiary termination

32.3.1 Conditions

The granting authority may terminate the grant or the participation of one or more beneficiaries, if:

- (a) one or more beneficiaries do not accede to the Agreement (see Article 40)
- (b) a change to the action or the legal, financial, technical, organisational or ownership situation of a beneficiary is likely to substantially affect the implementation of the action or calls into question the decision to award the grant (including changes linked to one of the exclusion grounds listed in the declaration of honour)
- (c) following termination of one or more beneficiaries, the necessary changes to the Agreement (and their impact on the action) would call into question the decision awarding the grant or breach the principle of equal treatment of applicants
- (d) implementation of the action has become impossible or the changes necessary for its continuation would call into question the decision awarding the grant or breach the principle of equal treatment of applicants
- (e) a beneficiary (or person with unlimited liability for its debts) is subject to bankruptcy proceedings or similar (including insolvency, winding-up, administration by a liquidator or court, arrangement with creditors, suspension of business activities, etc.)
- (f) a beneficiary (or person with unlimited liability for its debts) is in breach of social security or tax obligations
- (g) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has been found guilty of grave professional misconduct
- (h) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed fraud, corruption, or is involved in a criminal organisation, money laundering, terrorism-related crimes (including terrorism financing), child labour or human trafficking

- (i) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) was created under a different jurisdiction with the intent to circumvent fiscal, social or other legal obligations in the country of origin (or created another entity with this purpose)
- (j) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed:
 - (i) substantial errors, irregularities or fraud or
 - (ii) serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.)
- (k) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5)
- (l) despite a specific request by the granting authority, a beneficiary does not request — through the coordinator — an amendment to the Agreement to end the participation of one of its affiliated entities or associated partners that is in one of the situations under points (d), (f), (e), (g), (h), (i) or (j) and to reallocate its tasks, or
- (m) other:
 - (i) linked action issues: not applicable
 - (ii) additional GA termination grounds: not applicable.

32.3.2 Procedure

Before terminating the grant or participation of one or more beneficiaries, the granting authority will send a **pre-information letter** to the coordinator or beneficiary concerned:

- formally notifying the intention to terminate and the reasons why and
- requesting observations within 30 days of receiving notification.

If the granting authority does not receive observations or decides to pursue the procedure despite the observations it has received, it will confirm the termination and the date it will take effect (**confirmation letter**). Otherwise, it will formally notify that the procedure is discontinued.

For beneficiary terminations, the granting authority will — at the end of the procedure — also inform the coordinator.

The termination will **take effect** the day after the confirmation notification is sent (or on a later date specified in the notification; ‘termination date’).

32.3.3 Effects

(a) for **GA termination**:

The coordinator must — within 60 days from when termination takes effect — submit a **periodic report** (for the last open reporting period until termination).

The granting authority will calculate the final grant amount and final payment on the basis of the report submitted and taking into account the lump sum contributions for activities implemented before termination takes effect (see Article 22). Partial lump sum contributions for work packages that were not completed (e.g. due to technical reasons) may exceptionally be taken into account.

If the grant is terminated for breach of the obligation to submit reports, the coordinator may not submit any report after termination.

If the granting authority does not receive the report within the deadline, only lump sum contributions which are included in an approved periodic report will be taken into account (no contributions if no periodic report was ever approved).

Termination does not affect the granting authority's right to reduce the grant (see Article 28) or to impose administrative sanctions (see Article 34).

The beneficiaries may not claim damages due to termination by the granting authority (see Article 33).

After termination, the beneficiaries' obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 41 (assignment of claims)) continue to apply.

(b) for **beneficiary termination**:

The coordinator must — within 60 days from when termination takes effect — submit:

- (i) a **report on the distribution of payments** to the beneficiary concerned
- (ii) a **termination report** from the beneficiary concerned, for the open reporting period until termination, containing an overview of the progress of the work
- (iii) a **request for amendment** (see Article 39) with any amendments needed (e.g. reallocation of the tasks and the estimated budget of the terminated beneficiary; addition of a new beneficiary to replace the terminated beneficiary; change of coordinator, etc.).

The granting authority will calculate the amount due to the beneficiary on the basis of the reports submitted in previous interim payments (i.e. beneficiary's lump sum contributions for completed and approved work packages).

Lump sum contributions for ongoing/not yet completed work packages will have to be included in the periodic report for the next reporting periods when those work packages have been completed.

If the granting authority does not receive the report on the distribution of payments within the deadline, it will consider that:

- the coordinator did not distribute any payment to the beneficiary concerned and that
- the beneficiary concerned must not repay any amount to the coordinator.

If the request for amendment is accepted by the granting authority, the Agreement is **amended** to introduce the necessary changes (see Article 39).

If the request for amendment is rejected by the granting authority (because it calls into question the decision awarding the grant or breaches the principle of equal treatment of applicants), the grant may be terminated (see Article 32).

After termination, the concerned beneficiary's obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 41 (assignment of claims)) continue to apply.

SECTION 3 OTHER CONSEQUENCES: DAMAGES AND ADMINISTRATIVE SANCTIONS

ARTICLE 33 — DAMAGES

33.1 Liability of the granting authority

The granting authority cannot be held liable for any damage caused to the beneficiaries or to third parties as a consequence of the implementation of the Agreement, including for gross negligence.

The granting authority cannot be held liable for any damage caused by any of the beneficiaries or other participants involved in the action, as a consequence of the implementation of the Agreement.

33.2 Liability of the beneficiaries

The beneficiaries must compensate the granting authority for any damage it sustains as a result of the implementation of the action or because the action was not implemented in full compliance with the Agreement, provided that it was caused by gross negligence or wilful act.

The liability does not extend to indirect or consequential losses or similar damage (such as loss of profit, loss of revenue or loss of contracts), provided such damage was not caused by wilful act or by a breach of confidentiality.

ARTICLE 34 — ADMINISTRATIVE SANCTIONS AND OTHER MEASURES

Nothing in this Agreement may be construed as preventing the adoption of administrative sanctions (i.e. exclusion from EU award procedures and/or financial penalties) or other public law measures, in addition or as an alternative to the contractual measures provided under this Agreement (see,

for instance, Articles 135 to 145 EU Financial Regulation 2018/1046 and Articles 4 and 7 of Regulation 2988/95¹⁸).

SECTION 4 FORCE MAJEURE

ARTICLE 35 — FORCE MAJEURE

A party prevented by force majeure from fulfilling its obligations under the Agreement cannot be considered in breach of them.

‘Force majeure’ means any situation or event that:

- prevents either party from fulfilling their obligations under the Agreement,
- was unforeseeable, exceptional situation and beyond the parties’ control,
- was not due to error or negligence on their part (or on the part of other participants involved in the action), and
- proves to be inevitable in spite of exercising all due diligence.

Any situation constituting force majeure must be formally notified to the other party without delay, stating the nature, likely duration and foreseeable effects.

The parties must immediately take all the necessary steps to limit any damage due to force majeure and do their best to resume implementation of the action as soon as possible.

CHAPTER 6 FINAL PROVISIONS

ARTICLE 36 — COMMUNICATION BETWEEN THE PARTIES

36.1 Forms and means of communication — Electronic management

EU grants are managed fully electronically through the EU Funding & Tenders Portal (‘Portal’).

All communications must be made electronically through the Portal in accordance with the Portal Terms and Conditions and using the forms and templates provided there (except if explicitly instructed otherwise by the granting authority).

Communications must be made in writing and clearly identify the grant agreement (project number and acronym).

Communications must be made by persons authorised according to the Portal Terms and Conditions. For naming the authorised persons, each beneficiary must have designated — before the signature of this Agreement — a ‘legal entity appointed representative (LEAR)’. The role and tasks of the LEAR are stipulated in their appointment letter (see Portal Terms and Conditions).

¹⁸ Council Regulation (EC, Euratom) No 2988/95 of 18 December 1995 on the protection of the European Communities financial interests (OJ L 312, 23.12.1995, p. 1).

If the electronic exchange system is temporarily unavailable, instructions will be given on the Portal.

36.2 Date of communication

The sending date for communications made through the Portal will be the date and time of sending, as indicated by the time logs.

The receiving date for communications made through the Portal will be the date and time the communication is accessed, as indicated by the time logs. Formal notifications that have not been accessed within 10 days after sending, will be considered to have been accessed (see Portal Terms and Conditions).

If a communication is exceptionally made on paper (by e-mail or postal service), general principles apply (i.e. date of sending/receipt). Formal notifications by registered post with proof of delivery will be considered to have been received either on the delivery date registered by the postal service or the deadline for collection at the post office.

If the electronic exchange system is temporarily unavailable, the sending party cannot be considered in breach of its obligation to send a communication within a specified deadline.

36.3 Addresses for communication

The Portal can be accessed via the Europa website.

The address for paper communications to the granting authority (if exceptionally allowed) is the official mailing address indicated on its website.

For beneficiaries, it is the legal address specified in the Portal Participant Register.

ARTICLE 37 — INTERPRETATION OF THE AGREEMENT

The provisions in the Data Sheet take precedence over the rest of the Terms and Conditions of the Agreement.

Annex 5 takes precedence over the Terms and Conditions.

The Terms and Conditions take precedence over the Annexes other than Annex 5.

Annex 2 takes precedence over Annex 1.

ARTICLE 38 — CALCULATION OF PERIODS AND DEADLINES

In accordance with Regulation No 1182/71¹⁹, periods expressed in days, months or years are calculated from the moment the triggering event occurs.

The day during which that event occurs is not considered as falling within the period.

‘Days’ means calendar days, not working days.

¹⁹ Regulation (EEC, Euratom) No 1182/71 of the Council of 3 June 1971 determining the rules applicable to periods, dates and time-limits (OJ L 124, 8/6/1971, p. 1).

ARTICLE 39 — AMENDMENTS

39.1 Conditions

The Agreement may be amended, unless the amendment entails changes to the Agreement which would call into question the decision awarding the grant or breach the principle of equal treatment of applicants.

Amendments may be requested by any of the parties.

39.2 Procedure

The party requesting an amendment must submit a request for amendment signed directly in the Portal Amendment tool.

The coordinator submits and receives requests for amendment on behalf of the beneficiaries (see Annex 3). If a change of coordinator is requested without its agreement, the submission must be done by another beneficiary (acting on behalf of the other beneficiaries).

The request for amendment must include:

- the reasons why
- the appropriate supporting documents and
- for a change of coordinator without its agreement: the opinion of the coordinator (or proof that this opinion has been requested in writing).

The granting authority may request additional information.

If the party receiving the request agrees, it must sign the amendment in the tool within 45 days of receiving notification (or any additional information the granting authority has requested). If it does not agree, it must formally notify its disagreement within the same deadline. The deadline may be extended, if necessary for the assessment of the request. If no notification is received within the deadline, the request is considered to have been rejected.

An amendment **enters into force** on the day of the signature of the receiving party.

An amendment **takes effect** on the date of entry into force or other date specified in the amendment.

ARTICLE 40 — ACCESSION AND ADDITION OF NEW BENEFICIARIES

40.1 Accession of the beneficiaries mentioned in the Preamble

The beneficiaries which are not coordinator must accede to the grant by signing the accession form (see Annex 3) directly in the Portal Grant Preparation tool, within 30 days after the entry into force of the Agreement (see Article 44).

They will assume the rights and obligations under the Agreement with effect from the date of its entry into force (see Article 44).

If a beneficiary does not accede to the grant within the above deadline, the coordinator must — within

30 days — request an amendment (see Article 39) to terminate the beneficiary and make any changes necessary to ensure proper implementation of the action. This does not affect the granting authority's right to terminate the grant (see Article 32).

40.2 Addition of new beneficiaries

In justified cases, the beneficiaries may request the addition of a new beneficiary.

For this purpose, the coordinator must submit a request for amendment in accordance with Article 39. It must include an accession form (see Annex 3) signed by the new beneficiary directly in the Portal Amendment tool.

New beneficiaries will assume the rights and obligations under the Agreement with effect from the date of their accession specified in the accession form (see Annex 3).

Additions are also possible in mono-beneficiary grants.

ARTICLE 41 — TRANSFER OF THE AGREEMENT

In justified cases, the beneficiary of a mono-beneficiary grant may request the transfer of the grant to a new beneficiary, provided that this would not call into question the decision awarding the grant or breach the principle of equal treatment of applicants.

The beneficiary must submit a request for **amendment** (see Article 39), with

- the reasons why
- the accession form (see Annex 3) signed by the new beneficiary directly in the Portal Amendment tool and
- additional supporting documents (if required by the granting authority).

The new beneficiary will assume the rights and obligations under the Agreement with effect from the date of accession specified in the accession form (see Annex 3).

ARTICLE 42 — ASSIGNMENTS OF CLAIMS FOR PAYMENT AGAINST THE GRANTING AUTHORITY

The beneficiaries may not assign any of their claims for payment against the granting authority to any third party, except if expressly approved in writing by the granting authority on the basis of a reasoned, written request by the coordinator (on behalf of the beneficiary concerned).

If the granting authority has not accepted the assignment or if the terms of it are not observed, the assignment will have no effect on it.

In no circumstances will an assignment release the beneficiaries from their obligations towards the granting authority.

ARTICLE 43 — APPLICABLE LAW AND SETTLEMENT OF DISPUTES

43.1 Applicable law

The Agreement is governed by the applicable EU law, supplemented if necessary by the law of Belgium.

Special rules may apply for beneficiaries which are international organisations (if any; see Data Sheet, Point 5).

43.2 Dispute settlement

If a dispute concerns the interpretation, application or validity of the Agreement, the parties must bring action before the EU General Court — or, on appeal, the EU Court of Justice — under Article 272 of the Treaty on the Functioning of the EU (TFEU).

For non-EU beneficiaries (if any), such disputes must be brought before the courts of Brussels, Belgium — unless an international agreement provides for the enforceability of EU court judgements.

For beneficiaries with arbitration as special dispute settlement forum (if any; see Data Sheet, Point 5), the dispute will — in the absence of an amicable settlement — be settled in accordance with the Rules for Arbitration published on the Portal.

If a dispute concerns administrative sanctions, offsetting or an enforceable decision under Article 299 TFEU (see Articles 22 and 34), the beneficiaries must bring action before the General Court — or, on appeal, the Court of Justice — under Article 263 TFEU.

For grants where the granting authority is an EU executive agency (see Preamble), actions against offsetting and enforceable decisions must be brought against the European Commission (not against the granting authority; see also Article 22).

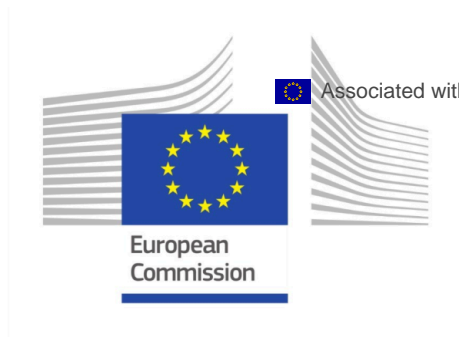
ARTICLE 44 — ENTRY INTO FORCE

The Agreement will enter into force on the day of signature by the granting authority or the coordinator, depending on which is later.

SIGNATURES

For the coordinator

For the granting authority



ANNEX 1



Erasmus+ Programme (ERASMUS)

Description of the action (DoA)

Part A

Part B

DESCRIPTION OF THE ACTION (PART A)

COVER PAGE

Part A of the Description of the Action (DoA) must be completed directly on the Portal Grant Preparation screens.

PROJECT	
<i>Grant Preparation (General Information screen) — Enter the info.</i>	
Project number:	101089709
Project name:	A significant step forward for the European University for Smart Urban Coastal Sustainability
Project acronym:	EU-CONEXUS Plus
Call:	ERASMUS-EDU-2022-EUR-UNIV
Topic:	ERASMUS-EDU-2022-EUR-UNIV-1
Type of action:	ERASMUS-LS
Service:	EACEA/A/01
Project starting date:	fixed date: 1 November 2022
Project duration:	48 months

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Staff effort	27
List of deliverables	29
List of milestones (outputs/outcomes)	36
List of critical risks	37

PROJECT SUMMARY

Project summary

Grant Preparation (General Information screen) — Provide an overall description of your project (including context and overall objectives, planned activities and main achievements, and expected results and impacts (on target groups, change procedures, capacities, innovation etc)). This summary should give readers a clear idea of what your project is about.

Use the project summary from your proposal.

EU-CONEXUS Plus is mainstreaming, deepening and expanding the European University for Smart Urban Coastal Sustainability EU-CONEXUS. Building on established strategic cooperation structures, joint activities and procedures EU-CONEXUS Plus introduces three former associated partners as full members, creates a legal entity for the implementation of joint actions, continues the set-up of a joint infrastructures and stabilises the scope of cooperation chosen around the thematic focus “Smart Urban Coastal Sustainability” (SmUCS) while covering all missions of a university: education, research, innovation and service to society. A special focus is laid on the empowerment of students’ self-governance and their initiatives. Regarding education, joint course programmes on SmUCS on all levels, micro-credentials to broaden flexibility, personalisation and LLL aspects and special modules aiming at attracting BSc students to research are planned. Training on pedagogical methodologies and tools is intensified. Support for the development of study programmes proposed by the teaching community will be centralised. For research, the Joint Research Area is further supported by enlarged mobility programmes, networking events and the introduction of scientific management staff promoting the linkage of research activities on SmUCS. Regarding innovation, a support service is established around knowledge and technology transfer promoting entrepreneurial mindsets and creativity among staff and students. The already established Career network widens its scope of action by offering trainings on job readiness and facilitating work-based experiences. The EU-CONEXUS Stakeholder Academy further enhances the close connection with partners’ ecosystems, with a special focus on regions, cities and ports. Outreach to local communities is achieved by continuing the successful international school contest and the organisation of cultural festivals in a local setting.

LIST OF PARTICIPANTS

PARTICIPANTS

Grant Preparation (Beneficiaries screen) — Enter the info.

Number	Role	Short name	Legal name	Country	PIC
1	COO	LRUniv	LA ROCHELLE UNIVERSITE	FR	999846804
2	BEN	AUA	GEOPONIKO PANEPISTIMION ATHINON	EL	999872218
3	BEN	UCV	FUNDACION UNIVERSIDAD CATOLICA DE VALENCIA SAN VICENTE MARTIR	ES	991514019
4	BEN	KU	KLAIPEDOS UNIVERSITETAS	LT	999904422
5	BEN	UNIZD	SVEUCILISTE U ZADRU	HR	991684060
6	BEN	UTCB	UNIVERSITATEA TEHNICA DE CONSTRUCTII BUCURESTI	RO	996793729
7	BEN	SETU	SOUTH EAST TECHNOLOGICAL UNIVERSITY	IE	886107126
8	BEN	UROS	UNIVERSITAET ROSTOCK	DE	999852430
9	BEN	FredU	FREDERICK UNIVERSITY FU	CY	996511750
10	BEN	EU-CONEXA	EU-CONEXUS	BE	887063740
11	AP	CHDMB	PRIMARIA SECTORULUI 2 BUCURESTI	RO	965891857
12	AP	ML	DIMOS LEMESOS	CY	951645758

PARTICIPANTS					
<i>Grant Preparation (Beneficiaries screen) — Enter the info.</i>					
Number	Role	Short name	Legal name	Country	PIC
13	AP	CPA	ARCHI LIMENON KYPROU	CY	920827500
14	AP	WCC	WATERFORD CHAMBER OF COMMERCE	IE	999729434
15	AP	SRA	SOUTHERN REGIONAL ASSEMBLY	IE	950458090
16	AP	CDA	COMMUNAUTE D'AGGLOMERATION DE LA ROCHELLE	FR	995985719
17	AP	EPIC	REGIE DU PORT DE PLAISANCE DE LA ROCHELLE	FR	886888170
18	AP	NAR	REGION NOUVELLE-AQUITAINE	FR	921821168
19	AP	VLR	COMMUNE DE LA ROCHELLE	FR	957170393
20	AP	PA	GRAND PORT MARITIME DE LA ROCHELLE	FR	888167891
21	AP	KSTP	VIESOJI ISTAIGA KLAIPEDOS MOKSLO IRTECHNOLOGIJU PARKAS	LT	986376996
22	AP	KSPA	VALSTYBES IMONE KLAIPEDOS VALSTYBINIO JURU UOSTO DIREKCIJA	LT	951975364
23	AP	HCR	HANSESTADT ROSTOCK	DE	951590953
24	AP	TP	Tankerska plovodba d.d.	HR	886848109
25	AP	CCE	CROATIAN CHAMBER OF ECONOMY CCE	HR	998670970
26	AP	KCM	KLAIPEDOS MIESTO SAVIVALDYBES ADMINISTRACIJA	LT	930825678
27	AP	ANM	AYIA NAPA MUNICIPALITY	CY	911653628
28	AP	VPF	FUNDACION DE LA COMUNIDAD VALENCIANA PARA LA INVESTIGACION, PROMOCION Y ESTUDIOS COMERCIALES DE VALENCIAPORT	ES	998709188

LIST OF WORK PACKAGES

Work packages						
<i>Grant Preparation (Work Packages screen) — Enter the info.</i>						
Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables
WP1	Alliance Management, Coordination and Support	1 - LRUniv	15973.00	1	48	D1.1 – Concept for the open inter-campus concept of research and innovation incubator on SmUCS topics D1.2 – Midterm progress report to EACEA
WP2	Strengthening Complementarity of Bachelor Studies on SmUCS Topics	3 - UCV	4378.00	1	48	D2.1 – Catalogue of the Minor programme in SmUCS D2.2 – Concept of flexible curricula in Bachelor study programmes
WP3	Joint SmUCS Master programme development and micro-credential development	7 - SETU	2554.00	1	48	D3.1 – Joint SmUCS curriculum developed with economic model
WP4	EU-CONEXUS PhD Level Joint Actions	6 - UTCB	1285.00	1	48	D4.1 – Evaluation report PhD Summer Schools
WP5	EU-CONEXUS Teaching Academy	9 - FredU	2321.00	1	48	D5.1 – “Train the trainers” handbook
WP6	EU-CONEXUS Office for Development of Study Offers	5 - UNIZD	2423.00	1	48	D6.1 – Rule Book for Study Offer Development
WP7	Research to Education	2 - AUA	1955.00	1	48	D7.1 – Mid-Term Report on Progress of Open Lab Hours and Student Research Hub
WP8	Research Networking and Mobility	8 - UROS	654.00	1	48	D8.1 – Report on research networking and mobility
WP9	Support Joint Research Structures	2 - AUA	2117.00	1	48	D9.1 – Report on the outcomes of SmUCS conferences and workshops
WP10	Project Development Support for Education, Research and Innovation	1 - LRUniv	1670.00	1	48	D10.1 – Framework of the two calls for project support

Work packages						
<i>Grant Preparation (Work Packages screen) — Enter the info.</i>						
Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables
WP11	Transfer of Knowledge and Technologies	8 - UROS	431.00	1	48	D11.1 – Call for innovation contest
WP12	Supporting Student Engagement	5 - UNIZD	917.00	1	48	D12.1 – Call framework for student projects
WP13	EU-CONEXUS Career Network	7 - SETU	1880.00	1	48	D13.1 – Career Network Report
WP14	EU-CONEXUS Stakeholder Academy	4 - KU	1285.00	1	27	D14.1 – EU-CONEXUS Stakeholder Academy economic model
WP15	EU-CONEXUS University to School Programme	6 - UTCB	1813.00	1	48	D15.1 – EU -CONEXUS Contest Brochure
WP16	Green Campus	9 - FredU	1099.00	1	48	D16.1 – Carbon footprint compensation plan for EU-CONEXUS
WP17	Community Engagement through Arts and Culture	1 - LRUniv	921.00	1	48	D17.1 – Final impact report on the 2 festivals
WP18	Communication, Impact and Dissemination	4 - KU	5591.00	1	48	D18.1 – Information package

Work package WP1 – Alliance Management, Coordination and Support

Work Package Number	WP1	Lead Beneficiary	1. LRUniv
Work Package Name	Alliance Management, Coordination and Support		
Start Month	1	End Month	48

Objectives

- Designing, managing, coordinating, and supporting a high-level of systemic, structural, and sustainable institutional cooperation at all levels by implementing a joint managing and governance structure including students and all staff levels
- Building on a shared pool of financial, human, digital and physical, intellectual, and administrative resources (infrastructures, data exchanges and physical and digital services) by working on institutional alignment and ensure the growth, relevance, consistency, and sustainability of the EU-CONEXUS' IT landscape.
- Promoting the development of a joint legal structure for delivering on all missions of a university
- Ensuring and improving the quality of all structures, services and procedures
- Promoting exchange of best practices, mutual understanding and the efficient use of complementarities by coordinating and supporting mobility for all staff and students (virtual and physical)
- Creating the concept of an open inter-campus innovation ecosystem based on systematic user co-creation approach, integrating research and innovation processes, where stakeholders from industry (namely ports) and society (cities and citizens) share interests and projects with research and education institutions.

Description**T1.1 Project management:**

The Coordination Committee (CC) and the Management Board (MB) are responsible for the general coordination of the Alliance, management and support in particular of the implementation of joint projects (See 2.2.2). The CC and MB rely on already established and successfully working management structures. Their primary functions in EU-CONEXUS Plus are:

- reporting and documentation: A general progress report will be issued every 6 months.
- internal communication: A project management tool will be used for coordination of tasks and exchange of information. The CC chairs coordination meetings of the MB and the WPIC and supports the organisation of the GB, EB, AC and RC meetings.
- administrative support of all partners in project implementation: MB members are responsible for the coordination of relevant partners input into all WPs and assist in all related administrative processes (meetings, documentation, travels, etc.). A kick-off meeting for CC, MB and WPIC members will be held in M1. Project management meetings are held every week. The CC will organise a policy briefing workshop with DG EAC at the end of the project period. (contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T1.2 Governance:

Building on the governance structure already implemented during the pilot phase EU-CONEXUS Governance bodies include: Governing Board, Student Board, Executive Board, Academic Council and Research Council. The CC will prepare for validation and implement rules of procedures for all governing bodies: election/nomination of members, organisation of meetings, preparation of meetings agendas, preparation of minutes. Kick-off meetings of all Governance bodies will be held in M1. Meetings are to be held in person once a year or as decided in the rules of procedures. The CC coordinates the External Advisory Board, which will meet once a year and issue general recommendations annually or on specific demand from the GB.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T1.3 Strategic Alliance development:

The CC is supporting and preparing the ground for the strategic decision-making of the governing bodies. CC members will:

- monitor the political environment and regulatory framework for the Alliances' activities on international, European, and national level, prepare and issue relevant policy papers. Policy briefs will be issued quarterly.
- continue to participate actively in relevant lobby groups (FOR-EU, EUA, EQAR, Innovation Communities, etc.), and create relevant political lobbying campaigns,
- develop recommendations for institutional strategic development and sustainability (building on the existing "General orientations on sustainability for EU-CONEXUS"),
- support institutional administrative alignment by 1) assisting WP leaders in implementing Quality Assurance

procedures based on the EU-CONEXUS QA Policy (currently under development), 2) organising the exchange of best practices on administrative and regulatory rules and procedures and 3) exploring regulatory and economic models for joint/shared human resources management (esp. joint post-docs and joint chairs).

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T1.4 SmUCS ecosystem development:

As the continuation of Network Action Plan, developed in the pilot project, and based on the actual link the Alliance has developed with privileged stakeholders, EU-CONEXUS will continue to build a European knowledge and innovation network among academics and researchers, entrepreneurs, companies, students, local and regional actors, and civil society.

A concept of strategic partnerships for education and research activities on international, European and national level will be developed and partnership agreements will be signed with associated partners.

An open inter-campus concept of research and innovation incubator on SmUCS topics will be developed in partnerships with associated partners based on the analysis of similar practices at national/regional level (including living labs), interviews with stakeholders, researchers, etc. Proposal for financial support, possible funding schemes will be offered, aiming to prepare the application for external support to pilot the created concept of the ecosystem.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA, all APs)

T 1.5 Mobility coordination:

With support of the CC and MB, the international mobility offices of all partners will coordinate the implementation of all mobilities (physical, virtual and blended mobilities) of students and staff. The following tasks will be distributed among partner institutions:

- continue the networking of mobility officers at partner institutions (established as “Mobility Office” in the pilot phase).
- support the integration of student mobilities in all study programmes by establishing procedures and mechanisms that promote long and short-term mobility, blended and virtual mobilities.
- help establishing common procedures and mechanisms that will enable shorter and longer mobility periods for teaching, research and administrative staff.
- coordinate collective job shadowing schemes for key administrative staff to promote the exchange of best practices.
- support applications for funding for students and staff mobility (individual applications and application as Alliance for Erasmus+ grants, application to other sources of funding).
- establish reports on mobility quotas and mobility indicators regarding all staff and students building on track records implemented during the pilot phase and new indicators.
- promote the implementation of the instruments introduced by Erasmus Without Paper with the support of the IT team (Erasmus+ app, Erasmus+ dashboard, Online Learning Agreement)

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T1.6 Smart Campus digital environment:

Building on the digital learning environment already established for the joint educational offers and platforms, the centralised Smart Campus unit composed by staff at partner institutions will

- further develop and maintain IT services for all joint activities and support the implementation of joint activities regarding IT needs, also relying on external service acquisition.

It will undertake/contribute to the following tasks:

- gather the different needs and expectations of the targeted audiences/end-users (teachers, staff, students)
- prioritize them
- evaluate the different solutions taking into consideration the functional, technical & financial aspects and the feasibility of integrating them with existing information system (through API for example)
- implement the chosen solution e.g. either deploying it internally or helping set up the platform if externally provided.
- when applicable/necessary, design & develop specific tools, features and/or connectors (to facilitate integration with existing IS)

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

Work package WP2 – Strengthening Complementarity of Bachelor Studies on SmUCS Topics

Work Package Number	WP2	Lead Beneficiary	3. UCV
Work Package Name	Strengthening Complementarity of Bachelor Studies on SmUCS Topics		
Start Month	1	End Month	48

Objectives

- Increasing employability and expertise in SmUCS of Bachelor graduates through micro-credentials, challenge-based projects and Minor programmes, for students from all study programmes
- Developing the concept of joint open-up Bachelor study programmes providing a real flexible and student-centred curriculum.
- Strengthening Bachelor study programmes link to research and innovation, and its outreach towards society and economy

Description

T2.1 Development and implementation of a Minor programme in SmUCS through micro-credentials:

The EU-CONEXUS Minor programme model for bachelor students, created and implemented in the pilot phase will be improved based on the recommendations gained. The two existing EU-CONEXUS Minor programmes will continue to be implemented until further improvements (if any). One new Minor programme (or equivalent) in SmUCS will be created for Bachelor students of EU-CONEXUS from any study field starting from spring semester of 2023-2024. The Minor programme catalogue will consist of courses, micro-courses, micro-credentials, etc. (D2.1 by M14). Responding to the European Union's actions towards micro-credentials, these small volumes of learning will form the core of new Minor in SmUCS, based on a general framework for EU-CONEXUS micro-credentials (WP3). Considering EU-CONEXUS complementarity and competences mapping, developed in the pilot phase, micro-credentials for Bachelor students will aim to provide them with entrepreneurial, green and digital skills, to increase graduates' insertion into the labour market. Specific learning outcomes targeting micro-credentials can be introduced modifying and opening parts of existing courses or creating new ones.

A training for prospective teachers of micro-credentials will be organised under WP5 to get acquainted with new pedagogical methodologies and education trends. Another training will focus to improve teaching and teaching collaboration will be organised for the teachers of the Minor programme under WP5.

Better integration of students' selection, administration, teaching collaboration, quality assurance, academic orientation, certification will be coordinated by the EU-CONEXUS Minor officers network.

As a multilingual Alliance, EU-CONEXUS will offer part of the micro-credentials in native language to be accessible for the students who do not know English and for lifelong learners in local market.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T 2.2 Opening-up of Bachelor study programmes:

Facing national regulations towards various components of Bachelor study programmes, EU-CONEXUS will create a concept of 'open' and flexible Bachelor study programmes where students will be able to customise their own curricula (D2.2 by M40). The personalised, international, multiple or joint logically structured programmes shall be based on complementarity and excellence of each university through a pooling of shared courses, pairing of study programmes, mobility windows for short and long physical, virtual and blended mobilities, application of automatic recognition, thus setting the framework for a European (Bachelor) Degree. Appropriate economic model(s) will be provided.

The model of flexible curricula will be used as a base for modernisation of study programmes and joint bottom-up initiatives for international collaboration and mobility (WP6). EU-CONEXUS micro-credentials and Minor programmes can be incorporated in this new concept of flexible Bachelor study programme.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T2.3 Facilitation of employability and research skills in Bachelor cycle through challenge-based projects:

Challenge-based approaches will be in the centre of a series of hands-on applications. Based on paired or complementary study programmes, a series of challenges provided by stakeholders (cities, ports, and other companies) will be created. Teams of teachers from 3-4 universities will be created to implement the challenge-based projects (the training on the challenge-based methodology will be provided by WP5) under virtual exchange and Blended Intensive Programmes (BIP) models. These collaborations (approx. 6 BIPs and 9 virtual exchanges) will be piloted in the second half of the project: students from a range of Bachelor study programmes will cooperate through innovative research in a project with external mentoring. This approach will provide guidance on how to integrate real business and social life in research, education and students' actions in order to promote cross-sectorial collaboration, civic engagement, entrepreneurial mind-sets and employability. Students will present their projects to a wide audience made up of university staff, stakeholders, public in general.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA, ZCC, TP, CPA, FVP)

Work package WP3 – Joint SmUCS Master programme development and micro-credential development

Work Package Number	WP3	Lead Beneficiary	7. SETU
Work Package Name	Joint SmUCS Master programme development and micro-credential development		
Start Month	1	End Month	48

Objectives

- New joint, flexible and innovative curricula at Master level are delivered, based on inter-disciplinary and cross-sectoral approaches, integrating student-centred learning approaches and innovative pedagogies, including the use of the latest digital technologies and the STEAM approach.
- Providing flexible learning opportunities and alternative learning pathways through micro-credentials at the Master level and for LLL.
- Increasing students' and staff mobility opportunities (physical, blended mobility or virtual learning) to study, train, teach, do research, work, or share services in any of the partner institutions.

Description

T3.1 - Development of Signature Joint Masters on SmUCS

This task will involve completion and analysis of a labour market skills needs survey in Smart Urban Coastal Sustainability. This will involve consultation, meetings and survey dissemination to ports, government organisations/agencies, coastal/marine industries across the 9 countries represented by EU-CONEXUS. The information gathered will be compiled into a summary report, prioritising key skills needs. Simultaneously, this task will compile all key programmes, courses/modules and strength areas under the overall theme of SmUCS already present at each partner university. The skills report will be analysed with the key specialisms of each university in mind and a series of workshops and meetings with all partners will be organised to plan and develop the contents and delivery of a new interdisciplinary Joint Masters programme in Smart Urban Coastal Sustainability. This will be accredited via the European approach as it was done in 2021 for the Joint Masters in Marine Biotechnology, enabling the new Joint Masters programme to be ready for implementation (T 3.4).

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA, CDMB, WCC, SRA, CDA, PA, LRLP, TP, ZCC, FVP)

T3.2 - Development of concept and accreditation for use, of Master's component modules as microcredentials

Micro-credentials form an important concept within the SmUCS Joint Masters programme. Initially, a formal definition and outline policy paper on micro-credentials relevant to all levels of EU-CONEXUS will be created. To support, sustain and guide micro-credential generation into the future, a framework for micro-credential development, design and rollout will be generated. Specific learning outcomes targeting microcredentials will be introduced, modifying and opening up parts of existing courses or creating new ones. The development of this framework will be in three phases: 1 – development of an EU- CONEXUS database of existing micro-credentials; 2 – micro-credential development to address specific industry needs connected to the thematic areas in EU-CONEXUS. 3- roll out of the framework for micro-credentials at all levels including digital badges for non-formal, uncertified learning (20 microcredentials are proposed during the period of the project). All new micro-credentials will be aligned to specific skills needs identified by stakeholders and policy at EU level. At least 5 key individual short courses of particular industry relevance will be accredited as micro-credential courses. This will lead to professionals in employment with specific skills needs being able to avail of micro-credential courses offered through EU-CONEXUS.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA, CDMB, WCC, SRA, CDA, PA, LRLP, TP, ZCC, FVP)

T3.3 - Development of a scholarship programme for Joint programmes

To help support and sustain the EU-CONEXUS Masters level offers, student scholarships will be offered and distributed by EU-CONEXA to the most talented prospective Master students, funded through the EU-CONEXUS budget. Successful applicants for joint Master programmes will be invited to complete a short additional personal statement and application form. This will be screened and scored by an evaluation panel with representatives from each of the

EU-CONEXUS universities (EU-CONEXUS Academic Council) utilising a predeveloped set of grading criteria. The scholarship will be awarded as a flat rate payment to the value of € 6000 for 5 students and transferred to relevant account prior to the start of the programme.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA, CDMB, WCC, SRA, CDA, PA, LRLP, TP, ZCC, FVP)

T3.4 - Development of an economic model for SmUCS joint Master programme and micro-credential courses

The newly developed and industry/sector and research informed Joint Masters will be accredited during months 9-36. In parallel, a full economic model will be developed for its rollout in year 4 (M36 onwards). Where possible, occasional guest lectures from key stakeholders and agencies will be included in the curriculum contents. In parallel, micro-credential courses will be developed and offered to industry professionals. The programme will be structured to enable students of the Master programme to share classes (physical face-to-face or online) with professionals who just want to take one module as a microcredential award.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

Work package WP4 – EU-CONEXUS PhD Level Joint Actions

Work Package Number	WP4	Lead Beneficiary	6. UTCB
Work Package Name	EU-CONEXUS PhD Level Joint Actions		
Start Month	1	End Month	48

Objectives

- Contributing to the development of a European higher education inter-university ‘campus‘ by promoting the establishment of a framework for the implementation of the joint EU-CONEXUS PhD programme (developed in the pilot phase of EU-CONEXUS).

- Developing a common framework for a EU-CONEXUS Doctoral School that provides a coherent vision of doctoral programmes and research activities for PhD students through the integration and sharing of all partner’s expertise.

- Providing PhD students with mobility opportunities (physical, blended or virtual) to study, train, teach, do research in another partner institutions, in particular through cosupervised PhD thesis.

- Introducing new joint, flexible and innovative curricula for PhD level students, based on inter-disciplinary and cross-sectoral approaches, integrating student-centred learning, innovative pedagogies, including the use of the latest digital technologies and the STEAM approach through transversal course offer.

- Developing challenge-based approaches for teaching and learning at the PhD level combining shared teaching and learning, pedagogical innovation, research and innovation, and equip students with critical thinking,

Description

T4.1 - Development of a common framework of the EU-CONEXUS Doctoral School

In order to promote joint activities in PhD studies within the Alliance, a common Doctoral School framework will be created. It will be an umbrella and support structure including representatives from the partners, with agreed guidelines and procedures. On the EU-CONEXUS website a special section dedicated to the EU-CONEXUS Doctoral School will be created, containing studies / courses, research topics, supervisors and opportunities for doctoral students.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T4.2 - Implementation of EU-CONEXUS joint PhD course catalogue for transversal & Smart Urban Coastal Sustainable skills

In line with the New European competence framework for researchers, and relying on a mapping of existing offers at partner universities done during the pilot phase, an EU-CONEXUS joint PhD course catalogue for transversal & SmUCS skills will be implemented. It will provide tools and skills to support researchers’ careers and offer to PhD students a broader expertise through transferable skills. The catalogue will be updated every academic year with a diverse portfolio of courses offered in several languages. Each EU-CONEXUS partner will open at least one course per year to other PhD students in the Alliance in virtual or physical form.

The offer will be promoted in the form of a digital brochure for PhD students, during communication and recruitment calls that will take place each academic year until the end of the project. In order to promote the offer to PhD students an EU-CONEXUS PhD students Week will be organised.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T4.3 - EU-CONEXUS grants for co-supervised PhD thesis on SmUCS topics

The EU-CONEXUS Doctoral School will develop procedures and guidelines for awarding 15 EU-CONEXUS grants for co-supervised PhD thesis on SmUCS topics within the alliance. Each grant will have a value of 3000€. They will boost cooperation between partners and increase the international networking in the Alliance of PhD students. The launch of a call of proposals for these grants, the related communication and recruitment of students will take place annually from month 12 and month 38.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T4.4 - Joint PhD summer schools

Taking into consideration the successful implementation of the first EU-CONEXUS PhD Summer School held in July 2021 and a second edition which is under development for July 2022, EU-CONEXUS PhD Summer Schools are planned to be organized on an annual basis. The subjects treated are focused on transversal skills (open science, general research competencies, project writing, academic writing, critical thinking, entrepreneurial, creative and innovative spirit) for a minimum of 27 PhD students from the Alliance, for free, in physical or virtual mobility, with the possibility to accept a higher number of students with fees.

Based on students' feedback pedagogical tools and methodologies will be applied that promote student-centred learning, innovative learning techniques and challenge-based approaches on SmUCS topics, also involving stakeholder perspectives.

With the aim of supporting network-building and career prospects, students will have the opportunity to present scientific papers/theses to stakeholders.

At the same time, whenever partners are organising internal PhD summer schools, they will integrate participants from the Alliance.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

Work package WP5 – EU-CONEXUS Teaching Academy

Work Package Number	WP5	Lead Beneficiary	9. FredU
Work Package Name	EU-CONEXUS Teaching Academy		
Start Month	1	End Month	48

Objectives

-Promoting high quality education aligned to the needs and demands of the societies, economy and industry via the design, development and implementation of innovative trainings.

-Development and employment of pedagogical educational framework based on the relevant policies of the European Union and the recent pedagogical methodologies that will serve as the backbone for the development and delivery of the innovative trainings.

- Design, development and delivering of innovative trainings distributed among partners on various themes that aim to promote high quality in education.

- Job shadowing for the teaching community across universities with the participation of junior academics and new recruits.

Description

T5.1 - Development of the pedagogical framework of the EU-CONEXUS Teaching Academy

The pedagogical framework of EU-CONEXUS Teaching Academy will serve as the backbone for the development of the innovative trainings based on previous experience of the pilot phase and integrating the following elements:

New and emergent technologies for trainings and activities design and delivery,

Innovative methodologies: problem-based learning, project-based learning, challenge-based learning, research-based learning, industry-informed/based learning and inquiry-based learning

Innovative models and approaches: distance and online learning, hybrid and blended learning, flexible and open learning, neuroscience in teaching and learning, as well as interdisciplinarity and global citizenship. The themes of the trainings

will be also decided by the partners. A working group will develop the outline of the trainings under the supervision of the AC (scope, learning goals, methodology, digital tools, content, etc).
(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 9-FredU)

T5.2 -“Train the trainers” programme

Aiming at enriching the quality of existing and new study programmes in all partner universities, the “Train the trainers” programme will be implemented during 3 years of the project.

The final list of the required trainings will be made after institutional surveys of demand. The team of education experts (trainer-expert) from 5 universities will prepare the training materials which will be available as “Train the trainers” Handbook (D5.2).

At least 9 trainings will be organized for the specialist(s) (trainers) of the Alliance universities. Each trainer will choose to participate in 4-5 trainings out of the 9 that are relevant to its interests and activities and aligned to its priorities.

After this training, each partner’s trainer(s) will be responsible to deliver the training to his/her university under the guidance of the trainer-expert. In each training, 10-15 staff members from each partner are expected to participate, primarily targeting young teachers and new recruits.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 9-FredU)

T5.3 - Excellence of EU-CONEXUS joint academic offers: train the teachers

Several innovative joint academic offers (“signature” programmes) will be created in this project. WP leader will consult the teams which will be developing joint EU-CONEXUS academic offers (WP2, WP3, WP4) and provide suggestions on the methodologies to be applied on ad-hoc basis.

Specific trainings for the teachers of Minor programmes, micro-credentials and joint programmes will be organised during the content development in order to apply the latest methodologies in to be created courses and programmes, e.g.:

- new trends and skills (green, digital, entrepreneurial) in higher education,
- new pedagogical methodologies and teaching collaboration,
- challenge-based approach.

The courses that will be created using the know-how from these training will serve as reference point for younger teachers and new recruits. The participants of institutional trainings (T5.2) will be also encouraged to participate in job shadowing mobilities in the Alliance “signature” courses to practice acquired knowledge and get hands-on experience.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 9-FredU)

Work package WP6 – EU-CONEXUS Office for Development of Study Offers

Work Package Number	WP6	Lead Beneficiary	5. UNIZD
Work Package Name	EU-CONEXUS Office for Development of Study Offers		
Start Month	1	End Month	48

Objectives

- Set up of joint service for study offer design and accreditation
- Enhance the competences of teaching staff for developing innovative, competitive, student-oriented and inclusive study offers which respond to societal needs and allows high grade of personalization for students

Description

T6.1 -Set up of the EU-CONEXUS Office for Development of Study Offers

During the pilot phase, the EU-CONEXUS teachers’ community came up with several proposals for new study programmes, minors, lifelong learning programmes, and linking existing study programmes. These bottom-up initiatives, which were warmly welcomed and supported by EU-CONEXUS, pointed to the need for a structured approach to support the development of these joint study offers. Therefore, a new EU-CONEXUS Office for Development of Study Offers (ODSO) will be established. The Office will cooperate with corresponding structures at partner institutions and coordinate activities of all EU-CONEXUS bodies and structures that might be involved in programme design, development and accreditation. The Office will be the first and only point of contact for developing EU-CONEXUS study offer and will guide them step-by-step from the beginning to the end of the process. The Office staff will assist teachers in developing the study programme, provide all passages and approvals included in the Rules Book (T6.2) and, if needed, assist the applicant to prepare and organise the accreditation of the study programme according to the European

approach. The Office will assist and guide the applicants (in coordination with WP10) in preparing the documents for applying for grants and other possible forms of external funding support for the programme.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T6.2 - Development of procedures and rules for new study programmes

The Office will elaborate, within a working group including 7 partner institutions a “Rules Book for EU-CONEXUS Study Offer Development” which will contain procedures, rules and guidelines for the development of study offer. The content will include the criteria for acceptance of an initiative, such as thematic focus on SmUCS themes, inclusion of competences from EU-CONEXUS Skills Map, quality assurance criteria, inclusion of students and stakeholders, procedures for internal approval of the offer as well as criteria for internal accreditation and procedures for external evaluation of study offer (when needed). The Rules Book will address all types of study offers: micro-credentials, Minors, new degree programmes, linking existing study programmes, lifelong learning programmes, and will include application forms.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T6.3 -Organisation of online workshop for teachers

The Office will organise online workshops on topics and practical skills relevant to the design of the study offer, accreditation, procedures and funding. Workshop topics will include European approach to quality assurance of joint programmes, the structure of micro-credentials, and the structure of study offers performed with industry partners or other stakeholders. They are also determined according to the needs of the teaching community as identified through annual surveys. The workshops will be prepared and delivered by UNIZD staff in collaboration with experts from all partner institutions and external experts if needed as well as in partnership with WP5. All workshops will be recorded, and made available publicly. Staff will also provide in-person (or small group) training for applicants.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

Work package WP7 – Research to Education

Work Package Number	WP7	Lead Beneficiary	2. AUA
Work Package Name	Research to Education		
Start Month	1	End Month	48

Objectives

- Research results and innovation back into education: students to become scientists by learning to do research.
- Modern student-centred educational practices with formulated research experience that meet the needs of students and attracts them to science.
- Beneficial impact (enhanced curricula) on the pathway towards an advanced degree international scientific career.
- Multi-institutional research offers by EU-CONEXUS partners to provide BSc students with extended opportunities for transnational access, enhance coherent understanding and intercultural competencies.
- Partners’ collaboration to introduce BSc students in research, by actively and creatively engaging them to scientific procedures, where advanced methodologies, opportunities and resources will be brought together.
- BSc students’ familiarization with the advanced equipment and infrastructure of EU-CONEXUS research teams and acquisition of specific research skills, but also digital and green skills.
- BSc students’ engagement to team work, aiming to acquire research, transversal and transferable skills, and develop innovative ideas.
- PhD students as group leaders to gain experience on assignments to a team of students, tutoring, leadership, time management and organizational skills.

Description

T7.1 - Open Lab Hours

With the Open Lab Hours BSc students will have the opportunity to be trained on research topics linked to SmUCs and based on competencies of different partners. Joint trainings of short duration (5 days) will be offered in different formats: on-site trainings of students on advanced instrumentation, collection of specimens or data required for each scientific field, together with remote training including literature search, advanced and specialised software, research methods,

research conduct and ethics, environmental issues, scientific writing skills, preparation for participation in international competitions.

A list of trainings and trainers (academic staff or researchers) will be identified, bringing the strengths of individual partners into joint trainings on SmUCs topics. This list and the schedule will be available to students of all partners through the (EU-CONEXUS website) for student enrolment.

Any students of the Alliance on mobility can participate to the Open Lab Hours, besides their main training framework, with the opportunity of visiting the research facilities and using the infrastructure of host University, during their physical mobility period. At the end of each academic year, students will present their research results to the EU-CONEXUS community (Closing virtual Workshop on undergraduate research activities). EU-CONEXUS will support 24 students to join physically a virtual training team (5 days duration).

Distance learning will be combined with short-term physical mobility, in an effort to facilitate digital transition and also to provide an international academic experience for students of EU-CONEXUS Alliance. Three joint trainings will be offered each semester (starting the implementation in autumn 2023), and organised the previous semester (18 trainings in total).

(contributors: 1-LRUniv, 2-AUA, 4-KU, 5-UNIZD, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T7.2- Student Research Hub: teamwork to solve scientific and societal problems

BSc and PhD students will act synergistically under the supervision of a Mentor to solve a scientific problem or conduct research that could help explain a social problem and propose solutions to solve it. Mentors (Academic Staff or Postdoc Researchers) with research activities focusing on SmUCS themes will be identified. The lists of Mentors and the respective research projects, will be available at the EU-CONEXUS website for information and enrolment, ensuring one stop-shop for the applicants. These research projects of EU-CONEXUS Student Research Hub will have longer duration (appr. 2 months) than Open Lab Hours. During this period, students of all partners (Erasmus+ internships, voluntary contributions etc.), will have the opportunity to join physically or blended the local research groups.

Each Mentor will assign a PhD student as a Leader to organize a team of BSc students to work together either physically and/or by distance combining their forces in a specific research task. The research work could be part of a current research project, or the setup of a new research idea. Training will include literature search, experimental procedures, data collection, several skills, basic laboratory training for students who start their BSc thesis, and integration of different appropriate qualitative and quantitative approaches.

BSc students will be actively engaged in research by analysing and evaluating their results taking responsibility of their work as junior Researchers. They will acquire specific research experience such as: developing innovative ideas and problem-solving skills. BSc students could be asked to contribute in the writing of a scientific publication, or to give oral presentation of their research results.

Leaders will train students on advanced instrumentation, digital and green technologies, and different qualitative and quantitative research methods; they will supervise the assigned subtasks to trainees and organize the teamwork for developing cognitive, non-cognitive and job-specific skills of students for a successful transition in the labour market.

At the end of each academic year, students will be invited to present their work and share their experience at EU-CONEXUS community (Closing virtual Workshop on undergraduate research activities). A jury will evaluate the work done and award the best student teams (1 per participating partner/year) for their exceptional work by funding through EU-CONEXA budget mobility and registration to a conference/workshop.

Three research teams will be organised per participating partner each semester (starting the implementation in autumn 2023), available for student enrolment in the previous semester.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

Work package WP8 – Research Networking and Mobility

Work Package Number	WP8	Lead Beneficiary	8. UROS
Work Package Name	Research Networking and Mobility		
Start Month	1	End Month	48

Objectives

- Development of an EU-CONEXUS research community in following-up on tools and procedures implemented in the pilot phase. Developing research networking & mobility is part of the greater strategy for education in which students will profit from excellent research existing at partner institutions and because of the close Relation between research and education at partner universities excellence in research will ultimately lead to excellence in teaching.

- Promotion of networking and multi-disciplinary interactions between the partners and international guest researchers in close cooperation with WP 9, which provides important structures for joint research activities
- Promotion of research staff mobility facilitated through Erasmus+ inter-institutional agreements of partner universities.

Description

T8.1 - Launch of a call for research staff mobility

Based on the experiences of the ongoing research staff mobility in EU-CONEXUS, a mobility call on SmUCS research topics especially for young researchers will be implemented. The call will further strengthen the cooperation between the partners and foster joint research activities on SmUCS research topics. In particular, the call aims to support joint research work and project development on SmUCS topics.

In order to support a relevant number of researchers, staff mobilities of about 5 days are planned. In some dedicated cases (finalising a PhD or starting a cooperative scientific project) longer stays are possible. In order to be able to take into account developments as well as current research projects of the Alliance, there will be four rounds of calls, each of which will support up to 18 scientists. The most important results of the research visits are made known to the network in the form of Researchers' mobility reports and short communications e.g. on the website or in the newsletter. Mobility coordinators will help to organise and implement the mobilities.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T8.2 - Invitation of external guest researchers

EU-CONEXUS will support the invitation of excellent visiting guest researchers from outside the Alliance at partner institutions to enhance the competencies of the EU-CONEXUS research community and to offer research-related teaching content to students. Each visiting scientist will be given the opportunity to present his/her institution and research areas. These presentations will be made publicly available within EU-CONEXUS as streamed scientific talks/lectures. Announcements will be made in the EU-CONEXUS newsletter, on the Alliance website, and via the research staff involved. In quarterly calls, researchers can propose visiting researchers to be invited. The RC will decide on the invitations on a basis of comprehensible criteria to be fixed during the first project months. At least 15 guest researchers can be invited per project year.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T8.3 -Enhancing participation in conferences on SmUCS topics

An important task in EU-CONEXUS is to present outcomes and technological developments to the SmUCS community, either actively in science or in practice-related areas. For this purpose, participation of researchers from all disciplines in international as well as in intra-Alliance conferences and other scientific events is to be promoted. Considering also the thematic interest and focus of the Alliance the RC will regularly set priorities for participation in international events and will launch specific calls quarterly. Funding decisions on applications are made on an ad hoc basis and will be based on an evaluation of the relevance by a qualified subcommittee of the RC. At least 15 scientists within the Alliance can be funded per year. In addition to this kind of mobility, travel expenses of up to eight researchers and PhD students attending annual JRI conferences will be reimbursed (see WP9, T9.3).

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

Work package WP9 – Support Joint Research Structures

Work Package Number	WP9	Lead Beneficiary	2. AUA
Work Package Name	Support Joint Research Structures		
Start Month	1	End Month	48

Objectives

- Expanding participation in the existing Joint Research Institutes by the incorporation of disciplines, research groups, and individual researchers from the new members joining the EU-CONEXUS Alliance.
- Strengthening the management and administration structure of the JRIs.
- Establish a JRI Collaborative Platform, with the ambition and scope to promote the networking and multi/inter-disciplinary interactions between research groups and scientists within the JRIs, thus turning common research interests and ideas into actions.

- Promote the interactions within and between the JRIs, by organizing both virtual and physical thematic Workshops and Conferences, open to the wider scientific community and stakeholders.

Description

T9.1 - Support of the management structure of the JRIs

Strengthen the managing and administration structure of the JRIs by supporting the head of each JRI, with managing personnel. To this purpose, part-time scientific managers will be appointed for each JRI, who will be responsible for managing all the networking, information exchange, and collaboration activities of the JRIs. The scientific managers will be also responsible for external dissemination and networking activities of the respective JRI, including: i) connect all JRI partners with existing collaborators of each partner University. ii) build external collaborations with international associations and research institutes, and iii) connect JRIs with the joint research structures of other European University Alliances.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T9.2 - JRI Collaborative Platform

The proposed Platform will be a unified interface where the already established Research Portal and Research and Innovation Innovation System (RIIS) databases, under development under the RFS project, will be incorporated to facilitate the communication and scientific interaction between JRI members, using state of the art Artificial Intelligence (AI) pipelines. To this end, the proposed platform will gradually develop as follows:

- i) Analysis of the available scientific and project databases & Development of an AI-guided system
- ii) Registering proposed research ideas and projects (including funding applications),
- iii) Live streaming, Feedback & Evaluation Services
- iv) History of completed tasks / Promotion of the JRIs

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T9.3 - Organisation of thematic conferences/workshops within the JRIs

JRIs will be responsible for the organisation of both, virtual and physical thematic workshops and conferences, on a regular basis, open to the wider scientific community and stakeholders. These will include:

- i) Annual JRIs physical Conferences. 4 Research Conferences will be organised and hosted in rotation by EU-CONEXUS partners. The conference will include common sessions, parallel sessions for all JRIs and a PhD track (or PhD day). All sessions will be focused on SmUCS research fields. This major dissemination activity will be open to the wider scientific community.

- ii) Each JRI will organise and advertise a regular schedule of virtual workshops/seminars by its member scientists and/or post-graduate students. Seminar attendance is possible through live streaming on the JRI Collaborative Platform.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

Work package WP10 – Project Development Support for Education, Research and Innovation

Work Package Number	WP10	Lead Beneficiary	1. LRUniv
Work Package Name	Project Development Support for Education, Research and Innovation		
Start Month	1	End Month	48

Objectives

- Set-up a Project Development Support Office composed of expert-staff based in four partner-universities in order to develop EU-CONEXUS SmUCS collaborative projects.
- Capacity building, knowledge & expertise sharing between partners to influence funding programmes upstream (particularly European programmes) and identify relevant funding opportunities to develop common Education, Research & Innovation projects.
- Increase mobilisation of EU-CONEXUS community (teachers, researchers, head of departments, directors) in developing common projects either internally or in response to external calls for proposals (resulting in an increase of common projects submitted and strengthening of collaboration among EU-CONEXUS community).
- Propose to EU-CONEXUS projects' holders a strong expertise to accompany them in their project preparation, project writing and submission in order to improve the quality of projects submitted in response to external calls for proposals and increase their chances of success.

Description
<p>T10.1 - Establishment of a Project Development Support Office The Office builds on the working group “Calls for proposals in research” established in the pilot phase. The WG has particularly worked on a Project Development Fund (PDF) set-up (this PDF serving as a financial incentive to respond to external calls for proposals), dissemination of information on calls for proposals & partner search and filing of common submitted projects. The Project Development Office will go further in strengthening staff expertise through trainings for all partners and acquiring dedicated tools to work more efficiently. It will rely on a group of staff providing high-level expertise to provide support to the whole EU-CONEXUS community (researchers, teachers, managers, etc.) for project funding applications. It will work on the development of internal projects, and will also help prepare, write and submit projects in response to external calls for proposals in the fields of Education, Research and Innovation, with the help of a renewed Project Development Fund. Set-up composition, way of functioning, communication, tools & human resources mobilisation will last the first year of the project and will result in the delivery of a roadmap describing the rules, action plan, organisation and tools of the Office. (contributors: 1-LRUniv, 6-UTCB, 7-WIT, 9-FredU)</p>
<p>T10.2 -Support for project preparation and submission The Project Development Support Office will provide support to projects’ holders for preparation and submission of projects in response to external calls for proposals. This task will last for the whole duration of the EU-CONEXUS Plus project. At least 24 common projects will have been submitted at month 48 with a target of 30% success rate. (contributors: 1-LRUniv, 6-UTCB, 7-WIT, 9-FredU)</p>
<p>T10.3 - Project development trainings and good practices sharing The Project Development Support Office will conduct two 2-days training & good practices sharing on Horizon Europe & Erasmus + projects for staff from all partner universities organised during the first two years of the project. The Project Development Support Office staff will participate in external trainings (through certification programmes such as EARMA). At mid-term the staff of the Project Development Support Office will have received such a certification and will have organised two trainings for colleagues from other universities. (contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)</p>
<p>T10.4 - Information sessions/trainings for the community Organization of regular information sessions/trainings on specific funding programmes and calls for proposals (Horizon Europe/Erasmus +) towards EU-CONEXUS staff (researchers, teachers, directors, etc.) At least one info session per programme and per year will be organised targeting at least 50 people from each university. (contributors: 1-LRUniv, 6-UTCB, 7-WIT, 9-FredU)</p>
<p>T10.5 - Development of incentives to foster collaboration inside the Alliance The office will set up two different tools to promote and support research collaborations within the Alliance with: - a seed-funding mechanism to support small education and research projects with at least 3 partner universities (funding of internships, consumables, expertise, etc.) to start new collaboration on SmUCS topics. There will be in total at least 15 internal projects supported. - a project development fund to support the submission of education and research projects among the alliance in response to Horizon Europe or Erasmus + programmes involving at least 3 partner universities. The fund intends to purchase additional support from consultant companies. At least 8 projects will have been submitted thanks to the project development fund. (contributors: 1-LRUniv, 6-UTCB, 7-WIT9-FredU, 10-EU-CONEXA)</p>

Work package WP11 – Transfer of Knowledge and Technologies

Work Package Number	WP11	Lead Beneficiary	8. UROS
Work Package Name	Transfer of Knowledge and Technologies		
Start Month	1	End Month	48

Objectives

-Support the transfer of knowledge and new technologies and to promote a start-up culture at all EU-CONEXUS partner universities. This mainly includes

- Provide comprehensive consulting services to foster entrepreneurial mind-sets and civic engagement, organisation of an annual innovation contest, hands-on support in marketing and publicising ideas, as well as the
- Facilitation of entrepreneurial networking for enabling both, senior scientists and students to establish companies based on their research results.

Description

T11.1 - Contact Point for Technology Transfer and Innovation

The EU-CONEXUS Contact Point for Technology Transfer and Innovations (CONTI) will be set up to actively support knowledge/technology transfer (KTT) activities from the EU-CONEXUS Alliance to the economic and public sectors. This structure will work closely together with already existing KTT support facilities at the partners (consulting, co-working spaces) and stimulate a closer cooperation between them. It will also work on supporting and enhancing the impact of the measures developed in WP5 Knowledge Transfer and Innovation (EU-CONEXUS-RFS), such as the Innovation Management Strategy. CONTI will be thus able I) to bundle suitable KTT measures and ideas, II) to expand them according to the project status, and III) to offer innovation opportunities for the whole Alliance. Further activities of CONTI include dissemination activities, coaching on how to write a sound business plan, financial planning, communication, and marketing. EU-CONEXUS researchers and students can use the coaching opportunities in the pre-seed, seed and start-up phase. CONTI (supported by all EU-CONEXUS universities) will organise one start-up and innovation contest “competition of ideas” per year as well as a network-wide reporting on the outputs of the awarded innovations of the past year (see Task 11.2).

(contributors: 8-UROS)

T11.2 - Organisation of the annual innovation contests

Task 11.2 aims at supporting innovative ideas and technologies that hold the potential to be transferred into industry and society. Within an annual EU-CONEXUS innovation contest, international teams (e.g. senior researchers from two or more EU-CONEXUS partner universities) and international student teams (PhD students or Master students from two or more partners) can make proposals for technological or social entrepreneurship projects. CONTI supports the preparation of the teams for the innovation contest (see also Task 11.1). It helps to develop the idea sketch (including description of the business idea, customer benefits, market potential, financial planning, and marketing) and to prepare the presentation. Based on a jury decision, the best proposals (from a technical, economic, social and sustainable perspective) are selected and receive the innovation award. The jury consists of experts from different EU-CONEXUS partners and Associated Partners. For promoting the ideas and prototypes, reports and interviews will be made available and also provided to the EU-CONEXUS marketing tools (RFS Innovation Hub website or conference formats).

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA, FVP)

Work package WP12 – Supporting Student Engagement

Work Package Number	WP12	Lead Beneficiary	5. UNIZD
Work Package Name	Supporting Student Engagement		
Start Month	1	End Month	48

Objectives

- Empower the presence of students in all EU-CONEXUS structures and thus enhance their contribution in all parts of the process of creating a new form of transnational higher education institution
- Better respond to students’ needs in studying, social and professional life
- Enhance inclusiveness and promotion of European values and culture on EU-CONEXUS campus
- Promote multidisciplinary approach to SmUCS topics and service to society

Description

T12.1 - Set up of a Student Board secretary office

The Student Board established during the Pilot phase will maintain its structure of representation (2 representatives of

each partner institution) and will continue to coordinate activities between student organisations at partner universities. All members of Student Board and students that will be appointed by Student Board in working groups and packages will be granted by ECTS.

To help the Student Board in achieving their tasks as defined in their Statute, a Student Board Secretary will be appointed. The Secretary will assist the board members in all administrative matters related to Student Board meetings, documentation, internal and external communication, implementation of Student Board activities and projects and be the contact and liaison point between the Student Board and all other EU-CONEXUS bodies and structures.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T12.2 - Support of student SmUCS projects

A fund for four calls for student projects will be established. In general student projects will have participants from at least three partner institutions. Two main types of projects are foreseen: 1) projects aiming at disseminating SmUCS topics, research results, and good practice in sustainable management of urban coastal areas to the general public and stakeholders; 2) projects aiming at strengthening EU-CONEXUS students community such as collaboration between student organizations, volunteering, projects in peer support, projects that promote equal opportunities, inclusiveness and gender equality among students and all other types of projects that promote collaboration between students of partner institutions. The Student Board will elaborate rules for student projects and launch a call once per academic year. The call will be posted on websites and other relevant communication media. An evaluation committee consisting of students from all partner institutions will be appointed by the Student Board to evaluate the applications and propose projects for funding to the Governing Board. The student projects fund will provide resources for travelling costs, organisation of meetings, publication of brochures or other material for promotion, fees for use of platforms and applications and similar. The Student Board will be in charge of monitoring the implementation of the projects and the respect of established rules. The Student Board will submit an annual report on the implementation and results of the call for student projects.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

Work package WP13 – EU-CONEXUS Career Network

Work Package Number	WP13	Lead Beneficiary	7. SETU
Work Package Name	EU-CONEXUS Career Network		
Start Month	1	End Month	48

Objectives

- To enable other flexible learning opportunities and alternative learning pathways to all- job readiness training for all students of the EU-CONEXUS network and for this training to form a valuable part of their total curriculum.
- To promote and facilitate practical and work-based experience and traineeships supported by external mentors, promoting knowledge transfer with surrounding ecosystems; enhancing EU-CONEXUS student employability and flow of talent.
- To provide Innovative learning and training that develop knowledge and equip students, lifelong learners and researchers with critical thinking, entrepreneurial, creative and transversal skills, and innovative spirit relevant for a fast-changing labour market. To promote a sense of EU-CONEXUS community via association and membership with the EU-CONEXUS Alumni.

Description

T13.1 - Development of job and internship Careers services for EU-CONEXUS community.

This task will expand and implement the work of the working group established in the first phase of EU-CONEXUS. This working group will initially be tasked with overseeing and implementing the posting of job and internship offers to the JobTeaser platform initiated in the pilot phase. Moreover, a key target will be to grow the number of students from across the EU-CONEXUS partners with access to the JobTeaser platform from 300 currently to 5% of the total students across the network. This JobTeaser platform will be further utilised to promote jobs/internships, events and activities that can benefit all students and staff of the EU-CONEXUS community. Each partner will have a responsible person for updating the JobTeaser platform with all relevant information and opportunities on a continual basis.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T13.2 - Implementation of Job readiness trainings

The Career Centre will organise 2 online Careers and Employability Summits that will look at areas that will enhance the

employability of our students. Stakeholder engagement will be a crucial component of this Task and this will be carried out in close consultation with WP 14. At the Careers and Employability Summit, students and graduates can gain top tips and share their experiences with like-minded students and recent graduates. Covering topics such as:

- Career Planning and Job Search
- Master LinkedIn
- Networking, how to prepare for a careers fair
- Types of assessment centres and recruitment practices
- Job search techniques
- Interviewing skills workshop
- CV workshop
- Preparing for interviews effectively
- Considering postgraduate study

This training will be inclusive of the EU-CONEXUS Alumni network, preferably focussing on inviting members of Alumni to participate and aid in the delivery of some of this training.
(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA, FVP)

T13.3 - Careers professional learning community – develop communities of practice.
This task will maintain and grow the exchange of good practices, models of managing careers services across each of the EU-CONEXUS partners. This will be achieved through monthly meetings of all careers staff, rotating the chair of the meetings to maximise engagement. Best practice models across the network plus those at other EU Consortia will be examined and used to establish a best practice model. Additionally, guest speakers outside of EU-CONEXUS will be invited to deliver sessions, representing valuable CPD for staff. Topics here could include inclusiveness, ensuring equality, diversity and inclusion across all activities and student interactions. This will be further aided by Job shadowing carried out across the career functions of EU-CONEXUS.
(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T13.4 - Implementation and integration of an EU-CONEXUS Alumni network into career and other activities.
Using the online JobTeaser platform, this task will involve developing and implementing an EU-CONEXUS Alumni network which will consist of all former students of EU-CONEXUS joint programmes, as well as former student members of the Alliance. This Alumni network will unite EU-CONEXUS young talent and its socio-economic partners for sustainable development of each individual. The Alumni network will be integrated into careers and other EU-CONEXUS events. Alumni will be targeted to support engagement with current students, enhancing Alumni continuing professional development and training provision for current students. The Alumni network will have access to events, webinars, lectures, conferences, summer schools and trainings.
(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

Work package WP14 – EU-CONEXUS Stakeholder Academy

Work Package Number	WP14	Lead Beneficiary	4. KU
Work Package Name	EU-CONEXUS Stakeholder Academy		
Start Month	1	End Month	27

Objectives
<ul style="list-style-type: none"> - To adapt the good practice example “Blue Growth Leaders Academy” model and develop a EU-CONEXUS Stakeholder Academy to enable lifelong learners as creative and critical thinkers and problem solvers to drive changes and develop a climate neutral, resource efficient economy, to tackle key socio-economic challenges. -To develop a transnational learning space, which benefits to all learners, academic community and socio-economic partners (Life-Long Learners) and enable them to establish an internationally deeper and more sustainable cooperation for solving global, complex challenges affecting the surrounding coastal ecosystems. - To become an international platform for continuous knowledge creation, improvement, and transfer by experimenting and experiencing, developing a creative team player mind set through top class experts’ lectures and external mentors using a variety of innovative learning practices allowing involved parties to work jointly and across disciplines. - To increase the attractiveness of LLL among adult learners, especially business decision and policy makers, representatives of authorities and municipalities, Alumni. - To make a more significant EU-CONEXUS impact on local ecosystems and to become a key player in green transition.

Description
<p>T14.1 -Development and Implementation of the “EU-CONEXUS Stakeholder Academy” model This task will involve analysis of market needs via consultation with representatives of ports, municipalities, authorities, coastal and marine industries across the 9 countries represented by EU-CONEXUS (especially Associated Partners). The information gathered will form the basis of the content of the EU-CONEXUS Stakeholder Academy annual programme for LLL purposes. The implementation format will be based on KU Blue growth leader academy and good practices of other institutions. This pilot Academy consists of lectures, one final session for the team project development, project defence and investor awards. The feedbacks of Associated Partners, participating lecturers, coach and learners will be collected, analysed, evaluated and set out the vision, objectives for the content and quality of the EU-CONEXUS Stakeholder Academy. Since the Academy provides a ready-made support network of the Academy graduates, the system of Alumni involvement and contribution to the training of strategic innovators will be elaborated. (contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA, WCC, CHMB, CDA, KSTP, KSPA, ZCC, TP, FVP)</p>
<p>T14.2- Implementation of the 2nd EU-CONEXUS Stakeholder Academy programme The programme, redesigned by partners according to market demand and Pilot course feedback, will be organized by UCV. The full programme includes approved topics, Final session, final team project development, defence, and investors’ awards. Associated Partners will be invited to participate. Created co-working and co-creation conditions give students the opportunity to acquire essential knowledge from reputable international experts, expand professional networks, and offer a chance to convince investors. The feedbacks of participating lecturers, coaches and learners are to be collected, analysed, evaluated, and the necessary improvement to be done to ensure the high Academy reputation in the future. Certificate awarding ceremony will be arranged in parallel to Stakeholder event at UCV. (contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)</p>
<p>T14.3 -Development of an economic model for the EU-CONEXUS Stakeholder Academy The economic model will be based on good practices of the pilot and 2nd programme implementation, key stakeholder recommendations and feedback from LLL participants. To make the programme commercially viable, an economic model will be developed by 2024. This economic model sets out the vision, objectives for the content and quality of the course, the selection of teachers and coaches, and the administrative part to guarantee continuous monitoring of progress, achievement of all objectives and program improvement to ensure sustainability of Academy services and high satisfaction of participants as future innovators. KU supported by all partners involved in this WP will lead the Economic Model development process. All together will find the project calls the most suitable for the implementation of more ambitious training courses including issuing of awards. (contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA, CHMB, CDA, KSTP, KSPA, ZCC, TP, FVP)</p>

Work package WP15 – EU-CONEXUS University to School Programme

Work Package Number	WP15	Lead Beneficiary	6. UTCB
Work Package Name	EU-CONEXUS University to School Programme		
Start Month	1	End Month	48

Objectives
<ul style="list-style-type: none"> - Raising awareness about SmUCS topics and Careers - Develop EU-CONEXUS community/ecosystem - Develop SmUCS skills for students, their civic engagement and responsible citizenship - Promote open science and open education during the programme - Use challenge-based approaches to work across disciplines

Description
<p>T15.1 -Update of the ”EU-CONEXUS University to school programme” framework An EU-CONEXUS School committee will be set up and will organise a physical meeting for the members in order to analyze the feedback received in the first EU-CONEXUS School Contests, improve the existing concept (enlarge</p>

the age group category, involve high schools, etc) and share best practices between the partners. The committee will review the registration process, the timeline, communication campaigns and materials for the upcoming year under the validation of the AC.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 9-FredU, 10-EU-CONEXA)

T15.2 - Organisation of annual School Contests

Each year, EU-CONEXUS will organize a School Contest on SmUCS topic with national and international stages to raise awareness of the youth on SmUCS topics. A brochure with all the organizational details of the School Contest (age ranged students targeted, goals, projects specifications, expected impact) will be published on EU-CONEXUS website. The contest will include transdisciplinary approach on SmUCS topics, careers and STEAM, depending on each university profile. Selection of the best projects at international level according to criteria set out in the Contest rules and regulations (e.g project quality, presentation resources, time management, public presentation skills) will be held by an international Jury composed of partners representatives (teachers and students). Four prizes to the value of maximum 5000€ will be awarded to the winning teams. The concrete form of the prizes remains to be defined.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 9-FredU, 10-EU-CONEXA)

T15.3 - Activities in schools: open days, career orientation, workshops

The EU-CONEXUS Schools committee will prepare the schedule of "EU-CONEXUS University to school programme" that will include the contest and activities to promote SmUCS topics and careers, reaching at least 100 schools annually from EU-CONEXUS countries.

Partners will organize annually:

- virtual EU-CONEXUS Open Day/ Week for Schools, presenting the Alliance, University to School Programme, and inviting winners from the previous years
- workshop(s) at national level promoting SmUCS topics and careers (according to each university's profile), for example STEAM approach on Entrepreneurship, related to Sustainability and Climate action for High-School students.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 9-FredU, 10-EU-CONEXA)

T15.4 - Implementation of communication campaigns in schools

In order to raise EU-CONEXUS awareness and to increase EU-CONEXUS student community, each partner university will develop a strategy to promote EU-CONEXUS in schools (including presentations, brochures, physical events for schools, school visits at EU-CONEXUS facilities). In the promotion, school students with disabilities or from vulnerable areas will also be targeted and special attention will be given to the promotion of STEAM careers for girls.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 9-FredU, 10-EU-CONEXA)

Work package WP16 – Green Campus

Work Package Number	WP16	Lead Beneficiary	9. FredU
Work Package Name	Green Campus		
Start Month	1	End Month	48

Objectives

- Definition and mapping of best practices in Green campuses, covering all key environmental aspects.
- Development of a carbon footprint compensation plan for EU-CONEXUS, based on good practices of environmental management systems. Prioritization of plan activities based on quantified indicators.
- Implementation of carbon footprint compensation plan, monitoring, re-evaluation and establishment of principles for plan continuous improvement.

Description

T16.1 - Definition of Green Campus

The operation framework of the green campuses will be studied and mapped. Specifically, the project team will record and analyse the existing good sustainability practices, which are followed by the project partners. It will also record good practices from other academic institutions in a similar environment. The output of this Task will be a good practice map of green campuses, which will list the main aspects and their key features. This report will cover all the key environmental aspects of organisations. A non-exhaustive list of the aspects of the plan includes natural resource issues such as energy

and water, waste management and general circular economy topics, transportation issues, on-site comfort practices, environmental aspects of organizations, as well as horizontal issues which are related, among other topics, to promotion and information. This work will also be built upon previous work conducted and delivered by EU-CONEXUS network on the topic of green campuses.

(contributors: 1-LRUUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU)

T16.2 - Development of a carbon footprint compensation plan for EU-CONEXUS

The purpose of this task will be to develop a comprehensive plan, to enable the carbon footprint compensation of EU-CONEXUS. The plan will be based on good practices of environmental management systems. Specifically, as a first step, a detailed quantified recording of the current situation will be conducted. Through the study of good existing practices, quantified and time-defined targets will be set to reduce the carbon footprint of the network partners. These objectives will be prioritized in relation to pre-defined indicators, which will include both the results that are expected from the implementation of the proposed measures, as well as the costs and resources required. The mechanisms and the framework for monitoring the effectiveness of the implementation of the plan will also be set, through predetermined practices. Where possible, the development of integrated environmental management systems (ISO 14000 or EMAS) will be sought, for adequate implementation and monitoring of the proposed measures. Emphasis will also be placed on biodiversity aspects of compensation plans.

(contributors: 1-LRUUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU)

T16.3 - Pilot implementation phase

The development of the carbon footprint compensation plan for the network will be followed by the adoption of a comprehensive implementation plan. Specifically, the project will be implemented from month 36 onwards, and will be based on the guidelines of Task 16.2. Emphasis will be placed on the participation of both EU-CONEXUS academics and students, but also on the information of the academic community, the wider environmental community and the general public, on the results and effectiveness of the plan. A key priority for the implementation of the project will be to monitor its effectiveness, and to make efforts for continuous improvement, through the targeting of new goals. A total of three pilots will be operated in terms of the project, whereas best practices and lessons learnt will be disseminated to the rest of the Alliance.

(contributors: 2-AUA, 4-KU, 6-UTCB, 8-UROS, 9-FredU)

Work package WP17 – Community Engagement through Arts and Culture

Work Package Number	WP17	Lead Beneficiary	1. LRUUniv
Work Package Name	Community Engagement through Arts and Culture		
Start Month	1	End Month	48

Objectives

- Consolidate the concept and scope of EU-CONEXUS festival in the continuity of the Pilot phase of the Alliance
- Reinforce the sharing of European common values, EU-CONEXUS identity and sense of belonging to EU-CONEXUS through arts and culture
- Offer a framework for the realisation and presentation of EU-CONEXUS students initiatives and EU-CONEXUS community to the general public in each territory (universities as actors in their territory)
- Support and produce young European creation and promote the diversity of intercultural artistic expressions
- Facilitate exchanges between EU-CONEXUS partners through the co-production of collective artistic and cultural projects.
- Mobilise teams of teachers/researchers/students/staff through collective artistic and cultural projects.
- Increase EU-CONEXUS visibility by strengthening the connection to the local and regional ecosystem; network and partnerships development with local and regional territory actors (public authorities, stakeholders...) and implementation in existing infrastructures (performance halls).

Description

T17.1 -Consolidation of the concept and scope of EU-CONEXUS Festival
Based on the 2 EU-CONEXUS festivals held during the pilot phase, the concept and scope of EU-CONEXUS Festival will be consolidated:

- a mapping of resources, spaces, activity offers, existing partnerships with local and regional community will be established at each partner level.
 - themes will be identified for giving a SmUCS identity to the festival.
 - identification of disciplines to be represented and performed by EU-CONEXUS students (from performing arts to visual arts through literature, cinema, music but also graphic design, architecture, design, fashion).
 - definition and implementation of annual calls for cultural and artistic projects proposals which will be performed or exhibited during EU-CONEXUS Festival
 - selection of 1 project per university
 - identification and development of side activities to the festival (according to the skills and resources of each partner (sport, research-based activities...) to widen the outreach
 - collaboration with the JCU (WP18) for communication campaigns (launch of the student projects calls, communication around the festival activities and after event communication)
- (contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU)

T17.2 - Implementation of EU-CONEXUS Festivals

The concept established in T17.1 will be implemented by the 2 partners identified to host EU-CONEXUS festivals based on existing local events or festivals (2023, LRUniv (based on “Les étudiants à l’affiche” festival) and 2025 in FredU. The implementation will focus on: 1) developing and managing local partnerships (in particular with Associated Partners); 2) managing logistics aspects (venues booking, technical aspects, security contracts, catering, municipality authorisations); 3) organising artistic and cultural workshops (music, dance, cinema, construction design, etc.) for the students throughout the festival; 4) organising side activities (sport, research-based activities, etc.); 5) holding communication aspects around the event; 6) installing a TV set to allow live broadcasting of events and productions.

An “after event” report, for each festival, will be elaborated with the results, best practices, statistics and improvement for the next editions.

In between festivals, cultural and artistic activities will be organised, disseminated and enhanced, some of them to be selected and performed during the next festival.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, CDA, VLR, ML)

Work package WP18 – Communication, Impact and Dissemination

Work Package Number	WP18	Lead Beneficiary	4. KU
Work Package Name	Communication, Impact and Dissemination		
Start Month	1	End Month	48

Objectives

- Coordination of all dissemination, outreach and exploitation activities in order to ensure EU-CONEXUS awareness, knowledge sharing and dissemination of project results to local communities, stakeholders, industries, public authorities, EU bodies, associated partners, general public.
- Raising awareness on the topic of Smart Urban Coastal Sustainability (SmUCS), generating interest in the University and achieving commitment from the different stakeholders involved in the process and moving to action.
- Increase attractiveness and visibility of the Alliance at international level.

Description

T18.1 Communication and Dissemination Strategy

Communication and Dissemination Strategy for EU-CONEXUS Plus will be developed with objectives, strategy, target audiences, tools and means, channels and materials in order to effectively spread EU-CONEXUS Plus activities, achievements, educational and other offers to targeted audiences also outside EU. The Strategy will ensure that earlier elaborated EU-CONEXUS visual identity is respected, communication tools, foreseen activities and material will be elaborated for the successful implementation of the Strategy. It will include a communication and dissemination plan for the project period. The Joint Communication Unit (JCU) including staff from all partner institutions is responsible for the coordination and implementation of this plan. Centralised technical services such as graphic design, content manager, will be provided in order to ensure comprehensive and harmonized communication and dissemination.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T18.2 - EU-CONEXUS website, intranet, social media channels and internal communication.

Website and five social media channels (Facebook, Instagram, LinkedIn, Twitter, YouTube) implemented during the pilot phase will be used to increase EU-CONEXUS outreach. Partner universities websites as well as social media channels will be used as complementary communication channels. The website will be constantly developed to reflect the needs of EU-CONEXUS community, as well as new offers, services and products. A special intranet module will be elaborated and implemented into the EU-CONEXUS website to consolidate access to all existing EU-CONEXUS platforms, calls for actions, applications, schedules, and important information for researchers, staff and students. JCU members will take care of the smooth flow of information and content to and from partner universities, as well as internal communication and general engagement of all partner's communities to EU-CONEXUS activities. This will also include coordination of information published on partner websites and national portals about all EU-CONEXUS study and other offers (including LLL, offers for schools, stakeholders, summer/winter schools, etc.)

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T18.3 -Marketing of EU-CONEXUS products and management of all communication campaigns

Separate communication campaigns will be implemented for all EU-CONEXUS offers (see Table 4). Sample communication campaign plans with general parts, such as goals, target audiences, materials, channels, and timeline will be elaborated to integrate communication actions into all ongoing activities and products. The plans will be created in the initial phase of each activity to ensure a timely and smooth implementation and reach of targeted audiences. For effective management of all communication campaigns a special online management platform will be used (WP1). To promote EU-CONEXUS signature products besides internal communication channels external ones will be used. This especially applies for study offers, services/offers for industry, etc. Special marketing efforts will be done to recruit talented young people/young researchers who, in the future, could help to shape a critical mass of graduates or researchers specialising in SmUCS, thus ensuring that EU-CONEXUS plays a crucial role in promoting the topic internationally. This could help to increase the attractiveness and competitiveness of EU-CONEXUS on the global scene.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T18.4 - Development of EU-CONEXUS Student Ambassador programme

The Student ambassador programme will aim at bringing together a team of socially active and motivated students to help communicate and engage students in EU-CONEXUS activities. Student ambassadors will be used to create and communicate content on social media channels, student events, study exhibitions, schools, etc.

Elaboration of the programme will cover these stages:

- Definition of the concept of the Student Ambassador Programme, activities, rights and duties of ambassadors;
- Launching the call;
- Selection and training of student ambassadors;
- Ongoing coordination of ambassador's activities;
- Evaluation and renewal of the annual call and follow-up

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)

T18.5 - Workshops/trainings for university staff, teachers and researchers on communication topics

In order to successfully communicate EU-CONEXUS activities, ongoing research, studies, smart solutions for industry/stakeholders, best SmUCS experts in the field will be identified. Three sessions of workshops/trainings will be organised for them (150 participants in total) to widen their knowledge and competences to communicate correctly in order to reach the widest possible target audience.

(contributors: 1-LRUniv, 2-AUA, 3-UCV, 4-KU, 5-UNIZD, 6-UTCB, 7-WIT, 8-UROS, 9-FredU, 10-EU-CONEXA)


STAFF EFFORT

Staff effort per participant											
<i>Grant Preparation (Work packages - Effort screen) — Enter the info.</i>											
Participant	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9	WP10	Total Person-Months
1 - LRUniv	5167.00	420.00	161.00	93.00	91.00	15.00	50.00	1.00	86.00	172.00	7585.00
2 - AUA	1598.00	406.00	161.00	93.00	149.00	43.00	860.00	1.00	688.00	40.00	5030.00
3 - UCV	1598.00	1372.00	160.00	108.00	159.00	15.00	160.00	1.00	86.00	40.00	4710.00
4 - KU	1254.00	473.00	176.00	93.00	144.00		172.00	1.00	344.00	40.00	5558.00
5 - UNIZD	1339.00	362.00	197.00	102.00	244.00	2304.00	196.00	1.00	397.00	47.00	7058.00
6 - UTCB	1254.00	471.00	86.00	516.00	144.00	15.00		1.00	258.00	430.00	4653.00
7 - SETU	1254.00	94.00	1290.00	93.00	140.00	15.00	172.00	1.00	86.00	430.00	5300.00
8 - UROS	1254.00	390.00	161.00	93.00		15.00	172.00	645.00	86.00	40.00	4052.00
9 - FredU	1254.00	390.00	161.00	93.00	1250.00		172.00	1.00	86.00	430.00	5309.00
10 - EU-CONEXA	1.00		1.00	1.00		1.00	1.00	1.00		1.00	12.00
Total Person-Months	15973.00	4378.00	2554.00	1285.00	2321.00	2423.00	1955.00	654.00	2117.00	1670.00	49267.00

Staff effort per participant									
<i>Grant Preparation (Work packages - Effort screen) — Enter the info.</i>									
Participant	WP11	WP12	WP13	WP14	WP15	WP16	WP17	WP18	Total Person-Months
1 - LRUniv		1.00	107.00	100.00	60.00	72.00	559.00	430.00	7585.00
2 - AUA		1.00	172.00	129.00	96.00	120.00	43.00	430.00	5030.00
3 - UCV		1.00	100.00	215.00	182.00	40.00	43.00	430.00	4710.00
4 - KU		1.00	107.00	344.00	96.00	120.00	43.00	2150.00	5558.00

Staff effort per participant									
<i>Grant Preparation (Work packages - Effort screen) — Enter the info.</i>									
Participant	WP11	WP12	WP13	WP14	WP15	WP16	WP17	WP18	Total Person-Months
5 - UNIZD		908.00	126.00	151.00	112.00	92.00	50.00	430.00	7058.00
6 - UTCB		1.00	215.00	1.00	730.00	100.00	1.00	430.00	4653.00
7 - SETU		1.00	860.00	129.00	182.00	80.00	43.00	430.00	5300.00
8 - UROS	430.00	1.00	86.00	86.00		120.00	43.00	430.00	4052.00
9 - FredU		1.00	107.00	129.00	354.00	355.00	96.00	430.00	5309.00
10 - EU-CONEXA	1.00	1.00		1.00	1.00			1.00	12.00
Total Person-Months	431.00	917.00	1880.00	1285.00	1813.00	1099.00	921.00	5591.00	49267.00

LIST OF DELIVERABLES

Deliverables						
<i>Grant Preparation (Deliverables screen) — Enter the info.</i>						
<i>The labels used mean:</i>						
<i>Public — fully open ( automatically posted online)</i>						
<i>Sensitive — limited under the conditions of the Grant Agreement</i>						
<i>EU classified —RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision 2015/444</i>						
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D1.1	Concept for the open inter-campus concept of research and innovation incubator on SmUCS topics	WP1	1 - LRUniv	R — Document, report	SEN - Sensitive	24
D1.2	Midterm progress report to EACEA	WP1	1 - LRUniv	R — Document, report	SEN - Sensitive	24
D2.1	Catalogue of the Minor programme in SmUCS	WP2	3 - UCV	R — Document, report	PU - Public	14
D2.2	Concept of flexible curricula in Bachelor study programmes	WP2	3 - UCV	R — Document, report	SEN - Sensitive	40
D3.1	Joint SmUCS curriculum developed with economic model	WP3	7 - SETU	R — Document, report	SEN - Sensitive	36
D4.1	Evaluation report PhD Summer Schools	WP4	6 - UTCB	R — Document, report	PU - Public	48
D5.1	“Train the trainers” handbook	WP5	9 - FredU	R — Document, report	SEN - Sensitive	36
D6.1	Rule Book for Study Offer Development	WP6	5 - UNIZD	R — Document, report	PU - Public	12
D7.1	Mid-Term Report on Progress of Open Lab Hours and Student Research Hub	WP7	2 - AUA	R — Document, report	PU - Public	24
D8.1	Report on research networking and mobility	WP8	8 - UROS	R — Document, report	PU - Public	48

Deliverables						
<i>Grant Preparation (Deliverables screen) — Enter the info.</i>						
<i>The labels used mean:</i>						
<i>Public — fully open (⚠ automatically posted online)</i>						
<i>Sensitive — limited under the conditions of the Grant Agreement</i>						
<i>EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision 2015/444</i>						
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D9.1	Report on the outcomes of SmUCS conferences and workshops	WP9	2 - AUA	R — Document, report	PU - Public	48
D10.1	Framework of the two calls for project support	WP10	1 - LRUniv	R — Document, report	PU - Public	3
D11.1	Call for innovation contest	WP11	8 - UROS	R — Document, report	PU - Public	6
D12.1	Call framework for student projects	WP12	5 - UNIZD	R — Document, report	PU - Public	8
D13.1	Career Network Report	WP13	7 - SETU	R — Document, report	PU - Public	48
D14.1	EU-CONEXUS Stakeholder Academy economic model	WP14	4 - KU	R — Document, report	SEN - Sensitive	27
D15.1	EU -CONEXUS Contest Brochure	WP15	6 - UTCB	R — Document, report	PU - Public	12
D16.1	Carbon footprint compensation plan for EU-CONEXUS	WP16	9 - FredU	R — Document, report	PU - Public	36
D17.1	Final impact report on the 2 festivals	WP17	1 - LRUniv	R — Document, report	PU - Public	48
D18.1	Information package	WP18	4 - KU	R — Document, report	PU - Public	6

Deliverable D1.1 – Concept for the open inter-campus concept of research and innovation incubator on SmUCS topics

Deliverable Number	D1.1	Lead Beneficiary	1. LRUniv
Deliverable Name	Concept for the open inter-campus concept of research and innovation incubator on SmUCS topics		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	24	Work Package No	WP1

Description
Concept will be framed as a pdf document in English.

Deliverable D1.2 – Midterm progress report to EACEA

Deliverable Number	D1.2	Lead Beneficiary	1. LRUniv
Deliverable Name	Midterm progress report to EACEA		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	24	Work Package No	WP1

Description
The Alliance will deliver a midterm report on our achievements at M24 to EACEA.

Deliverable D2.1 – Catalogue of the Minor programme in SmUCS

Deliverable Number	D2.1	Lead Beneficiary	3. UCV
Deliverable Name	Catalogue of the Minor programme in SmUCS		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	14	Work Package No	WP2

Description
Catalogue of the Minor programme in SmUCS. Electronic, English

Deliverable D2.2 – Concept of flexible curricula in Bachelor study programmes

Deliverable Number	D2.2	Lead Beneficiary	3. UCV
Deliverable Name	Concept of flexible curricula in Bachelor study programmes		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	40	Work Package No	WP2

Description
Description of concept, including economic model, Electronic, English

Deliverable D3.1 – Joint SmUCS curriculum developed with economic model

Deliverable Number	D3.1	Lead Beneficiary	7. SETU
Deliverable Name	Joint SmUCS curriculum developed with economic model		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	36	Work Package No	WP3

Description
The description of the courses programme will be provided in a document in English.

Deliverable D4.1 – Evaluation report PhD Summer Schools

Deliverable Number	D4.1	Lead Beneficiary	6. UTCB
Deliverable Name	Evaluation report PhD Summer Schools		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP4

Description
This report will evaluate the 4 PhD summer schools, be published in English on EU-CONEXUS website.

Deliverable D5.1 – “Train the trainers” handbook

Deliverable Number	D5.1	Lead Beneficiary	9. FredU
Deliverable Name	“Train the trainers” handbook		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	36	Work Package No	WP5

Description
catalogue of training content and materials, English, pdf

Deliverable D6.1 – Rule Book for Study Offer Development

Deliverable Number	D6.1	Lead Beneficiary	5. UNIZD
Deliverable Name	Rule Book for Study Offer Development		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	12	Work Package No	WP6

Description
Document in PDF uploaded on the website and internal workspace in PDF and in english

Deliverable D7.1 – Mid-Term Report on Progress of Open Lab Hours and Student Research Hub

Deliverable Number	D7.1	Lead Beneficiary	2. AUA
Deliverable Name	Mid-Term Report on Progress of Open Lab Hours and Student Research Hub		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP7

Description
A progress report on completed or ongoing undergradute research activities will be presented as a pdf file in English.

Deliverable D8.1 – Report on research networking and mobility

Deliverable Number	D8.1	Lead Beneficiary	8. UROS
Deliverable Name	Report on research networking and mobility		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP8

Description
The report will contain a compilation of the numbers and main outcomes regarding research networking and mobility in English and will be uploaded as PDF on the website.

Deliverable D9.1 – Report on the outcomes of SmUCS conferences and workshops

Deliverable Number	D9.1	Lead Beneficiary	2. AUA
Deliverable Name	Report on the outcomes of SmUCS conferences and workshops		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP9

Description
Report on the four conferences and workshops organised – electronic format, English

Deliverable D10.1 – Framework of the two calls for project support

Deliverable Number	D10.1	Lead Beneficiary	1. LRUniv
Deliverable Name	Framework of the two calls for project support		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	3	Work Package No	WP10

Description
The calls will be published as PDF in English and on the website

Deliverable D11.1 – Call for innovation contest

Deliverable Number	D11.1	Lead Beneficiary	8. UROS
Deliverable Name	Call for innovation contest		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	6	Work Package No	WP11

Description
The call conditions will be explained in a document in English in PDF format published on the website.

Deliverable D12.1 – Call framework for student projects

Deliverable Number	D12.1	Lead Beneficiary	5. UNIZD
Deliverable Name	Call framework for student projects		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	8	Work Package No	WP12

Description
Document in PDF – electronic format, in English published on the website.

Deliverable D13.1 – Career Network Report

Deliverable Number	D13.1	Lead Beneficiary	7. SETU
Deliverable Name	Career Network Report		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP13

Description
This report in PDF will be downloaded from the JobTeaser platform identifying the number of students engaging with the platform and their level of activity.

Deliverable D14.1 – EU-CONEXUS Stakeholder Academy economic model

Deliverable Number	D14.1	Lead Beneficiary	4. KU
Deliverable Name	EU-CONEXUS Stakeholder Academy economic model		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	27	Work Package No	WP14

Description
Report, electronic format, in English.

Deliverable D15.1 – EU -CONEXUS Contest Brochure

Deliverable Number	D15.1	Lead Beneficiary	6. UTCB
Deliverable Name	EU -CONEXUS Contest Brochure		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	12	Work Package No	WP15

Description
This brochure in English will include overview, goals, projects specifications, expected impact of the School Contest.

Deliverable D16.1 – Carbon footprint compensation plan for EU-CONEXUS

Deliverable Number	D16.1	Lead Beneficiary	9. FredU
Deliverable Name	Carbon footprint compensation plan for EU-CONEXUS		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	36	Work Package No	WP16

Description
Report in English on the Carbon footprint compensation plan and implementation recommendations (PDF)

Deliverable D17.1 – Final impact report on the 2 festivals

Deliverable Number	D17.1	Lead Beneficiary	1. LRUniv
Deliverable Name	Final impact report on the 2 festivals		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP17

Description
Document in English describing the impact (internal and external) of the 2 festivals (PDF).

Deliverable D18.1 – Information package

Deliverable Number	D18.1	Lead Beneficiary	4. KU
Deliverable Name	Information package		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	6	Work Package No	WP18

Description
The information package will be a brochure (electronic and printed) informing about key features and project activities in English.

LIST OF MILESTONES

Milestones					
<i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
1	Mid-Term Report on Project Progress	WP1	1-LRUUniv	Report submitted and approved by the GB	24
2	Pilot framework for micro-credentials developed.	WP3	7-SETU	Minutes of the AC and upload in the collaborative platform	4
3	Skills needs analysis completed	WP3	7-SETU	Skills report produced	18
4	Pedagogical framework on the teachers' trainings	WP5	9-FredU	Minutes of the AC uploaded on a the collaborative platform	12
5	Rule Book for Study Offer Development	WP6	5-UNIZD	Minutes of the AC and upload on the collaborative platform.	12
6	Mid-term assessment of the measures to promote research networks and mobilities	WP8	8-UROS	Evaluation Report (pdf) uploaded on the collaborative platform	24
7	Roadmap of the Project Development Support Office	WP10	1-LRUUniv	GB minutes and upload on the collaborative platform.	12
8	Roadmap of the CONTI	WP11	8-UROS	GB Minutes and upload on the collaborative platform	6
9	Evaluation of the stakeholder academy pilot course implementation	WP14	4-KU	GB minutes	17
10	Definition of case studies for green campuses best practices	WP16	9-FredU	This report will be uploaded on the collaborative platform and validated by the project team	9
11	Concept and scope of the EU-CONEXUS Festival	WP17	1-LRUUniv	Document describing the concept will be validated by the GB.	2
12	Communication and dissemination action plan	WP18	4-KU	Communication and dissemination action plan	6

LIST OF CRITICAL RISKS

Critical risks & risk management strategy			
<i>Grant Preparation (Critical Risks screen) — Enter the info.</i>			
Risk number	Description	Work Package No(s)	Proposed Mitigation Measures
1	Legal obstacles for implementing European Universities and their joint missions (joint study programmes, activities in the joint research area, etc.). Medium risk: Although the pilot phase has shown that national legislation can adapt to changes in relation with EU initiatives, fundamental changes (treaty changes) might be needed for at the European level.	WP1	EU-CONEXUS and the partner universities are in close relationships the European Commission and with their national Ministries. Targeted dissemination activities create awareness on barriers arising from national or European legislation and induce problem-solving measures. Regular interactions with other Alliances within FOR-EU and joint actions create favourable conditions for further policy adaptations.
2	Difficulties of administrations to adapt current practice in view of administrative integration. Medium risk: Although administrative staff have shown interest in exchanges of best practices, institutional practices might depend on general legal obligations and cannot be modified in the short term and without a general policy change	WP1	Job shadowing for administrative staff and 2 workshops on institutional alignment on key topics, such as human resources, digital environment, with high-level administrative representatives of each university will be organised Joint offices will be set up for sharing best practices and developing together common rules and practices: Teaching Academy, ODSO (Office for Development of Study Offers), Project Development Support Office, CONTI (Office of Knowledge and Technology Transfer and Innovations)
3	Change of institutional strategy at a partner university (institutional or governance change, etc.) lead to the cancellation of a partnership. Low risk: The specific character of the Alliance relying on a thematic framework for collaboration and the adapted strategy for selecting the partners provide a stable framework for the partnership.	WP1	The set-up of the EU-CONEXUS legal entity EU-CONEXA, by the 9 members, will provide a basis for a strong long-lasting partnership under one common legal framework and a commitment to cooperation independent from mere project collaboration. The involvement of all staff and students in Alliance activities creates a stable institutional commitment to perform the project activities. A rotating presidency will moreover strengthen the political commitment at the highest level of governance at each partner institution.
4	Delays in the project implementation in one WP might cause delays in the implementation of other project parts because of the interrelation of all WPs. Low risk because of the pilot phase experience and gained efficiency in management practices.	WP1	Regular progress monitoring will be performed by the Management Board during its weekly meetings. WPIC will guarantee transversal communication and alignment. A project management tool will be implemented.

Critical risks & risk management strategy			
<i>Grant Preparation (Critical Risks screen) — Enter the info.</i>			
Risk number	Description	Work Package No(s)	Proposed Mitigation Measures
5	Difficulty of EU-CONEXUS staff community to recognise themselves in EU-CONEXUS identity Low risk because of the experience of collaborative projects from the pilot phase which will be mainstreamed and strengthened.	WP1	All categories of staff will benefit from mobility opportunities. Specific communication tools (Intranet) and channels and special events (see 3.2) will be implemented for the community. Representation of partners is distributed across all WPs and WGs to strengthen the sense of belonging to EU-CONEXUS. Political support from rectors in each university guarantees the development of EU-CONEXUS sense of identity.
6	Difficulty for EU-CONEXUS students to recognise themselves in EU-CONEXUS identity Low risk because of the mainstreaming of joint study offers and programmes and mobility incentives.	WP11, WP7, WP17, WP2, WP5, WP15, WP18, WP9, WP1, WP6, WP16, WP14, WP12, WP10, WP3, WP13, WP4, WP8	Specific communication tools and channels will be implemented for the students (i.e. relevant social media, student ambassador programme) and special events (see 3.2). EU-CONEXUS Plus will go further in accompanying student engagement and supporting student projects (WP12 & WP17). Student Board activities and students' participation in governance bodies will be enhanced. Growing students' participation in EU-CONEXUS joint study programmes and engagement in cultural festivals will strengthen sense of belonging.
7	Lack of interest from stakeholders Medium risk because of already initiated contacts through dedicated events in the pilot phase	WP1, WP14	EU-CONEXUS specialisation on SmUCS themes is closely linked to the relevant societal challenges stakeholders are facing. The open inter-campus innovation ecosystem aims at promoting collaboration of stakeholders from industry (namely ports) and society (cities and citizens) with Alliance researchers and within educational programmes. A Stakeholder Academy and specific dissemination actions on SmUCS topics towards stakeholders will be implemented and evaluated for creating awareness and encouraging their implication within the project activities. Relevant stakeholders are associated partners to the proposal and are committed to collaborate with the Alliance. Micro-credentials and programmes for Life Long Learners will be developed to answer specific needs.
8	Students intakes in EU-CONEXUS programmes at BSc, MSc levels or activities (ie. PhD summer schools) are insufficient and jeopardise the efficiency and sustainability of programmes.	WP11, WP7, WP17, WP2, WP15, WP18, WP5, WP9, WP1, WP6, WP16, WP14,	The promotion/admission cycle takes into account the possibility to stop the programmes implementation if they cannot be run cost-efficiently. Grants and scholarships to attract talented students will be offered. Targeted Communication are developed for recruiting students.

Critical risks & risk management strategy			
<i>Grant Preparation (Critical Risks screen) — Enter the info.</i>			
Risk number	Description	Work Package No(s)	Proposed Mitigation Measures
	Low risk because of the attractiveness of EU-CONEXUS signature topics, high attractiveness of joint Programmes in general with a financial support available	WP12, WP10, WP3, WP13, WP4, WP8	
9	Intellectual property rights inhibit efficient teaching collaboration Medium / High risk because of lack of experience on systematic and structured, cross-cutting teaching collaboration.	WP6, WP2, WP3, WP4	A secured data exchange system has to be implemented/adapted to teaching collaboration. An appropriate GDPR policy has been developed and will be implemented. ODSO will provide support in teaching collaboration and IP aspects.
10	Lack of interest from the teaching community to engage in EU-CONEXUS activities Low risk as pilot phase has shown a growing interest from the teaching community to develop joint programmes. Participation in various teachers' trainings (international staff weeks, monthly teachers' café) has been encouraging.	WP6, WP10, WP5	EU-CONEXUS PLUS will continue to offer innovative trainings to the teaching community. Bottom-up initiatives for joint programmes will be supported by the ODSO which will provide expertise for curriculum development and funds for joint accreditation. A Project Development Support Office will also offer support and expertise to develop joint programmes and respond to calls for proposals.
11	Lack of interest from researchers to participate in EU-CONEXUS joint research area Medium risk because of structures (JRIs, Research Council) established during the pilot phase and dedicated WPs and RFS project that further strengthen the joint research area.	WP10, WP8, WP9	Supporting instruments for networking and increasing excellence are foreseen (mobilities, organisation and participation in conferences, invitation of excellent guest researchers, project development fund, seed funding, research portal-data base). Conferences and workshops will be organised with dedicated communication to reach the researchers community. The Project Development Support Office will support researchers to engage into joint research projects. Strong involvement of vice-presidents for research in Research Council and strategy coming out from Research Council will be a facilitator.
12	Low interest from local community (political actors, social actors) Medium risk because of lack of experience of systematic and structured, cross-cutting collaboration. However, some best practices have been tested during pilot phase (school contest)	WP14, WP17	The Stakeholder Academy concept aims at contributing to regional development and positive impact on local communities. EU-CONEXUS festivals will improve visibility on local/regional territory by strengthening the connection (network, partnerships) to the local and regional ecosystem. Targeted communication and dissemination will be performed.

Critical risks & risk management strategy			
<i>Grant Preparation (Critical Risks screen) — Enter the info.</i>			
Risk number	Description	Work Package No(s)	Proposed Mitigation Measures
	and relevant stakeholders have since been integrated as associated partners in the proposal.		
13	Low success in recruiting alumnis for networking and students' mentoring Medium risk because of lack of alumni culture at many partner institutions.	WP13	With the growth of joint programmes the students' community with concrete EU-CONEXUS study experience will grow and the leader of the WP implementing the alumni network has experience in Alumni community management.



DESCRIPTION OF THE ACTION (PART B)



HISTORY OF CHANGES			
VERSION	PUBLICATION DATE	CHANGE	JUSTIFICATION
1.0	25.02.2021	Initial version (new MFF).	
1.0	29.08.2022	EU-CONEXA was changed from “Affiliated Entity” to “Full Beneficiary status” (BEN) in Section 2.2, chapter 2.2.1 “Consortium set-up” under point 2. “Description of the participants of the Alliance: Beneficiaries”, where the number of beneficiaries was raised from 9 to 10 and the section “Affiliated Entity” was deleted. The abbreviation “EU-CONEXA” was added to the title of the participant.	Due to rules of the funding authority an affiliated entity can only be affiliated to one and not to all project beneficiaries.
		EU-CONEXA was changed from participant 1.1. to participant 10 in WP 1, 2, 3, 4, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 18.	Due to EU-CONEXA status change
1.0	30.08.2022	The beneficiary title Waterford Institute of Technology (SETU) was changed to South East Technological University (SETU)	Waterford Institute of Technology merged in May 2022 with IT Carlow for creating SETU.
1.0	19.09.2022	Section 2.1.3. Project teams, staff and experts: Additional staff Prof Veronica Campbell (President) and Dr Mark White have been added to the table.	New staff from SETU joined the project team.
1.0	19.09.2022	Section 2.2., section 2.2.1./2. Description of the participants of the Alliance: Addition of information on the merging institutions forming SETU .	Waterford Institute of Technology merged in May 2022 with IT Carlow for creating SETU.
		Section 2.2., section 2.2.1./2. Description of the participants of the Alliance: To the Associated partner description of Southern Regional Assembly and the Waterford Chamber of Commerce was added “of Ireland”.	Adding precision
1.0	19.09.2022	“IMPORTANT NOTICE” was deleted.	Proposal “cleaning”
1.0	19.09.2022	Proposal writing instructions deleted from COVER PAGE, Sections 1, 2, 3 and 4.	Proposal “cleaning”
1.0	19.09.2022	“Outside resources” table (section 2.1.3) was deleted	Not relevant for this proposal
1.0	19.09.2022	Chapter 2.1.4 was deleted	Not relevant for lump-sum grants
1.0	19.09.2022	Chapter 2.1.5 “Risk Management” was deleted	Already included in Part A
1.0	19.09.2022	Section 3.1. spelling mistake was corrected	Proposal “cleaning”
1.0	19.09.2022	Section 3.1. Table 2, wording was corrected	Proposal “cleaning”
1.0	19.09.2022	Section 4.2 . Work Packages and activities was deleted	Already included in Part A
1.0	19.09.2022	Section 4.3 “Timetable” was renumbered 4.2	Proposal “cleaning”
1.0	19.09.2022	Section 4.4 “Subcontracting” was deleted	Not relevant for this proposal
1.0	19.09.2022	Section 5. OTHER deleted	Not relevant for this proposal
1.0	19.09.2022	Section 6 renumbered Section 5.	Proposal “cleaning”
1.0	19.09.2022	Section 6: Table “Financial support to third parties” deleted	Not relevant for this proposal



1.0		<p>Budgetary changes made All changes have been applied on the portal directly:</p> <ul style="list-style-type: none"> - LRUniv : WP4 requested contribution has increased of 2€ from 62 830€ to 62 832€, WP5 requested contribution has increased of 1€ from 42 338€ to 42 339€, WP7 requested contribution has increased of 1€ from 22 932€ to 22 933€, WP8 requested contribution has increased of 2€ from 32 394€ to 32 396€, WP10 requested contribution has decreased of 1€ from 44 697€ to 44 696€, WP12 requested contribution has decreased of 1€ from 7800 to 7799€, WP17 requested contribution has decreased of 2 € from 159 958€ to 159 956€ - UCV : WP6 requested contribution has decreased of 1€ from 6947 € to 6 946€ - UTCB: WP4 requested contribution has decreased of 1 € from 158 394 to 158 393€ - UROS: WP14 requested contribution has decreased of 2 € from 28 954 to 28 952€ - FredU : WP1 requested contribution has increased of 1€ from 264 444€ to 264 445€ 	Slight changes had to be made on the financial section in order to respect the maximum grant amount of the proposal 14 399 968€ due to different ways of calculations between the excel template submitted and the portal.
1.0	20.09.2022	<p>ESR comment: Joint vision and statements focus does not reach out beyond 2027. No amendment.</p>	<p>No date indication is made in the Mission Statement and activities planned in detail on legal (association) and on strategic level (institutional alignment, joint recruitment, etc.) clearly show a long-term strategy.</p>
1.0	20.09.2022	<p>ESR comment: SDG aspects are not well elaborated. No amendment.</p>	<p>The European University for Smart Urban Coastal Sustainability works on several SDGs by having them naturally underlying all missions of the university. It has been chosen to postpone a more elaborated strategic focus and investigate on the institutional advances of the partner universities out of budgetary reasons. However the “Green Campus” work package is a first step in promoting a strategic approach.</p>



		ESR comment: No uptake of rewards for diverse career paths. No amendment.	A human resources strategy and alignment is under investigation in an accompanying H2020 project (EU-CONEXUS Research for Society 2021-2024). An uptake of recommendations might inform institutional alignment actions foreseen in WP1.
1.0	20.09.2022	ESR comment: Open data practices are not mentioned. No amendment.	Open data practices are developed in an accompanying H2020 project “EU-CONEXUS Research for Society” (2021-2024).
1.0	20.09.2022	ESR comment: Work plan too complex No amendment.	The project aims at institutional outreach and institutional commitment across all staff and all missions. The choice of 18 clearly delimited and planned Work Packages relies on the assumption of better distribution and responsabilisation of contributors to the Alliance. The fact that an experienced coordination team, management board will form the core of the project will allow for an efficient implementation.
1.0	20.09.2022	ESR comment: Mitigation of risks on an ongoing basis is not adequately catered for. No amendment.	During the last three years of Alliance development the SWOT Analyses done in the context of Management reports have proved to be a sufficiently effective tool for ongoing mitigation of risks.
1.0	20.09.2022	ESR comment: The proposal does not provide sufficient justification for the choice of associated partners. An explanation was added to Section 2.2, chapter 2.2.1, point 1.	Out of existing partnerships the Alliance has decided to closely focus on building concrete partnerships with cities and ports (and port related industries) as a core for a EU-CONEXUS external relations network
1.0	20.09.2022	ESR comment: The inclusion of Technical University of Civil Engineering Bucharest is insufficiently explained. An explication for the inclusion of UTCB was added to Section 2.2, chapter 2.2.1, point 2.	UTCB is a specialized technical university in civil engineering and related fields. This includes aspects of engineering related to coastal areas and ports (like coastal protection



			<p>construction works, energy efficiency and sustainability of urban coastal areas, environmental protection measures, mechanical lifting equipment , etc.</p> <p>The strategic directions of UTCB, established before entering EU-CONEXUS, are: resilience to disaster, smart buildings and smart cities, energy efficiency and sustainability (key concepts in EU-CONEXUS as well). It is worth mentioning that a master level double-degree agreement was established, also before the EU-CONEXUS structuring, between La Rochelle Université (leader of EU-CONEXUS) and UTCB, concerning the UTCB master programme "Energy Efficiency of Building Services" ("Efficacité énergétique des installations techniques du bâtiment").</p> <p>The EU-CONEXUS Alliance is gathered under the Smart Urban Coastal Sustainability (SMUCS) concepts. In the light of the above-mentioned characteristics of UTCB, UTCB is very well equipped for covering the engineering aspects of SMUCS and thereby perfectly complements the thematic strains of EU-CONEXUS.</p>
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PROJECT SUMMARY

Project summary (in English)- for copy paste on the portal – 2000 characters

See Abstract (Application Form Part A)

1. RELEVANCE

1.1 Background and general objectives

In response to the call for the creation of European Universities in 2018, the EU-CONEXUS Alliance has developed an ever **more integrated transnational University system** covering the four missions of higher education institutions: education, research, innovation and service to society. The choice of the thematic focus “Smart Urban Coastal Sustainability” is unanimously considered as reinforcing the strategic positioning as an Alliance, but also as individual partner in its national environment. This focus is perfectly in line with the common vision that higher education and research needs to be challenge-based and provide solutions to global societal problems. Moreover, the globality and comprehensiveness of these solutions will only be achieved by cooperation and use of complementarities across countries, activity sectors, professions and disciplines. During the pilot phase, the six founding partners have succeeded in laying down efficient governance and management structures to sustain a long-term structural cooperation and to foster systemic change enabling a high level of administrative integration. In the meantime, three formerly associated partner universities have joined the Alliance as full members. All partners are equally and continuously engaged in consolidating and widening their institutional commitment to the further deepening of the Alliance by participating in strategic decision-making and orientation at the highest political level.

The **economic model of EU-CONEXUS** is relying on various funding sources and Erasmus+ funding is the most important but not exclusively used to further stabilise the long-term cooperation. Partners are collectively engaged in: Horizon-2020 SwafS co-funding strengthening the research mission of the European University; Erasmus Mundus Joint Masters funding for a joint Master programme developed in the pilot phase; Strategic Partnerships on students’ civic engagement and on sport activities for students with disabilities; numerous joint research projects developed and submitted; collective actions to create a trans-regional stakeholder community that invests in innovation projects (see List of Previous Projects). Furthermore, the partners have decided to create an International Non-profit Association (EU-CONEXA) for pooling resources and facilitating operational implementation of joint activities.

In pursuing their aim of **structuring an inter-university “campus”** EU-CONEXUS activities have already been able to show off, incentivise institutional transformation and even remove barriers to transnational collaboration of HEIs. Indeed, 2 pilot **joint Minor programmes** for Bachelor students have introduced inter-disciplinary and cross-sectoral approaches, led to institutional transformations towards flexible curricula and intensified management and automatic recognition of new formats of physical, virtual and blended mobilities. Transnational shared joint programmes have increased teaching collaboration and the sharing of best pedagogical practices and have pooled resources for joint trainings of teachers. First cohorts of 1083 EU-CONEXUS students have benefited from the personalisation of their curricula, practical and work-based studies and intercultural experience in virtual and physical classes. The first **EU-CONEXUS joint Master programme in Marine Biotechnology** (one of the first three joint programmes created by the European Universities alliances) was created as transnationally integrated multidisciplinary programme based on joint enrolment and administration with embedded personalised curricula, innovative pedagogies, high insertion of professionals in the teaching process, hands-on training, joint Diploma etc. It was accredited via European Approach for Quality Assurance of Joint Programmes. During the development of this highly innovative and joint programme, a series of barriers to transnational collaboration have been identified and allowed to actively participate and impact national and international decisions towards automatic recognition, European Degree, quality assurance and other tools. **Legislative changes** have taken place in Croatia, Romania and Spain to facilitate the accreditation and implementation of joint educational programmes. A **joint international PhD programme** has been



created but not launched yet due to restrictive national regulatory frameworks. Other **pilot course offers** have included short-term programmes to increase the awareness of European languages and cultures, sustainable development, civic engagement and entrepreneurship.

As prerequisite to open-up study programmes, launch joint educational programmes and increase of online taught courses, a **common virtual teaching and learning environment** has been developed and intensified by the COVID-19 pandemic situation. The Alliance has started to experiment on **various types of mobilities** (virtual, blended, professional Minor courses, teaching collaboration, virtual exchange, virtual teachers and researchers' cafés/job shadowing, language tandems, etc.) and has increased inter-alliance mobilities (from less than 100 to more than 2000). The new Erasmus+ framework 2021-2027, will be exploited to promote further inter-alliance mobilities (such as Blended Intensive Programmes, short term mobility of PhD students, etc.). Project pilots will provide recommendations for other short term mobility actions in the Erasmus+ programme and for recognition of non-conventional mobilities in Diploma Supplements and career development plans.

The joint educational programmes continue to be at the centre of collective action, benefiting from the accumulated expertise and successful pilots. The aim of EU-CONEXUS Plus is the **multiplication of offers** for attracting more students and teachers, including more (inter-disciplinary) study fields as well as opening the offers to non-Alliance participants. In parallel, in order to flesh-out the thematic focus of the Alliance, "signature curricula" will be created in the three cycles. In addition, reaching out to a wider community of students and staff is achieved by taking up smaller and a variable geometry of joint educational offers whose development will be supported on methodological and pedagogical levels.

The challenge-based approach applied in educational programmes is grounded in the SmUCS **Joint Research Area**. During the pilot phase, Joint Research Institutes (JRIs) have been structured around existing laboratories, institutes, and core facilities available at partner universities: The Life Sciences and Biotechnology Institute (LSBI), Environmental Sciences and Biodiversity Institute (ESBI), Coastal Engineering Institute (CEI), Social, Culture and Human Sciences Institute (SCHSI). As part of its implementation, the JRIs' main tasks were to map both the human resources and research facilities in all partners, relevant to their respective research area, promote the harmonization of good laboratory practices between the partners, stimulate the accreditation of laboratories and encourage and foster the creation of consortia for the preparation of joint research projects. In their current form, the existing JRIs bring together more than 400 research teams including more than 2000 scientists in all partner organisations. In complementarity with structures and activities developed under the H2020-SwafS project "Research for Society" (RFS) designed for strengthening the research dimension of European Universities (human resources, gender equality, intellectual property rights, etc.), management and administration structure of the JRIs will help develop the thematic interlinkages of ongoing research and promote interactions within and between the JRIs. Virtual and physical SmUCS related workshops and conferences will be organised on a regular basis open to the wider scientific community and stakeholders. Continued support will be provided for researchers inter-Alliance mobilities and joint project development as well as the participation in international SmUCS related conferences and networks. The opportunity to visit other consortium groups, research centres, and labs is an incentive for proving and reproducing research results in other environments, using other equipment and other experimental designs. These networking activities are important for early-stage researchers to develop their discipline-specific research skills and to immerse themselves in different methodologies. The promotion of a SmUCS researchers' community will be essential to create an EU-CONEXUS identity, visibility and attractiveness on international, European and national level, and enriches the individual partners' institutional development of their research dimension. In the upcoming years, the Alliance introduces a new focus on **knowledge transfer**, in complementarity with H2020-SwafS project activities. A knowledge transfer contact point will be implemented, and yearly innovation contests will be organised to raise awareness of innovation aspects within education and research and promote an entrepreneurial mindset of students and researchers.

Building on successfully performed **stakeholder outreach activities** in the pilot phase, EU-CONEXUS has identified an interest for specific collaboration initiatives with ports, cities and regions (Stakeholder Academy, knowledge and innovation network) and the continuation of collaboration with schools on SmUCS topics. Cultural festivals in partner cities are furthermore designed to strengthen the connection to the local and regional ecosystems.

Thus, EU-CONEXUS Plus is strengthening and multiplying activities developed in the pilot phase, creating adequate centralised support systems, attracting external partners for specific actions and working further on the institutional transformation of individual partners, increasing quality, performance and



attractiveness through more integrated inter-university “campus” as it has been reconfirmed in the **EU-CONEXUS long-term mission statement**:

EU-CONEXUS is committed to create a new institutional framework for higher education in Europe that allows for a truly European way of studying and doing research through institutional alignment and seamless mobility for all.

1.2 Needs analysis and specific objectives

As a thematic Alliance, EU-CONEXUS is committed to contribute to the **UN-SDGs and provide interdisciplinary educational programmes** tackling primarily SmUCS topics. “Signature” EU-CONEXUS joint programmes will be based on the experience gathered in the pilot phase, partners’ complementarities and expertise, and will continue to serve as pilots and **role models** towards joint, **flexible and innovative curricula**. EU-CONEXUS Plus will further develop the quality framework for joint programmes, which primarily must foster student’s **digital, green and soft skills, entrepreneurship and critical and creative thinking**. With these new models of joint curricula EU-CONEXUS will continue to contribute actively to the transformation of the European and national legal framework towards a truly transnational and barriers-free higher education area.

→ A **general framework for EU-CONEXUS micro-credentials** (WP3) will include small scale courses for BSc (WP2 – 54 micro-credentials), MSc (WP3 - 20 micro-credentials), PhD (WP4 - a catalogue of transversal PhD courses). EU-CONEXUS responds to European approach to micro-credentials. It will seek to exploit this framework to provide flexible learning opportunities and increase the employability of the students. Thanks to the EU-CONEXUS skills map in SmUCS (2020/2021), national market surveys, interviews with stakeholders and students, the necessity to include interdisciplinary topics and transversal skills in the learning outcomes of the students and lifelong learners has been identified. EU-CONEXUS micro-credentials will aim to respond to the labour market needs, empower the students to customise their own curricula and include SDGs and green skills in traditional curricula. Depending on the outcome of the ongoing “Social entrepreneurship pilot programme”, they may focus on raising civic engagement and entrepreneurial mind-set of students. Newly developed micro-credentials shall include innovative pedagogies, QA processes and, where possible, international classroom (through virtual and blended mobility).

→ **EU-CONEXUS Teaching Academy** (WP5) will provide the pedagogical excellence of our academic offers through nine training methodologies. A high demand to upscale pedagogical competencies has been detected during the pilot phase, especially related to the changing teaching and learning environment. Joint academic offers, teaching collaboration, virtual teaching have increased the demand for inter-cultural and digital skills. The EU-CONEXUS long-term strategy sets new educational trends and student-centred pedagogical methodologies as core element of every joint educational offer and places the teachers at the centre of its quality enhancement strategy, in line with newly demanded green and digital skills, fostering entrepreneurship, critical and creative thinking. The EU-CONEXUS Teaching Academy will provide a systemic input in curricula and train the teachers of new academic offers. The “train-the-trainers” approach will scale-up the benefits to the wider academic community and raise the inclusiveness of the action.

→ **Multiplication of successful pilots**: 30 new joint programmes in all cycles are expected to be created (WP6). The innovative and attractive Minor programmes, the success of the first joint Master programme, closer intra-Alliance cooperation and several staff mobilities raised high interest in the academic community to create joint/double/multiple programmes and thus, benefit from complementarity and internationalise local curricula. A new EU-CONEXUS Office for Development of Study Offers (ODSO) will pool expertise gathered in the pilot phase and resources to support bottom-up initiatives and provide systematic guidance to the EU-CONEXUS community on key aspects of transnational curriculum development: how to start the joint/double/multiple degree programme, which mobility/administration/accreditation, etc. model to choose, preparation of documentation for accreditation of degree programmes, etc. A complementarity analysis of study and research programmes developed in the pilot phase will be used.

→ **Intra-EU-CONEXUS mobility** will be promoted through several joint activities. Overall mobilities which suffered from the restrictions imposed by COVID-19 crisis will be multiplied by 6 until the end of the project period. Students, administrative and academic/research staff have already (as much as the pandemic allowed for) benefited from virtual, physical and blended mobility schemes embedded in the EU-CONEXUS educational programmes of each cycle and supported by specific mobility schemes for research and administrative staff (cultural festivals, job-shadowing, international staff training weeks,



virtual cafés, lab visits, researchers' mobility call, scientific workshops, project development fund, stakeholder conferences). Increased demand for mobilities raises challenges to look for alternative mobility opportunities and their recognition for studies and career. Mobility schemes (virtual, physical and blended; short-term and long-term; physical and virtual teaching mobilities, academic exchange) are and will be embedded in new joint degree programmes, professional Minor courses, Minor programmes, and even in some micro-credentials and new pilots such as Stakeholder Academy. A special focus for highly attractive, transversal Minor programme and micro-credentials for BSc supported by various mobility schemes will increase the percentage of mobile BSc students which make almost 10% of EU-CONEXUS BSc students. Researchers' mobilities will be promoted by special networking activities and funding programmes for joint projects and internationalisation (WP8, WP9, WP10).

→ The number of **international students and staff** at each partner is expected to increase by 10% until the end of the project period. New joint educational offers, opening-up existing study programmes, increase of virtual course offers, international reputation, partnerships with external educational institutions to complement missing competences and internationalisation of curricula shall increase the number of international students at EU-CONEXUS universities. Newly introduced incentives for incoming and outgoing mobilities for researchers, PhD summer schools (WP4), international partnerships (WP8) will attract international staff to the Alliance.

→ Minimum six **challenge-based projects** under the framework of Blended Intensive Programme and nine projects under the framework of virtual exchange will be created (WP2). A challenge-based approach will be used in the learning process and will aim to facilitate the employability and research skills of the students, to have hands-on experience and to be socially responsible. As the first stage to this initiative, some 120 teachers will be trained how to use challenge-based approach in the teaching process.

→ **“Research back into education”** (WP7) aims to transfer research results and innovation back into education. Modern educational practices have highlighted the beneficial impact of undergraduate research experiences on the pathway towards an advanced degree scientific career. Joint research-based activities (Student Research Hub and Open Lab Hours), will introduce and familiarise BSc students with research on SmUCS topics, by actively and creatively engaging them to scientific procedures related to blue-green solutions in coastal and urban development. They will be trained on how to conduct interdisciplinary research as part of their curriculum, explore career directions and be educated on research ethics, social awareness and sustainability. Students will participate in SmUCS research projects, use EU-CONEXUS advanced infrastructure, improve critical thinking and scientific reasoning, develop innovative ideas, digital, creative and transversal skills. In these activities, PhD students will play a key role by guiding undergraduate students as co-learners or explorers, gaining tutorial and leadership experience. The multi-institutional research opportunities offered by more than 400 EU-CONEXUS research teams, meets the needs of students and promote their aspirations to pursue an internationally competitive scientific career.

→ Structured relationships **with associated partners** from ports, cities and regions will be created (WP1, WP14, WP17). To foster European knowledge and respond to socioeconomic challenges, EU-CONEXUS has already initiated a transnational cooperation with and between stakeholders from ports and city authorities. EU-CONEXUS wants to be an active player in solving regional and international socioeconomic challenges in SmUCS. Following-up on targeted workshops with ports and cities, a Network Action Plan (2022) aims at sustainable partnerships on SmUCS. EU-CONEXUS Plus will reach the next level of structured relationships for innovation and sustainable development of coastal ecosystems primarily with its associated partners with the conclusion of partnership agreements and with activities, such as the open inter-campus concept of research and innovation incubator on SmUCS topics, the Stakeholder Academy and EU-CONEXUS cultural festivals for the local communities. A wider angle is taken up by the ambitious plan to create a transregional knowledge and innovation network, where students, teachers, researchers, businesses, NGOs, policy-makers and society at large meet, are informed, discuss and collaborate to co-create a user-centred research and innovation ecosystem capable of responding to the complex social needs linked primarily to ports and cities. Potentially this research and innovation incubator will serve as a platform for various initiatives to a wider society.

→ The improved **joint governance and management** framework will include centralisation of some activities and the implementation of an International Non-profit Association (EU-CONEXA). To strengthen a more integrated transnational University system, EU-CONEXUS Plus will build on the already successfully working joint governance and management structures (see point 2.2.2). They will be reinforced by centralising some activities such as the organisation of mobility and IT tasks and by closely aligning communication activities. In addition, the efficiency of the implementation of joint activities will be enhanced by delegating specific operational tasks to the joint legal entity (EU-CONEXA).



→ **Pooling expertise and know-how** to mainstream successful pilots through new EU-CONEXUS Teaching Academy, the Office for Development of Study Offers, the Project Development Office, the Contact Point for Technology Transfer and Innovation. Partners benefit from complementary strengths in support services provision by pooling human resources, expertise and sharing the costs of intra-alliance required expertise by establishing joint offices. Additionally, pilot EU-CONEXUS services such as virtual teacher cafés, international staff training weeks, administrative assistance to create new programmes were evaluated very positively by the students and staff, therefore it is logical to multiply them using already well elaborated processes, templates and accumulated expertise.

→ **Sharing standards and best practices** is well established through smoothly organised project management practices and increasing administrative job shadowing to 5% of administrative staff. EU-CONEXUS Plus pursues a general institutional alignment by organising workshops on different administrative levels including human resources and finances as well as job shadowing on specific thematic. The H2020-Swafs project will impact EU-CONEXUS Plus progress in aligning institutional practices and procedures as it aims at strengthening the research dimension of European Universities on several transformation modules and best practices (e.g. joint recruitment, knowledge transfer structures and regulations, open science, access to research infrastructures, research agenda development, research and innovation information system). The partners have already developed and agreed on an EU-CONEXUS Gender Equality Plan to be implemented by institutional Action Plans that will impact the QA standards guiding all EU-CONEXUS activities, including curricula. Regarding green skills and green transition, it is a clear objective of the joint long-term strategy to work on a general framework to develop a Green Campus Strategy for all partners.

→ Being a **role model** and participating in policy change: EU-CONEXUS is committed to work together with the other alliances of the Erasmus+ Call via the established **Forum of European Universities (FOR-EU)**, to discuss and share intelligence resulting from: - The assessment of current practices, best practice and progress made/success stories implementing our long-term strategies - The identification of barriers – legal, financial and regulatory, level at which the barrier exists (Local, regional or European).

The Forum is an informal group, established to work together where it is of added value, e.g. to :

- Share information
- Benchmark the process of the projects;
- Collaborate on project activities and dissemination
- Monitor the process of the initiative as a whole;
- Join lobby efforts and coordinate lobby at the European and national level (e.g. in the field of the European Degree, multilingualism, legal structures and governance, research and innovation, project management and digitalisation and IT).

On the national level, all partners are engaged in or leading interest groups of universities which are members of European University Alliances and join forces for national level policy adaption. EU-CONEXUS is also participating actively in numerous studies, surveys, consultations, etc. of the European Commission to better inform policy proposals for the EEA.

EU-CONEXUS is ready to participate in and adapting the U-Multirank approach to international ranking of higher education institutions for European University Alliances.

1.3 Complementarity with other actions and innovation — European added value

1. The proposed project EU-CONEXUS Plus **builds on the achievements of the pilot Erasmus+ project EU-CONEXUS** that is currently under implementation with the help of which the EU-CONEXUS Alliance could be initiated. EU-CONEXUS Plus continues to further develop the strategic objectives laid out in the **Joint Mission Statement** of the Alliance and creates an integrated transnational higher education and research institution based on a long-term structural cooperation of all partners mobilising all four missions of a university (education, research and innovation and service to society) around the thematic focus Smart Urban Coastal Sustainability.

In the framework of the EEA, the ERA and the EHEA, EU-CONEXUS Plus will continue to act as role model and actively participate in the formulation and implementation of European policies on a European Degree, micro-credentials, Erasmus Without Papers, Digital Education Action Plan and most importantly the general principles of the EEA and consolidating policies for the European University initiative such as the creation of a legal statute. Also, more general policies are, of course, relevant and considered in all

activities such as the European Green Deal promoting sustainability, the Human Resources Strategy for Researchers which is relevant for recognition of international activities such as teaching collaboration and virtual exchanges and will contribute to more transparent recognition of extracurricular merits in building the careers. Inclusion policies and gender equality policies are included in the developed actions and procedures. The best practices and pilots implemented in the pilot project (Minor programmes, full roll out of joint Master degree, various types of mobilities and support schemes - see 1.1 and 1.2, job shadowing, Joint Research Institutes, researchers mobilities, PhD Summer Schools, project development fund, international school contest, cultural festivals, skills map, stakeholder events) will be mainstreamed through newly developed support structures or improved formats for having an effect on the larger university community. EU-CONEXUS Plus plans to open up to other cooperation with HEI from Programme and Partner countries, in particular sharing expertise and know-how, creating new academic offers and research results.

EU-CONEXUS has won **several project grants in addition to the Erasmus+** European University strengthening specific aspects of collaboration: KA2 Strategic Partnerships projects (Sports Handicap Inclusive Experience, No. 2021-1-FR01-KA220-HED-000023532, Students Civic Engagement European Project No. 2020-1-fr01-KA203-080652, SCEE), Erasmus Mundus Joint Masters (No. 101050597-JMPMB), H2020 SwafS (No. 101017436 – EU-CONEXUS-RFS), H2020-CSA. National co-funding has also helped in all countries whereas on various and unequal levels to complement funding of strategic cooperation activities. Additionally, the inputs and results to the development of new products, services and management practices are based on other projects partners (see. Annex4). Some activities have been implemented at individual institutions (such as Stakeholders Academy, virtual exchange) and will be transferred to the transnational level of the Alliance.

2. The activities of the Alliance are complementary to the 40 other European University Alliance initiatives assembling in total close to 300 HEIs in Europe. All Alliances test different models of structural cooperation and integration and multiply their impact collectively through the **exchange of best practices** and collaboration in policy reform (FOR-EU). E.g., the case analysis of the barriers for joint international Master and PhD programmes were used as a reference for further transnational and national policy making.

3. The Alliance is composed of **nine partner universities evenly spread across European coasts.**

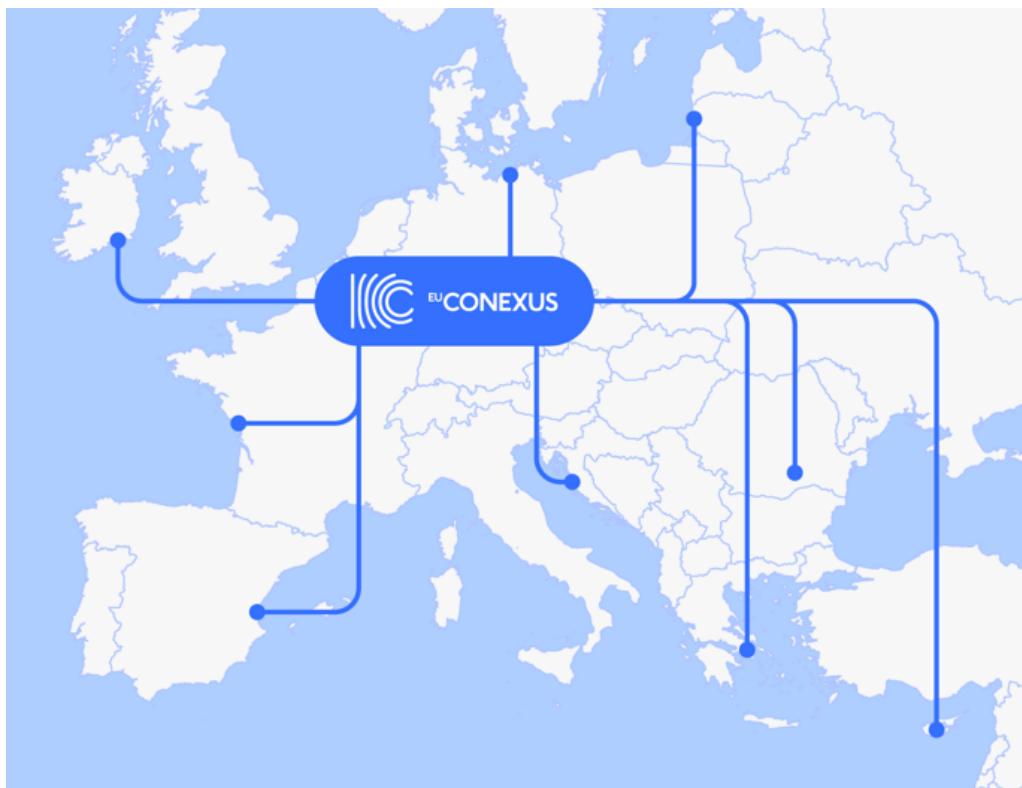


Figure 1. EU-CONEXUS geographical coverage

On thematic grounds, the SmUCS focus provides an innovative way to implement **interdisciplinary approaches throughout a higher education and research system**. By putting a challenge at the centre of all activities of the university, its educational activities, its research, its administrative structures will



automatically have to become transversal, interdisciplinary, interactive. This is the innovative aspect of the project on institutional and organisational grounds that follows the thematic orientation.

The comprehensiveness of the thematic focus is ensured by the **complementarity of expertise** and educational programmes of the partners in the Alliance. Thanks to the geographical distribution of partner locations the Alliance is not only complementary in educational and research terms, but also with regards to environmental, economic and social circumstances and legal conditions for urban and regional development that are diverging across Europe and globally.

Thus, EU-CONEXUS activities benefit from complementary national and regional experiences, that inform and impact social and economic practices, research focuses and needs, and contribute to innovative solutions that can be implemented in various countries and regions. Therefore, the project activities are directly designed to contribute to achieving European Education Area by 2025.

2. QUALITY

2.1 PROJECT DESIGN AND IMPLEMENTATION

2.1.1 Concept and methodology

Designing EU-CONEXUS Plus, the Alliance is focussing on mainstreaming, deepening and expanding of the European University for Smart Urban Coastal Sustainability EU-CONEXUS, referring to the long-term joint strategy and Erasmus+ call objectives.

Consistency of Joint long-term strategy – joint structures – joint activities

The joint long-term strategy of EU-CONEXUS aims at the establishment of an integrated transnational higher education and research institution. As from the creation of the Alliance, EU-CONEXUS has been based on the firm commitment of all partners of the Alliance to create a long-term collaborative structure relying on complementarities of strengths, exchanges of best practices and gains in quality by sharing resources. This ambitious vision is reinforced by the integration of three former associated partners as full members. The joint governance structures are designed to support this ambition from the highest political and strategic level of its partner institutions. The governance model is not only established for EU-CONEXUS Plus but mirrors a federative university governance scheme that relies on collective strategic decision-making bodies, where all partners and students are represented, and executive bodies, composed of a central coordination team and institutional coordinators. Joint activities are decided strategically at the highest political level and implemented by jointly staffed trans-institutional working groups. For a more efficient and effective implementation of joint activities EU-CONEXUS has created EU-CONEXA, an international non-profit association that will carry out specific actions and procedures. In the long term, it is foreseen to go further and experiment an integrated model of legal entity for higher education institutions.

Based on this general cooperation model the approach and the methodology guiding EU-CONEXUS Plus can be summarised as such: collective ambition, distributed efforts, common trust. The joint governing bodies are collectively responsible for the strategic orientation, guidance and monitoring of the work progress and the achievement of the general objectives and main deliverables. As leader of one or more work packages each partner has been attributed specific responsibilities in line with their specific strengths for implementation and a specific level of involvement in the delivery of tasks, but as member of the Alliance and a signatory of the joint mission statement, all partners benefit from the progress made in integrating activities in chosen areas. After more than two year of strategic and long-term oriented structured collaboration the partners have established a common trust allowing for more distribution of tasks and thereby a gain of efficiency in the delivery of tasks. Partners are not necessarily participating in all steps of the work plan of a certain task but assume nevertheless responsibilities of implementation of outcomes or benefit from results.

Activities to support excellence in education

During the pilot phase, EU-CONEXUS has already focused on the promotion of multi/interdisciplinary and cross-sectoral skills through the implementation of two Minor programmes offering specialisations to be combined with disciplinary study tracks from all study areas thus leading to curricula flexibilisation. Joint Master programme in Marine Biotechnology - to be launched in September 2022 -, is conceived as a true international joint programme with multi/interdisciplinary student-centred curriculum including research based and problem-based learning approaches and having its own economic model and external co-funding. Both pilots include professionals from companies, local and regional actors to address societal

and market challenges. Both pilots will serve as a role model to mainstream good practices and to support bottom-up initiatives for academic offers, internationalisation, innovation and sustainability with the help of the Teaching Academy (WP5), the Office for Development of Study Offers (WP6) and the Project Development Support Office (WP10).

The already established EU-CONEXUS digital learning environment allows for the best use of digital technologies for online and blended teaching. Maintenance and development of the “Smart campus” is now centralised (WP1) in a dedicated team recruited for providing efficient support. Training for teachers on the use of these digital tools has already been set up and will be further professionalised (WP5).

New EU-CONEXUS joint “signature” Minor and Master programmes and joint PhDs in SmUCS will continue innovating in transnational traditional and alternative learning pathways, including micro-credentials and creating new models and quality standards to be spread. Based on past experiences in teachers’ training sessions, EU-CONEXUS Plus introduces trainings and support that aim at enhancing and developing innovative methodologies of teaching and learning emphasising digital, green and entrepreneurial skills. In line with the general focus SmUCS EU-CONEXUS Plus educational offers aim to develop the best possible and comprehensive education in this thematic field. This will be achieved, next to traditional course offers by short courses and open courses on specialisation and transversal subjects.

A detailed identification of complementarities in the educational programmes of the partners will result in the opening of curricula and enable the integration of partner study offers into individual study programmes at all study levels. Legal and institutional frameworks will be investigated in order to achieve actual complementarity of the study offer and a support for study programme development will help in developing more jointness.

The promotion of work-based learning is at the centre of project activity offering challenge-based projects in blended intensive programmes and virtual exchange projects to bachelor students. Work-based experiences in business and research are specifically made available during internships, which are integrated in several study programmes of the partners and integrated in the joint Master programme in Marine Biotechnology. The successfully established EU-CONEXUS Career Centre will continue to help students to find internships at partner universities or businesses and industries in partner countries.

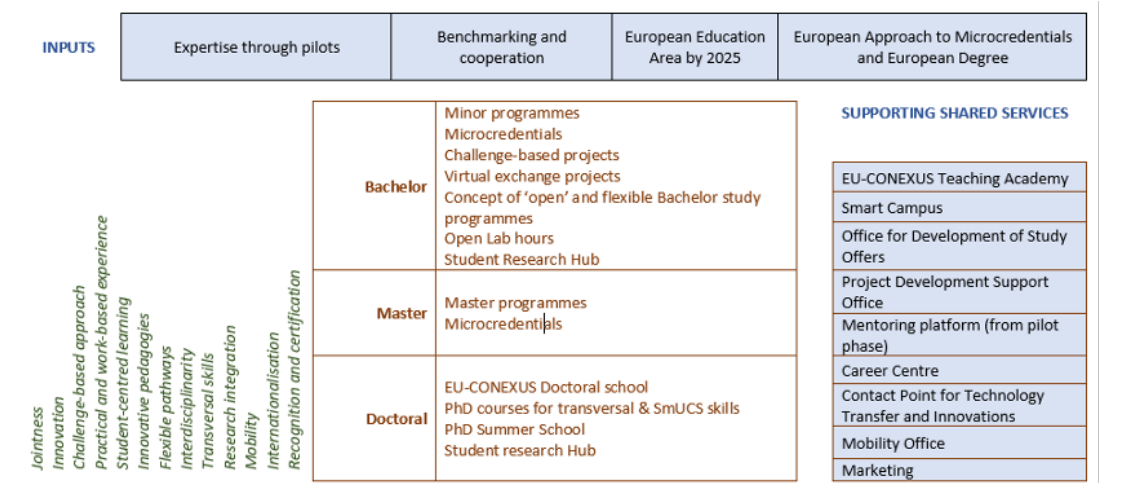


Figure 2. EU-CONEXUS academic model of excellence

Embedded mobility

Internationalisation of study programmes, joint/double/multiple study programmes and micro-credentials are the main direct promotion tools of intra-EU-CONEXUS virtual, physical and blended student mobility. The widening of the joint offer and the opening of partner’s own study offers will help increasing the push for students to choose EU-CONEXUS partners for their mobilities. In general, intra-EU-CONEXUS mobility is prioritised at partner universities, where intra-Alliance students will benefit from special advantages.

Teaching collaboration, tested in the pilots of Minor programmes, and included in the joint Master programme in Marine Biotechnology will be expanded through blended intensive programmes, virtual exchange and Open Lab hours. At the level of PhD transversal course offers will also be available in mobility. For research staff the already successfully running call for research staff mobility will be continued and new mobility funds will be available to promote networking and collaboration.



Funding job-shadowing mobilities has proved to be attractive for teachers and administrative staff alike. Next to the continuation of support of individual job shadowing for all categories of staff, organised job-shadowing for specific trainings and best-practices exchanges that enhance institutional alignment will be offered.

Facilitating the feed of research results and innovation back into education

As the Alliance has chosen a thematic focus education follows naturally on research activities in relevant fields. This research link is further enhanced as most of the teachers in the Alliance are at the same time researchers. The integration of research-based modules in BSc and Master courses has strengthened this natural link between research and education and will also mark future educational offers. Other activities specifically designed to bring especially BSc students in contact with research are challenge-based projects, Open Lab Hours or the Student Research Hub.

The EU-CONEXUS Contact Point for Technology Transfer and Innovation (CONTI) activities and EU-CONEXUS Innovation Contest, which target international researchers and students' teams will facilitate forming and maturing of entrepreneurial mind-set and will support EU-CONEXUS start-ups.

Higher engagement of stakeholders

External stakeholders from relevant industries have been involved in developing a skills map (400 respondents) in order to better adjust academic offers to the market needs and to design academic programmes with corresponding learning outcomes. Professionals have been directly involved in teaching activities in the Minor programmes. This already existing direct link with professionals in educational activities will be further developed in new joint educational offers.

For developing societal engagement and entrepreneurial skills EU-CONEXUS has launched a Social entrepreneurship programme for smart and sustainable coastal areas. This pilot will be transformed into intensive blended programmes with an embedded challenge-based approach to respond to the societal challenges. Additionally, calls for student projects on SmUCS topics with an innovation and management aspect of urban coastal areas will continue to foster the "real-world" base of EU-CONEXUS higher education.

Close relations with schools as important stakeholders in the regional environment of all partners have been established through two editions of the international school contest "Think Smart, Create Green". This activity is on the one hand an awareness-raising activity targeted at the local community and on the other hand a strategic investment in future students in SmUCS related fields. Depending on a final evaluation, the concept and format of the school contest might be adapted, but it will continue to be one major outreach activity of the Alliance.

The Network Action Plan, developed in pilot phase, draws the main strategic guidelines in the cooperation with the stakeholders. Based on it, EU-CONEXUS will continue building a European knowledge and innovation network among academics and researchers, entrepreneurs, companies, students, local and regional actors, and civil society actors. Most relevant stakeholder communities are ports and cities/regions where Alliance partners are located. 18 stakeholders have already strengthened their engagement in the activities in the Alliance by maintaining or entering associated partnerships for EU-CONEXUS Plus.

A Stakeholder Academy and innovation-oriented seed-funding will in particular help to consolidate the existing links established through stakeholder workshops and conferences. In general, a knowledge and innovation ecosystem will be conceptualised around universities, public actors, businesses, NGOs, society at large upgrading local and regional ecosystems to a transregional level.

Supporting activities to promote social diversity of students and staff

EU-CONEXUS pilot phase adopted good practices of partners accumulated in other Erasmus+ projects and foresee additional supports to students and staff from less advantaged social groups and with special needs to participate in EU-CONEXUS activities, and especially mobilities. Working Group for Disabilities has mapped the infrastructures and services to offer the best fit to the mobility participants with special needs. Thanks to the Erasmus Mundus Joint Masters funding of the first joint Master programme EU-CONEXUS can offer scholarships and will in this project provide funds for scholarships for future joint Master programmes. This will help in giving access to disadvantaged groups to studies.

A Strategic partnership project is currently running on exchanging good practices how to include students with disabilities in sports activities. Based on this complementary project and the general mapping done on infrastructures for students and staff with disabilities, targeted job-shadowing are foreseen for improving the awareness and adaption of institutional alignment in this area.



Student support services (tutoring, mentoring, possibility of virtual mobilities, adaptation of EU-CONEXUS website for persons with sight disabilities and EU-CONEXUS disability mapping are the first but solid steps towards EU-CONEXUS as inclusive Alliance.

2.1.2 Project management, quality assurance and monitoring and evaluation strategy

Project management will rely on management structures described in point 2.2.2. Work Package (WP) and task leaders, Management Board (MB) and the Coordination Committee (CC) will be collectively responsible for the timely planning and high quality of the implementation of all activities. Weekly MB meetings and monthly WP leaders' meetings are the primary structures of monitoring, planning and control. Regular written reporting to governing bodies including SWOT Analysis will provide an efficient tool for keeping track and steering timely implementation actions (see 2.2.2).

External Quality Assurance

As part of the external Quality Assurance (QA) of Alliance activities the External Advisory Board (EAB) will continue to accompany the general project development. Building on the advisory structure and methodology that have already been set up in the statutes of the EAB and which will in principle be maintained, its advisory function will continue to include the review of general reports, the issue of recommendations on specific strategic orientations and the general guidance on the development of the Alliance. Additionally, the CC/MB will organise an **external global institutional evaluation** after two years of project duration. It will assess the quality of general activities, indicators, and procedures in relation with the project and the joint mission statement of the European University Alliance.

Internal quality assurance

A general QA policy will have been developed in the pilot phase, which refers to the European Framework for the Comprehensive Quality Assurance of European Universities (<https://www.nvao.net/en/eunig>). Appropriate QA and evaluation activities including qualitative as well as quantitative quality assessment schemes, relevant objectives and procedures for design, validation and implementation of actions relevant indicators for measuring quality will be planned and carried out by the WP and task leaders and supervised by the CC and MB. The general QA covers 4 axes of activities: joint governance, education, research & innovation and socio-economic relations.

Reporting procedures foresee bi-annual reports by the Management Board including a SWOT Analysis (risk assessment) of institutional participation and Work package implementation, biannual progress reports from the Academic, the Research Councils and annual reports from the External Advisory Board. An internal collaborative platform for storage of documents facilitates the exchange of information and collaboration. The consistent use of project email aliases guarantees an inclusive communication flow across all participants to the project.

Quality control and internal and external evaluation procedures of the project (debriefings, course evaluation, EEA compatibility, etc.) include all staff, students and external stakeholders.

General internal project evaluations (auto-evaluation) are conceived and accompanied by the External Advisory Board and take place, initially, after 18 months of project duration and at the end of the project period (month 36) to coincide with the reporting periods established by the project financing authority (external evaluation). In the long-term internal evaluations of the European University will take place every two years.

Informal feedback on the project implementation by administrative and teaching staff, students and external stakeholders, is collected by using traditional social media channels (LinkedIn, Instagram, Twitter) through an EU-CONEXUS social network that allows for participation in the development and decision making of EU-CONEXUS.

Regular evaluation or satisfaction surveys have already been developed for several joint actions in order to guarantee their compliance with general QA standards or relevant standards and criteria established within the EEA. The most comprehensive QA policy has been developed for the Erasmus Mundus financed joint Master programme in Marine Biotechnology. This QA scheme will serve as template for other study programmes QA. In addition, the Office for Study Programme Development will accompany the establishment of QA relevant procedures in particular for joint study programmes.

General indicators include (see Table1):

Activity	Quantitative indicators			Qualitative Indicators	Evaluation methods / Source of Verification
	Unit of measurement	Baseline	Target values		
WP1	Number of administrative staff going for inter-Alliance job shadowing	30	100	Change of practices report	Job shadowing report
				Recommendation report on strategic Alliance development from EAB	EAB recommendation report
	Number of stakeholders involved in the open inter-campus concept of research and innovation incubator	27 associated partners	45 stakeholders (18 stakeholders & 27 AP)	Quality of the relations	Interviews
	Number of inter-Alliance mobilities (students, academic staff, non-academic)	1500 students 100 academic staff, 30 non-academic staff	8 000 students 1 500 academic staff 150 non-academic staff		Signed mobility agreements for students and staff mobility reports
WP2	Number of students enrolled in micro-credentials	0	3600 students		Students registration to the courses
	Number of students enrolled in the 3 minor programmes	1083 students (enrolled in Minor Prog. Pilot phase)	6255 students	Evaluation by the stakeholders: up to 75% Satisfaction rate: up to 75% Diversity/inclusiveness - (number of study fields from which students are enrolled in the courses of Minor programmes)	Interviews with the stakeholders Statistics of enrolled students in the Minor courses Statistics of the students who graduated Minor programmes Source: learning agreements; EU-CONEXUS Moodle; QA surveys
	Number of students involved in challenge-based projects	0	390 students	Students satisfaction rate : up to 75%	Statistics of enrolled students in the challenge-based projects (EU-CONEXUS Moodle, QA surveys)
WP3	Number of stakeholders who replied to the labour market skills needs survey	400 respondents	600 respondents		Stakeholders interviews, surveys
	Number of students registered in the micro-credentials	0	160 students		Students registration to micro-credentials

WP4	Number of PhD students participating in shared courses	0	243 students	Common framework of EU-CONEXUS Doctoral school	Students registration list to shared courses
	Number of co-supervised PhD thesis developed	1	15		Co-supervised PhD thesis agreement signed
	Number of PhD students participating in PhD Summer Schools	27 students	120 students	Students satisfaction rate : up to 75%	Satisfaction survey registration list to PhD summer school
WP5	Number of teaching staff attending EU-CONEXUS trainings	83	675 teaching staff	Students satisfaction rate : up to 75%	Registration lists, QA surveys of teachers
WP6	Number of new joint study programmes developed within the Alliance	4 proposals (2021)	30 new joint programmes		New joint study programmes
WP7	Number of students trained (on site and online) in Open Lab Hours	0	1470 BSc students	Students satisfaction rate : up to 75%	Student registration lists/satisfaction survey
	Number of students involved in Student Research Hub	0	1837 students (1670 BSc&167 PhD)	Students satisfaction rate : up to 75%	Student registration lists/satisfaction survey
WP8	Number of guest researchers invited	0	60 junior/senior scientists		Scientific presentation
	Nb of researchers participating to conferences on SmUCS topics	0	60 PhD students, scientists		Registration to conferences
WP9	Number of EU-CONEXUS participants to the 4 physical scientific conferences	48	300 participants		Registration to conferences
	Number of participants to virtual workshops/seminars	0	540 researchers		Registration to workshops/seminars
WP10	Number of common projects supported	12	24 projects	Diversity of disciplines in common projects	project proposal submitted project description
	Number of staff participating to the information sessions	30	1 info session per programme /year targeting at least 50 people from each university		Registration to information session
	Number of internal projects supported per year	0	15 "internal" projects supported.	Diversity of study fields and research areas in internal projects	"Internal" project summaries

	Number of projects supported to an external call for proposals	2	Minimum 8 projects to be supported	Diversity of study fields and research areas in internal projects	Project summaries
WP11	Number of participants to the innovation contest	23	60		Team registration to innovation contest
WP12	Number of students involved in the supported projects	0	60 students involved		Student board annual report
WP13	Number of students enrolled on JobTeaser platform	300	3426 students		Students account on job teaser platforms
	Number of registrations to the 2 online Careers and Employability Summits	0	150 - 200 students		Students registration to summits
				Level of change in working practice among staff (in relation with career) at each university	Staff survey and report
WP14	Number of Life Long Learners participating to Stakeholder Academy	0	36 participants	Diversity of the Lifelong Learning Group (stakeholders, alumni and EU-CONEXUS academic staff)	Registration to Stakeholder academy
				Level of awareness within ecosystem	Stakeholder Academy Impact Report
WP15	Number of pupils registered to annual school contest	1st contest = 528 pupils 2nd contest = 320 pupils	4 000 pupils		Registration to the contest
WP16	Number of Carbon footprint compensation projects implemented	0	3		Project description
WP17	Number of local participants to the festivals	250 (KU festival)	1000 participants/festival		Registration list to festivals
WP18	Evolution of the number of followers on EU-CONEXUS social media channels	Followers: IG -749, FB-1079, LI - 897, TW - 353. Website: 3500 users/month	Followers: IG - 3000, FB - 3500, LI - 3500, TW - 1000. Website: 15000 users/month		Google analytics, social media statistics
	Number of users of the intranet module	0 users/month	2000 users/month		Intranet statistics

	Number of students engaged in Student ambassador's programme	0	50		List of Ambassadors
	Number of participants to each of the 3 Science communication trainings	0	150 academic staff members		Participants list

Table 1: General Indicators for Coverage and Outreach of Activities and Results

2.1.3 Project teams, staff and experts

Name and function	Organisation	Role/tasks	Professional profile and expertise
Jean-Marc Ogier, president	LRUniv	WP 1 leader, Chair of the Governing Board	Computer Scientist, document analysis, head of research laboratory, member of IAPR (Int. Association for Pattern Recognition).
Diego Jarak, Vice-Rector	LRUniv	WP 17 leader	Vice President Culture and Interdisciplinarity, Audiovisual and Digital Project Management, and specialist of Hybrid Arts and Digital Cultures.
Lucie Vaucel, head of project development office	LRUniv	WP 10 leader	International cooperation, European project management.
Isabella Baer-Eiselt, Executive Director	LRUniv	Executive Director	Director European University Alliance, Political Science PhD, European research cooperation,
Manolis Flemetakis, associated professor	AUA	WP9 leader	Molecular biochemistry and biotechnology, marine biotechnology, functional genomics, transcriptomics, metabolomics of marine microorganisms.
Eleni (Helen) Miliou, Prof., Head of Lab.	AUA	WP7 leader	Hydrobiology, aquaculture, physiology & nutrition of aquatic organisms, quality of fish products, fish authentication by DNA-tools.
Spyridon Kintzios, Rector	AUA	Member of the Governing Board	Biotechnology, cell culture, cell technology, plant tissue culture, biosensors-based diagnostics
Amanda Sancho Garcia, associated professor	UCV	WP2 leader	Oceanographer, hydrodynamics, morphodynamics, coastal evolution in shallow waters, joint academic programmes development, European Approach for QA.
Ana de Luis Margarit, profesor, dean	UCV	Chair of Academic Council	Molecular biology, biotechnology, studies and research management, internationalisation, development of joint academic programmes
Neringa Narbutiene, project manager	UCV	Institutional project coordination	Project management, international programmes, international students recruitment and administration, European Approach for QA.
Artūras Razbadauskas, rector	KU	Member of Governing Board	Medicine and Health Sciences, Lithuanian representative for WHO European Healthy Cities Network Political Committee, Member of National Health Council.
Darius Daunys, Vice-rector for research and innovation	KU	Chair of EU-CONEXUS Research Council	Marine Ecology and Environmental Sciences, coordinator and lead expert in national marine protection initiatives; Lithuanian representative in EU Natura 2000.
Rima Mickevičienė, Head of department	KU	Institutional project coordination	Marine engineering, welding engineering, innovation management, gender equality, project management.
Laura Saltyte-Vaisiauske	KU	WP14 leader	Head of KU Research and Innovation Office, dr. of Natural Sciences, mathematics, statistics, econometrics
Inga Petrauskienė, Head of communication	KU	WP18 leader, Chair of JCU	Head of KU Communication and Marketing Office, member of Klaipeda City Marketing Council, member of Lithuanian Marketing Association.
Dijana Vican; rector	UNIZD	GB member	pedagogue, educational policies, inclusive education, teachers education and training



Slaven Zjalic, Vice-rector	UNIZD	WP6 Co-leader, institutional project coordinator	Biotechnology, food safety
Nedjeljka Balic- Nizic, Vice-rector	UNIZD	WP12 leader	Romance studies and literature
Zvezdan Penezić, vice-rector	UNIZD	WP6 co-leader	personality psychology, life satisfaction, methodology, new curricula development
Radu Văcăreanu, Professor, Rector	UTCB	Member of Governing Board	Professor of Structural Reliability and Seismic Risk Analysis, Vice-President of the European Association for Earthquake Engineering (EAEE),
Loretta Batali, Professor	UTCB	WP4 co-leader	Expertise in Civil engineering - Soil mechanics and foundation engineering, Environmental geotechnics.
Ilinca Năstase, Professor	UTCB	WP4 co-leader	Expertise in thermodynamics, fluid mechanics, thermal fluids laboratory, air conditioning, industrial ventilation, jet flow theory
Cezar Alexandru Vlăduț, Vice-rector	UTCB	WP15 leader	Expertise in aerodynamics, wind Engineering, hydraulics, environmental protection, experience in school projects
Anca Mărgineanu, manager	UTCB	Institutional project coordination	Experience in project management, community development, education policy, quality assurance, NGO development
Veronica Campbell Professor, President	SETU	Member of Governing Board	Academic management and innovation. Cell biology, pharmacology and tissue engineering.
Peter McLoughlin, Head (Dean) Professor	SETU	SETU support representative on Governing Board	Academic and research management. Novel Drug Delivery, Marine environmental monitoring, bioactives from marine resources.
Mark White	SETU	Research Council representative	Research management and research postgraduate education innovation.
Mike Kinsella, Lecturer in Chemistry, Researcher	SETU	WP 3, 13 co-leader, Institutional project coordination	Sustainable organic and analytical chemistry, marine waste valorisation, bioactives from marine sources marine environmental monitoring
Helen Murphy, Head, Dean	SETU	WP 3 Co-leader	Education and Lifelong learning, Micro- credentials
Angela Collins, Head of Office	SETU	WP 13 Co-leader	Provision of careers services to 3 rd level institutions
Wolfgang Schareck, Rector	UROS	Member of Governing Board	International cooperation (e.g. member of boards and committees of Euro Transplant), cardiovascular and transplant surgery, initiator of the Interdisciplinary Vascular Centre Rostock
Bettina Eichler- Löbermann, professor	UROS	WP 8 leader	International cooperation and project management (Baltic Sea Region and Latin America), sustainable land use systems, agrobiodiversity, nutrient cycling and water protection, faculty representative for int. affairs and Erasmus
Jörn Dosch, professor	UROS	WP 11 leader	International politics and development cooperation (Asia-Pacific and Southeast Asia, Baltic Sea Region), faculty representative for int. affairs and Erasmus
Mawuena Martens	UROS	Institutional project coordination	Internationalisation in higher education, international relations and diplomacy
George Demosthenous, Rector	FredU	Member of Governing Board	Manufacturing Processes, Engineering Design, LLL, In-Formal and Non-Formal

			Education, UNESCO Chair for LLL and Adult Education, QA & Accreditation in HE
Byron Ioannou, Associate Professor	FredU	Institutional project coordination	Spatial Planning, especially in the fields of Smart Urban Coastal Sustainability and the Built Environment.
Nikleia Eteokleous, Associate Professor	FredU	WP5 leader	Designing learning environments enhanced with technology, open & DL, blended/hybrid, hyflex, flexible and open learning, educational robotics and programming
Paris Fokaides, Associate Professor	FredU	WP16 leader	Coordinator of Sustainable Energy Research Group. Sustainable energy technologies and energy assessment of the built environment, thermofluids, process engineering

2.2 PARTNERSHIP AND COOPERATION ARRANGEMENTS

2.2.1 Consortium set-up

As already mentioned, the Alliance is developing on the basis of a common vision a long-term structured cooperation aiming at ever-closer integration of its activities covering all missions of a university. Partners have been chosen because of their complementarity and institutional profile that promises a sustainable and comprehensive collaboration under a common thematic framework. The implementation of a European University depends on more financial and human resources than Erasmus+ funding. This has become clear in the pilot phase and by continuing to participate in the Alliance, by creating an associative legal structure and by signing a highly ambitious mission statement, the partners confirm their institutional and financial commitment at the highest possible level. Former academic associated partners corresponding to the required profile have applied to become full members and been accepted to join the Alliance in January 2022. Associated partners from the socio-economic environment have confirmed their continued engagement and contribute concretely to various WP activities.

1. Complementarity is based also on the following characteristics: The Alliance includes as full members 7 public universities and 2 private universities; it gathers 7 comprehensive and 2 specialised HEIs. The partners are located on 9 European coasts and speak 9 different languages. As small and medium sized universities, EU-CONEXUS partners are all benefitting from economies of scale in providing and enhancing the quality of educational offers and research activities. Together EU-CONEXUS counts in the academic year 2020-2021 close to 70000 students and more than 9000 staff (teachers, researchers, administrators). Partners are in general implicated across all WPs.

The 18 Associated Partners have been chosen from the surrounding ecosystems of all partners and in particular from ports and cities as prioritised stakeholders to collaborate on building the EU-CONEXUS ecosystem on SmUCS and enabling close stakeholders-university relationships on sustainable coastal management. These partnerships are regarded as piloting concrete collaboration arrangements and form the core structure of a EU-CONEXUS network of external stakeholders reaching out to other important actors of the regional environment of the partner universities. 5 ports, 6 cities, 3 local and regional public authorities, 2 Chamber of Commerce, 1 Science and Technology Parc, 1 shipping company will contribute on specific tasks across the WPs.

2. Description of the participants of the Alliance

Beneficiaries (10)

La Rochelle Université, France (LRUniv, coordinator): LRUniv is a comprehensive public university (without a medicine faculty) with close to 9000 students and 1800 staff. With its engagement for developing of a new kind of university LRUniv has created an interfaculty campus devoted to open, flexible and personalised education. Based on this innovative university model it initiated in 2018 the EU-



CONEXUS model of strategic university cooperation at the European level. For its research activities an interdisciplinary institute has recently been created including all research laboratories at the university and focusing on SmUCS topics. LRUUniv is leading WP1 (Alliance Coordination, Management and Support) as coordinating institution, WP10 (Project Development Support for Education, Research & Innovation) and WP17 (Community engagement through arts and culture). For these 3 WP leaderships and participations in other WPs LRUUniv engages 7583 staff working days.

Agricultural University Athens, Greece (AUA): AUA is a specialised public university with close to 14000 students and 470 staff, being the third oldest Greek University (est. 1920) and the only one exclusively dedicated to agricultural, geotechnical and agrifood sciences. AUA has contributed to the restructuring and growth of agricultural and sustainable production in Greece and to innovation and research, both at academic and practical level while creating links with services to society. Interdisciplinarity, cooperation and innovation are the keywords in AUA research projects (about 4585 funded projects), while innovative learning and training approach defines AUA educational programmes. The wide range of research areas contributes to the international recognition of the basic and applied research conducted by the AUA academic and scientific community members. One of our foremost targets is the sense of inclusion, trying to be aligned with most of the 17 Sustainable Development Goals of UN in every aspect. AUA offers high-level undergraduate (Integrated Master of 5 years) and postgraduate Education and Research in Agricultural Science, and leads WP 7 (Research to Education) and WP 9 (Support for Joint Research Structures) and participates in other WPs. Its staff involvement amounts to 5028 working days.

Catholic University of Valencia, Spain (UCV): UCV is a comprehensive private university with more than 11000 students and 1300 staff. It focuses on people and offers them robust, top-quality and comprehensive education, followed by strong support in academic and professional guidance, internationalisation and digitalisation. In the last years UCV has been involved in various projects to strengthen the academic performance of the university, and has introduced a series of innovations in curricula, teaching and learning. The university was an active leader of EU-CONEXUS academic innovations (2019-2022), representing the Alliance in national and European debates on joint programmes development, quality assurance, accreditation and innovation. UCV will lead WP2 and will be an active co-creator of all academic-related deliverables with 4708 staff working days.

Klaipeda University, Lithuania (KU): KU is a comprehensive public university with around 2500 students and close to 800 staff. KU operates in the Western Lithuanian region and the coastal area and pays great attention to marine sciences and studies and the Baltic region research. KU strives for the integrity and continuity of three study cycles, 36% of which conducted in English. KU carries out over a hundred international and national research projects every year and has been conducting the Program of Integrated Research, Studies and Business Centre (Valley) for the Development of the Lithuanian Maritime Sector. Due to the intensive participation of academic staff in project activities, close cooperation with social and business partners, the most active and talented students take greater opportunities to be involved in scientific research, bring personalized study content closer to market needs. KU is leading WP14 (EU-CONEXUS Stakeholder Academy) and WP18 (Communication, Impact and Dissemination) and will be an active co-creator of all deliverables with 5556 staff working days.

University of Zadar, Croatia (UNIZD): UNIZD is a comprehensive public university (without a medicine faculty) with close to 5500 students and 650 staff. As a university with strong component in social sciences and humanities, particularly in pedagogy and educational sciences, it is oriented toward implementation of innovative pedagogical methods, student-centred study programmes and high QA standards. For this reason, UNIZD is leading WP 6 (EU-CONEXUS Office for Development of Study Offers) and in continuity of UNIZD implication in organising student relations during the pilot phase it will lead also WP 12 (Supporting student engagement). For these two WP leads and participation in all other WPs UNIZD engages 7057 staff working days.

Technical University of Civil Engineering Bucharest, Romania (UTCB): UTCB is a specialised public university in civil engineering, as well as in related fields, with technical specifics, with close to 6000 students and 650 staff. UTCB assumes the fundamental mission of generating and transferring knowledge to students, through university and postgraduate programmes of initial and continuous training, as well as through scientific research, innovation, at the same time contributing to the development of the students as active citizens of a democratic society. With its special education and research programmes in civil engineering and related fields (building services, hydrotechnics, geodesy, railways, bridges and roads, mechanical engineering and robotics in construction), its strategic goals (resilience to disaster, smart buildings and smart cities, energy efficiency and sustainability), its research facilities and partnerships at the Black Sea coast, UTCB is essentially contributing to the engineering aspects of the thematic core theme (SMUCS) of the Alliance. UTCB believes in



internationalization of the education offer and collaboration with partners in EU-CONEXUS in order to offer better opportunities for students and staff. UTCB developed multiple collaboration and projects with schools in Romania and has a strong Doctoral School in Civil and Mechanical Engineering, regrouping PhD advisors and PhD students from a broad range of specializations. The PhD advisors are involved into the doctoral studies and associated research, with an international opening, promoting teaching for transversal skills, but also for SmUCS topics. It leads WP 4 (PhD level Joint Actions) and 15 (University to School Programme) and participates in other WPs with total 4649 staff working days.

South East Technological University: SETU is a public higher education institution with more than 18,000 students and 1,300 staff. It is a leading and award winning institution with faculties in Science and Computing, Business, Humanities, Engineering, Education and Lifelong Learning and Health Sciences. It is research active in each of the above disciplines with a number of very high performing research centres, especially in **advanced communications software technologies**, eco-innovation, pharmaceuticals/bio-pharmaceuticals, and advanced manufacturing. SETU has authority to make awards to PhD level across all the above disciplines and has a large research community. SETU is very active in terms of industry and stakeholder engagement and provides entrepreneurial and technology transfer support to ensure maximum impact from its research and innovation activities. Waterford Institute of Technology (WIT) and Institute of Technology Carlow (ITC) became South East Technological University (SETU) on the 1st May 2022. WIT has impressive international links within Europe and beyond and has a firm commitment to enhance internationalisation. In parallel, SETU has specific expertise in providing part time and flexible programmes up to Masters level, engaging with stakeholders on programme design and QA and also runs an impressive and highly active careers centre to maximise employment opportunities for its graduates and alumni.

University of Rostock, Germany (UROS): UROS is a comprehensive public university with close to 13000 students and about 2450 employees. Founded in 1419, it is the oldest university in the Baltic Sea Region with a long-standing tradition in innovation and research. Several faculties focus on coastal zone research with phosphorus management as one of the main topics of interdisciplinary cooperation. Other focal points include the sustainable management of land use systems in the Baltic Sea Region (AgriCoast). In 2007, it was one of the first German universities to establish an interdisciplinary faculty. UROS cooperates closely with several important non-university institutions such as the Leibniz Institute for Baltic Sea Research and maintains numerous international partnerships in the Baltic Sea Region and beyond. These include around 280 Erasmus+ partnerships, an Erasmus Mundus Master's programme and double degree as well as a multitude of international projects. Drawing on this extensive experience, UROS will take the lead in WP 8 (Research Networking & Mobility) as well as in WP11 (Transfer of Knowledge and Technologies) and participates in all other WPs with a total staff effort of 4051 working days.

Frederick University, Cyprus (FREDU): FredU is a private comprehensive university located in in Nicosia and Limassol and employs about 250 (FTE) faculty, with 4500 students enrolled annually on average. FredU offers a broad range (more than 80) of novel and innovative academic programs of study, exhibiting high social sensitivity and responsibility. FredU has developed the necessary experience and e-learning infrastructure for offering accredited programs of study through Distance Learning and has been awarded with the Excellence Associates in Quality Label. Furthermore, FredU hosts an "UNESCO Chair on Lifelong Learning and Adult Education" since 2020. In the same year, FredU joined the Sustainable Development Solutions Network (SDSN), becoming also one of the founding members of Cyprus' national network. FredU leads WP 5 (EU-CONEXUS Teaching Academy) as it has a great experience in designing, organizing and delivering professional development programmes and training employing different teaching modes (face-to-face, blended, distance learning), with the integration of new and emergent technologies. Additionally, FredU leads WP 16 (Green Campus) because of its extensive experience in the field of sustainable built environment, for assessing the environmental friendliness of buildings as well as the integration of sustainable and green energy technologies into buildings. Its total staff effort is 5307 working days.

EU-CONEXA (EU-CONEXA), Association for the management of EU-CONEXUS, is an international non-profit association (under Belgian law) that has been created by the partner universities of the Alliance in order to rationalise selected joint activities and/or procedures. In the context of the proposal, EU-CONEXA provides services, such as central IT services, common tools for joint management and communication, the administration of funds for joint memberships, accreditations of joint programmes, scholarships, awards, joint services (consultancy, tools, communication), conference organisation costs,



diverse funds for joint projects and travel, accommodation and subsistence costs for student board representatives, stakeholders, invited guest lecturers. Its operational budget amounts to 1 635 902€.

Associated Partners (18)

Nouvelle-Aquitaine Region (NAR) is the largest of 18 administrative regions in France, in which La Rochelle is located. It spreads over 84 036 km² (1/8th of France territory). The regional council is competent to promote the economic, social, health, cultural and scientific development of the region, support of the improvement of housing, urban planning and to education policies. The region also aims to ensure the preservation of its identity and the promotion of regional languages. The region is also involved in sustainability issues, and it supports stakeholders in their energy and ecological transition by 2030, in the framework of the regional roadmap *Néo Terra*. NAR will participate to the structuring of a SmUCS Ecosystem (the building of a European knowledge and innovation network) (WP1).

La Rochelle Urban Community (Communauté d'Agglomération, CDA) is a local authority (intercommunal level gathering 28 cities) ruling a medium-sized territory (167 675 inhabitants– 327 km²) which lies on the west coast of France, between Bordeaux and Nantes. The CDA have competencies in many domains, ranging from town planning to economic development, environment, mobility and urban transport, urban policy or socially balanced housing. Very early the community understood the major environmental issues and took measures to fight climate change. CDA, along with the city of La Rochelle, the University, the Commercial Port and the Atlantech association have committed to reach carbon neutrality by 2040, in accordance with the Paris Climate Agreement. This project named 'La Rochelle Territoire Zéro Carbone' has been awarded in September 2019 by the French government in the framework of a call for proposals dedicated to territorial innovations, and will get the support of national and regional funds (loans and grants). The involvement of CDA in the design and implementation of educational programmes (WP2, 3), lifelong learning courses and the EU-CONEXUS Stakeholder Academy (WP14), the structuring of a knowledge and innovation ecosystem of EU-CONEXUS (WP1) and the organisation of EU-CONEXUS festivals (WP17) is strongly linked with their strategy "*Towards a Sustainable Urban Coastal Area*" in higher education, Research and Innovation.

City of La Rochelle (Ville de La Rochelle-VLR) is the city council. It leads a sustainable policy and offers concrete levers to achieve its energy transition. Within the framework of the Cit'ergie label and the Municipal Action Plan for Biodiversity, it has set the objective of becoming the first "Zero Carbon" coastal territory by 2040, a process in which energy efficiency is put to work for the climate thanks to rational use and intelligent technologies. An environmental policy that also aims to preserve the health of the inhabitants. Beside its involvement in education, youth, employment, sustainability or health, the City of La Rochelle also offers a large cultural agenda (heritage, libraries, museums, festivals of all sorts including music festivals). The City of La Rochelle will participate to the organization of the EU-CONEXUS Festivals (WP17).

Grand Port Maritime of La Rochelle (Port Atlantique-PA) is La Rochelle commercial port. This port is the 6th largest French Maritime Port with 8.8 million tons of cargo handled, and the 2nd French port for the export of grains. The main sectors of activities are grains, construction, forest, agricultural and refined petroleum products. The missions of the administrative area of this port are to ensure the integration of sustainable development issues in all its activities, which are: Development, operation and maintenance of maritime access; Policing, safety and security; Management and preservation of the public domain and natural areas; Construction and maintenance of port infrastructure; Promoting the use of rail services in cooperation with the operators concerned; Development and management of industrial and logistics areas related to port activity and the promotion of the port in all aspects. The Grand Port Maritime takes part also in La Rochelle Zero Carbon Territory" project, committing to reach carbon neutrality by 2040, alongside with La Rochelle Urban Community and the City of La Rochelle. PA will contribute to networking activities across the partner regions participating at conferences and roundtables (WP1, WP3).

La Rochelle Leisure Port (LRP) is one of the largest marinas in the world and in Europe, with 5,047 locations spread over an area of 70 hectares. It generates nearly 2,000 direct and indirect jobs on a nautical platform comprising 230 companies. A recent agreement has been signed between La Rochelle Leisure Port and La Rochelle Université to collaborate with its researchers on SmUCS issues. La Rochelle Leisure Port will participate in the development of a specific research agenda for research and innovation projects on blue and green ports (WP1).

Fundación Valencia Port (FVP) is an Applied Research, Innovation & Training centre providing services to the port and logistics cluster. Since its establishment, it has developed projects in more than 60 countries, primarily Mediterranean nations, as well as from the rest of Europe, Asia and Latin America. Among its many activities, the following stand out: fostering innovation, knowledge management



initiatives, policy of active cooperation with other port communities, structuring the port logistics community. FVP will contribute to the development of study programmes (contribution to the content, student and staff internship, professionals included in teaching) and trainings of future seafarers and LLL (WP2 and WP3). FVP is also interested in common research, (WP7, WP8) career network (WP13), knowledge transfer (WP11) and the Stakeholder Academy (WP14).

Klaipėda City Municipality (KCM) is the 5th largest city in the Baltics and the second youngest city in Lithuania, with 47% of the population younger than 40 years old, as well as one of the economically emerging regions in Lithuania – currently accounting for 12% of GDP. Bringing together free economic zone, maritime industry with logistics and stevedoring, the city's port and surrounding environs comprise an integrated high-value Maritime cluster that is a great breeding ground for innovation for small and large companies. Klaipėda focuses on growth in the blue economy and becoming a modern city attracting professionals of engineering, as well as law, finance, IT, languages, sport and culture, business management. With the project “Sustainable Development Goals Pilot Network”, the city of Klaipėda seeks to adapt the UN Sustainable Development Goals at the local level, to review and develop effective indicators for monitoring the city's development, and to implement a participatory approach to urban development policy. Klaipėda City Municipality Administration will input to HE and LLL training, training programme development to address the implementation of SDGs at seaport cities. They will contribute to networking activities across the partner regions participating at conferences, roundtables (WP1).

Klaipėda Science and Technology Park (KSTP) is a non-profit public institution. It was established in 2002, in cooperation with Klaipėda University and the Ministry of Economy of the Republic of Lithuania (Ministry of the Economy and Innovation of the Republic of Lithuania – since 2019). KSTP is a business support agency focused on promoting innovations and provides specialized services in the areas of green and blue (marine) technologies. KSTP is actively involved in international project activities, as well as in the formation and coordination of partnerships and clusters. KSTP specialists provide consultations for companies and individuals which are mostly related to the issues of establishing and developing their business, creating new products and services, as well as the protection of intellectual property. KSTP is participating in WP14 (Stakeholder Academy) and contributes to its concept and economic model.

Klaipėda State Seaport Authority (KSPA) is a state enterprise which employs 240 people. The common task of KSPA and the private companies working within the port is to make the port more attractive, safe for vessels to sail, comfortable for handling operations and storage of cargo and able to compete with other eastern Baltic ports. It ensures the smooth functioning of Klaipėda Port, the increase of its competitiveness, the efficient use and development of the port infrastructure, building a business-friendly environment for the maritime sector growth, implementing up-to-date technology, human resource improvement, international quality standards and compliance with the transparency requirements. KSPA is participating in WP14 (Stakeholder Academy) and will contribute to its concept and economic model.

Croatian Chamber of Economy – Zadar County Chamber (ZCC) is a non-profit, public legal professional organisation that serves the business community with the aim of strengthening and promoting economic growth in Croatia, thus contributing to the well-being of society as a whole. Primary tasks of the Chamber are: representation, coordination and safeguarding common interests of its members before country institutions, participation in shaping the economic system and economic policy, promotion of the Croatian economy abroad, business training and execution of entrusted public authority. ZCC will contribute to the creation of study offer at all levels, particularly micro-credentials, research activities and joint research projects as well as in the Stakeholder Academy (WP2, WP3, WP13 and WP14).

Tankerska plovdba d.d. (TP) is one of the largest shipping companies in Croatia, founded in 1955. The fleet comprises of 17 ships which ensure efficient, safe and environmentally friendly operations on crude oil and product tankers, bulk carriers and catamarans. Care for the environment, particularly optimisation of processes and lowering of carbon footprint are among the priorities of the company. TP will contribute to the development of study programmes (contribution to the content, student and staff internship, professionals included in teaching) and trainings of future seafarers and LLL (WP2 and WP3). TP is also interested in common research (WP7, WP8), career network (WP13) and the Stakeholder Academy (WP14).

City Hall of District 2, Municipality of Bucharest (CHDMB), located in the north-east of Bucharest, is at the service of the needs of the local community by providing public services in education, health, culture, youth, sports, public order, personal records, emergencies, environmental protection and restoration. The institution manages an area of 32 square km, and offers support for projects that include measures for sustainable development of cities, for improving the social infrastructure, for energy-efficiency and renewable energy solutions. CHDMB will participate in creating study offers that address



the environmental, technical and economic challenges of urbanised regions (WP3) and contributing the concept of the Stakeholder Academy (WP14).

Southern Regional Assembly (SRA) is responsible for the development and implementation of the Regional Spatial and Economic Strategy (RSES) for the Southern Region of Ireland. The RSES aims to create one of the most creative, innovative, smartest, greenest, and liveable regions in Europe through sustainable regional planning and development. It is Managing Authority for the ERDF programmes and provides support and guidance for research, innovation, low carbon economy and sustainable urban development. The SRA will input to programme developments on the future skills required to address the environmental, technical and economic challenges of urbanised coastal regions (WP3). It will inform the development of the research agenda to promote innovative solutions for greener and smarter cities aligning with the SRA's work on Towards a Learning Region and Smart Specialisation. The SRA will contribute to networking activities across the partner regions participating at conferences and roundtables (WP1, WP3).

Waterford Chamber of Commerce (WCC) Ireland, established in 1787, is Waterford's leading business network with more than 550 members employing more than 17500 employees. Its core services include networking and enabling collaborations, training provision, advocating on behalf of members, informing policy development, promoting Waterford as a destination for investment, trade, tourism, education and quality of life. WCC's advocacy work is shaped by the UN-SDGs and in support of Chamber Ireland's agenda. WCC manages Waterford Chamber Skillnet which is a multi-sector training network that delivers subsidized training from short courses to masters level to more than 450 organisations across the South East of Ireland. WCC will input to training needs analysis and programme developments on the future skills required to address the environmental, technical and economic challenges of urbanised coastal regions (WP3). It will inform the development of the research agenda to promote innovative solutions for greener and smarter cities (WP9) and contribute to networking activities across the partner regions.

Hanseatic City of Rostock (HCR) The City of Rostock looks back on more than 800 years of history, as an important European trading centre during the Hanseatic League and as host to the first university in the Baltic region. Today, Rostock embodies a unique symbiosis of history and modernity, with a city harbour and one of Germany's most important ports. Being the state's economic center Rostock is continuing to grow its industrial and research leadership in the region. It is characterised by many modern scientific institutions, technology hubs and innovative start-ups. Rostock is also known beyond its borders for its maritime events such as the Hanse Sail, an annual big sail festival. HCR will participate in networking activities in the areas of smart city administration, modern ports and entrepreneurship, as well as sustainable partnerships (WP1).

Agia Napa Municipality (ANM), founded in 1993, is situated in the Ammochostos Region and is the most visited tourist resort in Cyprus with permanent population of 3500 people and an annual influx of 600.000 tourists which makes it a national core of economical growth and employment opportunities. The municipal area includes numerous awarded beaches and a National Park, which is a part of the European network Natura 2000. During the past decade ANM is facing to the new challenges of the tourist sector opening up to new tourist markets and target groups, continuously upgrading the tourist product and the municipal services, by giving priority to actions which focus on sustainable growth. ANM participates in local, international and regional funding programmes and networks promoting sustainable growth in social and economic issues. ANM will participate in networking activities in the areas of smart city administration, modern ports and entrepreneurship, as well as sustainable partnerships (WP1).

Municipality of Limassol (ML): The city of Lemesos (Limassol) is situated on the southern coast of the island and is the most important coastal city of Cyprus. Lemesos is the second largest population center of the island and its main port. It has a population of approximately 175.000, of which 100.000 are within the Municipality of Lemesos. The Limassol Bay is a unified space that has come to accommodate diverse industries, two ports and terminals of commercial shipping, to aquaculture, to recreation and hospitality. ML will participate in networking activities in the areas of smart city administration, modern ports and entrepreneurship, as well as sustainable partnerships (WP1) and in the organization of a festival (WP17).

Cyprus Ports Authority-Limassol Port (CPA) is a semi-government organisation which exercises public administration regarding the operation and management of Cypriot ports and lighthouses under the supervision of the Ministry of Transport, Communications and Works. The Limassol Port (new harbour) is an important shipping hub in the eastern Mediterranean with a large resident shipping



industry, hosting over 220 shipping and shipping-related companies. CPA will participate in networking activities in the areas of modern ports and entrepreneurship (WP1) and provide feedback on the concept of the Stakeholder Academy (WP14).

3. Collaboration mode

The collaboration is based on **equal participation** and **unanimous decision-making** at the governance level (GB, SB, AC, RC) and a clear distribution of roles and responsibilities at the implementation level (WP leadership and associated partners roles). The Alliance will update the existing Consortium Agreement and establish a general partnership agreement that includes the joint mission statement, the associative legal structure, the agreements with associated partners and also arrangements for collaborations in other funding programmes for clearly setting out the comprehensive nature of the strategic partnership established within the Alliance.

Governance and implementation structures of the Alliance and the project follow a representative and inclusive design, that reconciles high-level commitment with responsiveness and inclusion across all staff and students. Students, teaching staff and researcher staff and where relevant associated partner representatives are equally represented in governance and implementation structures.

Implementing working groups are where possible structured according to efficiency rules (“project-team approach”): WP leaders together with specific expertise from selected partners or experts outside the Alliance pilot concepts and implementation proposals and get feed-back and validation from all partners. Transparency of all steps in designing an activity will be guaranteed by minutes and records of decisions available in an intranet to the staff and relevant student community.

The Alliance and project coordination is a **shared responsibility** between a central coordination committee and a management board composed of institutional coordination managers (see description of governance and management structure under 2.2.2). The coordination will be supported by a project management tool that includes communication channels and platforms for collaboration and document exchange.

Even though the Alliance was able to successfully outlive the pandemic situation by adapting to more frequent and shorter online meetings, all partners agree that physical meetings are important for discussing and taking strategic decisions and at least one physical meeting per year will be held at the level of the governing bodies. Depending on their subject and composition working groups apply a more or less remote working mode but meeting once during the project period is foreseen for every activity.

The Alliance and project coordination is the first level of risk mitigation and conflict management. Through a tight reporting system, including a biannual SWOT analysis, risks will be identified timely in order to plan adequate mitigation measures. Conflict management relies firstly on the decision-making hierarchy and relates all conflict to the superior level for resolution. Conflicts, that cannot be resolved at the level of the Governing Board, will be transferred to the External Advisory Board for mediation.

2.2.2 Consortium management and decision-making

Building on experience

EU-CONEXUS follows an integrated development path leading to an integrated transnational University system. Already during the pilot phase, the Governance of the Alliance was established in order to lay the ground for a long-term and sustainable strategic cooperation structure among its original six and now nine partner universities.

The proposed governance structure replicates by and large the features of the pilot phase (Governing Board, Student Board, Academic Council, Research Council, Management Board) but newly introduces a vice-presidency of the Governing Board as well as an Executive Board for strengthening the effectiveness of strategic guidance without overloading the highest governance level. To increase our effectiveness, the Coordination Committee and the Management Board are centralising global management functions and transversal tasks originally organised on Work Package level in the pilot phase, such as stakeholder and international relations, mobility, IT, quality assurance.

Experience from the pilot phase shows the need to clearly distinguish between general coordination of institutional participation in the Alliance (executed by the institutional coordination managers) and the responsibility to implement concretely assigned project tasks (Work Package leaders). This led to the creation of the Work Package Implementation Committee that is assembling the Work Package leaders and guarantees transversal coherence of all implementation actions.

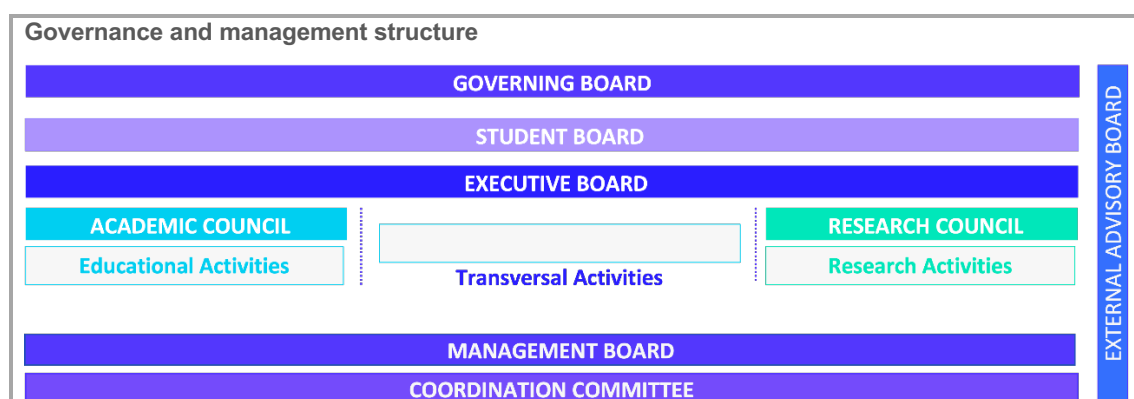


Figure 3: Governance structure

Governing Board (GB): The GB is the strategic decision-making body of the Alliance and is composed by rectors of partner universities or their sufficiently mandated delegates. The engagement of the highest decision-making level at the partner universities guarantees the uphold of the institutional commitment and alignment to the Alliances' activities and its continuous development towards administrative and procedural integration. The GB presidency will continue to be held by the project coordinator and will start to rotate following a set sequence of rotation after two years. A vice-presidency will be established to guarantee strategic and operational continuity by being held by the follow-up president set by the rotation sequence. Meetings are held twice a year or, when necessary, online.

Student Board (SB): The SB is the representative body of students from all partners and participates in strategic decision-making in all levels and implements specific activities for students (see WP12). SB members are represented in all governing bodies. It is meeting yearly or online when needed.

Executive Board (EB): The EB supervises the implementation of strategic orientations set by the GB for all missions of the European University. It decides on procedural measures and prepares strategic decisions to be brought before the GB. It is composed by the President, the Vice-President, the Chairs of the Academic Council, of the Research Council and the Coordination Committee. It is meeting monthly online.

Academic Council (AC): The AC is supervising the strategic orientations and implementation of the educational offers developed jointly within the Alliance. It is composed by vice-rectors of academic affairs or their mandated delegates. It will meet once a year or online when needed.

Research Council (RC): The RC is supervising the strategic orientation and implementation of the joint research area, its activities and infrastructures. It is composed by vice-rectors for research or their mandated delegates of partner institutions. Meetings are held once a year or online when needed.

Work Package Implementation Committee (WPIC): The WPIC is assembling all Work Package leaders of the Erasmus plus project and is steering the implementation of all activities in close transversal coordination. It is convened once a month online and chaired by the CC.

Management Board (MB): The MB is composed by institutional coordination managers who are coordinating all implementation activities of the Alliance that might cover several projects from different funding sources at the local level. It meets once a week and is chaired by the CC. Project managers of all projects implemented by the Alliance as well as the chair of the Joint Communication Unit are permanently invited members of the WPIC and MB.

Coordination Committee (CC): The CC is coordinating the implementation of all activities of the Alliance that might cover several projects from different funding sources, provides central support functions and assists in preparing strategic development proposals. It is composed by a Director, a Vice-Director and a Project Assistant.

Associated partners will be included in the governance structure according to the scope of the signed partnership agreements concluded in parallel to the Consortium agreement.

External Advisory Board (EAB):

Building on the advisory structure and methodology set up in the statutes of the EAB, its advisory function will continue to include the review of the general progress reports, the issue of recommendations on specific strategic orientations and the general guidance on the development of the Alliance. It will also

keep a mediation function in case of conflicts between partners of the Alliance. Current EAB members are asked to continue for a subsequent mandate.

Decision-making:

Decision-making is based on development and validation sequences that take up bottom-up initiatives that are developed in working groups and Work Packages which in turn have been created out of a strategic guidance given by governing bodies.

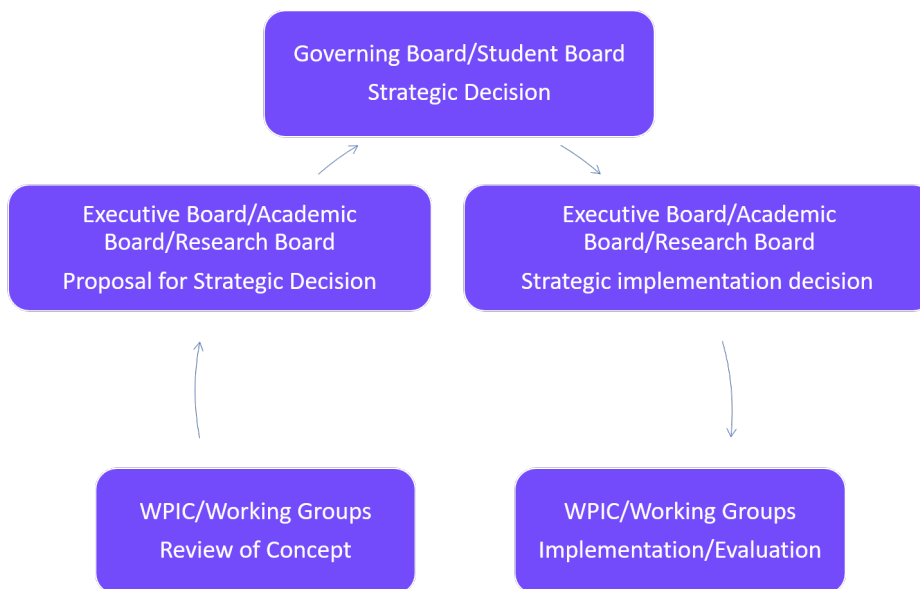


Figure 4 - Decision making process

Reporting (Planning and Control):

General progress reporting is coordinated by the CC and MB and is presented for validation to the strategic decision-making bodies (GB, AC, RC) in their meetings.

AC and RC reports are also presented to the GB at their biannual meeting.

Intermediate project implementation reporting, and coordination is taking place on various levels:

- SB reporting and coordination is assured in yearly meetings.
- EB/CC reporting and coordination is assured in monthly meetings
- WPIC/MB/CC reporting and coordination is assured in monthly meetings
- MB/CC reporting and coordination is assured in weekly meetings

3. IMPACT

3.1 Impact and ambition

The geographical scope of EU-CONEXUS Plus provides a perfect ground for spreading high quality study, research and innovation services based on structures already available in the EEA and the ERA or triggered by high ambitions to further strengthen transnational collaboration. Mutual trust based joint governance and management structures and procedures are basic features of the role model EU-CONEXUS wants to be for sustaining a European way of life and achieving the EEA and the ERA relying on constant dialogue and mutual understanding in a multicultural setting.

Joint educational programmes (Minors, Masters, short courses and micro-credentials, PhD courses) with embedded mobilities (physical, virtual and blended), intensive teaching collaboration, pairing and opening-up of study programmes will result in mainstreaming of automatic recognition of studies within EU-CONEXUS and help further deepening and harmonising the EEA and EHEA. Joint training offers will advance innovation in pedagogical methodologies and challenge- and research- based teaching content.



Joint programmes and degrees will push the legislative limits to European accreditation and the delivery of joint degrees.

In synergy with outcomes of the RFS project “EU-CONEXUS Research for Society” EU-CONEXUS Plus will work on creating a sustainable network for challenge-oriented research relying on shared or joint research infrastructures and strengthening knowledge transfer. The already established Joint Research Institutes present perfect foundations (WP9) for further deepening research networks on SmUCS topics across Europe in the ERA (WP8) and for developing joint research projects (WP10).

Unity, innovation, connectedness, excellence, resilience as well as geographical and social inclusiveness is created around a thematic framework that gives a theme to the strategic cooperation within a geographical setting literally including all European coastal areas. The distributed excellence of partners' strengths adds up to a combined critical mass of challenge-based researchers contributing to innovative solutions for resilience and sustainability in a transregional eco-system and reproducible on a global scale. Participation in international conferences and invitation of guest researchers (WP8) will contribute to this outreach.

The green and digital transition is guiding the development of trainings for the teacher community (WP5), that will tackle innovative methodologies of applying emerging digital technologies and the development of competences on how to include sustainability topics (blue, green, SDGs, sustainability modules,...) in teaching and learning. Moreover, a “Green campus” WP will help partner universities to become greener through sharing of best practices and implement an action plan on how to reduce the Alliance's carbon footprint (WP16).

EU-CONEXUS Plus opens up opportunities for networking of local territories and for transregional partnerships with stakeholders (associated partners, ports, cities, etc.) and also to the wider public (school contest WP15, festivals WP17, etc.) that foster also unity and inclusiveness.

The attractiveness and competitiveness of participating institutions on the global scene will be further strengthened on all levels by deeper transnational cooperation and by sharing knowledge concepts, technologies and innovation at unprecedented speed through:

- creating a legal entity the Alliance will be able to engage in collective memberships in international associations and joint partnerships with stakeholders,
- strategic institutional alignment and job shadowing for non-academic staff (WP1),
- the creation of a joint digital environment (WP1),
- joint support offices: Office for Development of Study Offers (WP6), Project Development Support Office (WP10), Contact Point for Technology Transfer and Innovation (CONTI, WP11)
- through combining and thematically focussing educational programmes (WP2, WP3, WP4, WP6),
- providing and promoting seamless physical and virtual mobility options for all staff: in WP2, WP3, WP4 for students and teachers through embedded mobility programmes in various formats on all levels and all cycles, WP13 for students internships, WP14 for stakeholder conferences, WP17 for students, staff and stakeholders community building, WP5 for teacher training, WP8, WP 9 through calls for researchers mobility and scientific conferences/workshops.

European values such as academic freedom is one of the common values on which EU-CONEXUS is built and upheld throughout all activities as set out in the Joint Mission Statement. Respect for and increase of institutional autonomy is mainstreamed across political cultures by transnational cooperation leading to the opening and reform of traditional functional relationships between national higher education authorities and partner universities.

Each student and each staff participating in Alliance activities might for the first time study or work on a daily basis in an international European environment. Not only language skills, but most importantly inter-cultural communication skills are strengthened by the simple fact of belonging to a European University campus. In addition, European identity-building goes hand in hand with those experiences as well as specific actions such as inter-alliance students' projects (WP12) and cultural festivals (WP17).

The Alliance will develop the excellence dimension of higher education, research and innovation by intrinsically linking research and education in all activities. WP 2 is promoting challenge-based educational programmes and WP 7 is developing research-based training for BSc students. Transversal course offers for PhD students (WP4) will strengthen their inter-, trans- and cross-disciplinary skills. Moreover, scholarships and grants will be based on the merits and excellence (WP3 and 4) and quality assurance will help to keep a high level of quality of all activities.



At the same time the excellence dimension in EU-CONEXUS is always linked to the conceptual framework of “distributed excellence” that takes into account geographical, socio-economic, gender, diversity and other aspects impacting on how and in which domain higher education institutions are selecting their priorities to excel. With regard to gender equality the Alliance has already developed a joint Gender Equality Plan that is ready for stepwise implementation (<https://www.eu-conexus.eu/en/policy-documents/>)

The Alliance has signed a joint long-term strategy for the further deepening of their already well developed structural cooperation. Institutional transformation is part of this long-term plan and will have a positive impact through best practices exchanges in general on all administrative levels, through economies of scale and through combined excellence of the partners’ study offers and research activities. Moreover, the Alliance has already engaged itself in a legal framework for its cooperation by creating the Association for the Management of EU-CONEXUS, EU-CONEXA.

In all educational WPs (2, 3, 4) as well as WP5 and WP13, EU-CONEXUS Plus will improve students’ skills and employability perspectives to match the needs of the labour markets, including entrepreneurial, transversal, intercultural, digital and green skills. Teachers and researchers will develop similar skills thanks to specific training (WP5) or gain expertise through mobilities, conferences, workshops. The Stakeholder Academy (WP14), short courses, open courses and micro-credentials (WP3) will benefit to Lifelong learners.

Clearly addressing the need to support the establishment and scaling-up of start-ups and SMEs in Europe, WP 11 will develop a CONTI office for technological transfer that will help raising awareness and support for how to bring research results to the market developing entrepreneurship skills of students and staff.

Also, EU-CONEXUS Stakeholder Academy (WP14) will be a transnational learning space fostering education, social and technological innovation and enable talent circulation. All learners, the academic community and socio-economic partners, will be able to establish an internationally deeper and more sustainable cooperation for solving global, complex challenges affecting the surrounding ecosystems of the coastal communities.

The positive impact on regional development is further enhanced by a more general EU-CONEXUS SmUCS knowledge and innovation ecosystem (WP1) as well as close relationships with stakeholders as associated partners (such as regions, ports, cities).

Finally, EU-CONEXUS Plus will explore the possibilities of implementing new instruments and legal frameworks for transnational collaboration (such as joint degree at all levels/European degree, joint recruitment, joint memberships, joint infrastructure policy, etc.). A non-profit association under Belgian law will serve as a testbed for a European University operational collaboration framework.

Target groups	Short term impact	Medium term Impact	Long term impact
Students	Better quality of education; Interdisciplinarity approaches, Develop blue and green skills; Sustainability in educational programmes; Digital transformation and competences; Student centred curricula. Challenge- based approach; Flexible learning environment; Link education and research; Entrepreneurship mindset; Multiculturalism, multilingualism	Better employability; Evolve in the labour market with more flexibility and autonomy; More mobile, familiar with cultural diversity; Digital literacy; Master transversal skills (critical thinking, entrepreneurship, civic engagement...)	European values and identity; Solve global challenges; Change in peoples' behaviour (green & digital transitions); active and responsible citizenship; Increased number of professionals working towards a climate neutral and resource efficient economy
Academic staff (researcher and teachers)	<u>Teachers:</u> Increase in their professional development. Better trained on innovative methodologies (problem-based learning), Interdisciplinarity, Emergent technologies, SmUCS topics, Multicultural environment. <u>Researchers:</u> Engagement in joint research projects, Collaboration on interdisciplinary research challenges, Share common equipment, research outputs and methodology. Work in a multicultural, multilingual and multidisciplinary environment;	impact on innovation, inclusion and transformational education experiences for learners Lift quality in education A more integrated research area on SmUCS; Researchers become reference point for innovative research, excellent research infrastructure and new opportunities for interdisciplinary research Increased submission of joint proposals to the H2020 calls, COST Actions and others	Strengthen and increase high-quality international cooperation in education and research Gain in attractiveness and development of ambitious international partnerships Enhanced cooperation with socio-economic stakeholders and other parties (public sector, NGOs) Increase visibility of all partners on national and international levels.
Non-academic staff	Exchange of best practices with Alliance's partners (job shadowing); Language skills development; Adaptation to institutional alignment	Boost in their professional career; Better skilled, adaptable, mobile Efficiency and modernisation of institutional practices at each university.	Each partner and Alliance get more competitive, better ranking
EU-Bodies	Benefit for policy recommendations and experience	Adapt and reset growth strategy; Solution to solve global challenges in Research and Education	More competitive European Research and Education Area; Attract global talents.
Local governments	Cooperation on societal challenges faced by coastal areas, Solution provider; Collaboration on policy development.	Collaboration between local governments within the Alliance, Complementary regional experiences facing the same issues.	Contribution to innovative solutions across Europe

National governments	Exchange of experience; Better understanding of the other national systems and non-uniformity in the application of the European standards (legal adaptations))	Legal adaptations are accelerated; More engagement and harmonisation of legal framework	Harmonization of national legal frameworks
Stakeholders (AP, industries, socio-economic partners, etc.)	Involvement in programme design for better alignment of studies and market needs; Development of strong relationships (jobs and internships) through Career services.; Involvement in interdisciplinary R&I projects to solve societal challenges faced by coastal areas; LLL courses to train professionals; Green transition solutions.	Benefit from newly skilled and better qualified students; Involvement in policy development and green solutions;	Contribution to innovative solutions across Europe; Growth of key sectors (Blue economy) ; Strengthening of social market economy
Other European Universities	Exchange of best practices; Development of Joint actions to lift obstacles at national and EU levels ; Cooperation on thematic fields	Strengthened cooperation based on EUs expertise	Attractiveness and international competitiveness of the EEA
General public	Raised awareness on SmUCS topics (climate change, earth day, water day...)	More engaged citizenship, better informed, better understanding through multidisciplinary approaches	Responsible and active citizenship, change of behaviour, European values and identity are promoted

Table 2: Impact of the Project on Target Groups



3.2 Communication, dissemination and visibility

Communication objectives

The main communication and dissemination objective is to maximise the influence/impact of the EU-CONEXUS activities and thereby to contribute to the regional development of coastal cities and positively impact the local communities and ecosystems through education and training on SmUCS topics, research and knowledge exchange, contributing to improvements in societal well-being. Equally important is to make EU-CONEXUS visible at the national and especially international Higher Education Area. The main communication goals are, (1) to make targeted audiences (students, academic staff [teachers and researchers], administrative staff, society) aware of the projects results and outcomes (examples); (2) to encourage the commitment of different stakeholders and public authorities by engaging them in the co-development and the co-testing of EU-CONEXUS offers and services and (3) to make stakeholders and public authorities move from commitment to practice, by achieving their support in the change of strategic policy and legislative decisions needed for the implementation of a transnational university system and more effective Higher Education Area and to have an impact on policy-making in areas such as transport, environment, fisheries, tourism, etc.

Organisation

In order to guarantee a smooth coordination of communication and dissemination of activities/outputs, a **Joint Communication Unit (JCU)**, coordinated by KU, has been set up in the pilot phase, including communication and marketing staff/representatives from all partners (0,5 FTE/year). JCU ensures the effective engagement of all target groups to maximise the impact of all activities. The chair of the JCU actively participates to the Management Board (MB), the Coordination Committee (CC) and the Work Package Implementation Committee (WPIC) in order to guarantee smooth information flow (WP1).

Building on experiences from 3 years of cooperation the JCU will evolve in EU-CONEXUS Plus and establish centralised technical services such as graphic design and content management, training workshops on communication and dissemination and the use of a communication campaign management tools. This will ensure more comprehensive and harmonized communication and dissemination service for the Alliance.

Channels, target groups and visibility of funding

EU-CONEXUS will use the already existing channels for communication and dissemination: an EU-CONEXUS website and five social media channels (Facebook (FB), Instagram (IG), LinkedIn (LI), Twitter (TW), YouTube (YT)). Partner universities websites as well as institutional social media channels are also used as complementary communication channels. An analysis of the impact of those channels will be made every 6 months in the progress report (WP1).

An **intranet** will be developed for partner communities in order to inform and engage them more in the Alliance. A **student ambassador programme** will be developed to collaborate with students in disseminating information on social networks for other students and have more impact. Moreover, **external** channels (study portal, outdoor advertisement, events) will be used for impacting outside the Alliance. This specially applies for study offers, talent programme, services/offers for industry, etc.

EU funding visibility will be ensured on all channels, documents, brochures, events materials, etc. with the logo of the EU and Erasmus+.

Table 3 presents the internal and external communication and dissemination channels selected for relevant target groups.

Channels	Internal			External				
	Project website, Intranet, Partner websites	Project and University social media	Special events at University	International study portals and educational fairs	Press, Paid posts and Banners on social media	Outdoor advertisement	Special events (Festival, Kick-off ...)	Network events (conferences, workshops)
Students	X	IG, FB, YT	X				X	X
Academic staff (researcher and teachers)	X	FB, LI, TW	X				X	X
Non-academic staff	X	FB, LI, TW	X				X	
Prospective students	X	IG, FB, LI, YT	X	X	X	X	X	X
Prospective Academic staff	X	All	X	X	X	X	X	X
EU-Bodies	X	LI, TW					X	
Local and national governments	X	LI, TW				X	X	X
Associated partners	X	FB, LI, TW	X			X	X	X
Other ports, cities and regions	X	FB, LI, TW	X			X	X	X
Industries and socio-economic partners	X	FB, LI, TW	X			X	X	X
Other European Universities	X	All						X
General public	X	All	X		X	X	X	

Table 3 - Target Groups and Relevant Channels

To reach the internal university communities, will mainly be used:

- EU-CONEXUS website and partner websites as well as the intranet as they already are main information channels in the partner universities the community is already using,
- Official meetings in the faculties, Rectorates, Senates, etc.
- special events at university such as open days, first weeks, internal career days... as they already gather the community,
- EU-CONEXUS special events (festivals...) where the community is already gathered and give us a large audience.

To reach the outside university communities, will mainly be used:

- outdoor advertisement for informing the local population and have a vitrine in the city,
- international fairs and study portals to reach the best international talents in order to recruit them in our programmes.
- press, paid posts and banners on social media to reach the local population and stakeholders as they allow us to have a better scene.

To reach inside and outside the Alliance, will mainly be used:

- Networks events as such events gather already the main relevant target groups,
- social media: LI and TW will be mainly used for corporate information to be disseminated to more professional targets (stakeholders, national governments, EU bodies, etc.) as they are more present in those channels. YT will be mainly used for students as new generation watches a lot of videos.

Each university will also use the best channels according to their institutional practices.

Communication and dissemination activities to maximise the impact

JCU will update the current communication and dissemination strategy with new activities and goals (M6). This strategy will be validated by the Governing Board in order to ensure its implementation at all partner universities. A first overview of this strategy according to the expected results of the project is provided in Table 4. The most convenient/effective channels (according to global communication practice and experience) are chosen to reach targeted audiences. Planned KPIs will help to evaluate the reach of the relevant audiences.

Table 4: Communication Impact

Communication Activities/results	Objectives	Target groups	Dissemination channels	Tools	KPIs (reach of the target group)
General brand building and community acknowledgment	Awareness & general knowledge	All	All	Professional presentations, video, goodies, information package, common visual identity.	Reach of community: 80%
An open inter-campus concept of research and innovation incubator on SmUCS topics (WP1)	Collaborate & ensure partnerships with relevant stakeholders	Researchers ,Associated partners, Other ports, cities, regions, industries and socio-economic partners	Websites, LI, TW, Special events, Network events.	Information packages and leaflets, Special visuals, Special emails,	Reach of stakeholders : 2000
Recruitment of prospective talent students (Joint MSc, joint/cotutelle PhD) (WP3 & 4)	Engagement in the study programme	Prospective students	All	Brochure, videos, presentations, banners, special visuals, educational portals and fairs, online webinars, open days at University and career days at schools.	Reach of prospective students: 200 000
Minor programmes (3 programmes, blended courses) (WP3)	Engagement in the study programmes	BSc students	All internal channels, Special student events (<i>Open Days, Introduction weeks for 1st year students, special meetings with teachers / minor officers</i>)	Brochure, Videos, Presentations, Banners, Special visuals Emails.	Reach of BSc students : 70%
EU-CONEXUS micro-credentials offers (WP2 & 3)	Engagement in the study programmes	BSc, MSc Students Lifelong learners (professional stakeholders)	All channels	Digital Brochure, Videos, Presentations, Banners, Special visuals Emails.	Reach of BSc & MSc students : 70%

PhD courses for transversal & SmUCS skills Four PhD summer schools (WP4)	Engagement of students in the activities	PhD students	All internal channels Special events for PhD students (<i>special meetings with supervisors, Scientific events</i>)	Digital Brochure, Videos, Presentations, Banners, Special visuals Emails.	Reach of PhD students: 90%
Teachers' trainings offer (WP5)	Engagement of teacher in the trainings	University Teachers	All internal channels (<i>especially intranet</i>)	Digital Brochure, Presentations, Banners, Special visuals Emails.	Reach of teachers: 70%
Training offers on communication for research and education (WP18)	Engagement of staff in the training	University staff	All internal channels (<i>especially intranet</i>)	Digital Brochure, Presentations, Banners, Special visuals Emails.	Reach of staff: 20%
Office for Development of Study Offers – ODSO (WP6)	Acknowledgement	University teachers	All internal channels (<i>especially intranet</i>)	Digital Brochure, Presentations, Special visuals Emails.	Reach of teacher community: : 50%
Open Labs Hours & Student Research Hub (WP7)	Engagement of students in research and education	Researchers BSc and PhD students	All internal channels, Student Workshops	Digital Brochure, Presentations, Videos, Web-pages, Virtual Workshops, Special visuals, Emails.	Reach of BSc students: 70% Reach of PhD students: 90% Reach of research teams: 80%
Research funding incentives: Calls for research staff mobility, invitation of international guests, participation in international conferences (WP8), seed funding (WP10)	Engagement	Researchers	All internal channels (<i>especially intranet</i>)	Digital Brochure, Presentations, Special visuals Emails.	Reach of staff: 70%
Four Scientific conferences & four workshops (WP9)	Engagement	Researchers	All channels (<i>except IG & study portals and educational fairs</i>)	Digital Brochure, Presentations, Special visuals Banners, Special webpage for conferences.	Reach of staff : 80%
Project development office & Call for project development fund (WP10)	Engagement	Academic staff (teachers and researchers)	All internal channels (<i>especially intranet</i>)	Digital Brochure, Presentations, Special visuals Emails.	Reach of staff : 80%

Information campaign on entrepreneurship aspects & yearly Innovation contests (WP11)	Acknowledgement & Engagement	Students University Staff	All internal channels	Information package, Animated videos, Presentation, Banners, Special visuals,	Reach of the community : 50%
Student projects support (WP12)	Acknowledgement & Engagement	Students	All internal channels, Open Days, Introduction weeks, special presentations	Digital Brochure, Presentations, Special visuals	Reach of students: 70 %
EU-CONEXUS grants and scholarships (WP3, WP4)	Acknowledgement & Engagement	MSc & PhD students	All channels	Brochure, Presentations, Special visuals Animated video, Animated banner.	Reach of students: 70 % Reach of prospective students: 10 00
Alumni network & portal (WP13)	Acknowledgement & Engagement	All graduates	All channels (<i>except study portals and educational fairs</i>)	Special webpage, Brochure, Banner, Special visuals.	Reach of graduates: 70%
Job teaser platform (WP13)	Acknowledgement & Engagement	Students, graduates & stakeholders	All channels (<i>except study portals and educational fairs</i>)	Special webpage, Brochure, Banner, Special visuals.	Reach of students: 80%
Career events – (WP13)	Acknowledgement & Engagement	Students, graduates & stakeholders	All channels (<i>except study portals and educational fairs</i>)	Special webpage, Brochure, Banner, Special visuals, Posters.	Reach of students: 50%
2 Stakeholder Academies (WP14)	Engagement	Researchers & Stakeholders	All channels (<i>except study portals and educational fairs</i>) B2B special presentation	Special webpage, Brochure, Banner, Special visuals.	Reach of stakeholders: 2000
4 School contests (WP15)	Engagement	Schools	External channels (<i>except study portals and educational fairs</i>)	Special webpage, Brochure, Banner, Special visuals.	Reach of schools: 5000
2 EU-CONEXUS Festivals (WP17)	Information & engagement	All target groups	All channels (<i>except study portals and educational fairs</i>)	Digital Brochure, Videos, Presentations, Banners, Special visuals Special webpage for the event	Reach of community: 20000
Student ambassador programme (WP18)	Engagement	Students	All internal channels	Special visuals.	Reach of students : 1000



3.3 Sustainability and continuation

The genuine joint interest and common vision on the long-term orientation of the collaboration (see joint mission statement and joint long-term strategy) provides the main foundation of the sustainability of the Alliance and follow-up of the project. The EU-CONEXUS Plus project is certainly an essential building block for its sustainability, but the strategic cooperation is also relying on other programmes and joint projects (see point 1.3).

The Alliance has agreed on “General orientations for the sustainability strategy of EU-CONEXUS” in October 2021. The **6 key challenges and recommendations** for the Alliance’s sustainability set out for the organisational structure (governance) and the economic model, educational offer and research activities, partnerships and outreach are:

- to orient the organization of its governance and management model towards the joint delivery of all missions of a fully-fledged transnational university in the long term.
- to develop a financially balanced budget and sound economic model built on several financing sources.
- to promote visibility and identification potential by providing a comprehensive and learning outcome-based education within the framework of Smart Urban Coastal Sustainability,
- to create a joint research area on Smart Urban Coastal Sustainability,
- to guarantee societal impact of research and education through strategic associations and partnerships,
- to build up a high-quality reputation by communicating and disseminating core values around sustainable coastal eco-system

EU-CONEXUS is currently preparing the registration of its **joint legal entity** EU-CONEXA. The decision to create a legal entity follows political objectives, such as stabilising a long-lasting partnership under a common legal framework which is less exposed to intra-university change, providing a legal personality for joint engagements (joint memberships, joint partnerships), thereby gaining international visibility and functional/operational objectives, such as pooling financial resources for centralised activities, recruiting joint staff, sharing or rationalising of activities. Partners have strongly committed their will to have long term strategy by also financially contributing to finance this joint association.

EU-CONEXUS will actively contribute to the **development of a legal framework** for European Universities at the level of the European Commission and the member states. For the sustainability of the entire initiative this legal framework will be a major building block that supports institutional commitment and adherence to the long-term vision of an Alliance. Closely related to the development of a legal framework is of course also the development of an adapted economic model that would include the national/regional co-funding.

Some major activities proposed (joint study programmes, career centre, festivals, joint research area, trainings) have already been successfully implemented during the pilot phase and can already prove of the **sustainable strategic and long-term nature of Alliance’s joint activities**. Other actions are planned to be pilots (Stakeholder Academy, micro-credentials) or conceptual works (green campus, eco-system network) that prepare the ground for common activities after 2026.

EU-CONEXUS signature **educational offers in relation with Smart Urban Coastal Sustainability** joint Master, joint Minors, micro-credentials, short courses are of great potential as they respond to societal, economical and research challenges identified in the ERA and EEA policies. The European Blue Growth Strategy considers Blue Biotechnology as one of the five sectors with the greatest potential for growth and sustainable generation of highly qualified jobs. It is expected that the reputation of EU-CONEXUS academic and research programmes in this field and others will attract excellent students from all over the world to ensure a continued inflow of students.

Through the implementation of a **solid joint QA Policy**, all partners will ensure that EU-CONEXUS activities constantly adapt to the needs of target groups and users. This will help building up EU-CONEXUS reputation and attractiveness to students, researchers and stakeholders.

The Alliance plans to **apply for the additional two-years Erasmus+ funding** that has already been announced to be released for the follow-up of the 2022 call for European Universities. In 2025/26.

As one successful outcome of the pilot phase the joint Master Programme Marine Biotechnology has won an **Erasmus Mundus Joint Masters funding** and will be launched in September 2022, offering Erasmus Mundus scholarships for students. External funding for joint innovative and competitive educational offers with embedded mobility will be a crucial aspect for the sustainability of these offers. Other funding sources will be explored engaging external private and public supporters.

The Alliance has already started the development of strategic cooperations with local, national and international public and private stakeholders who can offer scholarships to students in the future. The networks that have been or will be developed through the instruments provided in EU-CONEXUS Plus shall lead to scientific cooperation financed by universities and external funds. The Project Development



Office (WP10) will assist in preparation of applications for both research and studies projects to ensure external funding for more intense cooperation, research, spin-off, etc. initiatives.

In the pilot phase the governments of all 6 countries financial supported the universities participating in European Universities Alliances. Many ministries have created special groups for more intense cooperation to enable the implementation of innovative initiatives. This **political and financial support** is a major building block of the sustainability of EU-CONEXUS Alliance.

An appropriate **targeted communication strategy** will also support the visibility of EU-CONEXUS offers and help recruiting excellent international and European students. Small volumes of learning (especially micro-credentials) are foreseen to be offered to lifelong learners for a competitive fee in the medium run therefore securing further implementation and mainstreaming of created projects.

The development of a 'Green Campus sustainability plan' (WP16) for each partner campus will also greatly increase the attractiveness of EU-CONEXUS as an education choice for students (as well as fitting in with the general sustainability thematic subject area of EU-CONEXUS).

4. WORK PLAN, WORK PACKAGES, TIMING AND SUBCONTRACTING

4.1 Work plan

EU-CONEXUS Plus is based on 18 Work Packages that follow a coherent and logical development path traced by collaboration structures, joint activities and common experiences that are ongoing since September 2019.

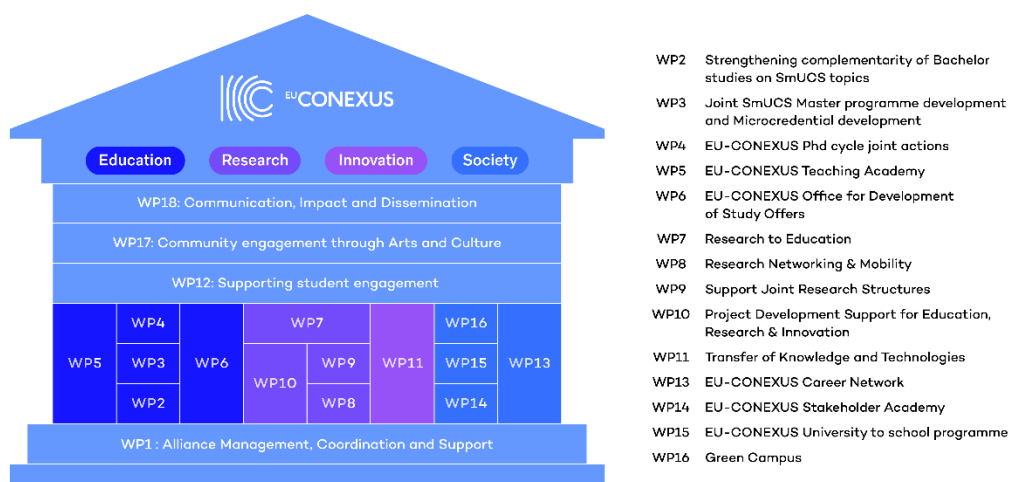


Figure 5: Building a European University

Building on existing governance and management structures and procedures **WP1** is organising decision-making and supporting all activities and tasks over the entire project period. Also, strategic development and general mobility activities as well as the IT support is organised within this transversal package. Following on working structures developed in the pilot phase (BSc, MSc, PhD programme committees) **WP2, 3** and **4** will develop study programmes according to the study cycle: Bachelor level, Master level and PhD level. **WP5** and **6** support education (learning and teaching) activities by providing focused training for teachers (Teaching Academy) on new skills and support the curricula development of joint educational programmes (Office for Development of Study Offers, ODSO). Staff training has already been developed in the pilot phase and will now be further developed within a thematically coherent conceptual framework. **WP7** introduces new specific research-based study formats for BSc students building bridges between education and research. Building on already established structures for research collaboration in EU-CONEXUS **WP8** and **9** will foster research mobilities and enable talent circulation inside the Alliance and animate a joint research area around the SmUCS topics. **WP 10** and **11** are supporting structures that provide funding for project development in general, as it has been done in the pilot phase, and support for innovation projects in particular. After having already established intensified contacts with major stakeholder groups in the pilot phase, **WP14** proposes a Stakeholder Academy for stakeholders and researchers alike promoting collaboration for finding innovative solutions. Continuing a concept developed in the pilot phase, **WP15** is reaching out to future students in schools by organising annual school contests



on SmUCS topics. **WP16** is working on a Green Campus action plan for the partner universities making them a role model for their surrounding ecosystem. **WP13** is supporting students in promoting their career. With the aim to further strengthen the interaction with students, **WP12** will provide more support for student representation and student projects. Building on experiences from two EU-CONEXUS festival in 2021 and 2022, **WP17** is promoting the internal student and staff community-building and the links to the locally surrounding ecosystem through cultural exchange and interaction. Finally, **WP18** is ensuring continuous communication and dissemination of the project results and activities.

4.2 Timetable

Timetable (projects of more than 2 years)																
<i>Fill in cells in beige to show the duration of activities. Repeat lines/columns as necessary.</i>																
Note: Use actual, calendar years and quarters. In the timeline you should indicate the timing of each activity per WP. You may add additional columns if your project is longer than 6 years.																
ACTIVITY	YEAR 1				YEAR 2				YEAR 3				YEAR 4			
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Task 1.1 - Project management																
Task 1.2 - Governance																
Task 1.3 - Strategic Alliance development																
Task 1.4 - SmUCS Ecosystem development																
Task 1.5 - Mobility coordination																
Task 1.6 - Smart Campus digital environment																
Task 2.1 - Development and implementation of a Minor programme in SmUCS through micro-credentials																
Task 2.2 - Opening-up of Bachelor study programmes																
Task 2.3 – Facilitation of employability and research skills in Bachelor cycle through challenge-based projects																

Task 3.1 - Development of signature Joint Masters on SmUCS																
Task 3.2 - Development of concept and accreditation for use of Master's component modules as micro credentials																
Task 3.3 - Development of a scholarship programme for Joint programmes																
Task 3.4 - Development of an economic model for SmUCS joint Masters programme and micro-credential courses																
Task 4.1 – Development of a common framework of the “EU-CONEXUS Doctoral School”																
Task 4.2 Implementation of EU-CONEXUS joint PhD course catalogue for transversal & Smart Urban Coastal Sustainable skills																
Task 4.3 EU-CONEXUS grants for co-supervised PhD thesis on SmUCS topics																
Task 4.4 Joint PhD summer schools																
Task 5.1 Development of the pedagogical framework of the EU-CONEXUS Teaching Academy																
Task 5.2 “Train the trainers” programme																
Task 5.3 Excellence of EU-CONEXUS joint academic offers: train the teachers																
Task 6.1 Set up of the EU-CONEXUS Office for Development of Study offers																
Task 6.2 Development of procedures and rules for new study programmes																

Task 6.3 Organisation of online workshops for teachers															
Task 7.1 Open Lab Hours															
Task 7.2 Student Research Hub: teamwork to solving scientific and societal problems															
Task 8.1 Launch of a call for research staff mobility															
Task 8.2 Invitation of external guest researchers															
Task 8.3 Enhancing participation in conferences on SmUCS topics															
Task 9.1 Support of the management structure of the JRIs															
Task 9.2 JRI Collaborative Platform															
Task 9.3 Organisation of thematic Conferences/Workshops within the JRIs															
Task 10.1 Establishment of a Project Development Support Office															
Task 10.2 Support for project preparation and submission															
Task 10.3 Project development trainings and good practices sharing															
Task10.4 Information sessions/trainings for the community															
Task 10.5 Development of incentives to foster collaboration inside the Alliance															
Task 11.1 Contact Point for Technology Transfer and Innovation															
Task 11.2 Organisation of the annual innovation contests															
Task 12.1 Set up of the Student Board secretary office															

Task 12.2 Support of student SmUCS projects																			
Task 13.1 Development of job and internship careers service for EU-CONEXUS community																			
Task 13.2 Implementation of job readiness trainings																			
Task 13.3 Careers professional learning community – develop communities of practice																			
Task 13.4 Implementation and integration of an EU-CONEXUS Alumni network into career and other activities																			
Task 14.1 Development and implementation of the EU-CONEXUS Stakeholder Academy model																			
Task 14.2 Implementation of the 2nd EU-CONEXUS Stakeholder Academy programme																			
Task 14.3 Development of an economic model for EU-CONEXUS Stakeholder Academy																			
Task 15.1 Update of the "EU-CONEXUS University to school programme" framework																			
Task 15.2 Organisation of annual School Contests																			
Task 15.3 Activities in schools: open days, career orientation, workshops																			
Task 15.4 Implementation of communication campaigns in schools																			
Task 16.1 Definition of Green Campus																			
Task 16.2 Development of a carbon footprint compensation plan for EU-CONEXUS																			

Task 16.3 Pilot implementation phase																			
Task 17.1 Consolidation of the concept and scope of EU-CONEXUS Festival																			
Task 17.2 Implementation of EU-CONEXUS Festivals																			
Task 18.1 Communication and Dissemination Strategy																			
Task 18.2 EU-CONEXUS Website, intranet, social media channels and internal communication																			
Task 18.3 Marketing of EU-CONEXUS products & management of all communication campaigns																			
Task 18.4 Development of EU-CONEXUS Student Ambassador programme																			
Task 18.5 Workshops/trainings for university staff, teachers and researchers on communication topics																			

5. DECLARATIONS

Double funding	
<p>Information concerning other EU grants for this project</p> <p><i>Please note that there is a strict prohibition of double funding from the EU budget (except under EU Synergies actions).</i></p>	YES/NO

<p>We confirm that to our best knowledge neither the project as a whole nor any parts of it have benefitted from any other EU grant (<i>including EU funding managed by authorities in EU Member States or other funding bodies, e.g. Erasmus, EU Regional Funds, EU Agricultural Funds, European Investment Bank, etc</i>). If NO, explain and provide details.</p>	<p>YES</p>
<p>We confirm that to our best knowledge neither the project as a whole nor any parts of it are (nor will be) submitted for any other EU grant (<i>including EU funding managed by authorities in EU Member States or other funding bodies, e.g. Erasmus, EU Regional Funds, EU Agricultural Funds, European Investment Bank, etc</i>). If NO, explain and provide details.</p>	<p>YES</p>

European University for Smart Urban Coastal Sustainability EU-CONEXUS

Geography – Ecosystem – Specialisation

A : JOINT VISION AND MISSION

EU-CONEXUS promotes common European values and a strengthened European identity by bringing together a new generation of Europeans, who can cooperate and work within different European cultures, in different languages and across borders, sectors and academic disciplines. EU-CONEXUS is committed to creating a new institutional framework for higher education in Europe that allows for a truly European way of studying and carrying out research through institutional alignment and seamless mobility for all.

I. An integrated transnational higher education and research institution

The European University for Smart Urban Coastal Sustainability is an integrated transnational higher education and research institution.

The EU-CONEXUS inter-university campus is located in nine European countries:

EU-CONEXUS LRUniv-La Rochelle
EU-CONEXUS AUA-Athens
EU-CONEXUS UTCB-Bucharest
EU-CONEXUS KU-Klaipeda
EU-CONEXUS UCV-Valencia
EU-CONEXUS UNIZD-Zadar
EU-CONEXUS WIT-Waterford
EU-CONEXUS UROS-Rostock
EU-CONEXUS FredU-Nikosia/Limassol

As an inclusive and comprehensive university model covering all university missions EU-CONEXUS aspires to create a comprehensive legal framework for a structured long-term partnership based on integrated strategic and operational institutional structures.

Perfectly distributed across Europe, the campus covers all European coasts. Students, teachers, researchers, and staff are studying, teaching, conducting their research activities, innovating and working on a European scale.

The partners of the Alliance have a similar institutional identity, especially due to their history and socio-economic environment. On the basis of these complementary partner profiles, the Alliance is exceptionally well positioned to create a thematically specialized European

university with distributed excellence in education and research on Smart Urban Coastal Sustainability (SmUCS).

II. A unique thematic focus on a global societal challenge: Smart Urban Coastal Sustainability

SmUCS is a unique thematic focus that concentrates all university missions on finding solutions to global societal challenges faced by urbanised and semi-urbanised coastal areas. This societal challenge is global in scope, since 60% of the global population lives within 100km of the coast, and the "land-sea" interface is the first area threatened by the climate transition and the rise of the oceans. The thematic focus creates a unique competitive advantage for EU-CONEXUS which is well positioned to assemble and build on thematic expertise from all its partners and regional ecosystems, through inter- and transdisciplinary based approaches. With this focused expertise EU-CONEXUS contributes to the achievement of the United Nations Sustainable Development Goals (UN SDGs), and to integrated holistic coastal zone management.

III. An internationally renowned quality of education

EU-CONEXUS provides inter-, trans- and cross-disciplinary research-informed and problem-based education on SmUCS themes. High quality education relies on innovative pedagogies, student-centred and flexible learning pathways with simplified access for a diverse learner community, industry informed and open course programmes, multilingual and multicultural learning and the use of innovative technologies. Transdisciplinary training programmes enables intellectual plasticity of students and prepares them to solve societal challenges in an open-minded way. A recognition of the critical significance of Green and Digital skills is reflected in the integration of these domains across the complete study cycle within the university.

IV. Challenge-driven excellent research on SmUCS themes

On the basis of its shared research infrastructures EU-CONEXUS provides complementary high-quality research and expertise on SmUCS across Europe. By leveraging the expertise of its 6800 staff and on its specialization on SmUCS on a global scale following holistic and interdisciplinary approaches, EU-CONEXUS creates a concentrated scientific potential on SmUCS which is unprecedented at the international level and allows the Alliance to become a world-class player.

V. An innovation-led service to society

EU-CONEXUS develops its research and education in close connection with local and regional ecosystems, informs public policies and contributes to regional socio-economic development. The socio-economic similarities (port economy, tourism, aquaculture, naval and maritime industry, etc.) of the territories where EU-CONEXUS partners are located creates favourable conditions for concentrated innovation, with a European scope, for the sustainable economic development of coastal territories. It provides innovative services and solutions to public and

private actors in the field of SmUCS through professionalising training, education and research.

EU-CONEXUS makes society at large better aware of SmUCS related societal challenges. More particularly, EU-CONEXUS has a clear ambition to act as role-model and contribute to the United Nations Sustainable Development Goals (UN SDGs) and the green transition. By developing a “Green Campus” Action Plan and committing to implement its recommendations, the Alliance aims to become an exemplar in reducing the carbon footprint of all the alliances activities.

B : JOINT VALUES

EU-CONEXUS partners commit to a **common set of values and ethical principles** that are guiding their missions.

1. As a European higher education and research institution **ACADEMIC FREEDOM** is a principle value to be upheld throughout all our activities.
2. **RESPONSIVENESS** (having impact) to societal challenges is the starting point for the design of all university missions.
3. The promotion of **DIVERSITY, INCLUSIVENESS, GENDER EQUALITY** and **NON-DISCRIMINATION** of any kind is a basic principle of our organizational behaviour.
4. We adhere totally to the principle of **SUSTAINABILITY** in all its aspects, as it is expressed globally in the United Nations **SUSTAINABLE DEVELOPMENT GOALS** and as it particular defines our interaction with the natural environment.
5. The principal values guiding our partnership relations are **COOPERATION, COMPLEMENTARITY** and **SUBSIDIARITY**.
6. We adhere to a concept and quality of education which has the objective to create **RESPONSIBLE CITIZENS** in professional and individual terms.
7. **TRANSPARENCY** of decision-making and openness for assessment and **EVALUATION** are the main principles of governance and management.
8. **MULTICULTURALISM** and respect of differences are characteristic values of our geographically distributed cooperation. In this context we see science and education as essential tools to fight against prejudices and ignorance.

C : JOINT LONG-TERM STRATEGY

1. FOR GOVERNANCE AND MANAGEMENT:

In line with our joint vision and mission an ever-more integrated governance of the transnational higher education and research institution will be achieved by the following steps:

1.1 Institutional commitment

- 1.1.1 A non-profit association is established by all partners that will centralise operational procedures for joint activities.
- 1.1.2 All partners institutions include EU-CONEXUS in their strategic development documents (statutes, ...) and thereby create a formal institutionalized commitment that is not limited to a cooperation in a funded project and not limited to a certain funding period. Strategic decisions of the Alliance are validated by partner's institutional decision-making bodies.
- 1.1.3 The legal framework for European Universities which is under discussion by the European Union and should provide for an adapted legal status for a transnational university system will be examined for implementation.

1.2 Alliance presidency

- 1.2.1 The coordinators' rector keeps the Alliance presidency of the Governing Board for the 2 years of the pilot phase (2022-2024). After that a rotation sequence will be established by the Governing Board creating 2-year mandates for the presidency of the Alliance.
- 1.2.2 A vice-president of the Governing Board will be nominated in correspondence with the sequence of the rotation to prepare the follow-up presidency.
- 1.2.3 The leaving president continues to participate in Executive Board meetings as internal advisor.

1.3 Alliance Boards

- 1.3.1 The Alliance maintains a Strategic Council structure: Student, Academic and Research Council. The Council chairs will be elected and nominated by their peers every two years (aligned to the presidency mandate) and the nomination will be confirmed by the Governing Board.
- 1.3.2 In the longer term and in line with the development of integrated activities and joint staff, the creation of additional Councils may be foreseen (e.g. international relations, innovation, etc.)

1.4 External strategic guidance

- 1.4.1 The External Advisory Board continues to support strategic orientation. The Chair of the External Advisory Board will continue for at least two years, as will the composition of the Board.
- 1.4.2 In the medium-term, the establishment of a Stakeholder Board will be part of the conceptualization of a knowledge and innovation eco-system.

2. FOR STAFF AND STUDENTS

In line with the joint vision and mission an ever-more integrated staff and student community will be achieved by the following steps:

2.1 Coordination Staff

- 2.1.1 Coordination staff (Coordination Committee) is currently recruited at the Erasmus+ project coordinators level or delegated to a partner for other projects. For ensuring sustainability, transversality and stability of the Alliance, the Governing Board will discuss models of joint recruitment of coordination staff in the longer term. These models will be developed up to 2026 and tested from that date.
- 2.1.2 Institutional managers are recruited at the partner institutions.

2.2 Academic Staff

- 2.2.1 Teachers and Researchers are currently engaged into Alliance activities in the framework of joint activities (educational programmes), joint training and through the exchange of best practices through job shadowing mobilities or visiting teaching stays. These exchanges and mobilities will be further intensified to facilitate the steady growth and widening of joint educational and research activities.
- 2.2.2 In the medium-term teacher training will be intensified in particular with the aim of raising awareness of the thematic framework of the Alliance and enhancing the quality of educational offers.
- 2.2.3 In the longer term, joint PhD programmes and joint post-doc programmes will further strengthen the commitment of academic staff to the Alliance.
- 2.2.4 Up to 2026 it is foreseen that models of joint or shared recruitment of academic staff (e.g. joint chairs) will be explored.

2.3 Professional support staff

- 2.3.1 Currently professional and support staff are participating in job shadowing programmes for establishing personal contacts and exchanging institutional best practices in relevant fields. This activity will be maintained and strategically guided in order to promote institutional alignment in major areas affecting joint activities, such as administration of student registration, mobility, financial procedures, quality assurance, etc.

- 2.3.2 Centralized services will also support distributed support staff in particular in IT, mobility, quality assurance, finances, project development, study programme development, and pedagogical methodologies, by providing targeted training.

2.4 Students

- 2.4.1 Students are currently most directly confronted with the Alliance when following joint study programmes, participating in joint cultural and sport activities or being members of the Student Board.
- 2.4.2 Study programmes with built-in mobilities within the Alliances will continue to make the inter-university campus life a reality for students.
- 2.4.3 In a next step the mainstreaming of study offers at the Bachelor level will reach out to a wider student community and intensify the identity of the student community as being part of a transnational European University. This will be achieved by opening up study programmes at the institutional level at partner universities, strengthening complementarities of study offers, creating short courses (microcredentials) and open courses and thereby students will have a multitude of opportunities to include courses from Alliance partners in their curricula.
- 2.4.4 At the Master level, a first cohort of students will be “joint students” of the Master programme in Marine Biotechnology from September 2022. The development of more joint Master programmes will further enhance this Master student community in the medium- to long-term. Additionally, the opening up of Master programmes at partner universities by providing opportunities to integrate short courses or modules from partners will enhance further complementarities at Master level.
- 2.4.5 Bilateral or multilateral PhD theses will be promoted and will create opportunities for doctoral candidates to get the best supervision for their doctoral studies building on the distributed excellence available within the Alliance and at the same time enhance the coherence and complementarity of the thematic framework of the Alliance.
- 2.4.6 A stepwise introduction of an “eu-conexus.eu” email address and of a trans-institutional student card will make the European University student identity visible and will have practical value for all students.
- 2.4.7 In the long-term, building on these structures, each student will realise that he or she is studying at a European University and not at a partner university only.

3. FOR UNIVERSITY MISSIONS

In line with the joint vision and mission, enhanced integration of activities across all university communities will be achieved by the following steps:

3.1 Education

- 3.1.1 The development of joint study programmes will continue at all levels. The Alliance is committed to engage in the development of a European Degree and jointly delivered degrees at all levels (BSc, MSc, PhD) based on the accreditation of joint programmes following the European approach.
- 3.1.2 In the long term and following suggestions of the External Advisory Board, EU-CONEXUS will construct a set of global and complementary study programmes, aligned with market needs and in response to the evolution of society in coastal areas.
- 3.1.3 More emphasis will be laid on the exploitation of complementarities of study offers at all levels.
- 3.1.4 Centralised services will promote the quality assurance of educational offers and services.
- 3.1.5 Teacher exchange and job shadowing will improve complementarities and promote the application of best practices in teaching and learning.
- 3.1.6 In the long-term teacher exchange programmes and shared or joint recruitment will provide for a shared pool of expertise and talent for all partners.

3.2 Research

- 3.2.1 The Joint Research Area will develop around societal challenges included into the thematic framework of the Alliance. In the long term, a global scientific policy will be defined for the whole EU-CONEXUS ecosystem, in order to boost the visibility of the research area.
- 3.2.2 Collaboration, network and team-building will be supported by research mobility funds and joint scientific conferences.
- 3.2.3 Joint research projects will be supported by project development funds and seed-funding for small projects.
- 3.2.4 Joint Research Institutes will promote networking of EU-CONEXUS researchers and submission of joint research projects to calls of funding programmes, such as Horizon Europe.

- 3.2.5 Joint PhD programmes/thesis, summer schools, conferences and courses will strengthen community building and provide more focus for research initiatives on the thematic framework.
- 3.2.6 In the long term, EU-CONEXUS members will investigate the opportunity to increase their international visibility through a common publication policy.
- 3.2.7 The opening of access to research infrastructures and the alignment of investment strategies with regard to research infrastructure is foreseen in the longer term.
- 3.2.8 In the longer term the application of joint recruitment models for researchers will further strengthen the Joint Research Area.

3.3 Innovation

- 3.3.1 A stakeholder community is set up around cities and ports where Alliance partners are located.
- 3.3.2 Associated partnerships (primarily coming from identified main stakeholder communities) will be strengthened by attaching roles (Stakeholder Board) to and providing specific offers to associated partners (Stakeholder Academy, PhD thesis projects, mentorships, educational programme design, seed-funding for small-scale innovation projects).
- 3.3.3 The promotion of entrepreneurship skills will be a focus in training programmes at all levels and for all staff categories.
- 3.3.4 A transnational knowledge and innovation eco-system will develop continuous interaction between regions and cities for innovation and economic and social development guided by sustainability concerns.

3.4 Service to Society

- 3.4.1 The visibility of the Alliance in its local, regional, national and international context will continue to grow with the organization of annual cultural festivals for local communities, national and international events and the engagement in policy development at all levels supported by the transnational knowledge and innovation network.
- 3.4.2 Specific attention is laid on establishing enduring contacts with schools for raising awareness of the thematic focus and attracting future students to higher education and research in general and in particular for Alliance study programmes.
- 3.4.3 The thematic focus of the Alliance is set out to benefit specifically the local communities in coastal areas, but solutions found in the transnational ecosystem for education, research and innovation will be transferable internationally in similar contexts.

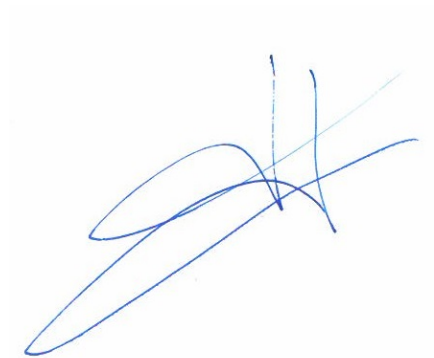
- 3.4.4 The international outreach of Alliance activities will in turn benefit the local socio-economic environment.
- 3.4.5 Participation and interaction with society is supported by the promotion of open science and participatory science projects.

Name of Legal Representative: Jean-Marc OGIER

Function: PRESIDENT

Institution: LA ROCHELLE UNIVERSITE

Signature



Date: 16 March 2022

Name of Legal Representative: SPYRIDON E KINTZIOS

Function: RECTOR

Institution: AGRICULTURAL UNIVERSITY OF ATHENS

Signature

SPYRIDON KINTZIOS
18.03.2022 14:43

Date: 16 March 2022

Name of Legal Representative: Radu Sorin VĂCĂREANU

Function: RECTOR

Institution: TECHNICAL UNIVERSITY OF CIVIL ENGINEERING BUCHAREST

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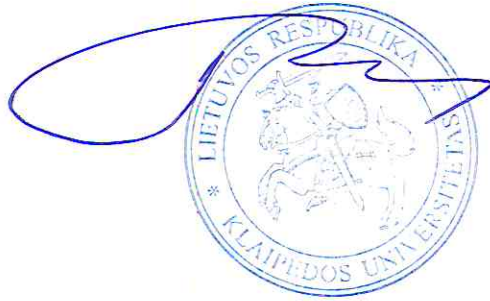
Date: 16 March 2022

Name of Legal Representative: Artūras RAZBADAUSKAS

Function: ACTING RECTOR

Institution: KLAIPEDA UNIVERSITY

Signature



Date: 16 March 2022

Name of Legal Representative: JOSÉ MANUEL PAGÁN AGULLÓ

Function: RECTOR

Institution: FUNDACIÓN UNIVERSIDAD CATÓLICA DE VALENCIA SAN VICENTE MÁRTIR

Signature

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MANUEL
PAGAN (R:
G97025787)

Firmado digitalmente por 24363788A
JOSE MANUEL PAGAN (R: G97025787)
Nombre de reconocimiento (DN):
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serialNumber=IDCES-24363788A,
givenName=JOSE MANUEL,
sn=PAGAN AGULLO, cn=24363788A
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Date: 16 March 2022

Name of Legal Representative: PROFESSOR DIJANA VICAN, PhD

Function: RECTOR

Institution: UNIVERSITY OF ZADAR

Signature



Date: 16 March 2022

Name of Legal Representative: WOLFGANG SCHARECK

Function: RECTOR

Institution: UNIVERSITAT ROSTOCK

Signature

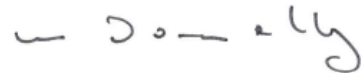


Date: 16 March 2022

Name of Legal Representative: WILLIE DONNELLY

Function: RECTOR

Institution: WATEFORD INSITUTE OF TECHNOLOGY

Signature 

Date: 16 March 2022

Name of Legal Representative: GEORGIOS DEMOSTHENOUS

Function: RECTOR

Institution: FREDERICK UNIVERSITY

Signature



Date: 16 March 2022

ANNEX 2

ESTIMATED BUDGET (LUMP SUM BREAKDOWN) FOR THE ACTION

Estimated EU contribution											
Estimated eligible lump sum contributions (per work package)											Maximum grant amount ¹
Forms of funding	WP1 Alliance Management, Coordination and Support	WP2 Strengthening Complementarity of Bachelor Studies on SmUCS Topics	WP3 Joint SmUCS Master programme development and micro-credential development	WP4 EU-CONEXUS PhD Level Joint Actions	WP5 EU-CONEXUS Teaching Academy	WP6 EU-CONEXUS Office for Development of Study Offers	WP7 Research to Education	WP8 Research Networking and Mobility	WP9 Support Joint Research Structures	WP10 Project Development Support for Education, Research and Innovation	
	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	
	a	b	c	d	e	f	g	h	i	j	$s = a + b + c + d + e + f + g + h + i + j + k + l + m + n + o + p + q + r$
1 - LRUniv	1 249 269.00	243 442.00	71 375.00	62 832.00	42 339.00	6 734.00	22 931.00	32 396.00	29 446.00	44 696.00	2 172 426.00
2 - AUA	268 167.00	155 294.00	52 303.00	42 229.00	43 668.00	14 959.00	242 723.00	18 873.00	194 350.00	9 380.00	1 242 046.00
3 - UCV	353 086.00	447 884.00	58 570.00	57 488.00	57 998.00	6 946.00	50 138.00	28 368.00	43 731.00	9 894.00	1 380 450.00
4 - KU	246 502.00	208 501.00	46 910.00	45 417.00	38 879.00	0.00	42 542.00	32 394.00	73 174.00	8 961.00	1 323 397.00
5 - UNIZD	178 221.00	178 826.00	63 286.00	58 346.00	70 642.00	271 556.00	47 566.00	32 086.00	70 058.00	9 081.00	1 225 828.00
6 - UTCB	244 739.00	201 452.00	31 914.00	158 393.00	46 361.00	6 734.00	0.00	26 587.00	84 367.00	81 505.00	1 198 980.00
7 - SETU	304 472.00	23 177.00	475 304.00	52 684.00	45 407.00	7 204.00	54 782.00	34 620.00	31 508.00	95 851.00	1 564 509.00
8 - UROS	419 755.00	250 138.00	75 234.00	60 084.00	0.00	8 377.00	69 338.00	227 559.00	52 566.00	14 268.00	1 594 512.00
9 - FredU	264 445.00	201 422.00	50 401.00	48 886.00	267 443.00	0.00	44 083.00	36 263.00	25 398.00	89 254.00	1 391 554.00
10 - EU-CONEXA	399 865.00	0.00	25 680.00	38 520.00	0.00	68 480.00	23 112.00	179 030.00	0.00	80 440.00	1 306 266.00
11 - CHDMB											
12 - ML											
13 - CPA											
14 - WCC											
15 - SRA											
16 - CDA											
17 - EPIC											
18 - NAR											
19 - VLR											
20 - PA											
21 - KSTP											
22 - KSPA											
23 - HCR											
24 - TP											
25 - CCE											
26 - KCM											
27 - ANM											
28 - VPF											
Σ consortium	3 928 521.00	1 910 136.00	950 977.00	624 879.00	612 737.00	390 990.00	597 215.00	648 176.00	604 598.00	443 330.00	14 399 968.00

Estimated EU contribution									
Estimated eligible lump sum contributions (per work package)									Maximum grant amount ¹
Forms of funding	WP11 Transfer of Knowledge and Technologies	WP12 Supporting Student Engagement	WP13 EU-CONEXUS Career Network	WP14 EU-CONEXUS Stakeholder Academy	WP15 EU-CONEXUS University to School Programme	WP16 Green Campus	WP17 Community Engagement through Arts and Culture	WP18 Communication, Impact and Dissemination	
	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	
	k	l	m	n	o	p	q	r	$s = a + b + c + d + e + f + g + h + i + j + k + l + m + n + o + p + q + r$
1 - LRUniv	0.00	7 799.00	24 350.00	23 557.00	21 170.00	21 515.00	159 956.00	108 619.00	2 172 426.00
2 - AUA	0.00	8 245.00	24 973.00	19 826.00	20 412.00	40 757.00	10 540.00	75 347.00	1 242 046.00
3 - UCV	0.00	8 245.00	21 508.00	48 295.00	58 920.00	13 530.00	13 264.00	102 585.00	1 380 450.00
4 - KU	0.00	7 800.00	20 594.00	66 902.00	23 999.00	36 150.00	12 158.00	412 514.00	1 323 397.00
5 - UNIZD	0.00	96 263.00	18 586.00	22 694.00	21 831.00	20 503.00	12 986.00	53 297.00	1 225 828.00
6 - UTCB	0.00	7 800.00	38 260.00	2 157.00	135 474.00	37 314.00	5 708.00	90 215.00	1 198 980.00
7 - SETU	0.00	8 245.00	208 424.00	29 764.00	45 909.00	24 794.00	13 890.00	108 474.00	1 564 509.00
8 - UROS	133 981.00	7 800.00	26 796.00	28 952.00	0.00	51 220.00	17 863.00	150 581.00	1 594 512.00
9 - FredU	0.00	8 574.00	21 795.00	26 644.00	73 499.00	89 726.00	45 757.00	97 964.00	1 391 554.00
10 - EU-CONEXA	44 512.00	86 114.00	0.00	60 057.00	17 120.00	0.00	0.00	283 336.00	1 306 266.00
11 - CHDMB									
12 - ML									
13 - CPA									
14 - WCC									
15 - SRA									
16 - CDA									
17 - EPIC									
18 - NAR									
19 - VLR									
20 - PA									
21 - KSTP									
22 - KSPA									
23 - HCR									
24 - TP									
25 - CCE									
26 - KCM									
27 - ANM									
28 - VPF									
Σ consortium	178 493.00	246 885.00	405 286.00	328 848.00	418 334.00	335 509.00	292 122.00	1 482 932.00	14 399 968.00

¹ The 'maximum grant amount' is the maximum grant amount fixed in the grant agreement (on the basis of the sum of the beneficiaries' lump sum shares for the work packages).

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

GEOPONIKO PANEPISTIMION ATHINON (AUA), PIC 999872218, established in IERA ODOS 75, ATHINA 11855, Greece,

hereby agrees

to become beneficiary

in Agreement No 101089709 — EU-CONEXUS Plus ('the Agreement')

between LA ROCHELLE UNIVERSITE (LRUniv) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

FUNDACION UNIVERSIDAD CATOLICA DE VALENCIA SAN VICENTE MARTIR (UCV),
PIC 991514019, established in CALLE QUEVEDO 2, VALENCIA 46001, Spain,

hereby agrees

to become beneficiary

in Agreement No 101089709 — EU-CONEXUS Plus ('the Agreement')

between LA ROCHELLE UNIVERSITE (LRUniv) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

KLAIPEDOS UNIVERSITETAS (KU), PIC 999904422, established in Herkaus Manto 84, KLAIPEDA LT-92294, Lithuania,

hereby agrees

to become beneficiary

in Agreement No 101089709 — EU-CONEXUS Plus ('the Agreement')

between LA ROCHELLE UNIVERSITE (LRUniv) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

SVEUCILISTE U ZADRU (UNIZD), PIC 991684060, established in ULICA MIHOVILA PAVLINOVICA 1, ZADAR 23 000, Croatia,

hereby agrees

to become beneficiary

in Agreement No 101089709 — EU-CONEXUS Plus ('the Agreement')

between LA ROCHELLE UNIVERSITE (LRUniv) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

UNIVERSITATEA TEHNICA DE CONSTRUCTII BUCURESTI (UTCB), PIC 996793729,
established in LACUL TEI 122-124 SECTOR 2, BUCURESTI 020396, Romania,

hereby agrees

to become beneficiary

in Agreement No 101089709 — EU-CONEXUS Plus ('the Agreement')

between LA ROCHELLE UNIVERSITE (LRUniv) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

SOUTH EAST TECHNOLOGICAL UNIVERSITY (SETU), PIC 886107126, established in CORK ROAD CAMPUS WATERFORD, WATERFORD X91 K0EK, Ireland,

hereby agrees

to become beneficiary

in Agreement No 101089709 — EU-CONEXUS Plus ('the Agreement')

between LA ROCHELLE UNIVERSITE (LRUniv) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

UNIVERSITAET ROSTOCK (UROS), PIC 999852430, established in UNIVERSITATSPLATZ 1, ROSTOCK 18051, Germany,

hereby agrees

to become beneficiary

in Agreement No 101089709 — EU-CONEXUS Plus ('the Agreement')

between LA ROCHELLE UNIVERSITE (LRUniv) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

FREDERICK UNIVERSITY FU (FredU), PIC 996511750, established in GIANNI FREIDERIKOU 7, PALLOURIOTISSA LEFKOSIA 1036, Cyprus,

hereby agrees

to become beneficiary

in Agreement No 101089709 — EU-CONEXUS Plus ('the Agreement')

between LA ROCHELLE UNIVERSITE (LRUniv) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

EU-CONEXUS (EU-CONEXA), PIC 887063740, established in CHAUSSEE D'ALSEMBERG 999, BRUXELLES 1180, Belgium,

hereby agrees

to become beneficiary

in Agreement No 101089709 — EU-CONEXUS Plus ('the Agreement')

between LA ROCHELLE UNIVERSITE (LRUniv) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

FINANCIAL STATEMENT FOR THE ACTION FOR REPORTING PERIOD [NUMBER]

EU contribution												
Eligible lump sum contributions (per work package)												Requested EU contribution
WP1 [name]	WP2 [name]	WP3 [name]	WP4 [name]	WP5 [name]	WP6 [name]	WP7 [name]	WP8 [name]	WP9 [name]	WP10 [name]	WP [XX]		
[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	
Forms of funding												
Status of completion	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	PARTIALLY COMPLETED	PARTIALLY COMPLETED	COMPLETED	NOT COMPLETED	
	a	b	c	d	e	f	g	h	i	j	k	$l = a + b + c + d + e + f + g + h + i + j + k$
1 – [short name beneficiary]												
1.1 – [short name affiliated entity]												
2 – [short name beneficiary]												
2.1 – [short name affiliated entity]												
X – [short name associated partner]												
Total consortium												

The consortium hereby confirms that:
 The information provided is complete, reliable and true.
 The lump sum contributions declared are eligible (in particular, the work packages have been completed and the work has been properly implemented and/or the results were achieved; see Article 6).
 The proper implementation of the action/achievement of the results can be substantiated by adequate records and supporting documentation that will be produced upon request or in the context of checks, reviews, audits and investigations (see Articles 19, 21 and 25).

ANNEX 5

SPECIFIC RULES

INTELLECTUAL PROPERTY RIGHTS (IPR) — BACKGROUND AND RESULTS — ACCESS RIGHTS AND RIGHTS OF USE (— ARTICLE 16)

Rights of use of the granting authority on results for information, communication, publicity and dissemination purposes

The granting authority also has the right to exploit non-sensitive results of the action for information, communication, dissemination and publicity purposes, using any of the following modes:

- **use for its own purposes** (in particular, making them available to persons working for the granting authority or any other EU service (including institutions, bodies, offices, agencies, etc.) or EU Member State institution or body; copying or reproducing them in whole or in part, in unlimited numbers; and communication through press information services)
- **distribution to the public** in hard copies, in electronic or digital format, on the internet including social networks, as a downloadable or non-downloadable file
- **editing** or **redrafting** (including shortening, summarising, changing, correcting, cutting, inserting elements (e.g. meta-data, legends or other graphic, visual, audio or text elements extracting parts (e.g. audio or video files), dividing into parts or use in a compilation
- **translation** (including inserting subtitles/dubbing) in all official languages of EU
- **storage** in paper, electronic or other form
- **archiving** in line with applicable document-management rules
- the right to authorise **third parties** to act on its behalf or sub-license to third parties, including if there is licensed background, any of the rights or modes of exploitation set out in this provision
- **processing**, analysing, aggregating the results and **producing derivative works**
- **disseminating** the results in widely accessible databases or indexes (such as through ‘open access’ or ‘open data’ portals or similar repositories, whether free of charge or not.

The beneficiaries must ensure these rights of use for the whole duration they are protected by industrial or intellectual property rights.

If results are subject to moral rights or third party rights (including intellectual property rights or rights of natural persons on their image and voice), the beneficiaries must ensure that they

comply with their obligations under this Agreement (in particular, by obtaining the necessary licences and authorisations from the rights holders concerned).

Access rights for the granting authority, EU institutions, bodies, offices or agencies and national authorities to results for policy purposes

The beneficiaries must grant access to their results — on a royalty-free basis — to the granting authority, other EU institutions, bodies, offices or agencies, for developing, implementing and monitoring EU policies or programmes.

Such access rights are limited to non-commercial and non-competitive use.

The access rights also extend to national authorities of EU Member States or associated countries, for developing, implementing and monitoring their policies or programmes in this area. In this case, access is subject to a bilateral agreement to define specific conditions ensuring that:

- the access will be used only for the intended purpose and
- appropriate confidentiality obligations are in place.

Moreover, the requesting national authority or EU institution, body, office or agency (including the granting authority) must inform all other national authorities of such a request.

Access rights for third parties to ensure continuity and interoperability

Where the call conditions impose continuity or interoperability obligations, the beneficiaries must make the materials, documents and information and results produced in the framework of the action available to the public (freely accessible on the Internet under open licences or open source licences).

COMMUNICATION, DISSEMINATION AND VISIBILITY (— ARTICLE 17)

Additional communication and dissemination activities

The beneficiaries must engage in the following additional communication and dissemination activities:

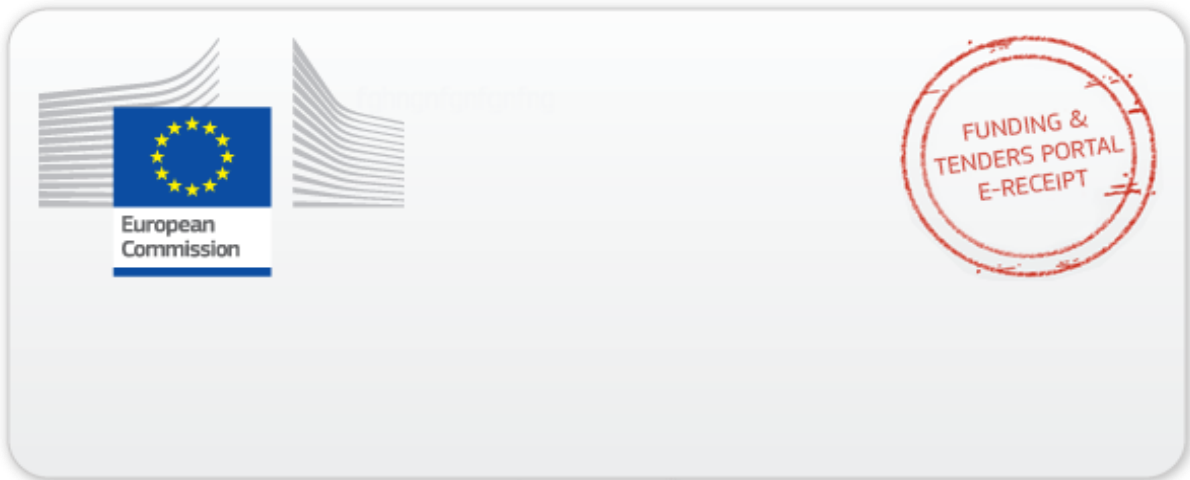
- **present the project** (including project summary, coordinator contact details, list of participants, European flag and funding statement and project results) on the beneficiaries' **websites** or **social media accounts**
- for actions involving public **events**, display signs and posters mentioning the action and the European flag and funding statement
- upload the public **project results** to the Erasmus+ Project Results platform, available through the Funding & Tenders Portal.

SPECIFIC RULES FOR CARRYING OUT THE ACTION (— ARTICLE 18)

EU restrictive measures

The beneficiaries must ensure that the EU grant does not benefit any affiliated entities, associated partners, subcontractors or recipients of financial support to third parties that are

subject to restrictive measures adopted under Article 29 of the Treaty on the European Union or Article 215 of the Treaty on the Functioning of the EU (TFEU).



This electronic receipt is a digitally signed version of the document submitted by your organisation. Both the content of the document and a set of metadata have been digitally sealed.

This digital signature mechanism, using a public-private key pair mechanism, uniquely binds this eReceipt to the modules of the Funding & Tenders Portal of the European Commission, to the transaction for which it was generated and ensures its full integrity. Therefore a complete digitally signed trail of the transaction is available both for your organisation and for the issuer of the eReceipt.

Any attempt to modify the content will lead to a break of the integrity of the electronic signature, which can be verified at any time by clicking on the eReceipt validation symbol.

More info about eReceipts can be found in the FAQ page of the Funding & Tenders Portal.

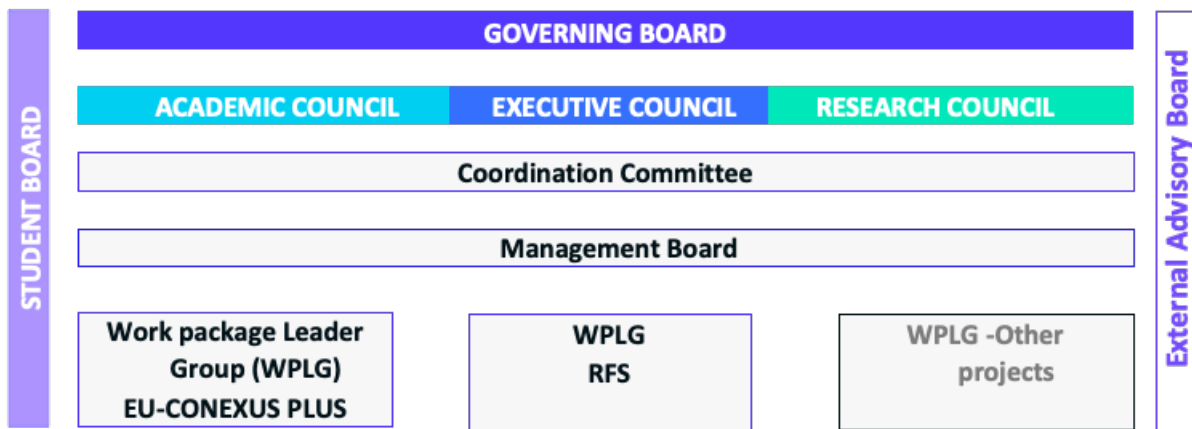
<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/faq>

Attachment 2: Budget Breakdown per Partner

EU-CONEXUS Plus Funding Rates per partner

	LRUniv	AUA	UCV	KU	UNIZD	UTCB	SETU	UROS	FredU	EU-CONEXA
1st prefinancing (40%)	868,970.40 €	496,818.40 €	552,180.00 €	529,358.80 €	490,331.20 €	479,592.00 €	625,803.60 €	637,804.80 €	556,621.60 €	522,506.40 €
2nd prefinancing (40%)	868,970.40 €	496,818.40 €	552,180.00 €	529,358.80 €	490,331.20 €	479,592.00 €	625,803.60 €	637,804.80 €	556,621.60 €	522,506.40 €
Final payment 20%	434,485.20 €	248,409.20 €	276,090.00 €	264,679.40 €	245,165.60 €	239,796.00 €	312,901.80 €	318,902.40 €	278,310.80 €	261,253.20 €
Total	2,172,426.00 €	1,242,046.00 €	1,380,450.00 €	1,323,397.00 €	1,225,828.00 €	1,198,980.00 €	1,564,509.00 €	1,594,512.00 €	1,391,554.00 €	1,306,266.00 €

Attachment 3: Governance Scheme



Graphic 1: Governance scheme

Attachment 4: Accession Document

ACCESSION

of a new Party to**EU-CONEXUS Consortium Agreement, version [....., DD/MM/YYYY]****[OFFICIAL NAME OF THE NEW PARTY AS IDENTIFIED IN THE Grant Agreement]**

hereby consents to become a Party to the Consortium Agreement identified above and accepts all the rights and obligations of a Party starting [date]

LA ROCHELLE UNIVERSITE

hereby certifies that the Consortium has accepted in the meeting held on [date] the accession of [the name of the new Party] to the Consortium starting [date].

This Accession document has been done in 2 originals to be duly signed by the undersigned authorised representatives.

[Date and Place]**[INSERT NAME OF THE NEW PARTY]**

Signature(s)

Name(s)

Title(s)

The _____, La Rochelle

LA ROCHELLE UNIVERSITE

Signature(s)

Name(s)

Title(s)

Attachment 5: Background included

Background is defined as 'data, know-how or information (...) that is needed to implement the Action or exploit the results'. Because of this need, Access Rights have to be granted in principle, but Parties must identify and agree amongst them on the Background for the Action. This is the purpose of this attachment.

LA ROCHELLE UNIVERSITÉ

As to LA ROCHELLE UNIVERISTÉ, it is agreed between the Parties that, to the best of their knowledge,

No data, know-how or information of La Rochelle Université shall be needed by another Party for implementation of the Action or exploitation of that other Party's results

This represents the status at the time of signature of this Consortium Agreement.

GEOPONIKO PANEPISTIMION ATHINON

As to **AGRICULTURAL UNIVERSITY OF ATHENS**, it is agreed between the Parties that, to the best of their knowledge

The following background is hereby identified and agreed upon for the Action Specific limitations and/or conditions, shall be as mentioned hereunder:

Describe Background	Specific limitations and/or conditions for implementation	Specific limitations and/or conditions for Exploitation
Biosensor technology, including proprietary/patented know-how	No limitation for educational and research purposes in the framework of the implementation of the project	Exploitation of the background by other Partners must be agreed with AUA, possibly under a license agreement
Marine Biotechnology	No limitation for educational and research purposes in the framework of the implementation of the project	Exploitation of the background by other Partners must be agreed with AUA, possibly under a license agreement

This represents the status at the time of signature of this Consortium Agreement.

FUNDACION UNIVERSIDAD CATOLICA DE VALENCIA SAN VICENTE MARTIR

As to the CATHOLIC UNIVERSITY OF VALENCIA, it is agreed between the Parties that, to the best of their knowledge,

No data, know-how or information of the Catholic University of Valencia shall be needed by another Party for implementation of the Action or exploitation of that other Party's results

This represents the status at the time of signature of this Consortium Agreement.

KLAIPEDOS UNIVERSITETAS

As to Klaipeda University, it is agreed between the Parties that, to the best of their knowledge,

No data, know-how or information of Klaipeda University shall be needed by another Party for implementation of the Action or Exploitation of that other Party's Results

This represents the status at the time of signature of this Consortium Agreement.

SVEUCILISTE U ZADRU

As to the University of Zadar, it is agreed between the Parties that, to the best of their knowledge,

No data, know-how or information of the University of Zadar shall be needed by another Party for implementation of the Action or exploitation of that other Party's results

This represents the status at the time of signature of this Consortium Agreement.

UNIVERSTATEA TEHNICA DE CONSTRUCTII BUCURESTI

As to the Technical University of Civil Engineering Bucharest, it is agreed between the Parties that, to the best of their knowledge,

No data, know-how or information of Technical University of Civil Engineering Bucharest shall be needed by another Party for implementation of the Action or exploitation of that other Party's results

This represents the status at the time of signature of this Consortium Agreement.

SOUTH EAST TECHNOLOGICAL UNIVERSITY

As to the SOUTH EAST TECHNOLOGICAL UNIVERSITY, it is agreed between the Parties that, to the best of their knowledge

No data, know-how or information of South East Technological University shall be needed by another Party for implementation of the Action or exploitation of that other Party's results

This represents the status at the time of signature of this Consortium Agreement.

UNIVERSTAET ROSTOCK

As to the UNIVERSTAET ROSTOCK, it is agreed between the Parties that, to the best of their knowledge

No data, know-how or information of Universitaet Rostock shall be needed by another Party for implementation of the Action or exploitation of that other Party's results

This represents the status at the time of signature of this Consortium Agreement.

FREDERICK UNIVERSITY

As to the FREDERICK UNIVERSITY, it is agreed between the Parties that, to the best of their knowledge,

No data, know-how or information of Frederick University shall be needed by another Party for implementation of the Action or exploitation of that other Party's results

This represents the status at the time of signature of this Consortium Agreement.

Attachment 6: Administrative and Bank Data

Beneficiary Name and its address	Name of the bank of the beneficiary and its address	Bank data: Account number or IBAN BIC Code or SWIFT
UNIVERSITE DE LA ROCHELLE, Agent comptable 23 avenue Albert Einstein, BP 33060, 17031 La Rochelle	TRESOR PUBLIC, DDFIP-Charente-Maritime, 14 rue Réaumur, 17021 La Rochelle cedex 1	IBAN: FR7610071170000000100212711
AGRICULTURAL UNIVERSITY OF ATHENS 75 Iera Odos Str. 11855 Athens, Greece	National Bank of Greece, 86 Aeolou Str. 10559 Athens, Greece	IBAN: GR81 0110 0400 0000 0400 2186 007
FUNDACION UNIVERSIDAD CATOLICA DE VALENCIA SAN VICENTE MARTIR Quevedo Str. 2, 46001 Valencia, Spain	La Caixa C/Armando Palacio Valdés, 10 46001 Valencia Spain	IBAN: ES66 2100 2940 1802 0010 2575 SWIFT / BIC: CAIXESBBXXX
KLAIPEDOS UNIVERSITETAS Herkaus Manto str. 84, 92294 Klaipeda, Lithuania	AB Swedbank Konstitucijos pr. 20 A, Vilnius, Lithuania 03502	IBAN: LT 79 7300 0101 3162 1135 BIC: HABALT22
SVEUCILISTE U ZADRU Mihovila Pavlinovica 1 23000 Zadar Croatia	OTP banka d. d. Domovinskog rata 3 23000 Zadar Croatia	IBAN: HR1124070001100609482 BIC: OTPVHR2X
UNIVERSTATEA TEHNICA DE CONSTRUCTII BUCURESTI ADRESA BDUL LACUL TEI NR.1022-124 SECTOR 2 BUCURESTI	BANCA COMERCIALA ROMANA - AGENTIA SECTOR 2 ADRESA CALEA VICTORIE NR.15 SECTOR 3 BUCURESTI	IBAN: RO03RNCB0073005630380155 SWIFT: RNCBROBU

SOUTH EASTERN TECHNOLOGICAL UNIVERISTY	Allied Irish Bank 36- 37 Tullow Street Carlow R93TV76	IBAN: IE52 AIBK 933104 6267 9144 BIC: AIBKIE2D
UNIVERSTAET ROSTOCK Universitätsplatz 1, 18055 Rostock GERMANY	Deutsche Bundesbank Filiale Rostock Richard-Wagner- Straße 2 18055 Rostock	Account Name: Landeszentalkasse Mecklenburg-Vorpommern IBAN: DE 26 1300 0000 0014 0015 18 BIC: MARKDEF1130 payment reference: 7115220009164
FREDERICK UNIVERSITY 7, Y. Freiderickoy Street, Pallouriotissa Nikosia CYPRUS	Bank of Cyprus	IBAN: CY53 0020 0199 0000 0001 0079 9600 BIC: BCYPCY2N
EU-CONEXA	ING Belgique Avenue des Combattants 70b, 1490 Court-Saint- Etienne	IBAN: BE36 3632 2677 0781 BIC: BBRUBEBB