



Funded by  
the European Union

# PROJECT AGREEMENT

## Heritage – Multidisciplinary Approach for Better Preservation



Università  
di Camerino  
Italia



Svishtov  
Academy  
of Economic  
Sciences  
Bulgaria



Instituto Politécnico de Tomar

Polytechnic  
Institute  
of Tomar  
Portugal



Univerzita Jihočeská  
University of South Bohemia  
in České Budějovice

University of  
South Bohemia  
Czech  
Republic



VALAHIA  
University  
of TARGOVISTE

Valahia  
University  
of Targoviste  
Romania



TRNAVSKÁ  
UNIVERZITA  
V TRNAVE

Trnava  
University  
Slovakia



ADANA ALPARSLAN TÜRKES  
SCIENCE AND TECHNOLOGY

Adana  
Alparslan  
Türkes  
Science and  
Technology  
Turkey

FEBRUARY 2025



Funded by  
the European Union

**Project acronym:** Multi-Heritage2024

**Project Number:** 101180427

**Project Duration:** 15 months

**Project Start Date:** 1 November 2024

**Project End Date:** 31 January 2026

**Call:** ERASMUS-EDU-2024-EMJM-DESIGN

**Topic:** ERASMUS-EDU-2024-EMJM-DESIGN

**Type of action:** ERASMUS Lump Sum Grants

**Granting authority:** European Education and Culture Executive Agency



Funded by  
the European Union

This Project Agreement is entered into by the following Higher Education Institutions (hereinafter referred to individually or collectively as "Party," "Parties," "Beneficiary," "Beneficiaries," "Consortium," or "Alliance"):

1. **Coordinator:**

**UNIVERSITATEA VALAHIA TÂRGOVIȘTE (VUT)**, PIC 998482887, located at Bulevardul Regele Carol I 2, Târgoviște 130024, Romania.

2. **Members:**

1. **INSTITUTO POLITECNICO DE TOMAR (IPT)**, PIC 949034033, located at Estrada da Serra Quinta do Contador, Tomar 2300, Portugal.
2. **ADANA ALPARSLAN TURKES BILIM VE TEKNOLOJI UNIVERSITESI (ATU)**, PIC 948210503, located at Balcali Mahallesi Catalan Caddesi No 201/1 Saricam, Adana 01250, Türkiye.
3. **JIHOČESKA UNIVERZITA V ČESKÝCH BUDEJOVICÍCH (USB)**, PIC 999876292, located at Branisovska 31A, Ceske Budejovice 370 05, Czechia.
4. **STOPANSKA AKADEMIA DIMITAR A. TSENOV (TAE)**, PIC 949717980, located at Emanuil Chakarov Str. 2, Svishtov 5250, Bulgaria.
5. **TRNAVSKA UNIVERZITA V TRNAVE (TUT)**, PIC 994330026, located at Hornopotocna 23, Trnava 918 43, Slovakia.
6. **UNIVERSITA DEGLI STUDI DI CAMERINO (UNICAM)**, PIC 999845737, located at Piazza Cavour 19F, Camerino 62032, Italy.

The above-mentioned parties have mutually agreed to enter into this Project Agreement. By signing this document, the Parties commit to implementing the activities of the **Multi-Heritage 2024 Project**, hereinafter referred to as the "Action," under their own responsibility and in accordance with the terms and conditions set forth in the **Grant Agreement** (number GAP-101180427 Multi-Heritage 2024), hereinafter referred to as the "Grant Agreement", which is integral part of the **Project Agreement**.

**WHEREAS:**

- Valahia University of Targoviste as a member of the KreativEU Alliance of European Universities has submitted a proposal (**Call Identifier: ERASMUS-EDU-2024-EMJM-**



Funded by  
the European Union

**DESIGN**) for the Action to the European Education and Culture Executive Agency (EACEA), hereinafter referred to as "the Agency," under the Erasmus+ Programme.

- Valahia University of Targoviste and the Alliance wishes to define and/or supplement binding commitments in addition to the provisions established in the specific Grant Agreement signed between the Parties and the Agency.
- The **Coordinator** shall act as the intermediary between the Parties and the Agency, and, in addition to its role as a Party, will assume the responsibilities assigned to it as outlined in the Grant Agreement and this Consortium Agreement.

**NOW, THEREFORE, IT IS HEREBY AGREED AS FOLLOWS:**

1. All parties agree to fully comply with the rules and provisions outlined in the Grant Agreement (number GAP-101180427 Multi-Heritage 2024), and acknowledge that any breach of these terms may result in appropriate actions as specified in the Agreement.

## 2. Definitions

For the purposes of this Project Agreement in addition to article 2 of Project 101180427, the following definitions apply:

**2.1. 'Action':** Refers to the set of activities or the project for which the grant has been awarded, to be executed by the beneficiaries as outlined in Annex I of the Grant Agreement, which is attached to this Project Agreement.

**2.2. 'Breach of obligations':** Occurs when a beneficiary fails to fulfill one or more of its contractual obligations.

**2.3. '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 Grant Agreement, that is explicitly identified as confidential in writing by the disclosing party. Information that is publicly available is not considered confidential.

**2.4. 'Conflict of interests':** A situation in which the impartial and objective implementation of the Grant Agreement by a beneficiary is compromised due to family relationships, emotional ties, political or national affiliations, economic interests, or any other direct



Funded by  
the European Union

or indirect personal or shared interest with the Agency or any third party involved in the subject matter of the Grant Agreement.

- 2.5. 'Defaulting Party':** Refers to a Party identified by the General Assembly as being in breach of the Consortium Agreement and/or the Grant Agreement.
- 2.6. 'Direct costs':** Specific costs directly associated with the implementation of the Action, which can be directly attributed to it. These costs do not include indirect costs.
- 2.7. 'Force majeure':** Any unforeseeable and exceptional situation or event beyond the control of the parties that prevents them from fulfilling their obligations under the Grant Agreement. The event must not be attributable to error or negligence and must be inevitable despite due diligence. Labour disputes, strikes, financial difficulties, service defaults, equipment defects, or delays in making materials available cannot be invoked as force majeure unless they directly result from a relevant case of force majeure.
- 2.8. 'Formal notification':** A written communication between the parties (via mail or electronic mail) that provides compelling evidence of delivery to the specified recipient.
- 2.9. 'Fraud':** Any act or omission involving false, incorrect, or incomplete statements or documents that results in the misappropriation or wrongful retention of funds or assets from the Grant, non-disclosure of information in violation of a specific obligation, or misapplication of such funds or assets for purposes other than those originally intended.
- 2.10. 'Governing Body':** Any governance or management body outlined in the Governance Structure section of this Project Agreement.
- 2.11. 'Grave professional misconduct':** A violation of applicable laws, regulations, or ethical standards in the relevant profession, or any wrongful conduct impacting professional credibility, indicative of wrongful intent or gross negligence.
- 2.12. 'Hybrid meeting':** A meeting that combines in-person and remote attendance, with remote participants joining via online platforms.
- 2.13. 'Implementation period':** The period during which the activities outlined in the Action are to be carried out, as specified in the Grant Agreement.



Funded by  
the European Union

- 2.14. 'Indirect costs':** Costs not directly linked to the implementation of the Action and therefore not attributable to it. These costs are not classified as eligible direct costs.
- 2.15. 'In-person meeting':** A gathering or interaction where participants physically assemble at a single location, allowing for face-to-face interaction, direct conversations, and non-verbal communication.
- 2.16. 'Lump Sum Contribution':** The amount allocated to each Party per work package, as stated in Annex 2 of the Grant Agreement, attached to this Project Agreement.
- 2.17. 'Maximum grant amount':** The maximum EU contribution to the Action, as defined in the Grant Agreement.
- 2.18. 'Online meeting':** A meeting conducted via the internet, often referred to as a remote meeting, virtual meeting, or web conference, connecting participants from different locations through digital technology.
- 2.19. 'Related person':** Any natural or legal person who is a member of the administrative, management, or supervisory body of a beneficiary or who holds powers of representation, decision, or control over the beneficiary.
- 2.20. 'Software':** Sequences of instructions designed to carry out a process in, or convertible into, a form executable by a computer and fixed in any tangible medium of expression.

### 3. Purpose

- 3.1.** This Project Agreement is designed to outline the relationship between the Parties concerning the Action, particularly with regard to the organization of work, governance, and the rights and obligations of the Parties. These include, but are not limited to, aspects of liability, access rights, and dispute resolution.
- 3.2.** The Parties commit to carrying out the work described in this Agreement to the best of their ability.
- 3.3.** The subject matter of this Agreement and the corresponding work are detailed in the annexes of the Grant Agreement, the terms and conditions of which, including any amendments, form an integral part of this Agreement and take precedence over it.



Funded by  
the European Union

## 4. Entry into Force, Duration, and Termination

### 4.1. Entry into Force

- 4.1.1. An entity becomes a Party to this Project Agreement upon signature by a duly authorized representative.
- 4.1.2. This Project Agreement shall come into effect on the date of the signature by the last party, marking the start of the eligibility period defined in the Grant Agreement.
- 4.1.3. The eligibility period for the activities and costs shall align with the stipulations of the Grant Agreement or any subsequent amendments.

### 4.2. Duration and Termination

- 4.2.1. This Project Agreement shall remain in effect until all obligations under both the Grant Agreement and this Project Agreement have been fully discharged.
- 4.2.2. Notwithstanding the above, this Agreement—or the participation of one or more Parties—may be terminated in accordance with the terms set forth herein.
- 4.2.3. This Agreement shall automatically terminate for the affected Party(ies) under the following circumstances:
  - 4.2.3.1. The Project Agreement is not signed by any Party;
  - 4.2.3.2. The Project Agreement is terminated; or
  - 4.2.3.3. A Party's participation in the Project Agreement is terminated.

### 4.3. Survival of Rights and Obligations

- 4.3.1. The provisions relating to access rights, dissemination, confidentiality (for the period specified therein), as well as liability, applicable law, and dispute resolution, shall survive the expiration or termination of this Project Agreement.
- 4.3.2. Termination shall not affect any rights or obligations incurred by a Party prior to the termination date, unless otherwise agreed by the General Assembly and the terminating Party. This includes the obligation to provide all input, deliverables, and documents for the period of participation.



Funded by  
the European Union

## 5. Responsibilities of Parties

### 5.1. General Principles

**5.1.1.** Each Party agrees to actively participate in the efficient implementation of the Action, cooperating and fulfilling its obligations under the Grant Agreement and this Project Agreement in a timely and good-faith manner, as prescribed by Belgian law.

**5.1.2.** Each Party must promptly notify the Monitoring and Evaluation Team of any significant information, issues, or delays that could affect the implementation of the Project Agreement. Additionally, each Party must provide any information reasonably requested by the Steering Committee, the Monitoring and Evaluation Team or the Coordinator to facilitate their duties.

### 5.2. Breach

**5.2.1.** If a breach of obligations by a Party is identified by the Monitoring and Evaluation Team (e.g., improper project implementation), the Coordinator will issue a formal notice to the offending Party, requiring remedy within 30 calendar days.

**5.2.2.** If the breach is substantial and not rectified within this period, or is deemed unresolvable, the Monitoring and Evaluation Team may declare the Party a Defaulting Party and decide on the appropriate consequences, which may include termination of its participation.

#### 5.2.3. Involvement of Third Parties

**5.2.3.1.** A Party that involves third parties (including Affiliated Entities) in the Action remains fully responsible for their part of the Action and their compliance with the terms of this Project Agreement and the Grant Agreement. The Party must ensure that the involvement of third parties does not affect the rights and obligations of the other Parties, and that no financial support is granted directly to these third parties.

#### 5.2.4. Data Protection Responsibilities

**5.2.4.1.** The Parties agree to cooperate to ensure compliance with applicable data protection laws, including Regulation (EU) 2016/679 and any relevant national laws, throughout the performance and administration of the Project and this Consortium Agreement. This cooperation shall align with the EU Cybersecurity Act (Regulation (EU) 2019/881) and other applicable national and international legislation, particularly the guidelines set out by the EU AI Act.



Funded by  
the European Union

## 6. Liability Towards Each Other

### 6.1. Limitations of Contractual Liability

**6.1.1.** No Party shall be liable to any other Party for indirect, consequential, or similar damages, such as loss of profit, revenue, or contracts, unless caused by willful misconduct or breach of confidentiality.

## 7. Budgeting

### 7.1. Maximum amount and form of the grant

**7.1.1.** The financing granted to the Project is in the maximum amount of 60,000 EUR.

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

**7.1.3.** The grant takes the form of a lump sum for the completion of work package/ activities.

**7.1.4.** Payments to Parties are the exclusive task of the Coordinator.

**7.1.5.** In particular, the Coordinator shall:

**7.1.5.1.** transfer any amounts due to the bank account of a Party without undue delay;

**7.1.5.2.** notify the Party concerned promptly of the date and composition of the amount transferred to its bank account, giving the relevant references;

**7.1.5.3.** perform diligently its tasks in the proper administration of any funds and in maintaining financial accounts;

**7.1.5.4.** 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.

### 7.2. Payment Schedule

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



Funded by  
the European Union

**7.2.1.1.** Funding of costs included in the Action plan shall be paid to Parties after receipt from the Agency as agreed below:

**7.2.1.1.1.** The sums estimated for transportation, accommodation and meals during the in-person activities after the receipt of the first pre-financing Payment;

**7.2.1.1.2.** The estimated costs for accreditation will be determined once a decision is made regarding the accreditation process and the institutions responsible for its implementation.

**7.2.1.1.3.** The payment of the balance reimburses or covers the remaining eligible costs incurred by the Members for the implementation of the Project.

**7.2.1.1.3.1.** If the total amount of previous payments exceeds the final grant amount spent by the Member, the balance will be recovered accordingly.

**7.2.1.1.3.2.** If the total amount of previous payments is less than the final grant amount, the Coordinator must disburse the remaining balance within 30 calendar days of receiving the corresponding payment from the Agency.

**7.2.1.2.** The Coordinator is entitled to withhold any payments due to a Party if that Party has been found to be a Defaulting Party or to a Party who has not yet signed this Consortium Agreement.

**7.2.1.3.** 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.

### 7.3. Use of Payments

**7.3.1.** All payments under this Agreement will be designated to support the accreditation of the study program for the institutions undertaking this responsibility. Additionally, each Partner will receive a lump sum of 380 Euros to cover transportation expenses related to project activities.



Funded by  
the European Union

**7.3.2.** Furthermore, INSTITUTO POLITÉCNICO DE TOMAR and JIHOČESKÁ UNIVERZITA V ČESKÝCH BUDĚJOVICÍCH will receive additional funding to cover hotel accommodation and meal expenses during the in-person meetings held in Tomar and České Budějovice, respectively.

#### 7.4. Transfer of Payments

7.4.1. The Coordinator is responsible for ensuring that all payments to the Members are made via bank transfer and for maintaining proper documentation of the amounts transferred. The Coordinator must also provide Members with timely payment confirmations. Each Member is responsible for keeping accurate records of both the payments received and any expenses incurred. These records must be detailed and accessible for verification purposes, including any checks or audits conducted throughout the duration of the project.

7.4.2. The bank accounts for transferring the payments are set as below:

Institution	Account Holder	Bank Name	IBAN	SWIFT/BIC
VUT	Valahia University of Targoviste	Banca Comerciala Romana	R094RNCB0128045419210160	RNCBROBU
IPT	Instituto Politécnico de Tomar	Agência de Gestão da Tesouraria e da Dívida Pública, IGCP, EPE	PT50078101120112001226029	IGCPPTPL
ATU	Adana Alparslan Türkeş Science and Technology University	Ziraat Bank	TR950001000931587671905180	TCZBTR2AXXX
USB	University of South Bohemia in České Budějovice	Československá obchodní banka, a.s.	CZ2603000000000209816246	CEKOCZPP
TAE	D. A. Tsenov Academy of Economics	INVESTBANK JSC	BG12IORT80483500149700	IORTBGSF



Funded by  
the European Union

<b>TUT</b>	Trnava University in Trnav	Štátna pokladnica, Radlinského 6929/32 810 05 Bratislava 15	SK338180000000700006550	SPSRSKBAXXX
<b>UNICAM</b>	Università degli Studi di Camerino	INTESA SAN PAOLO S.P. A. address: Via Vignoli, 62036 Pieve Torina 62036 MC ITALY	IT47A0306969088100000300 018	BCITITMM

### 7.5. Currency for Payments

7.5.1. Payments from the Coordinator will be made in euros.

### 7.6. Language of Requests for Payments and Reports

7.6.1. All requests for payments and reports must be submitted in English.

### 7.7. Costs of Payment Transfers

7.7.1. The costs of payment transfers are allocated as follows:

- 7.7.1.1. The Coordinator bears the costs of the transfer charged by its bank.
- 7.7.1.2. The Member bears the costs of the transfer charged by its bank.

## 8. Specific operational procedures for the Governing Bodies

### 8.1. Steering Committee

8.1.1. Responsibilities:

- 8.1.1.1. Handle risks and make decisions impacting project activities.
- 8.1.1.2. Ensure implementation of the project plan, correct financial expenditure, quality deliverables, and achievement of outcomes.
- 8.1.1.3. Meet every six months or by request of the Project Coordinator or Financial Officer.

### 8.2. Key Project Team

8.2.1. Responsibility:



Funded by  
the European Union

- 8.2.1.1. Ensure the link between strategic governance, decision-making, and execution of activities.
- 8.2.2. Chaired by the Project Coordinator.

### 8.3. The Advisory Board

- 8.3.1. Include Associated Partners (organizations endorsing KreativEU at grant application or during implementation) and
- 8.3.2. Honorary Partners (natural persons or legal entities invited for their strategic contribution).
- 8.3.3. Responsibilities:
  - 8.3.3.1. Act at both strategic and project levels to ensure stakeholders' engagement.

### 8.4. The Finances Team

- 8.4.1. Financial Managers to oversee and authorize project expenses and financial reporting;
- 8.4.2. Chaired by the Financial Coordinator (appointed by the Lead Partner);
- 8.4.3. Meet every six months or as needed.

### 8.5. The Quality Control Team

- 8.5.1. Two full Professors (one expert in Education and one in Research) from each partner university to review and assess project deliverables.
- 8.5.2. Submit opinions, recommendations, and minority reports on quality to the Key Project Team.
- 8.5.3. Quality Officer will report to the Steering Committee.

### 8.6. The Monitoring and Evaluation Team

- 8.6.1. Responsibilities:
  - 8.6.1.1. Produce regular Monitoring Reports (every six months) and Evaluation Reports (end of the project).
- 8.6.2. One Monitoring Responsible from each partner university.
- 8.6.3. Led by a Project Officer designated by the Lead Partner.

### 8.7. Work Package Coordinator



Funded by  
the European Union

- 8.7.1. **Overseeing Work Package Execution:** Ensuring the work package is carried out according to the agreed timeline, budget, and quality standards.
- 8.7.2. **Coordination and Communication:** Acting as the main point of contact between the team, contractors, and stakeholders, ensuring smooth communication.
- 8.7.3. **Resource Management:** Allocating resources (personnel, equipment, etc.) efficiently to meet project objectives.
- 8.7.4. **Monitoring Progress:** Tracking progress and addressing any deviations from the plan.
- 8.7.5. **Reporting:** Providing regular updates on work package status, including risks, issues, and performance.

### 8.8. Student Representatives

- 8.8.1. **Advocacy:** Representing the interests and concerns of students within the project or contract framework.
- 8.8.2. **Communication:** Serving as a liaison between students and the project team, ensuring clear communication of project updates, feedback, and decisions.
- 8.8.3. **Collaboration:** Working with other representatives and project team members to enhance the overall student experience.

### 8.9. Communication Officer:

- 8.9.1. Developing and implementing a communication plan to ensure consistent messaging across all stakeholders.
- 8.9.2. Managing both internal communications within the team and external communications with the public.
- 8.9.3. Creating and editing written materials (reports, press releases, newsletters, etc.) to communicate project progress and outcomes.
- 8.9.4. Building and maintaining relationships with key stakeholders, ensuring their needs and expectations are addressed.
- 8.9.5. Ensuring the project's image is aligned with its objectives, handling media relations, and promoting the project.



Funded by  
the European Union

### 9. Signatures

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.



Università  
di Camerino  
Italia



Svishtov  
Academy  
of Economic  
Sciences  
Bulgaria



Instituto Politécnico de Tomar  
Polytechnic  
Institute  
of Tomar  
Portugal



Univerzita Jihočeská  
University of South Bohemia  
in České Budějovicích  
University of  
South Bohemia  
Czech  
Republic



„VALAHIA”  
University  
of Targoviste  
Romania



TRNAVSKÁ  
UNIVERZITA  
V TRNAVE  
Trnava  
University  
Slovakia



ADANA ALPARSLAN TÜRKŞ  
BİLİM VE TEKNOLOJİ ENSTİTÜSÜ  
Adana  
Alparslan  
Türkeş  
Science and  
Technology  
Turkey



Funded by  
the European Union

**UNIVERSITATEA VALAHIA TARGOVISTE (VUT)**

Signature: \_\_\_\_\_

Name: Ioan Corneliu Salisteanu

Title: Rector

Date: February 2025



Funded by  
the European Union

**INSTITUTO POLITECNICO DE TOMAR (IPT)**

Signature: \_\_\_\_\_

Name: João Freitas Coroado

Title: President

Date: February 2025



Funded by  
the European Union

**ADANA ALPARSLAN TURKES BILIM VE TEKNOLOJI UNIVERSITESI (ATU)**

Signature: \_\_\_\_\_

Name: Adnan Sözen

Title: Rector

Date: February 2025



Funded by  
the European Union

**JIHOČESKÁ UNIVERZITA V ČESKÝCH BUDEJOVICÍCH (USB)**

Signature: \_\_\_\_\_

Name: Pavel Kozák

Title: Rector

Date: February 2025



Funded by  
the European Union

**STOPANSKA AKADEMIA DIMITAR A. TSENOV (TAE)**

Signature: \_\_\_\_\_

Name: Marin Marinov

Title: Rector

Date: February 2025



Funded by  
the European Union

TRNAVSKA UNIVERZITA V TRNAVE (TUT)

Signature: \_\_\_\_\_

Name: Miloš Lichner

Title: Rector

Date: February 2025



Funded by  
the European Union

**UNIVERSITA DEGLI STUDI DI CAMERINO (UNICAM)**

Signature: \_\_\_\_\_

Name: Graziano Leoni

Title: Rector

Date: February 2025



## EUROPEAN EDUCATION AND CULTURE EXECUTIVE AGENCY (EACEA)

EACEA.A – Erasmus+, EU Solidarity Corps  
A.3 – Erasmus Mundus, Sport

### GRANT AGREEMENT

#### **Project 101180427 — Multi-Heritage2024**

#### **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':

**UNIVERSITATEA VALAHIA TARGOVISTE (UVT)**, PIC 998482887, established in BULEVARDUL REGELE CAROL I 2, TARGOVISTE 130024, Romania,

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 action<sup>1</sup>
- Annex 2 Estimated budget for the action
- Annex 3 Accession forms (if applicable)<sup>2</sup>
- Annex 3a Declaration on joint and several liability of affiliated entities (if applicable)<sup>3</sup>
- Annex 4 Model for the financial statements
- Annex 5 Specific rules (if applicable)

---

<sup>1</sup> Template published on [Portal Reference Documents](#).

<sup>2</sup> Template published on [Portal Reference Documents](#).

<sup>3</sup> Template published on [Portal Reference Documents](#).

## **TERMS AND CONDITIONS**

### **TABLE OF CONTENTS**

<b>GRANT AGREEMENT.....</b>	<b>1</b>
<b>PREAMBLE.....</b>	<b>1</b>
<b>TERMS AND CONDITIONS.....</b>	<b>3</b>
<b>DATASHEET.....</b>	<b>8</b>
<b>CHAPTER 1 GENERAL.....</b>	<b>12</b>
ARTICLE 1 — SUBJECT OF THE AGREEMENT .....	12
ARTICLE 2 — DEFINITIONS.....	12
<b>CHAPTER 2 ACTION.....</b>	<b>13</b>
ARTICLE 3 — ACTION.....	13
ARTICLE 4 — DURATION AND STARTING DATE.....	13
<b>CHAPTER 3 GRANT.....</b>	<b>13</b>
ARTICLE 5 — GRANT.....	13
5.1 Form of grant.....	13
5.2 Maximum grant amount.....	14
5.3 Funding rate.....	14
5.4 Estimated budget, budget categories and forms of funding.....	14
5.5 Budget flexibility.....	14
ARTICLE 6 — ELIGIBLE AND INELIGIBLE CONTRIBUTIONS.....	14
6.1 and 6.2 General and specific eligibility conditions.....	14
6.3 Ineligible contributions.....	15
6.4 Consequences of non-compliance.....	15
<b>CHAPTER 4 GRANT IMPLEMENTATION.....</b>	<b>15</b>
<b>SECTION 1 CONSORTIUM: BENEFICIARIES, AFFILIATED ENTITIES AND OTHER PARTICIPANTS.....</b>	<b>15</b>
ARTICLE 7 — BENEFICIARIES.....	15
ARTICLE 8 — AFFILIATED ENTITIES.....	17
ARTICLE 9 — OTHER PARTICIPANTS INVOLVED IN THE ACTION.....	17
9.1 Associated partners.....	17
9.2 Third parties giving in-kind contributions to the action.....	17
9.3 Subcontractors.....	18
9.4 Recipients of financial support to third parties.....	18

ARTICLE 10 — PARTICIPANTS WITH SPECIAL STATUS.....	18
10.1 Non-EU participants.....	18
10.2 Participants which are international organisations.....	19
10.3 Pillar-assessed participants.....	19
<b>SECTION 2 RULES FOR CARRYING OUT THE ACTION.....</b>	<b>21</b>
ARTICLE 11 — PROPER IMPLEMENTATION OF THE ACTION.....	21
11.1 Obligation to properly implement the action.....	21
11.2 Consequences of non-compliance.....	21
ARTICLE 12 — CONFLICT OF INTERESTS.....	22
12.1 Conflict of interests.....	22
12.2 Consequences of non-compliance.....	22
ARTICLE 13 — CONFIDENTIALITY AND SECURITY.....	22
13.1 Sensitive information.....	22
13.2 Classified information.....	23
13.3 Consequences of non-compliance.....	23
ARTICLE 14 — ETHICS AND VALUES.....	23
14.1 Ethics.....	23
14.2 Values.....	23
14.3 Consequences of non-compliance.....	24
ARTICLE 15 — DATA PROTECTION.....	24
15.1 Data processing by the granting authority.....	24
15.2 Data processing by the beneficiaries.....	24
15.3 Consequences of non-compliance.....	25
ARTICLE 16 — INTELLECTUAL PROPERTY RIGHTS (IPR) — BACKGROUND AND RESULTS — ACCESS RIGHTS AND RIGHTS OF USE.....	25
16.1 Background and access rights to background.....	25
16.2 Ownership of results.....	25
16.3 Rights of use of the granting authority on materials, documents and information received for policy, information, communication, dissemination and publicity purposes.....	25
16.4 Specific rules on IPR, results and background.....	26
16.5 Consequences of non-compliance.....	26
ARTICLE 17 — COMMUNICATION, DISSEMINATION AND VISIBILITY.....	27
17.1 Communication — Dissemination — Promoting the action.....	27
17.2 Visibility — European flag and funding statement.....	27
17.3 Quality of information — Disclaimer.....	28
17.4 Specific communication, dissemination and visibility rules.....	28

17.5	Consequences of non-compliance.....	28
ARTICLE 18 — SPECIFIC RULES FOR CARRYING OUT THE ACTION.....		28
18.1	Specific rules for carrying out the action.....	28
18.2	Consequences of non-compliance.....	28
<b>SECTION 3 GRANT ADMINISTRATION.....</b>		<b>28</b>
ARTICLE 19 — GENERAL INFORMATION OBLIGATIONS.....		28
19.1	Information requests.....	28
19.2	Participant Register data updates.....	29
19.3	Information about events and circumstances which impact the action.....	29
19.4	Consequences of non-compliance.....	29
ARTICLE 20 — RECORD-KEEPING.....		29
20.1	Keeping records and supporting documents.....	29
20.2	Consequences of non-compliance.....	30
ARTICLE 21 — REPORTING.....		30
21.1	Continuous reporting.....	30
21.2	Periodic reporting: Technical reports and financial statements.....	30
21.3	Currency for financial statements and conversion into euros.....	31
21.4	Reporting language.....	31
21.5	Consequences of non-compliance.....	31
ARTICLE 22 — PAYMENTS AND RECOVERIES — CALCULATION OF AMOUNTS DUE.....		31
22.1	Payments and payment arrangements.....	31
22.2	Recoveries.....	32
22.3	Amounts due.....	32
22.4	Enforced recovery.....	37
22.5	Consequences of non-compliance.....	37
ARTICLE 23 — GUARANTEES.....		38
23.1	Prefinancing guarantee.....	38
23.2	Consequences of non-compliance.....	38
ARTICLE 24 — CERTIFICATES.....		39
ARTICLE 25 — CHECKS, REVIEWS, AUDITS AND INVESTIGATIONS — EXTENSION OF FINDINGS.....		39
25.1	Granting authority checks, reviews and audits.....	39
25.2	European Commission checks, reviews and audits in grants of other granting authorities.....	40
25.3	Access to records for assessing simplified forms of funding.....	40
25.4	OLAF, EPPO and ECA audits and investigations.....	40

25.5	Consequences of checks, reviews, audits and investigations — Extension of findings.....	41
25.6	Consequences of non-compliance.....	42
ARTICLE 26 — IMPACT EVALUATIONS.....		42
26.1	Impact evaluation.....	42
26.2	Consequences of non-compliance.....	43
<b>CHAPTER 5 CONSEQUENCES OF NON-COMPLIANCE.....</b>		<b>43</b>
<b>SECTION 1 REJECTIONS AND GRANT REDUCTION.....</b>		<b>43</b>
ARTICLE 27 — REJECTION OF CONTRIBUTIONS.....		43
27.1	Conditions.....	43
27.2	Procedure.....	43
27.3	Effects.....	43
ARTICLE 28 — GRANT REDUCTION.....		43
28.1	Conditions.....	44
28.2	Procedure.....	44
28.3	Effects.....	44
<b>SECTION 2 SUSPENSION AND TERMINATION.....</b>		<b>44</b>
ARTICLE 29 — PAYMENT DEADLINE SUSPENSION.....		44
29.1	Conditions.....	44
29.2	Procedure.....	45
ARTICLE 30 — PAYMENT SUSPENSION.....		45
30.1	Conditions.....	45
30.2	Procedure.....	45
ARTICLE 31 — GRANT AGREEMENT SUSPENSION.....		46
31.1	Consortium-requested GA suspension.....	46
31.2	EU-initiated GA suspension.....	47
ARTICLE 32 — GRANT AGREEMENT OR BENEFICIARY TERMINATION.....		48
32.1	Consortium-requested GA termination.....	48
32.2	Consortium-requested beneficiary termination.....	49
32.3	EU-initiated GA or beneficiary termination.....	50
<b>SECTION 3 OTHER CONSEQUENCES: DAMAGES AND ADMINISTRATIVE SANCTIONS.....</b>		<b>53</b>
ARTICLE 33 — DAMAGES.....		53
33.1	Liability of the granting authority.....	53
33.2	Liability of the beneficiaries.....	53
ARTICLE 34 — ADMINISTRATIVE SANCTIONS AND OTHER MEASURES.....		53
<b>SECTION 4 FORCE MAJEURE.....</b>		<b>54</b>

ARTICLE 35 — FORCE MAJEURE..... 54

**CHAPTER 6 FINAL PROVISIONS.....54**

ARTICLE 36 — COMMUNICATION BETWEEN THE PARTIES.....54

    36.1 Forms and means of communication — Electronic management..... 54

    36.2 Date of communication..... 55

    36.3 Addresses for communication..... 55

ARTICLE 37 — INTERPRETATION OF THE AGREEMENT.....55

ARTICLE 38 — CALCULATION OF PERIODS AND DEADLINES.....55

ARTICLE 39 — AMENDMENTS..... 56

    39.1 Conditions..... 56

    39.2 Procedure..... 56

ARTICLE 40 — ACCESSION AND ADDITION OF NEW BENEFICIARIES..... 56

    40.1 Accession of the beneficiaries mentioned in the Preamble..... 56

    40.2 Addition of new beneficiaries..... 57

ARTICLE 41 — TRANSFER OF THE AGREEMENT..... 57

ARTICLE 42 — ASSIGNMENTS OF CLAIMS FOR PAYMENT AGAINST THE GRANTING  
 AUTHORITY.....57

ARTICLE 43 — APPLICABLE LAW AND SETTLEMENT OF DISPUTES..... 57

    43.1 Applicable law.....57

    43.2 Dispute settlement..... 58

ARTICLE 44 — ENTRY INTO FORCE.....58

## DATA SHEET

### 1. General data

Project summary:

Project summary
<p>"Heritage – multidisciplinary approach for better preservation" is an innovative joint Master program proposed by KreativEU Alliance of European universities to conjoin researchers and scholars' complementary multidisciplinary strengths and interdisciplinary competences to create a highly innovative and competitive international educational program that will be an example of good practices at European and global levels. At its core, our program integrates a comprehensive understanding of heritage with key competencies such as cultural diversity, environmental conservation, sustainable development, technological advancement, social inclusion, gender equality, utilization of digital heritage technologies, and civic engagement. By nurturing these competencies among our students, we strive to make a meaningful impact not only within our immediate academic communities but also on a broader societal scale. Drawing inspiration from the historical towns and diverse landscapes where our institutions are situated, our strategy leverages the rich heritage of Europe to address contemporary preservation challenges effectively. Through collaboration, we aim to develop innovative methodologies that resonate globally, transcending boundaries of tradition, discipline, and culture. Over the course of the initial fifteen months, our alliance will collaboratively design and accredit the curriculum in alignment with relevant educational standards and quality assurance protocols. Subsequently, we will execute the program in partnership with member universities, ensuring its seamless implementation. Furthermore, beyond enriching the career prospects of our students, our program promises to catalyze sustainable growth within our cities, regions, and countries, as well as across the EU. By harnessing the power of cultural preservation, we seek to stimulate heritage tourism and foster associated economic activities, thereby contributing to the holistic development of our communities.</p>

Keywords:

- Archaeology, history and memory
- Eco-Cultural Heritage Preservation, Tangible and Intangible Heritage, Innovative Education, Sustainable Development, Cultural Diversity, Environmental Conservation, Digital Technologies

Project number: 101180427

Project name: Heritage – multidisciplinary approach for better preservation

Project acronym: Multi-Heritage2024

Call: ERASMUS-EDU-2024-EMJM-DESIGN

Topic: ERASMUS-EDU-2024-EMJM-DESIGN

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: first day of the month following the entry into force date

Project end date: starting date + months of duration

Project duration: 15 months

Consortium agreement: No

### 2. Participants

List of participants:

N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
1	COO	UVT	UNIVERSITATEA VALAHIA TARGOVISTE	RO	998482887	60 000.00
<b>Total</b>						60 000.00

**Coordinator:**

- UNIVERSITATEA VALAHIA TARGOVISTE (UVT)

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

Maximum grant amount (Annex 2)	Maximum grant amount (award decision)
60 000.00	60 000.00

**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	15	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)	54 000.00	n/a	1 - UVT	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:

RO94RNCB0128045419210160 RNCBROBU

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 2018/1046<sup>4</sup> 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

---

<sup>4</sup> 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 2017/1371<sup>5</sup> and Article 1 of the Convention on the protection of the European Communities' financial interests, drawn up by the Council Act of 26 July 1995<sup>6</sup>, 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 2988/95<sup>7</sup>.

**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 **101180427 — Multi-Heritage2024** ('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**

---

<sup>5</sup> 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).

<sup>6</sup> OJ C 316, 27.11.1995, p. 48.

<sup>7</sup> 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 grant<sup>8</sup> 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)<sup>9</sup> 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.

---

<sup>8</sup> 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".

<sup>9</sup> 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’<sup>10</sup> (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

Not applicable

### 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).

---

<sup>10</sup> 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.”

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/EC<sup>11</sup>
- for the controls under Article 25: allow for checks, reviews, audits and investigations (including on-the-spot checks, visits and inspections) by the bodies mentioned in that Article (e.g. granting authority, OLAF, Court of Auditors (ECA), etc.).

---

<sup>11</sup> 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).

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 2015/444<sup>12</sup> 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

---

<sup>12</sup> 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 2018/1725<sup>13</sup>.

### **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 2016/679<sup>14</sup>).

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.

---

<sup>13</sup> 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).

<sup>14</sup> 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 2015/2366<sup>15</sup> 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

---

<sup>15</sup> 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 28) 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, unless otherwise agreed with the granting authority (see Data Sheet, Point 4.2).

### 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, unless otherwise agreed with the granting authority (see Data Sheet, Point 4.2).

## 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 883/2013<sup>16</sup> and No 2185/96<sup>17</sup>
- 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

---

<sup>16</sup> 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).

<sup>17</sup> Council Regulation (Euratom, EC) No 2185/96 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).

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 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 42 (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 42 (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 42 (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 42 (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 2988/95<sup>18</sup>).

## **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).

---

<sup>18</sup> 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 1182/71<sup>19</sup>, 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.

---

<sup>19</sup> 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.

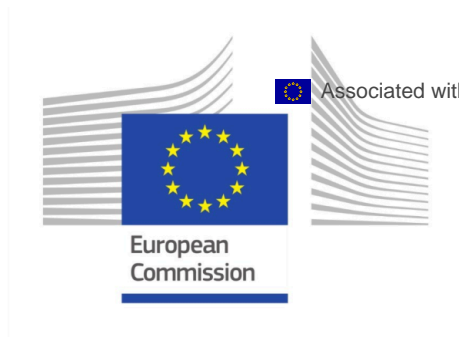
### SIGNATURES

#### For the coordinator

Ioan Corneliu SĂLIȘTEANU with ECAS id n0024zbn signed in the Participant Portal on 15/10/2024 at 07:37:35 (transaction id SigId-30048-RFzLGPBOJW7553F0w3yUTIgWzNh3dVViF1DmzQ7M2VzQ9QqBjk8ccWodIs1StP2Ttza8TQi3nCqMQvymYLwhfn0-rS0vSrmBGyCiDHfzo2QM7e-hXd07eXpqZra8kTNbp5JqPw1zn2CNUijU0ziZCDXHn6ZdbffaM27MYVwgZ94JxrQqBbfW755GiyjhzzH8nof2ou).  
 Timestamp by third party at  
 2024.10.15 07:37:40 CEST

#### For the granting authority

Signed by Luciano DI FONZO with ECAS id fonzoln as an authorised representative on 15-10-2024 14:17:49 (transaction id SigId-37840-oX3dNEyEtjsdqIFdNyTD7MMuCeJAUAWvcECQ25rb9GcLaFbCItPHFoJN WazbS2fmiE6ZI5wzBER7aFnhB9PAN-rS0vSrmBGyCiDHfzo2QM7e-5bI28Ty3dzuevPzrErDpaITn5jm6p6TH7vLAEFzYu8pEVIROqvxL0L3Ae1hOLmnyDtGPCqkbo3F8w2v0g909CoW)  
 2024.10.15 14:17:52 CEST



## ANNEX 1



## **Erasmus+ (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.

<b>PROJECT</b>	
<i>Grant Preparation (General Information screen) — Enter the info.</i>	
<b>Project number:</b>	101180427
<b>Project name:</b>	Heritage – multidisciplinary approach for better preservation
<b>Project acronym:</b>	Multi-Heritage2024
<b>Call:</b>	ERASMUS-EDU-2024-EMJM-DESIGN
<b>Topic:</b>	ERASMUS-EDU-2024-EMJM-DESIGN
<b>Type of action:</b>	ERASMUS-LS
<b>Service:</b>	EACEA/A/03
<b>Project starting date:</b>	first day of the month following the entry into force date
<b>Project duration:</b>	15 months

### TABLE OF CONTENTS

Project summary .....	3
List of participants .....	3
List of work packages .....	4
Staff effort .....	8
List of deliverables .....	9
List of milestones (outputs/outcomes) .....	14
List of critical risks .....	14

## 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.*

"Heritage – multidisciplinary approach for better preservation" is an innovative joint Master program proposed by KreativEU Alliance of European universities to conjoin researchers and scholars' complementary multidisciplinary strengths and interdisciplinary competences to create a highly innovative and competitive international educational program that will be an example of good practices at European and global levels. At its core, our program integrates a comprehensive understanding of heritage with key competencies such as cultural diversity, environmental conservation, sustainable development, technological advancement, social inclusion, gender equality, utilization of digital heritage technologies, and civic engagement. By nurturing these competencies among our students, we strive to make a meaningful impact not only within our immediate academic communities but also on a broader societal scale. Drawing inspiration from the historical towns and diverse landscapes where our institutions are situated, our strategy leverages the rich heritage of Europe to address contemporary preservation challenges effectively. Through collaboration, we aim to develop innovative methodologies that resonate globally, transcending boundaries of tradition, discipline, and culture. Over the course of the initial fifteen months, our alliance will collaboratively design and accredit the curriculum in alignment with relevant educational standards and quality assurance protocols. Subsequently, we will execute the program in partnership with member universities, ensuring its seamless implementation. Furthermore, beyond enriching the career prospects of our students, our program promises to catalyze sustainable growth within our cities, regions, and countries, as well as across the EU. By harnessing the power of cultural preservation, we seek to stimulate heritage tourism and foster associated economic activities, thereby contributing to the holistic development of our communities.

## LIST OF PARTICIPANTS

### PARTICIPANTS

*Grant Preparation (Beneficiaries screen) — Enter the info.*

Number	Role	Short name	Legal name	Country	PIC
1	COO	UVT	UNIVERSITATEA VALAHIA TARGOVISTE	RO	998482887

## LIST OF WORK PACKAGES

<b>Work packages</b>						
<i>Grant Preparation (Work Packages screen) — Enter the info.</i>						
<b>Work Package No</b>	<b>Work Package name</b>	<b>Lead Beneficiary</b>	<b>Effort (Person-Months)</b>	<b>Start Month</b>	<b>End Month</b>	<b>Deliverables</b>
WP1	Governance and Management Strategies: Methodology, Curriculum Development, Accreditation, and Dissemination	1 - UVT	1.00	1	15	D1.1 – Joint Student Admission Requirements and Application, Selection, Monitoring, Examination, Performance Evaluation Rules/Procedures D1.2 – Joint programme and integrated teaching/training activities D1.3 – A plan for common services offered to students (e.g. language courses, visa support) D1.4 – Joint promotion and awareness-raising strategy D1.5 – Joint administrative and financial management strategy D1.6 – A joint degree policy D1.7 – A draft joint partnership agreement involving at least three HEIs from three different countries, of which at least two should be EU Member States and third countries associated with the Programme. This agreement is intended to cover all academic, operati D1.8 – A draft joint Student Agreement

## Work package WP1 – Governance and Management Strategies: Methodology, Curriculum Development, Accreditation, and Dissemination

<b>Work Package Number</b>	WP1	<b>Lead Beneficiary</b>	1 - UVT
<b>Work Package Name</b>	Governance and Management Strategies: Methodology, Curriculum Development, Accreditation, and Dissemination		
<b>Start Month</b>	1	<b>End Month</b>	15

<b>Objectives</b>
<ol style="list-style-type: none"> <li>1. Establish and ensure the Multi-Heritage2024 project governance aligned with the KreativEU Alliance of Universities.</li> <li>2. Ensure a transparent and effective decision-making and risk management process at the project level.</li> <li>3. Coordinate day-to-day activities while keeping track of the delivery on the strategic goals.</li> <li>4. Report and maintain constant communication with the Agency and Partners.</li> <li>5. Monitor the progress of the project and evaluate its results.</li> <li>6. Establish the standards of multidisciplinary and interdisciplinarity collaboration in transnational research teams, encompassing professors and researchers from all involved universities and partners, along with MA students and graduates. Establish an overarching organizational structure across research institutes, centers, and labs, enabling Multi-Heritage2024 students to work together and promote creative, interdisciplinary research.</li> <li>7. Draft and agree upon protocols of cooperation for Multi-Heritage2024 in areas of research and innovation interconnected with the KreativEU research procedures.</li> <li>8. Create exemplary procedures for incorporating the research outcomes into the Multi-Heritage2024 initiative, serving as a template for similar global initiatives. Implement a uniform policy that informs all applicable quality education criteria, including those specific to the Master's degree level, and develop standards, processes, and forms promoting an overall quality culture.</li> <li>9. Develop an innovative curriculum emphasizing educational and research innovation, interdisciplinarity, quality, alignment with EU priorities, and benefiting the audience, stakeholders, and society. Ensure a unified approach for the Master's program, including shared curriculum development, cross-university co-teaching, unified student assessments, and integrated digital platforms for student interaction.</li> <li>10. Develop course modules and syllabi for academic areas grounded in this curriculum, drawing on the universities' collective research and teaching expertise.</li> <li>11. Secure accreditation for the master program with quality assurance bodies that adhere to the Standards and Guidelines for Quality Assurance in the EHEA.</li> <li>12. Design formal and informal activities that integrate the program with stakeholders, industries, organizations, creative industries, and society. Develop an Inclusion and Diversity Strategy aligned with EU standards and KreativEU policies.</li> <li>13. Integrate the initiative into the existing openness, equality, and equity-based mobility plans, institutions, and policies of KreativEU, establishing a fully equipped infrastructure promoting inclusive excellence-based integration.</li> <li>14. Prepare a winning application file for a highly creative Multi-Heritage EM program to be submitted in February 2026, and execute the necessary actions for its timely implementation during the sustainability phase. Utilize a Digital Education and Research Platform that will benefit all institutions, partners, applicants, stakeholders, EU citizens, and the broader society.</li> <li>15. Integrate the communication, distribution, and exploitation activities of this project within the larger KreativEU framework.</li> <li>16. Ensure effective communication, distribution, and exploitation, along with responsibilities, methods, and quality checks of the outputs.</li> <li>17. Raise program awareness through efficient communication, dissemination, and exploitation of information and results via website, platforms, mass media, and social media.</li> </ol>

<b>Description</b>
<p>T1.1</p> <p>Establish and ensure the project governance with the KreativEU Universities</p> <p>The project and team will integrate into the alliance's operational structures to ensure convergence, interoperability, and high-quality processes. This assignment involves establishing and managing the third level of governance for Multi-Heritage 2024 and linking it with the first and second levels of KreativEU. It will cover agreements, admission procedures, graduation requirements, housing, integration, and services.</p>

### T1.2

Maintaining project coordination on a daily basis

This assignment entails establishing the Key Project Team (KPT) as the project's third-level governance and management organization. Partners overseeing Work Packages (WPs) will appoint WP Coordinators responsible for forming transnational working groups and Task Forces essential for project operations. KPT meetings will be conducted and documented. To enhance partnership and cooperation, we will implement structured communication mechanisms, including monthly virtual meetings and biannual in-person workshops, supported by a joint decision-making framework with clear protocols for consensus-building and conflict resolution.

### T1.3

Technical and financial reporting

This task will consist of:

Monitoring activities: creation of the Monitoring & Evaluation plan, establishment of the M&E Team and appointment of the Project Officer, production of templates for submitting data, periodic evaluation of data (every six months), and submission of monitoring reports to the Steering Committee.

Technical reporting: creation of templates for narrative reporting, periodic submission and collecting of technical reports (every three months), and submission of reports for assessment by the Steering Committee.

Financial reporting: creation of financial reporting templates, periodic submission and collection of reports (annually) and supporting submission of the reports to the Steering Committee for assessment.

### T1.4

Quality Control

As part of this assignment, the Quality Control Group will evaluate outputs and processes. This group will assess specific deliverables and activities, providing the Key Project Team with their collective opinion, recommendations, and minority reports on each deliverable's quality.

### T2.1

Design standards of multidisciplinary and interdisciplinarity collaboration in transnational educational and research teams

This task entails the formulation by representatives of all alliance universities, for the phase of Master programme implementation, of standards for multidisciplinary and interdisciplinary collaboration in transnational educational and research teams.

### T2.2

Draft cooperation protocols for Multi-Heritage2024 in research and innovation, linked with KreativEU research. This includes establishing a Multi-Heritage research group.

Cooperation protocols in research and innovation are crucial for all research-related activities and translating research into the MA program. These protocols will uphold principles like equality, synergy, interoperability, openness, quality, and excellence. Insights from the research group will directly shape curriculum content, ensuring innovative and up-to-date educational offerings.

### T2.3

Produce a manual of best practices for incorporating research findings into education - a template for similar global initiatives.

Members of WP2 will create a manual of best practices for incorporating the research into the Multi-Heritage2024 initiative, which will be approved at the Tomar meeting and published on the project website. This manual will serve as a ground-breaking model for future initiatives of its kind around the globe.

### T3.1

Produce quality education criteria, feedback standards, and forms pertaining to all Master activities.

Documents and blueprints fostering quality culture are created in this WP and approved by the project board.

### T3.2

Create a Master's curriculum with educational and research-based innovation, interdisciplinarity, transnationality, quality, and alignment with EU and E+ agendas.

This activity is vital to the success of this project, as the curriculum must be based on the stated needs, objectives, goals, and capacities to provide a curriculum that will serve as a global model. This will be prepared in the WP and approved by the board.

### T3.3

Development of course modules and syllabi for academic disciplines based on this curriculum, utilizing the institutions' pooled research and teaching skills.

The working group will be in charge of drafting the syllabi for the various disciplines based on the principles outlined in the proposal. They will be approved according to the Multi-Heritage2024 rules and procedures.

#### T3.4

Accreditation of the master program with quality assurance bodies that respect the Standards and Guidelines of the EHEA.

WP3 will guide the activities pertaining to the Master's programme accreditation and will ensure that it has received the necessary green light and is prepared to be implemented within the alliance.

#### T3.5

Designing formal and informal activities with partner institutions to integrate the programme with stakeholders, industries, organizations, etc.

WP3 will create, in collaboration with partner organizations, formal and informal activities that will integrate the program with stakeholders, industries, organizations, museums, creative industries, and society, and be approved by the board.

#### T4.1

Create an Inclusion and Diversity Strategy that will inspire all international operations of the alliance and align with EU standards and KreativEU policies.

WP4 will analyze the current best papers, guidelines, and practices to develop an Inclusion and Diversity Strategy that will govern all the alliance's international operations. This will be approved according to Multi-Heritage2024 and KreativEU rules and procedures.

#### T4.2

Integrate the initiative into KreativEU's mobility plans, institutions, and policies, ensuring that the shared campus, social, educational, and processes fully benefit them.

Align the initiative with KreativEU's mobility plans, institutions, and policies, ensuring that the shared campus, social, educational, and processes fully benefit mobility. All enrolled students will travel to at least three alliance universities. Relevant information in this respect appears on the website.

#### T4.3

Draft the application file for a highly creative Multi-Heritage EM program, to be submitted in February 2026.

Within the WP will be drafted the application file for Multi-Heritage EM programme, which will be submitted in February 2026. This will be approved by the board.

#### T5.1

Build a Digital Education and Research Platform for institutions, partners, applicants, stakeholders, EU citizens, and society.

The Multi-Heritage2024 Digital Education and Research Platform will be designed to ensure that all areas of interest to students, stakeholders, and society are covered, and that the platform's navigation is efficient, cutting-edge, and user-friendly.

#### T5.2

Include the project's dissemination, promotion, and exploitation efforts within the wider KreativEU framework.

In this regard, the project's communication strategy will be interrelated with the broader KreativEU framework, with the goal of maximizing relevance and efficiency.

#### T5.3

Set up targets for effective communication, distribution, and exploitation, along with responsibilities, methods, and quality checks.

WP5 will establish goals for efficient project dissemination, use, and exploitation, as well as roles, procedures, and quality controls for the results.

#### T5.4


Manage the communication, dissemination, and exploitation of information and results that will be delivered to society via website, platforms, mass media, and social media.

Manage the communication, dissemination, and exploitation of information and results and prepare credible and relevant transnational deliverables. These will be assimilated with the overall framework of KreativEU's "hub and spokes" model for network communication and will also serve as a "sounding board" for each university.

## STAFF EFFORT

<b>Staff effort per participant</b>		
<i>Grant Preparation (Work packages - Effort screen) — Enter the info.</i>		
<b>Participant</b>	<b>WP1</b>	<b>Total Person-Months</b>
1 - UVT	1.00	1.00
<b>Total Person-Months</b>	1.00	1.00

## LIST OF DELIVERABLES

<b>Deliverables</b>						
<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 <a href="#">2015/444</a></i>						
<b>Deliverable No</b>	<b>Deliverable Name</b>	<b>Work Package No</b>	<b>Lead Beneficiary</b>	<b>Type</b>	<b>Dissemination Level</b>	<b>Due Date (month)</b>
D1.1	Joint Student Admission Requirements and Application, Selection, Monitoring, Examination, Performance Evaluation Rules/Procedures	WP1	1 - UVT	DEM — Demonstrator, pilot, prototype	SEN - Sensitive	15
D1.2	Joint programme and integrated teaching/training activities	WP1	1 - UVT	DEM — Demonstrator, pilot, prototype	SEN - Sensitive	15
D1.3	A plan for common services offered to students (e.g. language courses, visa support)	WP1	1 - UVT	DEM — Demonstrator, pilot, prototype	SEN - Sensitive	15
D1.4	Joint promotion and awareness-raising strategy	WP1	1 - UVT	DEM — Demonstrator, pilot, prototype	SEN - Sensitive	15
D1.5	Joint administrative and financial management strategy	WP1	1 - UVT	DEM — Demonstrator, pilot, prototype	SEN - Sensitive	15
D1.6	A joint degree policy	WP1	1 - UVT	DEM — Demonstrator, pilot, prototype	SEN - Sensitive	15
D1.7	A draft joint partnership agreement involving at least three HEIs from three different countries, of which at least two should be EU Member States and third	WP1	1 - UVT	DEM — Demonstrator, pilot, prototype	SEN - Sensitive	15

**Deliverables**

*Grant Preparation (Deliverables screen) — Enter the info.*

*The labels used mean:*

*Public — fully open (⚠ automatically posted online)*

*Sensitive — limited under the conditions of the Grant Agreement*

*EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision [2015/444](#)*

<b>Deliverable No</b>	<b>Deliverable Name</b>	<b>Work Package No</b>	<b>Lead Beneficiary</b>	<b>Type</b>	<b>Dissemination Level</b>	<b>Due Date (month)</b>
	countries associated with the Programme. This agreement is intended to cover all academic, operati					
D1.8	A draft joint Student Agreement	WP1	1 - UVT	DEM — Demonstrator, pilot, prototype	SEN - Sensitive	15

**Deliverable D1.1 – Joint Student Admission Requirements and Application, Selection, Monitoring, Examination, Performance Evaluation Rules/Procedures**

<b>Deliverable Number</b>	D1.1	<b>Lead Beneficiary</b>	1 - UVT
<b>Deliverable Name</b>	Joint Student Admission Requirements and Application, Selection, Monitoring, Examination, Performance Evaluation Rules/Procedures		
<b>Type</b>	DEM — Demonstrator, pilot, prototype	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	15	<b>Work Package No</b>	WP1

<b>Description</b>
Joint Student Admission Requirements and Application, Selection, Monitoring, Examination, Performance Evaluation Rules/Procedures

**Deliverable D1.2 – Joint programme and integrated teaching/training activities**

<b>Deliverable Number</b>	D1.2	<b>Lead Beneficiary</b>	1 - UVT
<b>Deliverable Name</b>	Joint programme and integrated teaching/training activities		
<b>Type</b>	DEM — Demonstrator, pilot, prototype	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	15	<b>Work Package No</b>	WP1

<b>Description</b>
Joint programme and integrated teaching/training activities

**Deliverable D1.3 – A plan for common services offered to students (e.g. language courses, visa support)**

<b>Deliverable Number</b>	D1.3	<b>Lead Beneficiary</b>	1 - UVT
<b>Deliverable Name</b>	A plan for common services offered to students (e.g. language courses, visa support)		
<b>Type</b>	DEM — Demonstrator, pilot, prototype	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	15	<b>Work Package No</b>	WP1

<b>Description</b>
A plan for common services offered to students (e.g. language courses, visa support)

**Deliverable D1.4 – Joint promotion and awareness-raising strategy**

<b>Deliverable Number</b>	D1.4	<b>Lead Beneficiary</b>	1 - UVT
<b>Deliverable Name</b>	Joint promotion and awareness-raising strategy		
<b>Type</b>	DEM — Demonstrator, pilot, prototype	<b>Dissemination Level</b>	SEN - Sensitive

<b>Due Date (month)</b>	15	<b>Work Package No</b>	WP1
-------------------------	----	------------------------	-----

<b>Description</b>
Joint promotion and awareness-raising strategy

### Deliverable D1.5 – Joint administrative and financial management strategy

<b>Deliverable Number</b>	D1.5	<b>Lead Beneficiary</b>	1 - UVT
<b>Deliverable Name</b>	Joint administrative and financial management strategy		
<b>Type</b>	DEM — Demonstrator, pilot, prototype	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	15	<b>Work Package No</b>	WP1

<b>Description</b>
Joint administrative and financial management strategy

### Deliverable D1.6 – A joint degree policy

<b>Deliverable Number</b>	D1.6	<b>Lead Beneficiary</b>	1 - UVT
<b>Deliverable Name</b>	A joint degree policy		
<b>Type</b>	DEM — Demonstrator, pilot, prototype	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	15	<b>Work Package No</b>	WP1

<b>Description</b>
A joint degree policy

### Deliverable D1.7 – A draft joint partnership agreement involving at least three HEIs from three different countries, of which at least two should be EU Member States and third countries associated with the Programme. This agreement is intended to cover all academic, operati

<b>Deliverable Number</b>	D1.7	<b>Lead Beneficiary</b>	1 - UVT
<b>Deliverable Name</b>	A draft joint partnership agreement involving at least three HEIs from three different countries, of which at least two should be EU Member States and third countries associated with the Programme. This agreement is intended to cover all academic, operati		
<b>Type</b>	DEM — Demonstrator, pilot, prototype	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	15	<b>Work Package No</b>	WP1

<b>Description</b>
A draft joint partnership agreement involving at least three HEIs from three different countries, of which at least two

should be EU Member States and third countries associated with the Programme. This agreement is intended to cover all academic, operational, administrative, and financial aspects related to the implementation of the Master programme

### **Deliverable D1.8 – A draft joint Student Agreement**

<b>Deliverable Number</b>	D1.8	<b>Lead Beneficiary</b>	1 - UVT
<b>Deliverable Name</b>	A draft joint Student Agreement		
<b>Type</b>	DEM — Demonstrator, pilot, prototype	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	15	<b>Work Package No</b>	WP1

<b>Description</b>
A draft joint Student Agreement

## **LIST OF MILESTONES**

(None)

## **LIST OF CRITICAL RISKS**

(None)

## IMPORTANT NOTICE

### What is the Application Form?

The Application Form is the template for EU grants applications; it must be submitted via the EU Funding & Tenders Portal before the call deadline.

The Form consists of 2 parts:

- Part A contains structured administrative information
- Part B is a narrative technical description of the project.

Part A is generated by the IT system. It is based on the information which you enter into the Portal Submission System screens.

Part B needs to be uploaded as PDF (+ annexes) in the Submission System. The templates to use are available there.


### How to prepare and submit it?


The Application Form must be prepared by the consortium and submitted by a representative. Once submitted, you will receive a confirmation.

### Character and page limits:

- page limit normally 40 pages for calls for low value grants (60 000 or below); 70 pages for all other calls (unless otherwise provided for in the Call document/Programme Guide)
- supporting documents can be provided as an annex and do not count towards the page limit
- minimum font size — Arial 9 points
- page size: A4
- margins (top, bottom, left and right): at least 15 mm (not including headers & footers).

Please abide by the formatting rules. They are NOT a target! Keep your text as concise as possible. Do not use hyperlinks to show information that is an essential part of your application.

 If you attempt to upload an application that exceeds the specified limit, you will receive an automatic warning asking you to shorten and re-upload your application. For applications that are not shortened, the excess pages will be made invisible and thus disregarded by the evaluators.

 **Please do NOT delete any instructions in the document. The overall page limit has been raised to ensure equal treatment of all applicants.**

 **This document is tagged. Be careful not to delete the tags; they are needed for the processing.**



## ADMINISTRATIVE FORMS (PART A)

Part A of the Application Form must be filled out directly in the Portal Submission System screens. TECHNICAL DESCRIPTION (PART B)

### COVER PAGE

Part B of the Application Form must be downloaded from the Portal Submission System, completed and then assembled and re-uploaded as PDF in the system. Page 1 with the grey IMPORTANT NOTICE box should be deleted before uploading.

**Note:** Please read carefully the conditions set out in the Call document/Programme Guide (for open calls: published on the Portal). Pay particular attention to the award criteria; they explain how the application will be evaluated.

PROJECT	
Project name:	[Heritage – multidisciplinary approach for better preservation]
Project acronym:	[Multi-Heritage2024]
Coordinator contact:	[Silviu Miloiu], [Valahia University of Targoviste]

### TABLE OF CONTENTS

<b>ADMINISTRATIVE FORMS (PART A)</b> .....	<b>2</b>
<b>COVER PAGE</b> .....	<b>2</b>
<b>PROJECT SUMMARY</b> .....	<b>3</b>
<b>1. RELEVANCE</b> .....	<b>3</b>
1.1 Background and general objectives .....	3
1.2 Needs analysis and specific objectives .....	6
1.3 Complementarity with other actions and innovation — European added value .....	8
<b>ONGOING AND PAST ACTIONS TO BE INCLUDED IN THE SHARED POOL OF RESOURCES</b> .....	<b>10</b>
<b>2. QUALITY</b> .....	<b>10</b>
2.1 PROJECT DESIGN AND IMPLEMENTATION .....	10
2.1.1 Concept and methodology .....	10
2.1.2 Project management, quality assurance and monitoring and evaluation strategy .....	13
2.1.3 Project teams, staff and experts .....	15
2.1.4 Cost effectiveness and financial management .....	17
2.1.5 Risk management .....	17
2.2 PARTNERSHIP AND COOPERATION ARRANGEMENTS .....	18
2.2.1 Consortium set-up .....	18
2.2.2 Consortium management and decision-making .....	20
<b>3. IMPACT</b> .....	<b>21</b>
3.1 Impact and ambition .....	21
3.2 Communication, dissemination and visibility .....	22
3.3 Sustainability and continuation .....	23
<b>4. WORK PLAN, WORK PACKAGES, ACTIVITIES, RESOURCES AND TIMING</b> .....	<b>24</b>
4.1 Work plan .....	24
4.2 Work packages, activities, resources and timing .....	24
Events and meetings .....	35
Timetable .....	36
<b>5. OTHER</b> .....	<b>38</b>



5.1 Ethics.....	38
5.2 Security.....	38
<b>6. DECLARATIONS.....</b>	<b>38</b>
<b>ANNEXES.....</b>	<b>39</b>
<i>Only few of the most relevant ongoing or recent projects; a complete list is supplied in the application's relevant annex.....</i>	<i>40</i>

#@APP-FORM-ERASMUSLSI@#

#@PRJ-SUM-PS@# [This document is tagged. Do not delete the tags; they are needed for the processing.]

## PROJECT SUMMARY

### Project summary

"Heritage – multidisciplinary approach for better preservation" is an innovative joint Master program proposed by KreativEU Alliance of European universities to conjoin researchers and scholars' complementary multidisciplinary strengths and interdisciplinary competences to create a highly innovative and competitive international educational program that will be an example of good practices at European and global levels. At its core, our program integrates a comprehensive understanding of heritage with key competencies such as cultural diversity, environmental conservation, sustainable development, technological advancement, social inclusion, gender equality, utilization of digital heritage technologies, and civic engagement. By nurturing these competencies among our students, we strive to make a meaningful impact not only within our immediate academic communities but also on a broader societal scale. Drawing inspiration from the historical towns and diverse landscapes where our institutions are situated, our strategy leverages the rich heritage of Europe to address contemporary preservation challenges effectively. Through collaboration, we aim to develop innovative methodologies that resonate globally, transcending boundaries of tradition, discipline, and culture.

Over the course of the initial fifteen months, our alliance will collaboratively design and accredit the curriculum in alignment with relevant educational standards and quality assurance protocols. Subsequently, we will execute the program in partnership with member universities, ensuring its seamless implementation. Furthermore, beyond enriching the career prospects of our students, our program promises to catalyze sustainable growth within our cities, regions, and countries, as well as across the EU. By harnessing the power of cultural preservation, we seek to stimulate heritage tourism and foster associated economic activities, thereby contributing to the holistic development of our communities.

See Abstract (Application Form Part A).

#\$PRJ-SUM-PS\$# #@REL-EVA-RE@# #@PRJ-OBJ-PO@#

## 1. RELEVANCE

### 1.1 Background and general objectives

#### Background and general objectives

Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Relevance'.

Describe the background and rationale of the project.

How is the project relevant to the scope of the call? How does the project address the general objectives of the call? What is the project's contribution to the priorities of the call?

„Cultural heritage is a group of resources inherited from the past which people identify, independently of ownership, as a reflection and expression of their constantly evolving values, beliefs, knowledge and traditions. It includes all aspects of the environment resulting from the interaction between people and places through time“.

*Council of Europe Framework Convention on the Value of Cultural Heritage for Society, Faro, 27.10.2005.*

The Faro Convention definition of cultural heritage stands out as one of the most complex approaches to our relationship to the material and immaterial assets of the past, as it emphasises the social legacy of the heritage, its dynamics, plurality, and multi-culturality, as well as the correlation between environment and society, a nexus that epitomizes the essence of **ecocultural heritage** - a thematic cornerstone that this joint Master's program is poised to explore in depth. Moreover, identity is no longer viewed as immutable and anchored in a particular ethnicity, gender, or socioeconomic class; rather, it is regarded as transcending intergroup boundaries and dialectical.

The nuanced understanding of heritage's complexity has significantly influenced the evolution of both heritage research and education. No longer confined by narrow perspectives and outdated notions, these



fields have undergone a profound transformation. The widening of their scope has transcended disciplinary boundaries, fostering a vibrant interdisciplinary landscape. Historians, archaeologists, heritage scholars, and architects are no longer solitary figures; they are now joined by scientists from diverse backgrounds, collectively enriching the understanding, methodologies, and techniques of heritage management, conservation, restoration, and valorisation to unprecedented levels. In recent years, a plethora of scientific disciplines have made significant strides in advancing heritage knowledge and practices. From the ground-breaking frontiers of nanotechnologies and physico-chemical sciences to the depths of geology, palaeontology, sedimentology, and environmental studies, each discipline contributes uniquely to the mosaic of heritage preservation. Museology and the digitization of cultural materials, spanning from scholarly inquiry to strategic marketing, have also experienced remarkable advancements. This surge in intellectual exploration is mirrored by the evolution of technology, as evidenced by the increasing sophistication of labs and research centres within institutions such as those affiliated with the KreativEU (Knowledge & Creativity European University) Alliance. (**See Annex 5.10**).

From a paradigmatic vantage point, this increase of knowledge, methodologies, and processes became a driving force in challenging and transforming academic heritage scholarship and education. This has resulted in what Jenny Walklate and Adair Richards correctly named "interdisciplinary practises," which began to infiltrate this sector already in the 1930s and have evolved significantly into interdisciplinarity in recent decades. This prompted the Select Committee Investigation into Science and Heritage, chaired by Baroness Sharp of Guildford, to convene between 2005 and 2006, ultimately leading to the ground-breaking Science and Heritage Program (Walklate & Richards, 2012: 447-456) - **Annex 5.1 for the quoted reference list**. As a result, we've expanded into novel scholarly subfields like "heritage science," which is primarily concerned with the scientific investigation of historical and environmental artefacts. Additionally, they've fostered the growth of educational programmes such as the one proposed by the Instituto Superior Técnico de Lisboa entitled "Science and Technology for the Cultural Heritage", dedicated scientific publications like "Heritage Science", as well as the organization of thematic conferences such as "Heritage for the Future/Science for Heritage: A European Journey in Research and Innovation" and "Heritage, Science, and Technologies for Sustainable Preservation" (scheduled for May 2024, organized by VUT and KreativEU under the auspices of UNESCO and the International Council for Philosophy and Human Sciences). Furthermore, initiatives like the Erasmus Mundus (EM) Joint Master's program in Archaeological Materials Science (ARCHMAT) have emerged, offering specialized training in archaeology and advanced material characterization techniques.

The UNESCO Competence Framework for Cultural Heritage Management, established in 2021, serves as a comprehensive toolkit delineating the requisite knowledge, skills, and personal attributes for heritage practitioners and organizations. It outlines 199 competencies across four main areas: Core Competences (e.g., community engagement and leveraging heritage for local development), Managerial Competences (e.g., strategic planning and financial management), Specialized Technical Competences (e.g., heritage expertise), and Personal Competences. Emphasizing the importance of cultivating professionals with diverse interdisciplinary skills, it underscores their capacity to make substantial societal contributions.

During their inquiry, experts from the Institute of Law at the University of Opole revealed that UNESCO, like the EU, strongly promotes cultural heritage education through its Operational Guidelines and Directives. Making a distinction between "makers," "users," and "bystanders," the research identifies the need for a theoretical and practical grounding in cultural heritage studies as an interdisciplinary field of action for the first category (Jagielska-Burduk, Pszczyński & Stec, 2021: 3548).

Multi-Heritage2024 aligns with the 17 Sustainable Development Goals (SDGs) set forth by the United Nations, and will actively contribute to their implementation. The final report titled "Sustaining Europe's cultural heritage: from research to policy" also focuses on the role of cultural heritage in sustainability, the reduction of the use of world resources and energy, thereby making a significant contribution to conserving natural resources, fostering economic growth, and preserving the legacy of the past.

This is also evocative of the „Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions” entitled „Towards an integrated approach to cultural heritage for Europe”, which constitutes an inspiration for our Master programme, which highlights that: „To strengthen Europe's position in the field of cultural heritage preservation, restoration and valorisation, there is a need to:

- encourage the modernisation of the heritage sector, raising awareness and engaging new audiences;
- apply a strategic approach to research and innovation, knowledge sharing and smart specialization;
- seize the opportunities offered by digitisation; to reach out to new audiences and engage young people;
- identify skills needs and improve the training of heritage professionals and continue developing more participative interpretation and governance models that are better suited to contemporary Europe, through greater involvement of the private sector and civil society.”

Despite notable progress, resistance to emerging research and educational paradigms persists within the heritage sector. Challenges such as terminological discrepancies, cultural differences, and entrenched academic norms hinder these advancements (Walklate & Richards, 2012: 460). A recent study in Greece investigated the role of education in bolstering heritage awareness and sustainability in the built environment. This study, part of the HERSUS research project funded by Erasmus+, underscores the necessity for more robust interdisciplinary educational initiatives. Findings revealed



deficiencies in postgraduate programs that extend beyond traditional cultural heritage studies, emphasizing the critical link between sustainability and heritage. The study advocates for a systematic integration of sustainability and heritage concepts, positing that such integration is pivotal for the sustainable management of cultural heritage. (Sakantamis et al. 2021). Current limitations in these areas and the need to further develop the cultural heritage education' interdisciplinarity, the synergy between humanities and applied and experimental sciences, the connection between cultural heritage and natural environment, the internationalisation of education and a more pronounced integration of technologies and digital tools are also evoked in a great number of academic papers, policy-paper recommendations, guidelines, etc. (Lorusso & Natali, 2019, 29–68; Lorusso, Cogo & Natali, 2016, 59-73); Martins, Carlos & Nepomuceno, 2017, 10268-10277; Hess et al, 2017: 349-354; Harkonen & Stockell 2019: 639-648). Drawing inspiration from UN, UNESCO and EU conventions and documents and keenly aware of the necessity to remodel postgraduate heritage education in order to answer society demands, "Heritage – multidisciplinary approach for better preservation" is a **joint Master program** proposed by seven of the eleven members of KreativEU Alliance of European universities - Valahia University of Targoviste - VUT (Romania) - Lead Partner; Polytechnic University of Tomar - IPT (Portugal); University of South Bohemia - USB (Czech Republic); University of Camerino - UNICAM (Italy); Trnava University - TUT (Slovakia); D. A. Tsenov Academy of Economics – TAE (Bulgaria); Adana Alparslan Türkeş Science and Technology University - ATU (Türkiye) - to conjoin researchers and scholars' complementary **multidisciplinary** strengths and **interdisciplinary** competences to create a highly innovative and competitive joint international educational program that will be an example of good practices at European and global levels (**See the composition of the Alliance in Annex 5.10, pp. 12-16**). The program, spearheaded by under-represented EU Member States and Türkiye is dedicated to cultivating a fresh educational paradigm for heritage preservation and appreciation. Through collaborative efforts, it seeks to establish a robust framework that not only safeguards cultural legacies but also nurtures a deeper understanding and engagement with our shared heritage. The strategy begins on the premises of seven small and medium academic institutions located in historical towns, in diverse areas of Europe and beyond, with a rich history and heritage concerns that may be handled most effectively together. By merging various expertise, traditions, disciplines, cultural backgrounds and producing innovative methods in this sector we aim at being highly relevant not only to our cities, regions and nations, but meaningful worldwide. In the first fifteen months, we plan to jointly develop the curriculum, syllabi, procedures, policies, etc. accredit it in accordance with the applicable education legislation and quality assurance procedures, and then implement it with the cooperation of all seven universities in the alliance. Standardized **joint diploma** and educational documents will be formulated at this juncture to be issued throughout the implementation of the program.

The KreativEU alliance has taken a leading role in pioneering the field of **ecocultural heritage**, as articulated in its **Joint Mission Statement** (**See Annex 5.10, pp. 6-12**). This highly innovative approach integrates cultural and life sciences, focusing on the intersection of human existence, culture, and ecology. By acknowledging the influence of cultural practices on our environmental perception, we foster collaboration across disciplines. This concept unites KreativEU members and fosters cooperation with researchers addressing global challenges like climate change and biodiversity loss. Ecocultural heritage will guide the master program's curriculum and syllabi across disciplines. Rooted in the intersection of cultural and life sciences, it will inform the structure of courses, emphasizing the **interconnectedness of human existence, culture, and ecology**. Through the integration of ecocultural principles, the program will offer a comprehensive understanding of how cultural practices shape and interact with the environment, preparing students to address pressing global challenges with a **holistic perspective**.

Furthermore, the program will strongly encourage the **co-creativity** of all educational stakeholders. Under the auspices of KreativEU, our goal, aligned with Erasmus Mundus Design Measures (EMDM) goals, is to establish an **outstanding new Master programme** led by institutions from **underrepresented regions**. It will prioritize creativity, serving as an innovative hub for mobility, fostering unity across Europe, and promoting a strong, cohesive continent. It aims to elevate education, innovation, and research in Cultural Heritage, bringing its share contribution to positioning Europe as a global leader in heritage protection. The program will engage regional stakeholders and adopt a challenge-based approach, focusing on digital, sustainable, and creative practices in heritage. The Alliance is developing a KreativEU Heritage European campus to support the program.

We envision a joint mechanism for the delivery of a master's program involving the design of a cohesive joint curriculum, shared faculty and resources, cross-institutional enrolment, joint degree award upon successful completion of the program, administrative coordination, and regular evaluation and review. The program partners will employ the principles guiding the Erasmus Plus (E+) initiative to recruit students. Utilizing a collaboratively crafted online registration platform, they will select participants based on mutually established criteria throughout the design phase. An innovative feature of the Master's program design is its rotational hosting model, wherein three institutions are designated to host the program for one semester each. However, what sets this approach apart is the inclusive participation of professors from all universities throughout all four semesters. Through this effort, courses will be jointly taught by faculty members hailing from at least two universities, ensuring a diverse and enriching academic experience for students. This dynamic approach positions the program as one of the most



innovative in Europe, poised to capture significant interest from prospective students. Leveraging the synergy between our universities and the EUI program, alongside comprehensive encompassing Erasmus Agreements and shared teaching digital platforms, ensures that the endeavour remains cost-effective. In fact, this collaborative framework not only rationalizes costs but also upholds the high standards of quality and multiculturalism, making it an attractive and sustainable option for all involved. In addition to the universities, the training component of the curriculum, as well as the dissemination and valorisation of the programme, will be assisted by heritage institutions, museums, labs, heritage NGOs, and craftspeople from across the continent and all different levels of government. (See **KreativEU and Multi-Heritage Partners in Annex 5.2**). Most of these organizations have voiced a need for skilled experts to fill open positions and improve heritage research, restoration, and management. This will have a trickle-down impact on our European communities by guaranteeing employment for our graduates. The partners will provide our students with internships, training, and comprehensive support to integrate into activities, facilitating their acquisition of skills and swift transition into the workplace. This hands-on experience will empower students to effectively apply their knowledge and excel in their professional roles. Throughout the program's design phase, comprehensive agreements will be reached with our associated partners and stakeholders to ensure full collaboration and alignment of objectives.

In terms of education, the Master programme is conceptually based on a **multifaceted, innovative approach** that endeavours to encompass the complete cycle of cultural heritage knowledge, management, conservation, restoration and valorisation into its modules, including (see chart below):



This greatly enhances the training of heritage professionals by taking a more strategic approach to research and innovation, knowledge sharing, and smart specialization at the graduate level; promoting cultural and scientific diversity; and reiterating the importance of digitising and online accessibility of cultural content. A significant amount of focus will be placed on the process of quality assurance for the program. This process will adhere strictly to the standards set forth by The European Association for Quality Assurance in Higher Education (EAQA-HE) in terms of all stages of the permanent educational quality assurance process, beginning with self-assessment and continuing through external review, panel review, external review report, and follow-up.

The programme is matched with at least three EU priorities, domains, and policy areas (though others are also relevant such as employment, economic growth), i.e. **A European Green Deal**, **A**

**Europe fit for the digital age**, **A new push for European democracy** as outlined in **Annex 5.3**.

Based on the thorough evaluation provided, we are confident that the Master's program aligns effectively with the objectives outlined in the current Call. The project is poised to develop a unique educational strategy that places creativity and innovation squarely at the heart of its cross-cutting activities. This will be achieved by cultivating an open and innovative environment conducive to training, mobility, practical experience, and multi- and interdisciplinary engagement.

## 1.2 Needs analysis and specific objectives

### Needs analysis and specific objectives

*Please address the specific conditions/objectives set out in the Call document/ Programme Guide, if applicable.*

*Describe how the objectives of the project are based on a sound needs analysis in line with the specific objectives of the call. What issue/challenge/gap does the project aim to address? The objectives should be clear, measurable, realistic and achievable within the duration of the project. For each objective, define appropriate indicators for measuring achievement (including a unit of measurement, baseline value and target value).*

*For low value grants (less or equal to 60.000 EUR), it is not necessary to describe sound needs analysis and to define indicators for measuring achievement.*

The theoretical foundation, general objectives, and EU priorities indicated above inform the needs analysis, which draws inspiration from the Mega Planning paradigm developed by American economics professor emeritus Roger Kaufman (Kaufman, 2000; Kaufman & Guerra-López, 2013). There are, in his view, societal, organisational, and personal/team levels of scaling needs.

The **Mega level** (outcomes) is concerned with the greater good of society; its goal is to identify pressing social issues on the one hand, and to predict the impact on external stakeholders and the larger populace on the other. We have already outlined the ways in which our proposal is aligned with at least three European priorities: "**the European Green Deal**" (which aims to "integrate the three key issues: "no net emissions of greenhouse gases by 2050," "economic growth decoupled from resource use," and "no person and no place left behind"); Under the aegis of "**A Europe fit for the digital age**," our proposal will provide cutting-edge methods for digitising cultural artefacts, archiving societal resources digitally, and making use of digital labs and tools for scholarly pursuits; and "**A new push for European democracy**",



which encourages everyone to get involved, and this includes expanding public access to cultural heritage resources and preserving Europe's cultural legacy, which is fundamental to global democracy.

Our proposal will greatly contribute to three EU domains. "Preserving Europe's natural environment," which is well connected to both "Sustainability and cultural heritage" and "Biodiversity strategy for 2030," stands at the centre of our Master's programme insofar as its teaching and training modules as well as its societal impact will emphasise the connection between built heritage and natural landscape and the importance of preserving both, as well as the significance of conserving heritage buildings amidst natural landscapes. Our educational approach is on "empowerment through education and skills," including digital skills, which is also a key factor in Europe's ability to compete and innovate. Our curriculum will be one of a kind because it will bond academic disciplines in a highly innovative multi- and interdisciplinary framework, bridges and transcends national heritage traditions, cultures, and religions to foster an educational environment of unparalleled richness and dialogue, and prepares cohorts of graduates to actively promote and sustainably transfer our legacy for the benefit of future generations. The quest for "a greater say for Europeans" can also be related to what the renowned French author Paul Valéry articulated in the wake of the Great War: „Aucune partie du monde n'a posséd  cette singuli re propri t  physique : le plus intense pouvoir  missif uni au plus intense pouvoir absorbant." (Val ry, 1919: 9).

Our programme focuses on three policy areas in particular: "Building and Renovation," "Better Access to Online Goods for Consumers and Businesses," and "Future of Europe." These policy areas are an integral part of our Master's curriculum, which will be centred on built heritage, conservation, and restoration, and will provide innovative digital access to heritage to citizens, stakeholders, civil society, businesses, and the EU, thereby contributing to a Europe inspired by its heritage and strengthened in its coherence and glamour. The seven universities are all located in cities attested in Antiquity or the Middle Ages, with World and National Importance heritage sites. As a result, they all share a profound awareness of the importance of heritage, renovation, an "appetite" for opening heritage to the public, and a desire to contribute to a sustainable and democratic identity, which will substantially inform the operation of the Master.

Simultaneously, the internal architecture of the Master's programme fosters all the priorities of the Erasmus+ Programme, including P1. Inclusion and Diversity Policies, P2. Digital Transformation, P3. Environment and fight against climate change and P4. Participation in democratic life, common values and civic engagement, as is detailed in **Annex 5.4 (Erasmus+ Programme Priorities related to KreativEU and Multi-Heritage Existing Policies / New Policies)**.

Faithful to the aforementioned European E+ priorities, domains, and policy areas, the proposal is also intricately tied to the EU's two special EM specific objectives, namely **SO1**: Promote learning mobility of individuals and groups, as well as cooperation, quality, inclusion and equity, excellence, creativity and innovation at the level of organisations and policies in the field of education and training and **SO2**: Promote non-formal and informal learning mobility and active participation among young people, as well as cooperation, quality, inclusion, creativity and innovation at the level of organisations and policies in the field of youth as evidence in **Annex 5.5 (Aligning Multi-Heritage 2024 Goals with EM Objectives)**.

At the **Macro level** (the results an organisation can or does deliver outside of itself), related to outputs, which will be further detailed below, the Master programme will adhere to The European Strategy for Universities, making its contribution through its highly innovative and excellence seeking Master programme to the aim of projecting the EU on the world stage as a leader in education, research, and innovation and a welcoming destination for European and international talent. "Inclusive excellence" is a fundamental concept that will be championed in the design and management of the Multi-Heritage. The May 2021 Council Conclusions on the European Universities reaffirmed this concept and characterised it as "...the ambitious vision of an innovative, globally competitive and attractive European Education Area and European Research Area, in full synergy with the European Higher Education Area, by helping to boost the excellence dimension of higher education, research and innovation, while promoting gender equality, inclusiveness, and equity, allowing for seamless and ambitious transnational cooperation between higher education institutions in Europe, and inspiring the transformation of higher education."

The Master's program aims to deliver transnational educational excellence, integrating research and non-formal activities, while fostering a sense of belonging and equality across partner institutions. Graduates will possess cutting-edge competencies vital for innovative management, protection, and valorization of global heritage, enabling them to serve in European institutions, UNESCO, national and international organizations, NGOs, and corporations.

At the **Micro level**, the programme will have a spilling effect both on KreativEU alliance and each of the seven participating universities, with transfers also towards the partners of this programme. Based on the pre-existing policy values and institutional setting at the level of each member university and the alliance itself ("Mission Statement and Cooperation Agreement" and the "Vision Statement" of the "Joint Mission Statement" of KreativEU, university charters, strategies of internationalisations, strategic plans, operational plans), the programme will lead to further convergence and symbiosis. The successful design and implementation of this programme will create a frame of excellence to be utilised to build new common EM programmes as well as common bachelor's and joint doctorate studies. As a result, graduate satisfaction will climb, as will their employability, as well as the institutions' standing in rankings.

Returning to Kaufman's theoretical model, we will not detail the **Processes**, i.e. the internal approaches, resources, activities, processes, and methods, at this stage; this will be addressed in the Quality section



of the application. Enough to state that they will closely follow the visions, objectives, procedures, and methods outlined by the European Union under a modus operandi previously established by KreativEU and the seven institutions developing this Master's degree. During the 15 months of this project's operation prior to the submission of the final EM application, new policies, instruments, designs (curriculum design, syllabi design, etc.), excellence-seeking procedures, and multi- and interdisciplinarity of studies and research will be also implemented.

The **Inputs**, encompassing human, physical, financial, and organizational resources, are outlined in the application, particularly in section "2.1.3 Project teams, staff, and experts," and its annexes, but will not be elaborated upon at this stage. Notably, the Master's program will benefit from the expertise of distinguished professionals and scholars recognized nationally and internationally, showcasing diverse skills, interdisciplinary contributions, and significant achievements. These individuals will play a pivotal role in shaping a Master's program centred on the philosophy of "inclusive excellence," offering immense value to our European and global community. Our institutions' campuses are equipped with contemporary facilities and necessary resources for program implementation. As the "List of previous projects" (**Annex 2**) illustrates, all of our institutions have handled dozens of European projects and have substantial management experience in operating this proposal. Furthermore, in December 2023, both National Focused Groups and KreativEU International Focus Groups were convened to gather insights from students regarding their requirements from our educational programs. Their feedback, advocating for students' involvement in decision-making processes related to establishing strategic objectives and designing new educational offerings, the creation of joint programs facilitating smooth mobility across countries, the availability of a broader range of experts as guest lecturers, and the development of training courses closely linked to educational offerings, such as those pertaining to museum and exhibition design, has been thoroughly assessed and harmoniously integrated into the current proposal.

Having considered the specific objectives of the Master's programme in light of their inherent linkages to the EU's vision, goals, and policies, and the programme's objectives, we have meticulously detailed in **Annex 5.6** the essential connections between the program's requirements and specific objectives, and their integration into work packages and anticipated outcomes.

#@COM-PL-CP@#

### 1.3 Complementarity with other actions and innovation — European added value

#### Complementarity with other actions and innovation

*Explain how the project builds on the results of past activities carried out in the field, and describe its innovative aspects (if any).*

*Explain how the activities are complementary to other activities carried out by other organisations (if applicable). Illustrate the trans-national dimension of the project; its impact/interest in the EU area; possibility to use the results in other countries, potential to develop cross-border cooperation among Programme countries and Partner countries, if applicable, etc.*

The European Commission (EC) defines complementarity as the optimal allocation of roles and responsibilities among different parties to maximise the effectiveness of all available material and human resources. The principle was first introduced in the Treaty of Maastricht, with the intention of fostering more cooperation between EU Member States and the EC in order to achieve greater coherence. Therefore, complementarity was viewed as inherent to internationalization and efficient resource management from the outset. E+, along with its subcomponents like EM and the European Universities Initiative (EUI), takes the bottom-up strategy that has been viewed throughout as critical to bolstering the EU's complementarity. We share this vision, and this project contributes significantly to it by fostering cohesiveness between the overarching EU objectives, the goals of the E+ programme, and the endeavours of the KreativEU alliance of universities. Within the Alliance, the students, researchers, professors, and other personnel as well as partners and stakeholders will be able to interact in a genuinely international environment with a cultural variety they otherwise would not have the opportunity to experience, thus strengthening the European added value sought by the seven universities. Additionally, the multilingual and multicultural formal and non-formal activities that will be provided to our students, staff, and society in our campuses and cities located in a vast geographic areas spanning almost 4,000 kilometres from Tomar, Portugal to Adana, Turkey and over 2,000 kilometres from south to the north in České Budějovice, Czechia, the European Capital of Culture 2028, will ultimately strengthen and enforce the European cultural identity. In addition, the university alliance will boost relationships between EU member states and Türkiye, which belongs to the categories of accession states, candidate states, and potential candidates. The EU-Turkey Association Agreement (the "Ankara Agreement"), signed in Ankara on September 12, 1963, and enforced on December 1, 1964, has long been stagnant. Recent years have seen a need for grassroots momentum to bridge political divides. Demonstrated by the January 2023 KreativEU meeting in Adana, this approach is vital for fostering connections among university communities, sharing values across diverse cultural, linguistic, and religious backgrounds, engaging youth in meaningful dialogue, and cultivating a unified perspective on heritage, science, and society. Furthermore, the recent devastating earthquakes in the Adana region underscore the urgency of cooperation and knowledge exchange among the seven universities, particularly in heritage protection,



restoration, and risk management following the significant earthquake damage to the Old Town of Camerino in central Italy in 2016. The Master's program will incorporate modules aimed at equipping students with essential competencies in these areas, producing professionals capable of preventing and mitigating risks to cultural heritage assets.

As has been demonstrated previously, innovation is key to this program's conceptual design, methods (interdisciplinarity and multidisciplinary), mode of operation connecting education with research, technology, and society, and worldwide reach. The ground-breaking programmes' curricula, syllabi, organisational structure, and outcomes will serve as a template for similar initiatives across Europe and the world. In addition, the specialists we train are not limited to serving the needs of our own regions or nations; their global perspective and skillsets are transferable and applicable in a wide range of settings. In poetry that explores the myriad yearnings and hopes of young people, modern Portuguese poet Fernando Pessoa emphasises the significance of encouraging young people to think creatively, to thirst for exploration, to seek out new ideas and methods of problem solving, and to always hunt out fresh ways to comprehend and accept oneself. Long before him, the great Italian poet Dante Alighieri recalls in his "Purgatory" the vision of a sapphire sea, a realm of light and beauty that serves as a symbol of redemption and final achievement. The Master's programme will be a sapphire sea of creativity, endowment, and innovation, and it will nurture the inherent youthful spirit of enquiry and discovery. We want to instil in our students an identity inspired by the principles of the EU and the KreativEU alliance, which aspires to ingrained collaboration, visionary foresight, and excellence. We view our cooperation within this programme as not only multinational, but transnational in its very essence, as we are combining our expertise, laboratories, amphitheatres, services, and intellectual abilities in a transnational and transdisciplinary undertaking that will prepare the future of Europe based on its democratic, green, digital, and cultural aspirations. Modules, courses, formal and non-formal training, and dissertation writing will involve several or all of the alliance universities (for example, courses taught by professors from at least two universities, dissertation coordinated by at least two professors from different universities), as well as a shared research lab and activities.

The lead institution, **VUT**, was established on a legacy that is both historically significant and culturally relevant as former capital of Wallachia in the Middle Ages, and as such, it serves as a vital resource for studying and teaching about tangible and intangible cultural heritage. Therefore, the university provides cultural heritage expertise at all levels of education (bachelor's, master's, and doctoral) and in a variety of contexts (teaching, research, innovation, and community service). The institution also takes an interdisciplinary approach to heritage by bringing together historians, archaeologists, heritage study professionals, chemists, biologists, physicists, and information technology experts, among others, in an endeavour to grasp, protect, and give heritage to society. The institution, much like the other participants in the alliance, boasts a research infrastructure (accessible here: <https://eeris.eu/ERIF-2000-000Y-0122>) at its Institute of Multidisciplinary Research for Science and Technology (ICSTM) that is of a very high level of performance. **IPT** brings invaluable expertise in fields like conservation and restoration; production technics; documentary filmmaking; tourism; archaeology; cultural landscapes management; and information and communication technologies; sound and image to this endeavour. **UNICAM** will contribute, based on its expertise, to most of the foreseen modules of this proposal based on its expertise in materials and diagnostics in cultural heritage (art materials chemistry, analytical chemistry of organic materials, physico-chemical methods of examining art objects, environmental impact on materials, deterioration and ageing, monitoring and diagnostics of architectural heritage, history of art, digital drawing laboratory, 3d rendering and augmented reality, remote sensing laboratory course for cultural heritage, hazard analysis and risk assessment for cultural heritage, disaster management for cultural heritage / heritage as a driver of post-disaster regeneration / strategies for heritage conservation & enhancement in risk-prone areas; **USB** will contribute substantially to this project in the areas of geo-heritage, cultural and historical geography, the history of visual culture and art, environmental art, the history of music, the musical everydayness of different social classes, the social role of a musician in historical contexts, and theatrical heritage; **TUT** is set to enhance the programme by integrating a holistic approach to human-nature relations and environmental archaeology. This addition enriches perspectives on historical environmental interactions and sustainability, complementing existing strengths in classical archaeology, Roman provincial archaeology, ancient art and architecture, conservation methodologies, and early Christian theology and heritage studies, which form a comprehensive framework that advances both scholarship and education; **TAE** will contribute to this proposal with specialised knowledge in areas such as marketing in CCIs, strategic marketing in CCIs, cultural heritage tourism marketing, heritage branding, regional marketing in CCIs cultural heritage project management, CCIs and sustainable regional development, CCIs and regional development strategy, Cultural heritage and regional development; **ATU** is recognized for its competence in thermodynamic analysis in historical buildings and restoration applications, ecological design in historical textures, and the use of cultural heritage to education.

Recalling the embedded multidisciplinary and interdisciplinary engine of this programme, its innovative angle, ties to European values and aspirations, and the cycle of cultural heritage knowledge, management, conservation, restoration, and valorisation, both the architecture and composition of the alliance that will run this programme exhibit distinctive commonality and complementarity. Each institution's competitive edge is bolstered by the other because of the natural expansion of course



offerings, breadth of study, and multidisciplinary nature of the combined research environment. This will increase the potential for all participating institutions to recruit students from around the world.

In a broader context, as we have already demonstrated, this initiative will push the frontiers of curriculum design, content, and collaboration across heritage, humanities, science, and technology, as well as the broader society. Other higher education institutions can replicate this with model by modifying the programme to their particular and needs. Graduates of the programme will be instilled with excellence and participatory skills that will enable them to work in European heritage institutions and make significant contributions to the achievement of EU goals in the field, while others will operate in state institutions, regional heritage bodies, industries, NGOs fighting for heritage protection, industry, and others.

#### **ONGOING AND PAST ACTIONS TO BE INCLUDED IN THE SHARED POOL OF RESOURCES**

All of the universities engaged have extensive expertise in global cooperation, particularly in teaching, research, and mobility. Multi-Heritage2024 will be built on the common KreativEU Alliance and a pool of previous projects, entailing relevant and innovative deliverables, research protocols, and scientific productions, as well as regional, national, and international networks of partners and stakeholders, that will benefit all higher education institutions involved and the society. This proposal includes an attached document that gives access to a list of projects that are compatible with and functional for the Master's programme (**Annex 2**). **Annex 5.7** outlines the educational and research environment for Heritage Studies at the lead institution. Besides, the university disposes of a modern international Campus and all social, cultural, entrepreneurial, mobilities, international relations, housing, IT facilities to ensure the covering of all project needs. As previously proven, this organisational structure is somewhat comparable across all member universities and meets all proposal requirements.

As this alliance of universities adopts a genuinely international approach in the operation, so will be our analysis of the ongoing and past projects informing this proposal, which is partly inspired by F. Juhre and C. Heinen theory of managing international and cross-cultural projects (Juhre & Heinen, 2000). As a result, we will present the projects that will be infused into Multi-Heritage2024 not only as a list of the projects that will be carried out by the member universities, but rather as an analytical table that is associated with the needs that have been identified when preparing this application. This will show that measures have already been done in order to address them, and that currently multiple disciplines are being brought together in order to produce a project that is uniquely rich in content, multidisciplinary in methodologies, and society-answering in outreach (see **Annex 5.8**).

They created cutting-edge instruments that will provide good practice models, institutional foundations, experts with advanced knowledge, and more in their pursuit of excellence, social responsibility, dedication to EU goals, and the needs that were to be addressed internally or in their local, national, and transnational communities. It is important to note that all of the alliance institutions have sophisticated organisational structures, complete with research units and labs, institutes, faculties, departments, and journals, and that synergy is emerging amongst them. For instance, alliance researchers have joined the TECHN&ART research unit at IPT and the Grigore Gafencu Research Center of VUT (both of which will contribute significantly to the alliance's implementation), and the examples may continue. IPT is home to the UNESCO Chair in "Humanities and Cultural Integrated Landscape Management," and VUT has just established the UNESCO UNITWIN in "Heritage Preservation, Science, and Technology and Sustainable Communities" with the cooperation of the KreativEU alliance.

All of these factors serve as a catalyst for integration and provide a good practise example that will not only inspire the alliance in the design, implementation, sustainability, and quality assurance of Multi-Heritage2024, but also serve as a model for other European higher education institutions.

#§COM-PLE-CP§# #§PRJ-OBJ-PO§# #§REL-EVA-RE§# #@QUA-LIT-QL@# #@CON-MET-CM@#

## **2. QUALITY**

### **2.1 PROJECT DESIGN AND IMPLEMENTATION**

#### **2.1.1 Concept and methodology**

##### **Concept and methodology**

*Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Quality of the project design and implementation'.*

*Outline the approach and methodology behind the project. Explain why they are the most suitable for achieving the project's objectives.*

##### **CONCEPT**

The project's goal is to develop a heritage Master's degree programme that integrates the expertise of researchers and scholars from a variety of fields to produce a curriculum that is both cutting-edge and competitive on the international stage and serves as a model for best practises on a continental and international scale. The programme will draw on the values, needs, and aspirations of the EU and E+ programmes, the visions of the seven universities and their learning and social environments, and the pulse of the KreativEU alliance's ambitions to inspire a rethinking of education and formation in the field across cultures, traditions, disciplines, methodologies, campuses, experts, and learners. The programme responds to the demand of European citizens, including education, the NGO sector, small businesses, craftsmen, and European, national, and local stakeholders, for more accounting, expertise, and tools for



protecting their cultural and environmental heritage, their way of life, and transferring this expertise to society. It rises to the challenge of advancing the fruitful and highly rewarding dialogue between archaeology, history, heritage, sciences, technology, management, preservation, and restoration, which will open up new avenues of knowledge in terms of conceptual, methodological, and applied knowledge, as well as its immediate application in education. In this regard, we are less concerned with the geography of science and more concerned with the biology of science, which develops in response to the cultures, needs, and restrictions of life. It also draws on the EU's "Irresistible" project's definition of a "community of learners" as „a group of people who share values and beliefs and who actively engage in learning from one another—learners from teachers, teachers from learners, and learners from learners. They thus create a learning-centred environment in which students and educators are actively and intentionally constructing knowledge together. Learning communities are connected, cooperative, and supportive.”

In our meetings during the writing of this project, it was determined that the project does not require a specific quality assurance working package, based on the theory that quality assurance is a process that should permeate and guide all processes and activities from input and design to output, ensuring their effective progression and high standards implementation and feedback.

The primary conceptual perspective of the project is to create and implement a brand-new integrated transnational EM Joint Master's Degree Program with a high degree of academic rigour and a focus on heritage cycle, science and environmentally responsible development. Furthermore, partner institutions of KreativEU will complete their agreement in order to build the necessary legal framework, processes, and infrastructure for achieving this objective. In order to prepare students for careers as researchers, managers, and practitioners in the field of heritage studies, the Master Program will teach them how to think holistically about cultural heritage while also equipping them with the research and practitioner knowledge necessary to preserve and revitalise it through sustainable management practises.

This master's degree programme also requires an exchange of best practises in the fields of cultural heritage cycle and sustainable development between EU member states and Türkiye, particularly in light of the recent catastrophic calamity that has befallen this nation.

We will strongly promote the creation of integrated modules and courses in which academics from all partner universities and institutions cooperate to create and deliver modules and practise activities to completely integrate the training and learning processes and give the curriculum a European perspective. During the preliminary talks we had, it was also decided that the dissertation must also be supervised by at least two academics coming from at least two different institutions that are participants in the project. Collaboration will be prioritised in all aspects of the training and research process, from design to implementation to dissemination and exploitation of findings. During the first three semesters of the program, students will rotate among three different institutions within the alliance: the first semester at VUT, the second semester at UNICAM, and the third semester at IPT; for the fourth semester, however, they will be able to select from among all seven universities for training and dissertation preparation and defence. The teaching will be common and transnational regardless of the location of the courses and training, based on the knowledge and shared expertise of the seven institutions of higher education. While the mobility of students to at least three higher education institutions will be required, teachers will be highly encouraged to travel or utilise online interconnected platforms so that students may compare the finest knowledge and practises of each participating institution.

#### MA PROGRAM STRUCTURE

Semester 1 VUT	Semester 2 UNICAM	Semester 3 IPT	Semester 4 Mobility and Internship
Module 1. Cultural heritage: concepts and theories (10 ECTS)	Module 1. Sustainable planning. Policies and strategies to protect cultural heritage (10 ECTS)	Module 1. Conservation and restoration of cultural goods (10 ECTS)	Module 1. Mobility / Internship (5 ECTS): 1. USB 2. TUT 3. TAE 4. ATU
Module 2. Conventions and international organizations in the field of cultural heritage (10 ECTS)	Module 2. Heritage management and sustainability (10 ECTS)	Module 2. Sciences and Cultural Heritage (10 ECTS)	
Module 3. Ethics and professional deontology / Academic writing (10 ECTS)	Module 3. Material and intangible heritage: record, protection, and valorisation (10 ECTS)	Module 3. Climate change and Energy efficiency vs Cultural Heritage (10 ECTS)	Module 2. Graduation thesis (25 ECTS)

Each module will comprise several elective courses, taught collaboratively by a minimum of two professors from different universities within the alliance. Additionally, experts from associated partners will be invited to deliver seminars or training activities throughout the regular semester.

At the end of the second semester, they will be required to undertake an internship or practical experience at one of the 52 associated partners of KreativEU. Specific arrangements with the associated partners will be finalized during the program's design phase.

The students will be allowed extensive options to freely pick among many courses and disciplines the ones that best match their intellectual outlook, interests, and their envisaged future career. A networking of career path development divisions and entrepreneurial societies, as well as university and housing administrations, international relations, student leagues, IT, library, health, sports, and social life departments, etc., is already planned at the KreativEU level and will be of great benefit to the Master's programme. A KreativEU digital radio is also planned, which will allow students to convey the values of their cultures, perspectives, heritage sensibilities, and activities, etc.

The program's information and admission will be conducted on a website and platform that guarantees transparency, openness, non-discrimination, and fairness. The programme will be accessible to applicants worldwide. Scholarships will be awarded to the most qualified applicants in yearly competitions. The candidates must possess a bachelor's degree with diplomas that have been acknowledged by the national authorities of each partner institution where they will enrol. The alliance is responsible for the selection, recruiting, and supervision of each individual scholarship recipient. The programme will be publicised on websites, educational platforms, in the media, and on social media in order to attract candidates with a genuine interest in the subject and who are professionally and socially motivated. The programme will seek to achieve gender parity, encourage underrepresented groups to apply, and select students without regard to nationality, ethnicity, socioeconomic status, or other considerations, while maintaining quality as its primary objective. While developing an admissions platform, the objectives of the programmes and ethical and fairness standards will be considered. In addition to being interactive, adaptive, and user-friendly, the platform will ensure that all students receive feedback and help during the application process. The admissions committee will consist of representatives of all university and a partner institution-designated member. A joint ethics committee will ensure that all regulations are followed and that admission adheres to best practises.

All students will have unrestricted access to research laboratories, and they will be strongly encouraged to participate in research in two or more research centres from different countries represented in the alliance. All members of the community of learners will have unrestricted access to the digital platforms that are being developed for heritage, teaching, research, and dissemination. They will contribute to their ongoing improvement and the process of customising them to their requirements.

The same lines will be followed by non-formal activities, which will also be developed with the assistance of partner institutions and stakeholders. These activities will flag transnational, multi- and interdisciplinary approaches, while also being socially responsible and liaising them with broader European needs and visions. The programme will include cultural exchange events, in-depth social, linguistic, and cultural integration, shared visits to heritage locations, and transnational initiatives that provide solutions to heritage problems. Graduation ceremonies will be held at each member university in turn, with representatives from the other universities (Rectors, Vice-Rectors, Deans), and will be streamed online so that students at all member universities may participate.

One way to secure the long-term sustainability of the programme will be to open them the PhD programmes of all institutions and allow them to compete for doctoral positions. The combined doctoral programmes that will be established under KreativEU in 2025 and will be made available to Multi-Heritage2024 graduates as a natural extension of their studies.

Feedback will be a constant activity and the level of satisfaction of students, graduates, professors, researchers, and partners will be continuously measured in order to secure the reign of a quality culture and take the required steps to address all problems as they arise.

### **METHODOLOGY**

To develop the programme in accordance with the concept outlined above, we have devised a methodology for the quality design of the Master's programme, which will be created, accredited, and presented to EM for funding in February 2025. This will be determined by the European requirements and priorities to which this initiative responds, as well as the previously outlined goals and principles. The methodology is founded on the strive for multi- and interdisciplinarity, innovation, deep integration and mutual benefit. It will be broken down into a preparatory design, five working phases that correspond to the five WPs, and a final conclusion and feedback stage, with important working and decision-making processes taking place during each of the three alliance meetings. Monthly online meetings on Microsoft Teams will be held during this pilot phase of the Master design. The development of the Master design will be discussed at the online meetings held at the end of each implementation month. In addition, it will serve as a platform for decision-making and a constant evaluation of the quality of completed work, as well as for preventing and mitigating any risks to the achievement of project objectives.

However, in order to debate the most important issues facing the alliance and to make the most crucial choices, face-to-face meetings with three participants from each founding university are needed.

VUT will host the **first kick-off meeting in month 3** of the implementation phase, with a focus on WP1: „Governance and Management” and WP4: „Inclusive excellence mobilities, and sustainability”. The meeting will see the completion of the governance framework and its integration with the KreativEU multi-level governance to guarantee complementarity. It will be decided how tasks will be split up, what each



structure and substructure will be responsible for in detail, and how they will all contribute to the programme as a whole. At this time, admission procedures, graduation requirements, housing, integration, and services will also be addressed. The project team will develop, agree upon, and sign the Cooperation Agreement of the Partner Consortium, followed by the Joint Degree Policy, Joint administrative and financial management, Training Standards, and Recognition of study periods, which will be appended to the KreativEU alliance. The partner institutions will concur on a Joint Strategy and Action Plan in order to accomplish the desired objectives and outcomes.

The first half of the meeting will be presided over by VUT, while TUT will be in charge of the second half, which will focus on "Inclusive excellence mobilities, and sustainability." This section of the proposal is especially critical since it addresses important aspects of the proposal's execution, such as the proposal's guiding principles and the ideals upon which the programme is based such as educational excellence, transnational cooperation, gender equality, inclusiveness, equity and mobilities. The meeting will approve and modify the Inclusion and Diversity Strategy of KreativEU as the guiding policy for the operation of the initiative. In addition, quality and feedback criteria relevant to inclusive excellence and mobilities will be adopted for implementation once the master becomes completely operational.

In **month 6** of the implementation phase, IPT will host the **second alliance meeting**, which will tackle the work created in WP2: "Methodology design, multidisciplinary, and interdisciplinarity" and WP 3: "Curriculum Development and Accreditation" based on preliminary work that will be completed in Tomar. IPT will preside over the WP2 meeting, while UNICAM will lead the WP3 part of the meeting.

WP2 decisions will be foundational to all facets of the programme, including excellence, education, research, training, dissemination, and implementation, and will inform efforts in WP3. The result of this will be the establishment of a scientific and educational milieu that will become cutting edge in the field of heritage studies.

WP3 will include highly original content (modules, syllabi of disciplines, formal and informal activities) to aid in the development of a curriculum that stands out from the crowd in terms of quality and originality.

For this proposal, we have already compiled a long list of potential courses to evaluate for their relevance, compatibility, and synergy with the rest of the programme, such as:

While curriculum, module, and training activity selections will be made in Tomar, the syllabi of disciplines will be created subsequently. The alliance will prepare and implement a uniform policy statement that describes all applicable quality education criteria, including those specific to the Master's degree level. In addition to this, decisions on the accreditation of the Master's programme and the establishment of a shared calendar will be made during the meeting.

Quality and feedback standards and protocols related to research, education, professors, courses, and activities will be established during this meeting to foster an overall culture of quality.

USB will host **the third KreativEU meeting** in **month 14** of the implementation, dealing with WP5: "Web platform design, communication, dissemination, exploitation." The Digital Education and Research Platform will be brought to a successful conclusion, and the date on which it will be released will be selected. Targets for effective communication, distribution, and exploitation shall be established, along with responsibilities, methods, and quality checks of the outputs. This meeting will also be very important for the long-term sustainability of the project since it will culminate in the completion of the project that will be presented to the EM programme in February 2026. In the end, an evaluation of the project will be carried out in České Budějovice, as well as the preparation of papers to be submitted to the EU for reporting purposes.

By accomplishing all of these phases of project development, we anticipate that the programme will be completely prepared for submission to EM and implementation in 2025.

#§CON-MET-CM§# #@PRJ-MGT-PM@#

## 2.1.2 Project management, quality assurance and monitoring and evaluation strategy

### Project management, quality assurance and monitoring and evaluation strategy

Please address the specific conditions set out in the Call document/ Programme Guide.

*Describe the measures foreseen to ensure that the project implementation is of high quality and completed in time.*

*Describe the methods to ensure good quality, monitoring, planning and control.*

*Describe the evaluation methods and indicators (quantitative and qualitative) to monitor and verify the outreach and coverage of the activities and results (including unit of measurement, baseline and target values). The indicators proposed to measure progress should be relevant, realistic and measurable.*

*For low value grants (less or equal to 60.000 EUR), it is not necessary to describe evaluation methods and indicators to monitor the outreach and coverage.*

### PROJECT MANAGEMENT

The KreativEU alliance's best practises blueprints will serve as the basis for the project management strategy. The project will be managed by the third-level organisation outlined in "**2.2.1 Consortium set-up**" section. In that section, we will describe the three levels of governance that will have a direct and significant impact on the program's quality, monitoring, planning, and control, as well as how The Finances Team, The Quality Control Team, The Monitoring and Evaluation Team, and The Key Project Team will collaborate to ensure the program's efficient process. The purpose is for all processes and procedures to



be periodically reviewed for quality, and for at least 90% of objectives to be met on time and with the highest quality. The coherent integration of the project with the already functioning structure of the alliance, which has gained experience in running projects together and socialised in a culture of quality and transnational cooperation, will ensure that the curriculum of the new master, the syllabi of disciplines, the EM proposal for the implementation of the programme, and the long-term operation of Multi-Heritage2024 will be a resounding success and a model for the future within and outside the EU.

According to the aforementioned section, this organisation will have both a vertical (a Project Coordinator will oversee the other WP Coordinators who will be in charge of organising the WP Teams) and horizontal (each WP Team will report directly to the Project Coordinator) (with horizontal and transversal Task Forces having the possibility to undertake specific issues related to project implementation).

The flow of information will adhere to this methodology. Timing and coordination of project activities and WPs will be predominantly vertical and hierarchical. For instance, at the start of a Project Task, the Project Coordinator will communicate the pertinent information and requests to the WP Coordinator, who will then forward them to the Task Coordinator. The latter will notify all individuals accountable for the task's implementation at all seven universities. Similarly, task members will refer to the Task Leader, who will in turn refer to the WP Coordinator, etc. It will also be horizontal and participatory if it involves transversal actions and aspects of the project, such as communication, dissemination, and engagement of stakeholders.

As all duties have been and will be explicitly allocated both vertically and horizontally, the project management infrastructure will confine access to information to just those individuals who require it to perform, monitor, or oversee a task.

A Coordinator will always take responsibility in front of his senior (e.g. a Task Coordinator will report to the WP Coordinator) for completing the assigned task in time with what expected and report difficulties at an early stage in case of anticipated delays. Regular and open meetings between members of the Task team, of the WP Team and of transversal Task Forces will be the major tool for ensuring that all concerned individuals are invested and share the same knowledge base. During meetings, challenges and risks will be handled, new ideas will be explored, in order for the team to deliver on the duties with high efficiency rate and high quality of the performance.

As mentioned earlier, the Network and Project governance levels will handle control, monitoring, and decision-making for the project or the entire Network. Any potential micromanagement by affiliated entities will be closely monitored and prevented to ensure effective oversight.

### **QUALITY ASSURANCE**

"2.2.1 Consortium set-up" section will define the institutional structures and operation of the Quality Assurance system. It must state from the outset that the proposal conforms to The European Association for Quality Assurance in Higher Education's (EAQA's) highest quality criteria and adheres to:

- a) European Standards Guidelines for Higher Education in the EHEA1 (ESG 2015) provide a common framework for internal quality assurance for all alliance partners;
- b) European Approach for Quality Assurance of Joint Programmes (October 2014) provide a framework for an integrated approach to quality for joint programmes.
- c) European Qualifications Framework provides a common framework for interpreting learning outcomes and facilitates the transparency, comparability and portability of qualifications.
- d) European Quality Assurance Register in Higher Education ([www.eqar.eu](http://www.eqar.eu)) lists the quality authority in each National jurisdiction and confirms that they operate in compliance with the European Standard Guidelines.

Quality assurance will be the primary responsibility of the Quality Control Team, a designated second-level governance entity. Once all team members have been appointed within the first three months of the pilot phase (project execution), they will create and submit the Multi-Heritage Quality Plan to the Steering Committee for approval (subject to potential future reviews by the KreativEU Managing Board (which will also oversee the Multi-Heritage2024 project). The purpose of the plan is to articulate the commitment of the Alliance's own mission, vision, core values, and education principles, with an integrated approach to quality assurance and enhancement in accordance with the above-described expectations of the European framework documents and satisfying the Quality Assurance of Academic Programmes.

The project will design protocols and methods to be adopted and implemented over the duration of the project (and beyond, following the formalisation of the Master) in the following areas:

Quality of KreativEU administration. It will require ensuring that the multilevel governance structure meets the prerequisites of openness, democracy, and efficiency of decision-making and vision pursuit.

The quality of the educational programme offered by Multi-Heritage2024. It will entail reviewing the design and delivery of the curriculum from the perspectives of students, academic and extra-academic actors, and administrative personnel.

The KreativEU Mobility Quality. It will require monitoring the results and participant satisfaction with the planned mobilities (students, staff, stakeholders).

The quality of Multi-Heritage2024. This part will involve writing the quality assurance process required to approve and propose all Work Plan deliverables to the Steering Committee.

### **MONITORING AND EVALUATION**

This process, transversal to the overall project, will be supervised by a second-level governance body, the Monitoring and Evaluation Team, whose structure and working processes have been outlined in the "2.2.1 Consortium set-up" section. The monitoring of activities and deliverance on project results will be a constant process, with regular reports submitted by the Project Officer, in charge of the M&E Team, to the Steering Committee every 3 months.

At the beginning of the project (first three months) the M&E Team will produce and submit to the Steering Committee for approval the Monitoring and Evaluation plan. The plan will contain: a) an overview on how the project will be monitored and evaluated, with which purposes, following logic; b) all indicators on which the project will be monitored and evaluated against (a provisional list can be seen below, but in this phase the list will be reviewed and adjusted); c) the supporting documents needed to justify the number collected in each indicator; d) a template of the monitoring dashboard (excel file) to be used to collect the data, to be integrated in the project management digital infrastructure; e) timing of the data collection and of the submission of the reports to the Steering Committee.

Throughout the duration of the project, the monitoring procedure will involve assigning one responsible person at each partner university to be in charge of the continual collecting of data and supporting documents. The Project Officer will be responsible for overseeing the whole process, analysing the data in the monitoring dashboard, and providing the Steering Committee with monthly updates. The Evaluation process will utilise the data gathered during the Monitoring process in order to analyse the project's rate of performance at two distinct stages: - Midterm (M8 of the project) - End (M15 of the project).

In order for the project to be declared by the Steering Committee and reported to the General Assembly as successful, according to the rule of KreativEU consortium that applies to Multi-Heritage2024 as well, the overall rate of achievement, calculated by aggregating all Results Indicators must be 90%, but the aim of the project is to achieve all of its indicators in time.

To facilitate the process of data collection during the monitoring process, the M&E team may decide that a proposed Result Indicator may be composed, in the implementation phase as an aggregated indicator, integrating Boolean (yes/no; 0-1), numbers and percentages obtained by different sub-indicators. Our perspective in this regard is presented in **Annex 5.9**.

#\$PRJ-MGT-PM\$# #@\$CON-SOR-CS@#

### 2.1.3 Project teams, staff and experts

#### Project teams and staff

*Describe the project teams and how they will work together to implement the project.*

*List the staff included in the project budget (budget category A) by function/profile (e.g. project manager, senior expert/advisor/researcher, junior expert/advisor/researcher, trainers/teachers, technical personnel, administrative personnel etc. and describe shortly their tasks. Provide CVs of all key actors (if required by the Call document/Programme Guide).*

#### DESCRIBE THE PROJECT TEAMS AND HOW THEY WILL WORK TOGETHER TO IMPLEMENT THE PROJECT

The approach for establishing the membership of the partnership was developed at the in-person and digital meetings of all alliance members. This is based on the overarching objective and aims of the Master's programme, the relationship with the European priorities, domains, and policy areas to which we will respond, and the needs analysis and specific objectives (included in section 1.1 of the proposal) that we wish to pursue. Constructing an innovative, high-quality multidisciplinary and interdisciplinary programme, we decided to include in the proposal scholars with backgrounds in multidisciplinary heritage, science and applied science, history, archaeology, management, IT and digital sciences, applied geography, education, environment, youth policy, international relations, etc. Given the proposal's general methodology, they are already in contact and preparing common courses, modules, trainings, formal and informal activities, mobilities, integrating digital platforms, quality assurance and ethical common structures, etc. (See above). Complementarity and integration around fundamental principles, objectives, processes, and procedures that will assist the operation of the programme was the principle of their selection. Common courses and syllabi will be prepared together, dissertation coordination will be joint, services will operate in common. The management and WPs will be under the leadership of a certain university, but will contain members of all universities. We will list hereafter a large number of highly accomplished scientists with complementary talents who will contribute to the pilot and implementation phases of the alliance's work.

Name and function	HEI	Role/tasks	Professional profile and expertise
<a href="#">Silviu-Marian Miloiu</a>	VUT	MA manager	Professor Silviu Miloiu is Vice-Rector for institutional development, international relations and programs at VUT. He is a history professor and Ph.D. advisor <a href="#">Read more</a> .
<a href="#">Sergiu Musteață</a>		WP1 Coordinator	Professor Sergiu Musteață is heritage professor and PhD adviser at VUT and UNESCO UNITWIN „Heritage Preservation, Science, Technology, and Sustainable Communities”.



<a href="#">Rodica-Mariana Ion</a>		Professor	Professor Rodica-Mariana Ion is a researcher and inventor, specialist in chemistry (photochemistry), investigative analytical techniques, nanomaterials and nanotechnology.	
<a href="#">Cristiana Rădulescu</a>		Professor	Professor Cristiana Radulescu is a Romanian inventor and professor, Director of the Institute of Multidisciplinary Research of VUT.	
<a href="#">Mircea Anghelinu</a>		Professor	Professor Mircea Anghelinu is a specialist in Theoretical Archaeology, Prehistory, and Cultural Anthropology and Dean at VUT.	
<a href="#">Monica Mărgărit</a>		Professor	Professor Monica Mărgărit is researcher in the field of prehistoric archeology and specialist in experimental archaeology.	
<a href="#">Claudia Stihl</a>		Professor	Associate Professor Claudia Stihl is environmental physics, atomic and nuclear techniques applied in samples researcher.	
<a href="#">João Coroado</a>	I P T	Senior Professor	Coordinator Professor of Archaeology, Conservation and Restoration and Heritage Departmental Unit of Polytechnic Institute of Tomar; Position: President Polytechnic Institute of Tomar since 2018.	
<a href="#">Célio Marques</a>		WP 2 Coord.	Célio Gonçalo Cardoso Marques is Professor of the Information and Communication Technologies Department of IPT.	
<a href="#">Luiz Oosterbeek</a>		Professor	Luiz Oosterbeek is archaeologist, Professor at IPT and director of the Museum of Prehistoric Art of Mação.	
<a href="#">Teresa Desterro</a>		Assistant Professor	Maria Teresa Desterro has a Ph.D in History of Art and is Adjunct Professor at IPT.	
<a href="#">António João Cruz</a>		Assistant Professor	António João Cruz received a PhD degree in Analytical Chemistry from the University of Lisbon and is Assistant Professor at IPT.	
<a href="#">Ricardo Triães</a>		Professor	Ricardo Triães (male) is PhD in Geotechnologies, holds a degree in Conservation and Restoration and is Adjunct Professor at IPT.	
<a href="#">Andreia Nogueira</a>		Researcher	Andreia Nogueira is a specialist in Conservation and Restoration of Cultural Heritage especially of modern and contemporary art.	
<a href="#">Ana Bidarra</a>		Professor	Ana Bidarra is doctor in Conservation and Restoration and Professor of Sculpture Conservation and Restoration at IPT.	
<a href="#">Graziella Roselli</a>		U N I C A M	Senior expert	Dr. Graziella Roselli is Ph.D in Chemistry at the University of Camerino and Contract Professor of Chemistry Laboratory of Restoration.
<a href="#">Luciano Barboni</a>			Professor	Professor of Organic Chemistry and Spectroscopic Methods at the School of Science and Technology at UNICAM.
<a href="#">Renato De Leone</a>	Full Professor		Professor of Optimization and Mathematical Programming, Mathematical Modelling, Machine Learning with special interest in Classification problems using Support Vector Machines at UNICAM.	
<a href="#">Emanuele Tondi</a>	WP 3 Coord.		Full Professor at UNICAM and specialist in brittle deformation, with implications for the solution of regional and seismotectonic problems.	
<a href="#">Marco Materazzi</a>	Senior professor		Associate Professor at UNICAM and Director of the Bachelor's degree in Innovative Technologies applied to Cultural Heritage.	
<a href="#">Alessandro Zona</a>	Senior professor		Alessandro Zona is a Professor of Structural Engineering at the UNICAM. He is the Director of the Laboratory for Structural Diagnostic and Material Testing of the School of Architecture and Design.	
Daniele Rossi	Senior professor		Researcher at the School of Architecture and Design "E. Vittoria", of UNICAM dealing with relationship between design and architecture.	
Alessandro Delpriori	Senior expert		PhD in History of Art at the University of Florence in 2011 and researcher in the History of Modern Art at UNICAM.	
<a href="#">Flavio Stimilli</a>		Junior expert	Researcher and Assistant professor (RTD-A) in Urban and regional planning at the School of Science and Technology.	
<a href="#">Vojtěch Blažek</a>	U S B	Researcher	Postdoctoral researcher. His main research activities are related to technology in education, GIS and virtual reality and teacher training.	
<a href="#">Jiří Rypl</a>		Senior expert	Physical geographer and vice-head of the Department of Geography, with a focus on the geoheritage and protection of landforms.	
<a href="#">Petra Karvánková</a>		Researcher	Assistant Professor excels in designing engaging global development education and philosophy for children activities.	
<a href="#">Martin Voříšek</a>		Researcher	Music historian, musician and musicologist with specialization in topics related to regional musical culture of the 18th-20th centuries.	
<a href="#">Milos Lichner</a>		T	Rector	Professor Milos Lichner is a specialist in Latin Patrology, specializing in the theology of St. Augustine and the post-Augustinian tradition.
<a href="#">Erik Hrnčiarik</a>	T	Dean	Associate professor Erik Hrnčiarik is researcher of Classical Archaeology, Roman Provincial Archaeology, Art and Architecture.	



<a href="#">Dana Masarykova</a>		WP 4 Coord.	Vice-Rector for International Affairs and professor of pedagogical studies and innovative education.
Lucia Nováková		Department Head	Researcher of Archaic and Classical Greece archaeology, Hellenistic art and architecture, and Anatolian burial rites.
<a href="#">Margarita Bogdanova</a>	T A E	Dean	Professor Margarita Bogdanova is a professor, researcher in the field of strategic planning, project management and regional development.
Marusya Smokova		Intl. Rel. Director	Associate Professor in Marketing doing marketing research, marketing communications, data mining, coaching, e-learning.
<a href="#">Evelina Parashkevova</a>		Director	Associate Professor in Strategic planning Director of the Institute for Scientific Research.
Hasan Yıldızhan	A T U	Assoc. Professor	European Union Project Specialist and thermodynamic analysis in historical buildings and restoration specialist.
Bilge Aksay		WP 5 Coord.	Associate Professor who researches entrepreneurship and different entrepreneurship types like women entrepreneurship at ATU.
Ayşe Sevimli		Lecturer	Lecturer of English language and literature and conducts projects on comparative cultures at ATU.
<a href="#">Tuğçe Pekdoğan</a>		Professor	Assistant Professor of cultural heritage in rural settlements with natural, historical, and traditional values.

**Outside resources (subcontracting, seconded staff, etc)**

*If you do not have all skills/resources in-house, describe how you intend to get them (contributions of members, partner organisations, subcontracting, etc).*

*If there is subcontracting, please also complete the table in section 4.*

Heritage is a multifaceted and multidisciplinary field in terms of its goals, content, method, and effects. This is amply demonstrated by the actors supporting key cultural heritage stakeholders such as Europa Nostra, Europeana, NEMO, ICOM, ICOMOS, International Centre for the Study of the Preservations and Restorations of Cultural Property, ASSOCIATION des Centres Culturels de Rencontre, Architects' Council of Europe, Culture Action Europe, Civilscape, European network on cultural management and policy, European Route of Industrial Heritage, European Heritage Volunteers, Future for Religious Heritage (FRH), and many others. At local, regional national, European and international levels „voices of heritage” can be heard, as American poet Countee Cullen beautifully synthetised in his poem "Heritage". This is also proven by the wider concept of "Voices Of Culture", which "is the structured dialogue between the cultural sector in the EU and the EC" based on "participatory governance" and "contribute to different policy areas, including smart, sustainable and inclusive growth by: stimulating active citizenship; increasing trust between public authorities and people; improving the transparency and accountability of public bodies; activating civic participation of people with a migrant background; and fostering social cohesion."

Consequently, numerous partners from heritage-related institutions in the proposal countries have joined both the KreativEU alliance and the Multi-Heritage2024 initiative. These partners include culture ministries, national heritage institutions, tourism centres, municipalities, NGOs, creative industry members, museums, libraries, etc. The universities within the alliance will integrate these partners from the outset, involving them in designing the program, conducting formal and informal activities, training, quality assurance, execution, dissemination, and exploitation. Their involvement is crucial for achieving the alliance's excellence objective and disseminating its findings to stakeholders and the broader community. A full list of Master alliance partners is provided in the annex of this proposal.

#§CON-SOR-SS§# #@FIN-MGT-FM@#

**2.1.4 Cost effectiveness and financial management**

**Cost effectiveness and financial management** (*n/a for prefixed Lump Sum Grants*)

Not applicable.

#§FIN-MGT-FM§# #@RSK-MGT-RM@#

**2.1.5 Risk management****Critical risks and risk management strategy**

*Describe critical risks, uncertainties or difficulties related to the implementation of your project, and your measures/strategy for addressing them.*

*Indicate for each risk (in the description) the impact and the likelihood that the risk will materialise (high, medium, low), even after taking into account the mitigating measures.*

**Note:** *Uncertainties and unexpected events occur in all organisations, even if very well-run. The risk analysis will help you to predict issues that could delay or hinder project activities. A good risk management strategy is essential for good project management.*



For low value grants (less or equal to 60.000 EUR), it is not necessary to present critical risks and risk management strategy.			
Risk No	Description	Work package No	Proposed risk-mitigation measures
1.	Some of the higher education institutions involved will withdraw from the alliance.	All	<p><u>Level of risk – minimal</u></p> <p><b>Risk analysis:</b> The proposal is proposed by a alliance of universities that are already closely interconnected through the KreativEU partnership. At the highest decision-making levels, joint agreements have been signed, and a structural collaboration is currently happening.</p> <p><b>Early Warning Indicator:</b> Decrease in engagement or participation in scheduled meetings and project activities by any alliance partner.</p> <p><b>Trigger for Action:</b> If a partner misses two consecutive meetings without valid reasons or fails to deliver on project milestones without prior notification, initiate contingency plans such as reassigning their tasks or engaging backup partners.</p>
2.	Due to constraints, such as those imposed by the recent Covid epidemic, the meetings in one of the three locations will not take place.	All	<p><u>Level of risk – minimal</u></p> <p><b>Risk analysis:</b> The pandemic has receded, and states have learnt to combat it with more sophisticated methods that do not include travel restrictions.</p> <p><b>Early Warning Indicator:</b> Travel advisories or restrictions issued by health authorities or governments affecting any of the countries.</p> <p><b>Trigger for Action:</b> Upon issuance of travel advisories, immediately assess the possibility of shifting to virtual platforms or alternative locations for planned meetings.</p>
3.	Quality fails: the accreditation of the Master's degree program by one or more institutions fails.	3	<p><u>Level of risk – minimal</u></p> <p><b>Risk analysis:</b> We have already established the blueprint for a high-quality, unique master's degree, and we have full expertise, campus, and other resources to ensure that this will not occur.</p> <p><b>Early Warning Indicator:</b> Preliminary feedback or evaluations from accrediting bodies indicating potential compliance issues.</p> <p><b>Trigger for Action:</b> If initial feedback suggests possible non-compliance, engage in immediate consultation with the accrediting bodies to understand deficiencies and implement corrective actions before final evaluation.</p>
4.	Time hazards - the total deadline will not be met or part of the tasks will not be completed on time.	All	<p><u>Level of risk – minimal</u></p> <p><b>Risk analysis:</b> The 15-month duration of this project provides ample time for developing the proposal and obtaining all goals.</p> <p><b>Early Warning Indicator:</b> Lagging deliverables or milestones based on the project timeline.</p> <p><b>Trigger for Action:</b> If any work package is behind schedule by more than 10%, review task allocation, adjust project timelines, or increase resource allocation to catch up.</p>
5.	Sustainability concerns – the EM proposal, slated for submission to the EC to secure funding for implementation, may not be ready in time.	4	<p><u>Level of risk – minimal</u></p> <p><b>Risk analysis:</b> The organization of the project has been very thoroughly considered, the division of the WPs is very efficient and WP4 is fully aligned with sustainable practices for the implementation of the project.</p> <p><b>Early Warning Indicator:</b> Delays in the preparation or submission milestones of the EM proposal documentation.</p> <p><b>Trigger for Action:</b> Implement an accelerated work plan and possibly divide responsibilities more broadly among partners to ensure timely submission.</p>

#§RSK-MGT-RM§# #@CON-SOR-CS@#

## 2.2 PARTNERSHIP AND COOPERATION ARRANGEMENTS

### 2.2.1 Consortium set-up

#### Consortium cooperation and division of roles (if applicable)

Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Quality of the partnership and the cooperation arrangements'.

Describe the participants (Beneficiaries, Affiliated Entities and Associated Partners, others, if any) and explain how they will work together to implement the project. How will they bring together the necessary expertise? How will they complement each other?

In what way does each of the participants contribute to the project? Show that each has a valid role and adequate resources to fulfil that role.

**Note:** When building your alliance you should think of organisations that can help you reach objectives and solve problems.

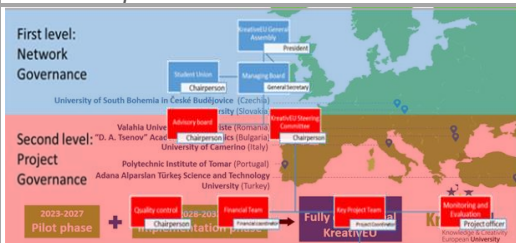
#### Consortium cooperation and division of roles (if applicable)

Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Quality of the partnership and the cooperation arrangements'.

Describe the participants (Beneficiaries, Affiliated Entities and Associated Partners, others, if any) and explain how they will work together to implement the project. How will they bring together the necessary expertise? How will they complement each other?

In what way does each of the participants contribute to the project? Show that each has a valid role and adequate resources to fulfil that role.

**Note:** When building your alliance you should think of organisations that can help you reach objectives and solve problems.



In order to combine the complementarity between Multi-Heritage2024 and the KreativEU alliance, the alliance will be governed on multiple levels. This will allow for efficient administration and oversight, as well as long-term sustainability and transparency.

**First level of governance.** The KreativEU Network Governance remains at the top tier, representing the Alliance before other forums and making decisions and authorising actions that have far-reaching effects

on the Universities' Network as a whole. The first level of governance includes the General Assembly, the strategic decision-making body; the Student Union; and the Managing Board, which will act as a link between Network governance and Project Governance. Rectors or Presidents of each University in the KreativEU Network will vote in the **General Assembly**. The **Managing Board** will consist of one board member per university.

**Second level of governance** will include decision-making, control, and oversight of the Network-wide project implementation. This governance structure is replicated for each and every project managed by the Alliance. In this second level of governance, the involved bodies will be the Steering Committee, the Finances Team, the Monitoring and Evaluation Team. The second level is chaired by the General Secretary who will also chair the Steering Committee.

**The Steering Committee** will have the responsibility of handling risks and taking decisions impacting activities at project level, and taking responsibility in front of the Managing Board of the implementation of the project plan, the correctness of financial expenditure, quality of deliverables and activities, the achievement of the outcomes. It will meet regularly every six months of project implementation, and also by request of the Project Coordinator or the Financial Officer.

**The Advisory Board** will be composed by all Associated partners, i.e. those organisations that have endorsed KreativEU and its mission at E+ grant application stage, or later, during the project implementation. The Advisory Board will be also composed by Honorary Partners, i.e. natural persons or legal entities that are invited to the General Assembly due to their potential strategic contribution but have not endorsed "officially" the project and its strategic goals. This body is expected to act at both strategic and project levels, as stakeholders' engagement is one of the keys to fulfil KreativEU's vision.

**The Finances Team** will be composed by the Financial Managers appointed by each partner, in charge of overseeing and authorising all project-related expenses, and also of overseeing the financial reporting process. This body will be chaired by the Financial Coordinator, appointed by the Lead partner, which will have the responsibility of the overall financial expenditure and reporting to the Steering Committee. The Finances Team will meet once every six months, or whenever needed.

**The Quality Control Team** will be composed by two full Professors for each partner University, appointed by the Steering Committee members: one will be expert in Education and one expert in Research. This body will be collegially in charge of periodically review and assess the quality of all relevant project deliverables, sending back to the Key Project Team their Overall opinion, including recommendations and minority reports on the quality of each deliverable. The Key Project Team will then inform the responsible WP Coordinator, which will take the necessary steps within the WP Team to improve the quality and correct shortcomings. The Quality Officer will periodically report to the Steering Committee about the overall quality level of deliverables and activities, and on the reception of the body's opinions and recommendations by the Key Project Team. In case of non-compliance or negligence by the KPT as a whole or specific members, the Steering Committee will take the necessary decisions to enforce them.

**The Monitoring and Evaluation Team** comprises one Monitoring Responsible from each partner University, led by a Project Officer designated by the Lead Partner. This team is responsible for producing regular Monitoring Reports every six months and Evaluation reports at the end of the project. Through



the Project Officer, it communicates the timing of project activities and progress towards project outcomes to the Steering Committee. Based on this information, the Steering Committee takes corrective actions to address any identified mistakes, delays, or shortcomings.

**The Key Project Team** will be the link between Project Governance and the third level, Activities Governance. At project governance level, it will have the role of executing the decisions taken by the Steering Committee and transmitting them to the lower level for implementation. This body will be chaired by the Project Coordinator, an executive figure directly appointed by the Lead Partner. The body will be also composed by the coordinators of WPs.

#### **Third level Activity Governance and Management.**

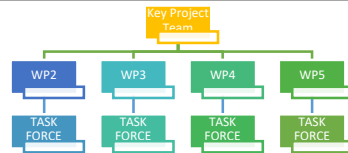
The third level entails coordination and supervision of the five implementation Work Packages, supervising and guiding the smooth day-by-day management of the Human Resources involved.

## 2.2.2 Consortium management and decision-making

### Consortium management and decision-making (if applicable)

Explain the management structures and decision-making mechanisms within the alliance. Describe how decisions will be taken and how regular and effective communication will be ensured. Describe methods to ensure planning and control.

**Note:** The concept (including organisational structure and decision-making mechanisms) must be adapted to the complexity and scale of the project.



In previous section, we examined the alliance's multi-level operation and how it will provide efficiency, coherence, rigour, and quality to the management of this proposal. In addition, we have described the steering committee and the manner in which cooperation with partners would be handled. We will now elaborate on the alliance's operation at the Multi-

Heritage2024 Master programme level. This is also governed by the principles of project management and procedures that the KreativEU university alliance has previously established for the projects it operates, and adapted to the particular case of this proposal. As shown in the figure, on this third level, the involved bodies will be: the **Key Project Team**, composed by the seven **WP Coordinators** and chaired by the **Project Coordinator**, which will have the responsibility of ensuring the link between the strategic approach given by the first level of governance, the decisions taken by the second level of governance, and the execution of activities; the **WP2 Team**, in charge of managing activities on *Methodology design, multidisciplinary and interdisciplinarity*, the **WP3 Team**, in charge of *Curriculum Development and Accreditation* activities, the **WP4 Team**, managing activities related to the *Inclusive excellence mobilities, and sustainability*, the **WP5 Team**, managing activities related to *Web platform design, communication, dissemination, exploitation*. Inside all these Teams, **Task Forces** may be created, to tackle specific problems or undertake specific tasks or subtasks.

The Key Project Team will serve as the primary entity responsible for managing the project in its entirety. It will consist of the following members: **Project Coordinator**: Oversees the overall project management; **Methodology Officer**: Appointed by the partner responsible for WP2, coordinates the WP2 Team and manages all human resources involved in the activities of each partner; **Curriculum and Accreditation Officer**: Appointed by the partner responsible for WP3, this individual coordinates the WP3 Team and manages all human resources involved in the activities of each partner; **Inclusive Excellence, Mobilities, and Sustainability Officer**: Appointed by the partner responsible for WP4, this individual coordinates the WP4 Team and manages all human resources involved in the activities of each partner; **Web Platform Design, Communication, Dissemination, Exploitation Officer**: Appointed by the partner responsible for WP5, coordinates the WP5 Team and manages all human resources involved in the activities of each partner.

The institution in charge of a particular work package will appoint the Work Package Coordinators based on the expertise best suited to lead and assist the implementation of the activities outlined for that WP. In particular, they will plan and manage their WP Team meetings, monitor the WP's progress, and ensure that the WP meets the milestones and deliverables; alert the Project Coordinator in case of delay or default in the WP's performance or issues that require coordination across WPs; and plan the work of the WP.

**The Key Project Team** as a whole will function as the Managing Board of the project, reporting to the Steering Committee for any project level risk or decision, and handling the day-by-day management of all tasks. They will meet online periodically (at least once every two months) to have a briefing about the state of advancement of each Work Package.

**The WP Teams** will be set up for each Work Package. It will comprehend the WP Coordinator, and a Lead from each university and a Student Union-appointed student representative and promote student interests. Communication officers and project coordinators may monitor WP meetings. WP Teams will assemble to develop, organise, deliver, and approve the activities, milestones, and deliverables. WP Teams will be able to form Task Forces as necessary to carry out particular actions.



**Task Forces** usually include two to three institutions, although more can join. They will fulfil the mission by delivering certain activities and ensuring other institutions provide timely and relevant feedback. The Task Force Leader will notify the WP Coordinator on task progress for reporting to the Key Project Team.

#§CON-SOR-CSS# #§QUA-LIT-QL# #@IMP-ACT-IA@#

### 3. IMPACT

#### 3.1 Impact and ambition

##### Impact and ambition

Please address each guiding points presented in the Call document/Programme Guide under the award criterion 'Impact'.

Define the expected short, medium and long-term effects of the project. Who are the target groups? How will the target groups benefit concretely from the project and what would change for them?

The significance of the Multi-Heritage2024 has already been explored in the earlier sections of the proposal; as a result, we will build on the strong foundations that have been established. In this section, we will measure the impacts of this proposal on the short, medium, and long-term, establish the next steps that go beyond the parameters of the current project, and approach what will be the 'heritage' of the project. The proposal's overarching goal is to establish a transnational, transdisciplinary Heritage EM Master programme that will become the gold standard in the field and will have its curriculum, syllabi, policies, and processes replicated in this sector. We seek internal impacts, on each of the seven institutions, as well as on our KreativEU alliance, but we also envisage strong external impacts at local, regional, national, and global (Mundus) scales. Given the overall goal of the KreativEU of becoming a "European model of multi-later cooperation and governance in education, research and community leadership in the field Cultural Heritage", Multi-Heritage2024 seeks to be an important engine in this regard, while also fitting with the European needs, values, and goals. In this regard, the project will have a significant impact by: (1) Creating a high-quality educational program focused on transnational, interdisciplinary innovation goals; (2) Enhancing human capital in education and innovation; (3) Promoting knowledge diffusion and open source principles. Furthermore, it will have a societal impact by: (4) Addressing EU policy goals and global concerns through education, research, and innovation in heritage and its relation to the environment; (5) Combating natural hazards and supporting mobility while fostering inclusive excellence. In terms of Economic/Technological Impact, it will: (6) Generate innovation-based growth; (7) Create more and better employment opportunities for graduates; (8) Leverage investments in research and innovation; (9) Integrate education with business, technology, creative industries, NGOs, and cultural institutions.

**Short-term:** We anticipate that all goals and outcomes will be met on schedule and to the highest levels of quality, considering the nature of the design of this proposal and the timeframe. On the whole, however, we aim for a quality level of at least 90% of activities completed on time and 90% of deliverables completed, with 90% of participating workers reporting satisfaction with the project's activities and processes. By the end of 2025, we will have a certified and ready-to-implement highly innovative curriculum, modules, syllabi of disciplines and formal and non-formal activities as well as efficient governance, professors, researchers, personnel, processes, procedures, digital platforms that will ensure that in the implementation phase the application for the EM will weigh very heavy in the eyes of the evaluators. Quality Control will be overarching of this proposal and fully aligned with ENQA, which will allow the Master to operate in a very secure and efficient environment. Courses, seminars and training activities (and many will be taught by at least two professors from different universities) will be fully transnational as will be the also the dissertation advisory and defence. A branding of the programme will ensure that the future students will feel as a community of learners and will have access to all educational, research, social, technological, digital and leisure activities, which will give them a strong sense of identity. They will feel attached to the European, KreativEU and Multi-Heritage values and will be infused with the vision, capacity and will to make their voice heard in their field of studies and in the society. All activities and deliverables outlined in the Work Packages (see in the section below) will be concluded, and the programme will be prepared to demonstrate its medium- and long-term sustainability.

**Medium-term:** The programme will be able to receive approval and funding from the EM Programme and will be carried out. In the fall of 2026, the first students will be enrolled and will join the EM, KreativEU, and Multi-Heritage families. Scholars, researchers, staff from all universities, and other stakeholders will participate in a process that will result in a successful and operational study programme. Creativity, quality, innovation, and interdisciplinarity will be incorporated into the curriculum, and all players will be included in the development of this shared heritage. In such an environment creativity and transnational cooperation will thrive. At least three inventions and innovations in the field of interdisciplinary heritage, involving Multi-Heritage students, professors, and researchers, will be registered by 2027, when the first graduates of the programme will be certified. By the end of 2027, when the joint open access journal "Science, Heritage & Technology" will be inaugurated, at least three articles will have been published by Multi-Heritage2024 students and graduates, either alone or in collaboration with other academics. All enrolled students, the majority of professors, researchers, and other professionals, as well as alliance partners, have participated in mobility at minimum two of the other institutions. For societal impacts, our



goal is to markedly improve community engagement with heritage projects, as evidenced by increased participation rates and positive feedback from surveys.

**Long-term:** The programme is fully aligned with the KreativEU ambitions (see Part A, Other annexes), of becoming a fully operational European University by 2034. In that year, 10 years will have passed since the KreativEU and Multi-Heritage2024 financing applications were filed and submitted. The Master's programme has made a significant contribution to the overall objective of the alliance, as well as to the promotion of European values, the development of the multidisciplinary field of heritage, and the graduation of a large number of experts in the field, some of whom are already lecturers in Multi-Heritage. After eight admissions and six cohorts of graduates, there is an increasing demand for enrollment since the programme has earned a reputation for quality among youth, stakeholders, business, and society. Multi-Heritage innovations, publications, conferences, and informal activities are gaining increasing societal attention. Among heritage scientific periodical publications, "Science, Heritage & Technology" has emerged as a leading voice with the support of the seven universities and the Multi-Heritage Graduates. The new scholarship of our graduates is already staffing European and global institutions (the EU, UNESCO, etc.), stakeholders, museums, other heritage institutions, creative industries, businesses, research labs, etc., making them better equipped to prevent and mitigate e.g. the damage caused by natural disasters such as the ones that struck Camerino and Adana. The tangible and intangible heritage as well as the natural heritage are better protected and new methodologies have been developed by Multi-Heritage and applied globally. We will target a significant rise (15%) in interdisciplinary research publications by our alliance members, aiming to enhance our contributions to the field.

*The programme is sustainable because it constantly evolves to meet societal needs and anticipates emerging issues.*

#§IMP-ACT-IA§# #@COM-DIS-VIS-CDV@#

### 3.2 Communication, dissemination and visibility

#### Communication, dissemination and visibility of funding

*Describe the communication and dissemination activities which are planned in order to promote the activities/results and maximise the impact (to whom, which format, how many, etc.). Clarify how you will reach the target groups, relevant stakeholders, policymakers and the general public and explain the choice of the dissemination channels.*

*Describe how the visibility of EU funding will be ensured.*

Communication with the public will be a priority throughout this project, and means for doing so will be incorporated early on. Two different kinds of messaging formats will be used for this purpose. The first is the WP5 (see below) that will establish goals for efficient communication, distribution, and exploitation of project results; the second is the KreativEU alliance itself (under the direction of the Communication Officer), which is already in place to instil coherence and visibility to all communication, and dissemination activities (see Tasks 5.1 to 5.4.). Our goal is to keep young students, scholars, stakeholders, cultural and heritage state and private institutions, NGOs, industries, creative industries, and so on well informed of the programme's development as we work to build an innovative, high-quality, interdisciplinary, and transnational Master programme. Therefore, in this application, we have already created, and will continue to design throughout the pilot phase of the project, a number of drives that will assist us in achieving our goals. In the first place, we want the WP5 processes and procedures to be very effective and to help us achieve our visibility goals. Consequently, we will make sure that everything gets done on schedule and that the communication structure is properly constructed. Second, we'll have the curriculum branded in a way that will attract creative, heritage students who want to push the boundaries of what they're learning. Multi-channel methods and instruments of communication will be utilised for this purpose. In order to reach a wide audience across Europe, the Middle East (thanks to ATU university), Latin America (thanks to IPT connections), Central, Eastern, and Northern Europe (thanks to VUT, TAE, TUT, and USB), and the Mediterranean (thanks to UNICAM's extensive network), the KreativEU alliance will make use of all available media communication channels (website, social media, press, events, fairs, etc.). In 2024, the alliance of universities will launch a radio station called KreativEU Radio, with transmissions in eight languages that will traverse borders to target predetermined audiences.

Besides, Multi-Heritage2024 will create its own capacities of communication that are properly described in WP5. They include monthly newsletters on project development published on KreativEU and Multi-Heritage platforms and social media and referenced to mass-media. Educational portals such as Keystone, StudyPortals, StudyinRomania (<https://studyinromania.gov.ro>), StudyInItaly (<https://studyinitaly.esteri.it/en>), etc. are also crucial for attracting students to our MA programme and will be used both on short and long-run. Popularization of the Master's Programme will also be promoted through mass-media, with at least ten mass-media sources publishing multilingual information at this pilot stage. (See D5.5). At least one article detailing the goals of the new educational programme will be published in the widely circulated and important English language journal "The Conversation." The Digital Education and Research Platform, which contains also the admission digital platform, that will be established in WP5 will be promoted extensively and will contribute significantly to the programme's reputation and attractiveness. Social media channels such as Facebook, Twitter, YouTube, LinkedIn, and



Instagram will be integrated visually and functionally with the website. Combined market segmentation algorithms will be utilised online to deliver the message to people who are most interested. The third level will comprise partners of KreativEU and Multi-Heritage2024, such as ministries and state agencies, cultural and tourist operators, cultural and heritage institutions, creative industries, non-governmental organisations with activity in these fields, student unions, etc. (the full list and links are to be found in Part A, Other annexes of this proposal). They will convey our communication messages and assist us in reaching a large audience, serving as a great outlet in this regard. In summary, our diverse outreach targets include achieving 1,000 unique platform users monthly, a 5% social media engagement rate, and a 15% annual increase in followers, alongside 1,000 monthly KreativEU Radio listeners. Key objectives also involve securing placements in 10 mass media outlets with a combined readership/viewership of 100,000, and attaining 50,000 reads/views of "The Conversation" article. Additionally, we aim for initial engagement with 30 key stakeholders, expanding to 50 over time through partnerships.

#§COM-DIS-VIS-CDV§# #@SUS-CON-SC@#

### 3.3 Sustainability and continuation

#### Sustainability, long-term impact and continuation

*Describe the follow-up of the project after the EU funding ends. How will the project impact be ensured and sustained?*

*What will need to be done? Which parts of the project should be continued or maintained? How will this be achieved? Which resources will be necessary to continue the project? How will the results be used? Are there any possible synergies/complementarities with other (EU funded) activities that can build on the project results?*

As demonstrated in Section 3.1 and throughout the proposal, this project contains short-, medium-, and long-term ambitions that are perfectly aligned with EU requirements, KreativEU's objectives, and citizen needs. The main goal is to create an EM Master Programme that integrates traditions, disciplines, and exceeds current knowledge. This involves building the entire structure, from interoperational campuses to labs, interdisciplinary frameworks, and innovative curricula and syllabi of disciplines. Over the proposed 15 months, an interdisciplinary team will develop the curriculum and necessary infrastructure. By February 2026, a financing proposal for the EM Master's Program will be finalized. Enrolment is expected for fall 2026, with the first graduates by summer 2028. The responsibility for the Programme lies with the seven proposing institutions and the KreativEU alliance, ensuring full support from all campuses and their resources. In the unlikely event of EU funding failure, KreativEU will explore alternative funding to establish the Programme as a mark of excellence in heritage studies.

This initiative not only aligns with EU requirements and goals for innovation, interdisciplinarity, and youth mobility but also anticipates and addresses potential challenges effectively. Over the next decade, our MA students and graduates will make significant contributions across diverse fields, staffing labs, leading in heritage institutions globally, and holding positions in various sectors such as businesses, NGOs, and creative industries. They will integrate national traditions, promote an open European society, and contribute to preserving both built and natural environments. Their efforts will underscore the importance of heritage in fostering growth across sectors like tourism and technical innovation. They'll stamp the significance of our heritage to the growth of other sectors like tourism, industry, technical innovation, etc. The Master's programme will stand out as a beacon of academic quality thanks to its prominent status within the KreativEU alliance and its member universities. The vision of the institutions submitting this proposal is long-term and takes their strategic commitment to this programme into account.

In addition, in February 2026, a new EM programme on Multilingualism, Multiculturalism, and Communication will be prepared for submission to EMDM, drawing on best practises learned throughout the creation of this programme.

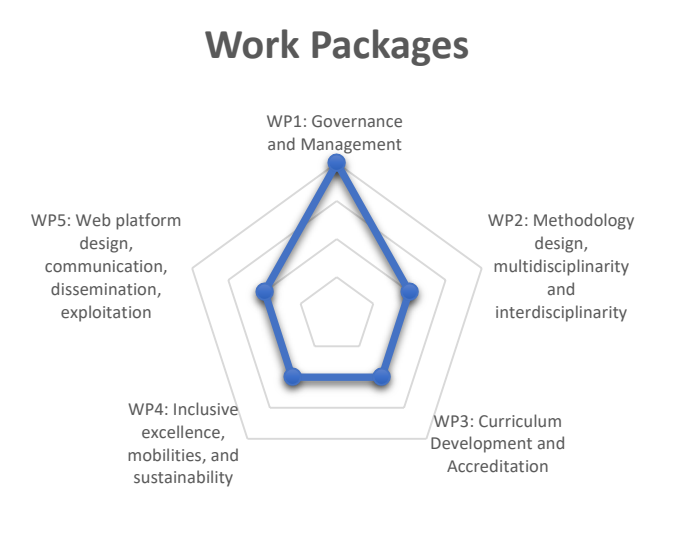
This Master program relies on KreativEU's three-tiered governance structure, integrating into the third tier and fostering effective communication with the other two tiers. It also maintains its own administration with a shared long-term vision. Members commit to providing the necessary Human Resources (professors, assistants, researchers, personnel), physical, and digital infrastructure for the Multi-Heritage Master's Program, facilitating the achievement of its study goals. Future intellectual property rights shares will contribute to covering associated expenses. Graduates will be highly qualified, with opportunities for further education, including doctoral studies at KreativEU institutions and involvement in "Science, Heritage & Technology" publication and conference hosting. The program's sustainability will be ensured by a continuous generational turnover among the close to 40 professors involved. Financial resources will be supplemented by research grants like Horizon 2025 and E+, with graduates and Multi-Heritage students participating alongside professors. *All of these factors will give this programme a pivotal place in Heritage studies throughout the world and guarantee its excellence and viability for the long haul.*

#§SUS-CON-SC§#

#@WRK-PLA-WP@#

## 4. WORK PLAN, WORK PACKAGES, ACTIVITIES, RESOURCES AND TIMING

### 4.1 Work plan

Work plan	
Provide a brief description of the overall structure of the work plan (list of work packages or graphical presentation (Pert chart or similar)).	
	<p>The Work Plan consists of five work packages that are all injected and reviewed by quality standards and checks to guarantee that processes and procedures run efficiently. They will be organised to enable an efficient and balanced distribution of duties and responsibilities among the partners, with the majority of partners coordinating or sharing coordination of a specific Work package. <b>Governance and Management (WP1)</b>, led by the lead institution, is the core organisational work package, ensuring that all other organisational components flow effectively, that resources are distributed effectively, that procedures are coordinated, and that Multi-Heritage2024 is in compliance with the KreativEU. This functions as the structure of resistance and the cupola that keeps the entire project engine achieving its desired objectives. <b>Methodology design, multidisciplinary and interdisciplinarity (WP2)</b> chaired by IPT is integral to the proposal's primary objective of building a Master's course that transcends existing knowledge, discipline, institutional, and national boundaries and serves as a model for similar initiatives in Europe and beyond. <b>Curriculum Development and Accreditation (WP3)</b>, managed by UNICAM, will offer a Master Curriculum that will be a brand of excellence on a worldwide level based on the methodological principles of WP2. The Master's programme will be accredited based on an agreement made among the alliance universities and after applying for funding to the EM programme in February 2026, will be ready for implementation shortly thereafter. One crucial part of sustainability, the application to the E+ programme, has previously been mentioned. However, <b>Inclusive excellence, mobilities, and sustainability (WP4)</b> is responsible for the long-term maintenance of this programme that will have a hugely positive impact in the field of heritage. The goals of this TUT-managed WP are much loftier. To guarantee all parts of "inclusive excellence" are fulfilled and that the primary goals of the EU, as outlined in the Relevance section of the proposal, are completely incorporated into our programme, it proposes to enable physical mobilities for all students, their professors, personnel, and partners. The outcomes of the proposal will be disseminated to the general public, relevant stakeholders, young people, and scientific communities through <b>Web platform design, communication, dissemination, exploitation (WP5)</b>, which will be led by ATU. This will ensure that the goals, content, results, and deliverables of Multo-Heritahge are clearly communicated through the user-friendly design of the programme and admission platform, which will be loaded with all relevant information. This project's work packages (WPs), each of which will be detailed in further depth below, are all interrelated and mutually supportive.</p>

### 4.2 Work packages, activities, resources and timing

WORK PACKAGES
<p><b>Work packages</b> This section concerns a detailed description of the project activities. Group your activities into work packages. A work package means a major sub-division of the project. For each work package, enter an objective (expected outcome) and list the activities, milestones and deliverables that belong to it. The grouping should be logical and guided by identifiable outputs. Projects should normally have a minimum of 2 work packages. WP1 should cover the management and coordination activities (meetings, coordination, project monitoring and evaluation, financial management, progress reports, etc) and all the activities which are cross-cutting and therefore difficult to assign</p>

to another specific work package (do not try splitting these activities across different work packages). WP2 and further WPs should be used for the other project activities. You can create as many work packages as needed by copying WP1. The last WP should be dedicated to Impact and dissemination For low value grants (less or equal to 60.000 EUR), it is possible to use a single work package for the entire project (WP1 with the project acronym as WP name).

Please refer to the Call Document/Programme Guide for specific requirements concerning the number and the typology of work packages.

⚠ Enter each activity/milestone/output/outcome/deliverable only once (under one work package).

⚠ Ensure consistence with the detailed budget table/calculator (if applicable) (n/a for prefixed Lump Sum Grants)

#### Objectives

List the specific objectives to which the work package is linked.

#### Activities and division of work (WP description)

Provide a concise overview of the work (planned tasks). Be specific and give a short name and number for each task.

Show who is participating in each task: Coordinator (COO), and if applicable Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP) and others, indicating in bold the task leader.

#### Milestones and deliverables (outputs/outcomes)

Milestones are control points in the project that help to chart progress. They are not needed for ERASMUS LSI projects. You can leave the section on milestones empty.

Deliverables are project outputs which are submitted to show project progress (any format). Refer only to major outputs. Do not include minor sub-items, internal working papers, meeting minutes, etc. Limit the number of deliverables to max 10-15 for the entire project. You may be asked to further reduce the number during grant preparation.

For deliverables such as meetings, events, seminars, trainings, workshops, webinars, conferences, etc., enter each deliverable separately and provide the following in the 'Description' field: invitation, agenda, signed presence list, target group, number of estimated participants, duration of the event, report of the event, training material package, presentations, evaluation report, feedback questionnaire.

For deliverables such as manuals, toolkits, guides, reports, leaflets, brochures, training materials etc., add in the 'Description' field: format (electronic or printed), language(s), approximate number of pages and estimated number of copies of publications (if any).

For each deliverable you will have to indicate a due month by when you commit to upload it in the Portal. The due month of the deliverable cannot be outside the duration of the work package and must be in line with the timeline provided below. Month 1 marks the start of the project and all deadlines should be related to this starting date.

The labels used mean:

Public — fully open (⚠ automatically posted online on the Project Results platforms)

Sensitive — limited under the conditions of the Grant Agreement

EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision [2015/444](#). For items classified under other rules (e.g. national or international organisation), please select the equivalent EU classification level.

#### WORK PACKAGES

##### Work packages

This section concerns a detailed description of the project activities.


Group your activities into work packages. A work package means a major sub-division of the project. For each work package, enter an objective (expected outcome) and list the activities, milestones and deliverables that belong to it. The grouping should be logical and guided by identifiable outputs.

Projects should normally have a minimum of 2 work packages. WP1 should cover the management and coordination activities (meetings, coordination, project monitoring and evaluation, financial management, progress reports, etc) and all the activities which are cross-cutting and therefore difficult to assign

to another specific work package (do not try splitting these activities across different work packages). WP2 and further WPs should be used for the other project activities. You can create as many work packages as needed by copying WP1. The last WP should be dedicated to Impact and dissemination For low value grants (less or equal to 60.000 EUR), it is possible to use a single work package for the entire project (WP1 with the project acronym as WP name).

Please refer to the Call Document/Programme Guide for specific requirements concerning the number and the typology of work packages.

 Enter each activity/milestone/output/outcome/deliverable only once (under one work package).

 Ensure consistence with the detailed budget table/calculator (if applicable) (n/a for prefixed Lump Sum Grants)

#### Objectives

List the specific objectives to which the work package is linked.

#### Activities and division of work (WP description)

Provide a concise overview of the work (planned tasks). Be specific and give a short name and number for each task.

Show who is participating in each task: Coordinator (COO), and if applicable Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP) and others, indicating in bold the task leader.

#### Milestones and deliverables (outputs/outcomes)

Milestones are control points in the project that help to chart progress. They are not needed for ERASMUS LSI projects. You can leave the section on milestones empty. Deliverables are project outputs which are submitted to show project progress (any format). Refer only to major outputs. Do not include minor sub-items, internal working papers, meeting minutes, etc. Limit the number of deliverables to max 10-15 for the entire project. You may be asked to further reduce the number during grant preparation.

For deliverables such as meetings, events, seminars, trainings, workshops, webinars, conferences, etc., enter each deliverable separately and provide the following in the 'Description' field: invitation, agenda, signed presence list, target group, number of estimated participants, duration of the event, report of the event, training material package, presentations, evaluation report, feedback questionnaire.

For deliverables such as manuals, toolkits, guides, reports, leaflets, brochures, training materials etc., add in the 'Description' field: format (electronic or printed), language(s), approximate number of pages and estimated number of copies of publications (if any).

For each deliverable you will have to indicate a due month by when you commit to upload it in the Portal. The due month of the deliverable cannot be outside the duration of the work package and must be in line with the timeline provided below. Month 1 marks the start of the project and all deadlines should be related to this starting date.

The labels used mean:

Public — fully open ( automatically posted online on the Project Results platforms)

Sensitive — limited under the conditions of the Grant Agreement

EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision [2015/444](#). For items classified under other rules (e.g. national or international organisation), please select the equivalent EU classification level.

#### Work Package 1: Governance and Management

Duration:

M1 – M15

Lead Beneficiary:

P1- VUT

#### Objectives

- 1) Establish and ensure the Multi-Heritage2024 project governance aligned with the KreativEU Alliance of Universities,
- 2) Ensure a transparent and effective decision making and risk management process at project level.
- 3) Coordinate day-by-day activities while keeping track of the delivery on the strategic goals
- 4) Report and keep constant communication with the Agency and Partners.
- 5) Monitor the progress of the project and evaluate its results.

6) Overview the quality of project deliverables and activities.						
Activities and division of work (WP description)						
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)	
			Name	Role (COO, BEN, AE, AP, OTHER)		
T1.1	Establish and ensure the project governance with the KreativEU Universities	The project and team will integrate into the alliance's operational structures to ensure convergence, interoperability, and high-quality processes. This assignment involves establishing and managing the third level of governance for Multi-Heritage 2024 and linking it with the first and second levels of KreativEU. It will cover agreements, admission procedures, graduation requirements, housing, integration, and services.	VU T All	COO BEN	n/a	
T1.2	Maintaining project coordination on a daily basis	This assignment entails establishing the Key Project Team (KPT) as the project's third-level governance and management organization. Partners overseeing Work Packages (WPs) will appoint WP Coordinators responsible for forming transnational working groups and Task Forces essential for project operations. KPT meetings will be conducted and documented. To enhance partnership and cooperation, we will implement structured communication mechanisms, including monthly virtual meetings and biannual in-person workshops, supported by a joint decision-making framework with clear protocols for consensus-building and conflict resolution.	VU T All	COO BEN	n/a	
T1.3	Technical and financial reporting	This task will consist of: 1) Monitoring activities: creation of the Monitoring&Evaluation plan, establishment of the M&E Team and appointment of the Project Officer, production of templates for submitting data, periodic evaluation of data (every six months), and submission of monitoring reports to the Steering Committee. 2) Technical reporting: creation of templates for narrative reporting, periodic submission and collecting of technical reports (every three months), and submission of reports for assessment by the Steering Committee. 3) Financial reporting: creation of financial reporting templates, periodic submission and collection of reports (annually) and supporting submission of the reports to the Steering Committee for assessment.	VU T All	COO BEN	n/a	
T1.4	Quality Control	As part of this assignment, the Quality Control Group will evaluate outputs and processes. This group will assess specific deliverables and activities, providing the Key Project Team with their collective opinion, recommendations, and minority reports on each deliverable's quality.	VU T All	COO BEN	n/a	
Milestones and deliverables (outputs/outcomes)						
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification

Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D1.1	Cooperation Agreement	1	P1: VUT	Documents, Agreements	[PU — Public]	Months 1-3 Due: 3	English language, pdf format published on the website
D1.2	Joint Strategy and Action Plan	1	P1: VUT	Documents, Agreements	[PU — Public]	Months 1-3 Due: 3	English language, pdf format published on the website
D1.3	Joint Administrative and Financial Management Plan	1	P1: VUT	Documents, Agreements	[PU — Public]	Months 1-3 Due: 3	English language, pdf format published on the website
D1.4	Training Standards, and Recognition of Study Periods Blueprints	1	P1: VUT	Documents, Blueprint	[PU — Public]	Months 1-3 Due: 3	English language, pdf format published on the website a model for other potential or existing programmes
D1.5	Joint Degree Policy	1	P1: VUT	Documents, Agreements	[PU — Public]	Months 1-3 Due: 3	English language, pdf format published on the website a model for others
D1.6	Archive	1	P1: VUT	DATA data sets, micro data, etc	SEN — Sensitive	Months 1-15 Due: 15	Format: repository of documents; Language: English.

### Estimated budget — Resources

For certain Lump Sum Grants, see detailed budget table/calculator (annex 1 to Part B; see [Portal Reference Documents](#)).

### Work Package 2: Methodology design, multidisciplinary and interdisciplinarity

**Duration:** M3 – M6 **Lead Beneficiary:** P2-IPT

#### Objectives

- 1) Establish the standards of multidisciplinary and interdisciplinarity collaboration in transnational research teams, which will ultimately encompass professors and researchers from all involved universities and partners, together with MA master students and graduates;

- 2) Establish an overarching organisational structure across research institutes, centres and labs that will allow the Multi-Heritage2024 students to work together and promote creative, interdisciplinary research.
- 3) Draft and agree upon protocols of cooperation for Multi-Heritage2024 in areas of research and innovation that will be interconnected with the KreativEU research procedures.
- 4) Create exemplary procedures for incorporating the research outcome into the Multi-Heritage2024 initiative, which may then serve as a template for similar initiatives throughout the world.

**Activities and division of work (WP description)**

Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T2.1	Design standards of multidisciplinary and interdisciplinarity collaboration in transnational educational and research teams	This task entails the formulation by representatives of all alliance universities, for the phase of Master programme implementation, of standards for multidisciplinary and interdisciplinary collaboration in transnational educational and research teams.	P2: IPT All	COO BEN	n/a
T2.2	Draft cooperation protocols for Multi-Heritage2024 in research and innovation will be linked with KreativEU research. This includes establishing Multi-Heritage research group.	Cooperation protocols in research and innovation are crucial for all research-related activities and translating research into the MA program. These protocols will uphold principles like equality, synergy, interoperability, openness, quality, and excellence. Insights from the research group will directly shape curriculum content, ensuring innovative and up-to-date educational offerings.	P2: IPT All	COO BEN	n/a
T2.3	Produce a manual of best practises for incorporating the findings of the research into education - a template for similar global initiatives.	Members of WP2 will create a manual of best practises for incorporating the research into the Multi-Heritage2024 initiative, which will be approved at the Tomar meeting and published on the project website. This manual will serve as a ground-breaking model for future initiatives of its kind around the globe.	P2: IPT All	COO BEN	n/a

**Milestones and deliverables (outputs/outcomes)**

Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification	
n/a	n/a	n/a	n/a	n/a	n/a	n/a	
n/a	n/a	n/a	n/a	n/a	n/a	n/a	
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)

(continuous numbering linked to WP)							
D2.1	Blueprints for multidisciplinary collaboration in transnational research teams.	2	<b>P2: IPT</b>	Guide	[PU — Public]	Months 3-6 Due: 6	English language, published on the website a model for other programmes
D2.2	Cooperation protocol in the areas of research and innovation	2	<b>P2: IPT</b>	Documents, Blueprint	[PU — Public]	Months 3-6 Due: 6	English language, published on the website as a model for others
D2.3	Best practices manual relaying research to education	2	<b>P2: IPT</b>	Documents, Blueprint	[PU — Public]	Months 3-6 Due: 6	English language, published on the website as a model for others

**Estimated budget — Resources**

For certain Lump Sum Grants, see detailed budget table/calculator (annex 1 to Part B; see [Portal Reference Documents](#)).

**Work Package 3: Curriculum Development and Accreditation**

**Duration:** M2 – M15      **Lead Beneficiary:** P3-UNICAM

**Objectives**

- 1) The implementation of a uniform policy that informs all applicable quality education criteria, including those specific to the Master's degree level and the development of quality and feedback standards, processes and forms pertaining to all Master activities in an effort to promote an overall quality culture.
- 2) Developing an innovative curriculum emphasizing educational and research innovation, interdisciplinarity, quality, alignment with EU priorities, and benefiting the audience, stakeholders, and society. We pledge a unified approach for the Master's program, including shared curriculum development, cross-university co-teaching, unified student assessments, and integrated digital platforms for student interaction.
- 3) The development of course modules and syllabi for academic areas that are grounded on this curriculum and draw on the universities' collective research and teaching remarkable expertise.
- 4) The accreditation of the master programme with the quality assurance bodies that respect the Standards and guidelines for quality assurance in the EHEA.
- 5) The designing of formal and informal activities that will integrate the programme with stakeholders, industries, organisations, creative industries and the society.

**Activities and division of work (WP description)**

Task No (continuous numbering)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role	

g linked to WP)					(COO, BEN, AE, AP, OTHER)		
T3.1	Produce quality education criteria, feedback standards and forms pertaining to all Master activities.	Documents and blueprints fostering quality culture are created in this WP and approved by the project board.	<b>P3: UNICAM All</b>	<b>COO BEN</b>	n/a		
T3.2	Create a Master's curriculum with educational and research-based innovation, interdisciplinarity, transnational, quality, and alignment with EU and E+ agendas.	This activity is vital to the success of this project, as the curriculum must be based on the stated needs, objectives, goals, and capacities in order to provide a curriculum that will serve as a global model. This will be prepared in the WP and approved by the board.	<b>P3: UNICAM All</b>	<b>COO BEN</b>	n/a		
T3.3	The development of course modules and syllabi for academic disciplines based on this curriculum and utilising the institutions' pooled research and teaching skills.	The working group will be in charge of drafting the syllabi for the various disciplines based on the principles outlined in the proposal. They will be approved according to the Multi-Heritage2024 rules and procedures.	<b>P3: UNICAM All</b>	<b>COO BEN</b>	n/a		
T3.4	The accreditation of the master programme with the quality assurance bodies that respect the Standards and guidelines of the EHEA.	The WP3 will guide the activities pertaining to the Master's programme accreditation and will ensure that it has received the necessary green light and is prepared to be implemented within the alliance.	<b>P3: UNICAM All</b>	<b>COO BEN</b>			
T3.5	Designing formal and informal activities with partner institution to integrate the programme with stakeholders, industries, organisations, etc.	WP3 will create, in collaboration with partner organisations, formal and informal activities that will integrate the programme with stakeholders, industries, organisations, museums, creative industries, and society and be approved by the board.	<b>P3: UNICAM All</b>	<b>COO BEN</b>			
<b>Milestones and deliverables (outputs/outcomes)</b>							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
n/a	n/a	n/a	n/a	n/a		n/a	n/a
n/a	n/a	n/a	n/a	n/a		n/a	n/a
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D3.1	Quality education criteria standards blueprint.	3	<b>UNICAM</b>	Guide	[PU — Public]	Months 2-6 Due: 6	English language, pdf, published on the website a model for others.

D3.2	Digital feedback forms	3	<b>UNICAM</b>	Online feedback forms	[PU — Public]	Months 2-6 Due: 6	English language, pdf, published on the website a model for others.
D3.3	Master curriculum	3	<b>UNICAM</b>	Curriculum document	[PU — Public]	Months 2-6 Due: 6	English language, pdf, published on the website a model for others.
D3.4	Syllabi for academic disciplines	3	<b>UNICAM</b>	Documents posted on website	[PU — Public]	Months 6-9 Due: 9	English language, pdf, published on the website a model for others.
D3.5	Accreditation files	3	<b>UNICAM</b>	Documents submitted to accreditation authorities	SEN — Sensitive	Months 9-15 Due: 15	Multilingual, files submitted to quality assurance agencies
D3.6	List of formal and informal activities	3	<b>UNICAM</b>	Documents posted on website	[PU — Public]	Months 6-9 Due: 9	English language, pdf, published on the website a model for others.

#### Estimated budget — Resources

For certain Lump Sum Grants, see detailed budget table/calculator (annex 1 to Part B; see [Portal Reference Documents](#)).

#### Work Package 4: Inclusive excellence, mobilities, and sustainability

**Duration:** M1 – M15      **Lead Beneficiary:** P5-TUT

#### Objectives

- 1) The designing of Inclusion and Diversity Strategy that will align with the EU standards and KreativEU policies.
- 2) Integrate the initiative into the current openness, equality, and equity-based mobilities plans, institutions, and policies of the KreativEU in order to have a fully equipped infrastructure promoting inclusive excellence-based integration.
- 3) Prepare a winning application file for a highly creative Multi-Heritage EM programme, which will be submitted in February 2026, and carry out the actions that are essential for its timely implementation in the sustainability phase.

#### Activities and division of work (WP description)

Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T4.1	Creating an Inclusion and Diversity Strategy that will inspire all of the	The WP4 will analyse the current best papers, guidelines, and practises in order to develop an	<b>P5: TUT All</b>	<b>COO BEN</b>	n/a

	international operations of the alliance and will line with EU standards and KreativEU policies.	Inclusion and Diversity Strategy that will govern all of the alliance's international operations. This will be approved according to the Multi-Heritage2024 and KreativEU rules and procedures.			
T4.2	Integrate the initiative into KreativEU's mobility plans, institutions, and policies, ensuring that the shared campus, social, educational, and processes fully benefit them.	Align the initiative with KreativEU's mobility plans, institutions, and policies, ensuring that the shared campus, social, educational, and processes fully benefit mobility. All enrolled students will travel to at least three alliance universities. Relevant information in this respect appears on the website.	<b>P5: TUT All</b>	<b>COO BEN</b>	n/a
T4.3	Draft the application file for a highly creative Multi-Heritage EM programme, which will be submitted in February 2026.	Within the WP will be drafted the application file for Multi-Heritage EM programme, which will be submitted in February 2026. This will be approved by the board.	<b>P5: TUT All</b>	<b>COO BEN</b>	n/a

**Milestones and deliverables (outputs/outcomes)**

Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
n/a	n/a	n/a	n/a	n/a		n/a	n/a
n/a	n/a	n/a	n/a	n/a		n/a	n/a
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D4.1	Inclusion and Diversity Strategy	4	<b>P5: TUT</b>	Documents approved and posted on the website	[PU — Public]	Months 1-3 Due: 3	English language, pdf, published on the website a model for others.
D4.2	Application file for Multi-Heritage EM programme	4	<b>P5: TUT</b>	Application file with relevant annexes	SEN — Sensitive	Months 9-15 Due: 15	English language, uploaded on the EU digital platform.

**Estimated budget — Resources**

For certain Lump Sum Grants, see detailed budget table/calculator (annex 1 to Part B; see [Portal Reference Documents](#)).

**Work Package 5: Web platform design, communication, dissemination, exploitation**

<b>Duration:</b>	M1 – M15	<b>Lead Beneficiary:</b>	P7- ATU
------------------	----------	--------------------------	---------

Objectives						
1) Benefit of a Digital Education and Research Platform that will benefit all institutions, partners, applicants, stakeholders, the EU citizens and the wider society. 2) Integrating the communication, distribution, and exploitation activities that are part of this project within the larger framework that KreativEU. 3) Ensure an effective communication, distribution, and exploitation, along with responsibilities, methods, and quality checks of the outputs. 4) Raise program awareness through efficient communication, dissemination, and exploitation of information and results via website, platforms, mass-media, social media.						
Activities and division of work (WP description)						
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)	
			Name	Role (COO, BEN, AE, AP, OTHER)		
T5.1	Build a Digital Education and Research Platform for institutions, partners, applicants, stakeholders, EU citizens, and society.	The Multi-Heritage2024 Digital Education and Research Platform will be designed to ensure that all areas of interest to students, stakeholders, and society are covered, and that the platform's navigation is efficient, cutting-edge, and user-friendly.	P7: ATU All	COO BEN	n/a	
T5.2	Including the project's dissemination, promotion, and exploitation efforts within the wider KreativEU framework.	In this regard, the project's communication strategy will be interrelated with the broader KreativEU framework, with the goal of maximising relevance and efficiency.	P7: ATU All	COO BEN	n/a	
T5.3	Set up targets for effective communication, distribution, and exploitation, along with responsibilities, methods, and quality checks.	The WP will establish goals for efficient project dissemination, use, and exploitation, as well as roles, procedures, and quality controls for the results.	P7: ATU All	COO BEN	n/a	
T5.4	Manage the communication, dissemination and exploitation of information and results that will be delivered to society on website, platforms, mass-media, social media.	Manage the communication, dissemination and exploitation of information and results and prepare credible and relevant transnational deliverables. They will be assimilated with the overall framework of KreativEU "hub and spokes" model for Network communication and will also serve as a "sounding board" for each University.	P7: ATU All	COO BEN	n/a	
Milestones and deliverables (outputs/outcomes)						
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
n/a	n/a	n/a	n/a	n/a	n/a	n/a
n/a	n/a	n/a	n/a	n/a	n/a	n/a

Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D5.1	Digital Education and Research Platform	5	<b>P7: ATU</b>	Digital platform operating online	[PU — Public]	Months 9-15  Due: 15	English language. Fully operational digital platform that will serve as a model for others.
D5.2	Project communication guidelines	5	<b>P7: ATU</b>	Guideline integrated on programme website	[PU — Public]	Months 1-2  Due: 2	English language. Guide posted on programme website that will serve as a model for others.
D5.3	Monthly newsletters on project development published on KreativEU and Multi-Heritage platforms, social media and referenced to mass-media.	5	<b>P7: ATU</b>	Newsletter	[PU — Public]	Months 1-15  Due: monthly	English language. Newsletters published on websites, social media, mass-media
D5.4	Popularization of the Master Programme via educational platforms.	5	<b>P7: ATU</b>	Integration in educational platforms of information on the new Master.	[PU — Public]	Months 12-15  Due: 15	English language. Information published on at least 3 digital educational platforms.
D5.5	Popularization of the Master Programme in mass-media	5	<b>P7: ATU</b>	Articles and news published in mass-media.	[PU — Public]	Months 12-15 Due: 12-15	Multilingual Information in at least 10 mass-media outlets.
<b>Estimated budget — Resources</b>							
For certain Lump Sum Grants, see detailed budget table/calculator (annex 1 to Part B; see <a href="#">Portal Reference Documents</a> ).							

*Events and meetings*

**Events and meetings**

*This table is to be completed for events and meetings that have been mentioned as part of the activities in the work packages above*

*Give more details on the type, location, number of persons attending, etc.*

Event No <small>(continuous numbering linked to WP)</small>	Participant	Description					Attendees
		Name	Type	Area	Location	Duration <small>(days)</small>	Number
E1.1	ALL	Kick-off meeting on „Governance and Management” & „Inclusive excellence mobilities, and sustainability”	Project meeting	Setting up the governance structure, sharing the plans and kicking off the different preparatory activities, setting the layout for mobilities and sustainability of the Master programme. (See WP 1 and 4).	Târgoviște (Romania)	2	21
E1.2	ALL	Project meeting on "Methodology Design, Multi- and Interdisciplinarity" and "Curriculum Development and Accreditation."	Project meeting	It will take important decisions on all innovation, interdisciplinarity and educational areas of the programme, including excellence, innovation, education, research, training, etc. (See WP 2 and 3).	Tomar (Portugal)	2	21
E1.3	ALL	Project meeting concentrated on "Web platform design, communication, dissemination, exploitation"	Project meeting	The Digital Education and Research Platform will be completed successfully, with a determined release date. Targets for communication, distribution, and exploitation effectiveness will be established, along with responsibilities, methods, and quality checks for outputs.(See WP5).	České Budějovice (Czech Republic)	2	21

**Timetable**

**Timetable (projects up to 2 years)**

*Fill in cells in beige to show the duration of activities. Repeat lines/columns as necessary.*

**Note:** Use the project month numbers instead of calendar months. Month 1 marks always the start of the project. In the timeline you should indicate the timing of each activity per WP.

ACTIVITY	MONTHS														
	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15
Task 1.1 Establish and ensure the Multi-Heritage2024 project governance with the KreativEU Network of Universities			D1.1 to D1.5												

Task 1.2 - Maintaining project coordination on a daily basis																D1.6
Task 1.3. Technical and financial reporting																
Task 1.4. Quality Control																
Task 2.1 Design standards of multidisciplinary and interdisciplinary collaboration in transnational teams									D2.1							
Task 2.2 Setting-up of the multidisciplinary and interdisciplinary Multi-Heritage research group.																
Task 2.3 Draft and agree upon protocols of cooperation for Multi-Heritage2024 in areas of research and innovation									D2.2							
Task 2.4 Create a manual of best practices for integrating research findings into Multi-Heritage2024.									D2.3							
Task 3.1 Produce quality education criteria, feedback standards and forms pertaining to all Master activities.									D3.1 D3.2							
Task 3.2 Produce quality Master's curriculum									D3.3							
Task 3.3 Course modules and syllabi for academic disciplines												D3.4				
Task 3.4 The accreditation of the master programme																D3.5
Task 3.5 Designing formal and informal activities with partner institution												D3.6				
Task 4.1 Inclusion and Diversity Strategy				D4.1												
Task 4.2 Integrate the initiative into the KreativEU's openness, equality, and equity-based mobilities plans																
Task 4.3 Draft the application file for a highly creative Multi-Heritage EM programme																D4.2
Task 5.1 Build a Digital Education and Research Platform																D5.1
Task 5.2 Including the project's dissemination, promotion, and exploitation efforts within the KreativEU framework																
Task 5.3 Set up targets for effective communication, distribution, and exploitation			D5.2													
Task 5.4 Manage the communication, dissemination and exploitation of information and results	D5.3	D5.3	D5.3	D5.3	D5.3	D5.3	D5.3	D5.3	D5.3	D5.3	D5.3	D5.3	D5.3	D5.3	D5.3	D5.3 D5.4 D5.5

#\$WRK-PLA-WP\$#

#@ETH-ICS-EI@#

## 5. OTHER

### 5.1 Ethics

#### Ethics (if applicable)

*If the Call document/Programme Guide contains a section on ethics, describe ethics issues that may arise during the project implementation and the measures you intend to take to solve/avoid them.*

*Describe how you will ensure gender mainstreaming and children's rights in the project activities.*

The proposal aligns with applicable international and national laws, including the EU's Charter of Fundamental Rights and the European Convention on Human Rights and its Additional Protocols. KreativEU and its founding institutions are committed to upholding the European Code of Conduct for Research Integrity, supported by functional oversight committees, ensuring full compliance with Multi-Heritage2024. Furthermore, the proposal adheres to the FP7 "Ethics for Researchers: Facilitating Research Excellence guidelines" of the EC. The EU Guide "How to complete your ethics self-assessment", Version 2.0 of July 13, 2021, served as a template for this application's preparation and will guide its implementation. In formulating the Ethics policies and oversight bodies for this proposal, we drew insights from the "Roles and Functions of Ethics Advisors/Ethics Advisory Boards in EC-funded Projects" of July 5, 2021. Specifically, we referred to sections such as "Definitions and Clarifications" (p. 2-3), "Working Practices" (p. 4-6), and "Identifying Appropriate Ethical Principles and Criteria to Apply" (p. 8-9), emphasizing liaison with other relevant EC-funded projects, consistency in practices and policy and their sustainability. To ensure coherence in management, processes, and ethics, we integrated Multi-Heritage2024 with the KreativEU, comprising all partner universities, aiming to establish enduring principles and practices in management, procedures, and ethics. Information provided by students, researchers, academic and administrative staff, and other stakeholders will be treated as personal data and handled according to GDPR. Personal data will be securely stored digitally, adhering to ethical principles and relevant national, EU, and international regulations within the framework of the KreativEU Alliance and Multi-Heritage2024. All outcomes of the master's program will be archived and shared in an accessible scientific data repository, promoting transparency and knowledge dissemination.

#§ETH-ICS-EI§# #@SEC-URI-SU@#

### 5.2 Security

#### Security

Not applicable.

#§SEC-URI-SU§# #@DEC-LAR-DL@#

## 6. DECLARATIONS

#### Double funding

##### Information concerning other EU grants for this project

**⚠** *Please note that there is a strict prohibition of double funding from the EU budget (except under EU Synergies actions).*

YES/NO

We confirm that to our best knowledge neither the project as a whole nor any parts of it have benefited from any other EU grant (including EU funding managed by authorities in EU Member States or other funding bodies, e.g. Erasmus, EU Regional Funds, EU Agricultural Funds, etc). If NO, explain and provide details.

YES

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 (including EU funding managed by authorities in EU Member States or other funding bodies, e.g. Erasmus, EU Regional Funds, EU Agricultural Funds, etc). If NO, explain and provide details.

YES

#### Financial support to third parties (if applicable)

Not applicable.

#### Seal of Excellence (if applicable)

*If provided in the Call document, proposals that pass the evaluation but are below the budget threshold (i.e. pass the minimum thresholds but are not ranked high enough to receive funding) will be awarded a Seal of Excellence.*

*In this context we may share information about your proposal with other EU or national funding bodies through the Erasmus+ National Agencies.*

Do you agree that your proposal (including proposal data and documentation) is shared with other EU and national funding bodies to find funding under other schemes?

[YES]

#§DEC-LAR-DL§#

## ANNEXES

### LIST OF ANNEXES

#### Standard

Detailed budget table/Calculator (annex 1 to Part B) — *mandatory for certain Lump Sum Grants (see [Portal Reference Documents](#))*

- CVs (annex 1 to Part B) — *mandatory, if required in the Call document/Programme Guide*
- List of previous projects (annex 2 to Part B) — *mandatory, if required in the Call document/Programme Guide*

#### Special

Other annexes (annex 5 to Part B) — *mandatory, if required in the Call document/Programme Guide*

- Annex 5.1: Referenced Sources (Page 3)
- Annex 5.2: Partners and Stakeholders (Page 6)
- Annex 5.3: Alignment of Multi-Heritage2024 to the EU Priorities (Page 11)
- Annex 5.4: Erasmus+ Programme Priorities Related to KreativeU and Multi-Heritage Existing Policies / New Policies (Page 12)
- Annex 5.5: Aligning Multi-Heritage 2024 Goals with Erasmus Mundus Objectives (Page 14)
- Annex 5.6: Programme's Needs and Specific Objectives Connected with Work Packages and Expected Outcomes (Page 15)
- Annex 5.7: The Heritage Studies Education and Research Setting at the Lead Institution (Page 21)
- Annex 5.8: Ongoing and Past Actions to be Included in the Shared Pool of Resources (Page 23)
- Annex 5.9: Objectives, Results, Indicators, Targets (Page 26)
- Annex 5.10: KreativeU Booklet (Page 29)

**LIST OF PREVIOUS PROJECTS**

<b>List of previous projects</b>					
<i>Please provide a list of your previous projects for the last 4 years.</i>					
Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER)	Amount (EUR)	Website (if any)
<i>Only few of the most relevant ongoing or recent projects; a complete list is supplied in the application's relevant annex.</i>					
All partners	A gamification model for community-based heritage work	Start: 01-10-2023 End: 30-09-2026	COO	€ 400.000,00	Click <a href="#">here</a>
VUT	Integrated multivector Management system for Energy isLANDs	Start: 01-12-2018 End: 30-11-2022	BEN	€ 5.354.345,00	Click <a href="#">here</a>
VUT	New diagnosis and treatment technologies for the preservation and revitalization of the archaeological components of the national cultural heritage	2018-2021	BEN	€ 216,300	Click <a href="#">here</a>
VUT	The last hunter-gatherers of Glacial Europe. A reassessment of the final Upper Paleolithic in Eastern Romania	2021-2023	BEN	€ 48,973.80	Click <a href="#">here</a>
IPT	DYNAMICS OF CULTURAL LANDSCAPE, HERITAGE, MEMORY AND CONFLICTUALITIES	Start: 15-09-2018 End: 14-09-2024	COO	€ 3.424.000,00	Click <a href="#">here</a>
IPT	International Erasmus Master in Quaternary and Prehistory	Start 01-10-2019 End: 30-09-2024	COO	€ 2.117.500,00	Click <a href="#">here</a>
IPT	Development of innovative learning and practice modules to increase the usage of renewable energies for sustainable buildings	Start 31- 12-2020 End: 30- 12-2022	COO	€ 237.129,00	Click <a href="#">here</a>
ATU	Development of innovative learning and practice modules to increase the usage of renewable energies for sustainable buildings	Start 31-12-2020 End: 30-12-2022	BEN	€ 237.129,00	Click <a href="#">here</a>
UNICAM	ARCH Advancing Resilience of Historic Areas against Climate-related and other Hazards	Start: 01-06-2019 End: 31-08-2022	BEN	€ 6.249.962,50	Click <a href="#">here</a>
VUT	Integrated multivector Management system for Energy isLANDs	Start: 01-12-2018 End: 30-11-2022	BEN	€ 5.354.345,00	Click <a href="#">here</a>

**HISTORY OF CHANGES**

VERSION	PUBLICATION DATE	CHANGE
1.0	15.02.2024	Initial version (new MFF).

**ANNEX 2**

**ESTIMATED BUDGET (LUMP SUM BREAKDOWN) FOR THE ACTION**

	Estimated EU contribution	
	Estimated eligible lump sum contributions (per work package)	Maximum grant amount <sup>1</sup>
	WPI Governance and Management Strategies: Methodology, Curriculum Development, Accreditation, and Dissemination	
	Lump sum contribution	
Forms of funding	a	b = a
1 - UVT	60 000.00	60 000.00

<sup>1</sup> 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).

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).



Digitally sealed by the European Commission  
Date: 2024.10.11 17:02:06 CEST

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>



Funded by  
the European Union

## ANNEX 2

Grants Allocated by Valahia University of Târgoviște to KreativEU Partner Institutions from European Commission Funding for the Implementation of the  
*Heritage – Multidisciplinary Approach for Better Preservation Project*

In Euros

Institution	Accreditation Costs	Transportation Costs	Meeting Allocation: Accommodation (3 nights) & Meals (2 days)	Total Allocation Without Accreditation
VUT	To be decided after the Sinaia meeting, 13–14 Feb 2025	2,280	8,300	10,580
IPT	To be decided after the Sinaia meeting, 13–14 Feb 2025	2,280	9,000	11,280
ATU	0	3,420	0	3,420
USB	To be decided after the Sinaia meeting, 13–14 Feb 2025	2,280	9,000	11,280
TAE	0	3,420	0	3,420
TUT	To be decided after the Sinaia meeting, 13–14 Feb 2025	3,420	0	3,420
UNICAM	0 (No costs for accreditation in Italy)	3,420	0	3,420
<b>Total</b>		<b>20,520</b>	<b>26,300</b>	<b>46,820</b>