

# **CONSORTIUM AGREEMENT**

## **EU-CONEXUS European University for Smart Urban Coastal Sustainability**

**MULTI BENEFICIARIES PROJECT  
UNDER ERASMUS + KA2 EUROPEAN UNIVERSITIES**

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## **CONSORTIUM AGREEMENT**

This CONSORTIUM AGREEMENT is elaborated in the framework of the Grant Agreement number 612599-EPP-1-2019-1-FR-EPPKA2-EUR-UNIV 'EU-CONEXUS European University for Smart Urban Coastal Sustainability'.

### **BETWEEN:**

- (1) UNIVERSITE DE LA ROCHELLE, the Coordinator**
- (2) AGRICULTURAL UNIVERSITY OF ATHENS,**
- (3) UNIVERSTATEA TEHNICA DE CONSTRUCTII BUCURESTI,**
- (4) KLAIPEDOS UNIVERSITETAS,**
- (5) FUNDACION UNIVERSIDAD CATOLICA DE VALENCIA SAN VICENTE MARTIR,**
- (6) SVEUCILISTE U ZADRU,**

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

relating to the Action entitled

**European University for Smart Urban Coastal Sustainability**

in short

### **EU-CONEXUS**

hereinafter referred to as 'Action'

### **WHEREAS:**

The Parties have submitted a proposal (Call Identifier: European Universities 2019-EAC/A03/2018) for the Action to the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as 'the Agency') as part of the Erasmus + Programme.

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

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

NOW, THEREFORE, IT IS HEREBY AGREED AS FOLLOWS:

# 1 Definitions

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

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

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

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

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

**‘Consortium Body’:** Consortium Body means any management body described in the Governance Structure section of this Consortium Agreement.

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

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

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

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

**‘Grave professional misconduct’:** a violation of applicable laws or regulations or ethical standards of the profession to which a person or entity belongs, or any wrongful conduct of a person or entity which has an impact on its professional credibility where such conduct denotes wrongful intent or gross negligence.



**‘Implementation period’:** the period of implementation of the activities forming part of the Action, as specified in Article I.2.2 of the Grant Agreement;

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

**‘Maximum amount of the grant’:** the maximum EU contribution to the Action, as defined in Article I.3.1 of the Grant Agreement;

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

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

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

**‘Starting date’:** the date on which the implementation of the Action starts as provided for in Article I.2.2 of the Grant Agreement;

**‘Subcontract’:** a procurement contract within the meaning of Article II.10 of the General Conditions, which covers the implementation by a third party of tasks forming part of the Action as described in Annex I of the Grant Agreement.

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

## 2 Purpose

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

The Parties undertake to do everything in their power to carry out the work forming the subject of this agreement, which falls within the framework of the Grant Agreement 612599-EPP-1-2019-1-FR-EPPKA2-EUR-UNIV ‘EU-CONEXUS European University for Smart Urban Coastal Sustainability’, concluded between the coordinator and the Agency, related to the above-mentioned Action.

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

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

### **3 Entry into force, duration and termination**

#### **3.1 Entry into force**

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

This Consortium Agreement shall enter into force on the date the last party signs, but shall have retroactive effect from the starting date of the eligibility period laid down in the Grant Agreement, that is 1<sup>st</sup> September 2019.

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

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

#### **3.2 Duration and termination**

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

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

If

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

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

#### **3.3 Survival of rights and obligations**

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

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

## **4 Responsibilities of Parties**

### **4.1 General principles**

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

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

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

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

### **4.2 Breach**

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

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

### **4.3 Involvement of third parties**

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

## **5 Liability towards each other**

### **5.1 No warranties**

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

Therefore,

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

## **5.2 Limitations of contractual liability**

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

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

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

## **5.3 Damage caused to third parties**

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

## **5.4 Health and Safety**

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

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

## **5.5 Force Majeure**

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

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

# **6 Governance structure**

## **6.1 General structure**

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

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

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

The **Management Board** is in charge of the daily operative management of academic and administrative activities of the Action.

The **Student Board** is the highest student representing body of the Consortium. It mainly contributes to the activities of the Academic Council.

The **Academic Council** is in charge of the development of curricula and pedagogical innovations and coordinates the Programme Committees.

The **Financial and Administrative Council** is in charge of the financial and administrative reporting and supervises budget implementation.

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

## 6.2 General operational procedures for the Consortium Bodies

### 6.3 Representation in meetings

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

- should be present or represented at any meeting;
- may appoint a substitute or a proxy to attend and vote at any meeting;

and shall participate in a cooperative manner in the meetings.

### 6.4 Preparation and organisation of meetings

#### 6.4.1.1 Convening meetings

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

	Ordinary meeting	Extraordinary and/or virtual meeting
Governing Board	At least twice a year	At any time upon written request of the Management Board and External Advisory Board
Management Board	At least once a week	At any time upon written request of any Member of the Governing Board, Academic Council, Financial and Administrative Council or External Advisory Board
Student Board	To be decided by the Student Board	
Academic Council	At least twice a year (in parallel to Governing Board meetings)	NA

Financial and Administrative Council	At least twice during the Action (mid-term and final report)	NA
External Advisory Board	At least once a year	At any time upon written request of any Member of the Governing Board, Management Board, Academic Council, Financial and Administrative Council or a member of the External Advisory Board

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

#### **6.4.1.2 Notice of a meeting**

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

	Ordinary meeting	Extraordinary and virtual meeting
Governing Board	90 calendar days	14 calendar days
Management Board	30 calendar days	3 calendar days
Student Board	To be decided by the Student Board	
Academic Council	90 calendar days	14 calendar days
Financial and Administrative Council	30 calendar days	14 calendar days
External Advisory Board	90 calendar days	14 calendar days

#### **6.4.1.3 Sending the agenda**

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

Governing Board	14 calendar days, 10 calendar days for an extraordinary meeting
Management Board	5 calendar days , 2 calendar days for an extraordinary meeting
Student Board	To be decided by the Student Board
Academic Council	14 calendar days
Financial and Administrative Council	14 calendar days
External Advisory Board	21 calendar days, 14 calendar days for an extraordinary meeting

#### **6.4.1.4 Adding agenda items:**

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

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

Governing Board	10 calendar days, 7 calendar days for an extraordinary meeting
Management Board	1 calendar day, 1 calendar day for an extraordinary meeting
Student Board	To be decided by the Student Board
Academic Council	7 calendar days
Financial and Administrative Council	7 calendar days
External Advisory Board	14 calendar days, 7 calendar days for an extraordinary meeting

#### **6.4.1.5**

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

#### **6.4.1.6**

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

#### **6.4.1.7**

Decisions will only be binding once the relevant part of the Minutes has been accepted according to Section 6.2.5.

#### **6.4.1.8**

Any decision may also be taken without a meeting if the Coordinator circulates to all Members of the Consortium Body a written document, which is then agreed by the defined majority (see Section 6.2.3) of all Members of the Consortium Body. Such document shall include the deadline for responses.

Decisions taken without a meeting shall be considered as accepted if, within the period set out in article 6.2.4.4, no Member has sent an objection in writing to the chairperson. The decisions will be binding after the chairperson sends to all Members of the Consortium Body and to the Coordinator a written notification of this acceptance.

### **6.5 Quorum and voting rules**

#### **6.5.1.1**

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

#### **6.5.1.2**

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

#### **6.5.1.3**

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

#### **6.5.1.4**

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

### **6.6 Veto rights**

#### **6.6.1.1**

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

#### **6.6.1.2**

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

#### **6.6.1.3**

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

#### **6.6.1.4**

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

#### **6.6.1.5**

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

#### **6.6.1.6**

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

#### **6.6.1.7**

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

### **6.7 Minutes of meetings**

#### **6.7.1.1**

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



#### **6.7.1.2**

The minutes shall be considered as accepted if, within 14 calendar days from sending, no Member has sent an objection in writing to the chairperson with respect to the accuracy of the draft of the minutes.

#### **6.7.1.3**

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

### **6.8 Specific operational procedures for the Consortium Bodies**

#### **6.8.1 GOVERNING BOARD**

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

##### **6.8.1.1 Members**

The Governing Board shall consist of one high-level staff with full decisionary mandates from each Party (hereinafter Governing Board Member).

##### *6.3.1.1.1. Decision mandate*

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

##### *6.3.1.1.2. Chairperson*

The Coordinator or his/her dedicated representative shall chair all meetings of the Governing Board, unless decided otherwise in a meeting of the Governing Board.

##### *6.3.1.1.3. Compliance with decision-making*

The Parties agree to carry out their obligations under this Consortium Agreement and the Grant Agreement in adherence with the decisions made by the Governing Board. This does not prevent the Parties to submit a dispute to resolution in accordance with the provisions of Settlement of disputes in Section 11.8.

##### **6.8.1.2 Decisions**

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

The following decisions shall be taken by the Governing Board:

##### *6.3.1.2.1. Content and finances*

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

#### *6.3.1.2.2. Evolution of the consortium*

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

#### *6.3.1.2.3. Appointments*

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

- the Executive Director
- the Academic Council members
- the Financial and Administrative Council members
- the External Advisory Board Members
- Experts for European Education Area working group and Sustainability working group.

#### *6.3.1.2.4. Validations*

On the basis of the Grant Agreement it validates

- reports to the Agency
- progress reports from the Management Board
- progress reports from the Academic Council
- reports from the Financial and Administrative Council

### **6.8.1.3 Working Groups of the Governing Board**

The Governing Board may establish any Working Group. The constitution, membership and proceedings of any Working Group shall be determined by the Governing Board. Representatives of the Management Board (or Executive Director) has the right to attend the meetings of all Working Groups and organize their meetings and minutes keeping.

## **6.8.2 COORDINATOR**

### **6.8.2.1 Tasks**

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

In particular, the Coordinator shall be responsible for:

- monitoring compliance by the Parties with their obligations
- keeping the address list of Members and other contact persons updated and available
- collecting, reviewing to verify consistency and submitting reports, other deliverables (including financial statements and related certifications) and specific requested documents to the Agency
- transmitting documents and information connected with the Action to any other Parties concerned
- administering the financial contribution of the Agency and fulfilling the financial tasks described in Section 7.3
- providing, upon request, the Parties with official copies or originals of documents that are in the sole possession of the Coordinator when such copies or originals are necessary for the Parties to present claims.

#### **6.8.2.2 Late submission of deliverables**

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

#### **6.8.2.3 Failure in coordination tasks**

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

#### **6.8.2.4 Declarations on behalf of Parties**

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

#### **6.8.2.5 Confined task assignment**

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

### **6.8.3 MANAGEMENT BOARD**

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

#### **6.8.3.1 Members**

The Management Board shall consist of the Executive Director, the Executive Management Team within the Coordinator's institution and local coordinators from each Party's institution.

It shall assist and facilitate the work of the Governing Board and the Coordinator for executing the decisions of the Governing Board as well as the day-to-day management of the Action.

#### **6.8.3.2 Chairperson**

The Executive Director shall chair all meetings of the Management Board, unless decided otherwise by a simple majority.

#### **6.8.3.3 Minutes of meetings**

Minutes of Management Board meetings, once accepted shall be sent by the Executive Director to the Governing Board Members for information.

#### **6.8.3.4 Tasks**

- The Management Board shall prepare the meetings, propose decisions and prepare the agenda of the Governing Board according to Section 6.3.1.2.
- The Management Board shall seek a consensus among the Parties.
- The Management Board shall be responsible for the proper execution and implementation of the decisions of the Governing Board.
- It shall establish strategic implementation Action proposals to the Governing Board on advice from the Academic Council, Financial and Administrative Advisory Council and the External Advisory Board.
- The Management Board shall monitor the effective and efficient implementation of the Action.
- It shall collect information at least every week on the progress of the Action, examine that information to assess the compliance of the Action with what was planned and, if necessary, propose modifications of the Action plan to the Governing Board.
- In the case of abolished tasks as a result of a decision of the Governing Board, the Management Board shall advise the Governing Board on ways to rearrange tasks and budgets of the Parties concerned. Such rearrangement shall take into consideration the legitimate commitments taken prior to the decisions, which cannot be cancelled.

In addition, the Management Board shall:

- support the Coordinator in preparing meetings with the Agency and in preparing related data and deliverables
- establish monthly reports to the Governing Board
- prepare the content and timing of press releases and joint publications by the Consortium or proposed by the Agency in respect of the procedures of the Grant Agreement Articles I.10 and I.11.

#### **6.8.3.5 Working Groups of the Management Board**

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

On the basis of the Grant Agreement, the following Working Groups are set in place:

- Sustainability Working Group
- European Education Area Working Group

### **6.8.4 STUDENT BOARD**

Specific operational procedures governing this Consortium body shall be decided during its first assembly. It will decide on the chairperson by a simple majority vote.

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

#### **6.8.4.1 Members**

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

#### **6.8.4.2 Tasks**

The Student Board is the highest student representative body. It participates in the work of the Academy Council. It contributes to the activities concerning the mobility aspects of the Action.

#### **6.8.5 Academic Council**

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

##### **6.8.5.1 Members**

The Academic Council shall consist of one academic representative from each Party with in-depth knowledge of institutional and national higher education system and one student representative from Student Board from each Party institution (12 Members in total).

On the basis of the Grant Agreement the Academic Council establishes four Programme Committees where each of them shall consist of preferably 2 academics from each Party and 2 students, nominated by Student Board.

The Academic Council shall be in charge of the curricula development (joint degrees, educational trainings at Bachelor's, Master's, PhD cycle and for vocational training but not limited to), the development of pedagogical innovations, and the coordination of the Programme Committees (Bachelor, Master and specialisation courses, PhD, vocational and non-formal education).

The Work Package 2 leader shall chair all meetings of the Academic Council, unless decided otherwise by a simple majority.

##### **6.8.5.2 Minutes of meetings**

Minutes of Academic Council meetings, once accepted shall be sent by the chairperson to the Management Board and the Governing Board for information.

##### **6.8.5.3 Tasks**

- The Academic Council shall agree on general frameworks for joint study programmes and academic offers, requirements, learning outcomes and automatic recognition.
- The Academic Council shall set the tasks and strategic guidelines for Programme Committees to develop curricula (joint degrees, educational trainings and other academic offers at Bachelor's, Master's, PhD cycle and for vocational training and non-formal education but not limited to) and develop pedagogical innovations.
- The Academic Council shall seek a consensus among the Parties.
- The Academic Council shall guide and monitor the effective and efficient implementation of the Work Package 2 Joint Study Programmes and Educational Training Offers of the Action
- establish strategic implementation Action proposals to the Governing Board
- support the Coordinator in preparing meetings with the Agency and in preparing related data and deliverables
- establish semi-annual reports to the Governing Board

#### **6.8.6 FINANCIAL AND ADMINISTRATIVE COUNCIL**

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

##### **6.8.6.1 Members**

The Financial and Administrative Council shall consist of the Executive Director and 3 financial and administrative staff members from the Parties who shall be nominated by the Governing Board that will also decide on the chairperson by simple majority.

It shall be in charge of the financial and administrative reporting (internal and external), the supervision of budget implementation and the sustainability check.

#### **6.8.6.2 Minutes of meetings**

Minutes of Financial and Administrative Council meetings, once accepted shall be sent to the Governing Board Members for information.

#### **6.8.6.3 Tasks**

- The Financial and Administrative Council shall prepare the meetings, propose decisions and prepare the agenda of the Governing Board according to Section 6.3.1.2.
- It shall seek a consensus among the Parties.
- It shall be responsible for the proper execution and implementation of the decisions of the Governing Board.
- It shall monitor the effective and efficient implementation of the Action.
- It shall support the Coordinator in preparing meetings with the Agency and in preparing related data and deliverables
- It shall establish a mid-term and a final report to the Governing Board

### **6.8.7 EXTERNAL ADVISORY BOARD**

Specific operational procedures governing this Consortium body shall be decided during its first assembly.

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

#### **6.8.7.1 Members**

The External Advisory Board will be appointed at the beginning of the project (last quarter of 2019). Its members will be nominated by the Governing Board. It shall consist of maximum 12 members and include at least one member from each Party's institutional environment (regional or international). It will decide on the chairperson by a simple majority vote.

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

#### **6.8.7.2 Tasks**

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

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

#### **6.8.7.3 Minutes**

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

## **7 Financial provisions**

### **7.1 General Principles**

#### **7.1.1 Distribution of Financial Contribution**

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

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

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

#### **7.1.2 Justifying Costs**

In accordance with its own usual accounting and management principles and practices, each Party shall be solely responsible for justifying its costs with respect to the Action towards the Agency. Neither the Coordinator nor any of the other Parties shall be in any way liable or responsible for such justification of costs towards the Agency.

#### **7.1.3 Funding Principles**

A Party that spends less than its allocated share of the budget as set out in the Action plan or – in case of reimbursement via unit costs - implements less units than foreseen in the Action plan will be funded in accordance with its actual duly justified eligible costs only.

A Party that spends more than its allocated share of the budget as set out in the Action plan will be funded only in respect of duly justified eligible costs up to an amount not exceeding that share.

#### **7.1.4 Return of excess payments**

In any case of a Party having received excess payments, the Party has to return the relevant amount to the Coordinator without undue delay.

#### **7.1.5 Deduction of receipts**

In case a Party earns any receipt that is deductible from the total funding as set out in the Action plan, the deduction is only directed toward the Party earning such income. The other Parties' financial share of the budget shall not be affected by one Party's receipt. In case the relevant receipt is more than the allocated share of the Party as set out in the Action plan, the Party shall reimburse the funding reduction suffered by other Parties.

#### **7.1.6 Financial Consequences of the termination of the participation of a Party**

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

### **7.2 Budgeting**

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

### **7.3 Payments**

#### **7.3.1 Payments to Parties are the exclusive tasks of the Coordinator**

In particular, the Coordinator shall:

- transfer any amounts due to the bank account of a Party without undue delay
- notify the Party concerned promptly of the date and composition of the amount transferred to its bank account, giving the relevant references

- perform diligently its tasks in the proper administration of any funds and in maintaining financial accounts
- undertake to keep the Agency's financial contribution to the Action separated from its normal business accounts, its own assets and property, except if the Coordinator is a Public Body or is not entitled to do so due to statutory legislation.

### 7.3.2 Payment Schedule

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

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

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

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

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

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

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

## 8 Results

### 8.1 Ownership of Results

Results are owned by the Party that generates them.

### 8.2 Joint ownership

Two or more beneficiaries own results jointly if:

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

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



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

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

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

Unless otherwise agreed:

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

### **8.3 Software specific regulation**

#### **8.3.1 New software**

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

#### **8.3.2 Derived software**

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

#### **8.3.3 Open-source software**

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

### **8.4 Transfer of Results**

#### **8.4.1**

Each Party may transfer ownership of its own Results.

#### 8.4.2

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

#### 8.4.3

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

### 8.5 Dissemination

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

#### 8.5.1 Dissemination of own Results

##### 8.5.1.1 General Provisions

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

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

##### 8.5.1.2 Objections

###### 8.5.1.2.1 Justified objections

An objection is justified if

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

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

###### 8.5.1.2.2 Conflict resolution

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

###### 8.5.1.2.3 Delay of publication

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

### **8.5.2 Dissemination of another Party's unpublished Results or Background**

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

### **8.5.3 Cooperation obligations**

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

### **8.5.4 Use of names, logos or trademarks**

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

## **9 Access Rights**

### **9.1 Background included**

#### **Identified Background**

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

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

#### **9.1.1 Additional Background**

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

### **9.2 General Principles**

#### **9.2.1 Respect of property rights**

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

#### **9.2.2 Exclusion of sublicensing**

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

#### **9.2.3 Costs**

Access Rights shall be free of any administrative transfer costs.

#### **9.2.4 Non-exclusivity**

Access Rights are granted on a non-exclusive basis.

#### **9.2.5 Non-extension of Access Rights**

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

#### **9.2.6 Justification of Need**

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

### **9.3 Access Rights for implementation**

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

### **9.4 Access Rights for Exploitation**

#### **9.4.1 Access Rights to Results**

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

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

#### **9.4.2 Access Rights to Background**

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

#### **9.4.3 Access Rights Period**

A request for Access Rights may be made up to twelve months after the end of the Action or, in the case of Section 9.7.2.1.2, after the termination of the requesting Party's participation in the Action.

### **9.5 Additional Access Rights**

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

### **9.6 Access Rights for Parties entering or leaving the consortium**

#### **9.6.1 New Parties entering the Consortium**

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

#### **9.6.2 Parties leaving the Consortium**

##### **9.6.2.1 Access Rights granted to a leaving Party**

###### **– Defaulting Party**

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

– *Non-defaulting Party*

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

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

**9.6.2.2 Access Rights to be granted by any leaving Party**

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

**9.7 Specific Provisions for Access Rights to Software**

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

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

**10 Non-disclosure of information**

**10.1 Confidential Information**

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

**10.2 Non-disclosure**

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

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

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

The recipients shall be responsible for the fulfilment of the above obligations on the part of their employees or third parties involved in the Action and shall ensure that they remain so

obliged, as far as legally possible, during and after the end of the Action and/or after the termination of the contractual relationship with the employee or third party.

#### **10.4 Exceptions**

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

- the Confidential Information, was, has become or becomes publicly available by means other than a breach of the recipient's confidentiality obligations;
- the Disclosing Party subsequently informs the recipient that the Confidential Information is no longer confidential;
- the Confidential Information is communicated to the recipient without any obligation of confidentiality by a third party who is to the best knowledge of the recipient in lawful possession thereof and under no obligation of confidentiality to the Disclosing Party;
- the Confidential Information, at any time, was developed by the recipient completely independently of any such disclosure by the Disclosing Party;
- the Confidential Information was already known to the recipient prior to disclosure, or
- the recipient is required to disclose the Confidential Information in order to comply with applicable laws or regulations or with a court or administrative order, subject to the provision Section 10.7 hereunder.

#### **10.5 Degree of care**

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

#### **10.6 Prompt reaction**

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

#### **10.7 Requirement to disclose**

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

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

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

## **11 Miscellaneous**

### **11.1 Attachments, inconsistencies and severability**

This Consortium Agreement consists of this core text and

Attachment 1 (Grant Agreement and its Annexes)

Attachment 2 (Budget Breakdown per Party)

Attachment 3 (Governance Scheme)

Attachment 4 (Accession Document)

Attachment 5 (Background included)

Attachment 6 (Administrative and Bank Data)

### **11.2 Inconsistencies**

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

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

### **11.3 No representation, partnership or agency**

Except as otherwise provided in Section 6.4.4, no Party shall be entitled to act or to make legally binding declarations on behalf of any other Party or of the consortium. Nothing in this Consortium Agreement shall be deemed to constitute a joint venture, agency, partnership, interest grouping or any other kind of formal business grouping or entity between the Parties.

### **11.4 Notices and other communication**

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

#### **– Formal notices:**

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

#### **– Other communication:**

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

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

### **11.5 Assignment and amendments**

Except as set out in Section 8.3, no rights or obligations of the Parties arising from this Consortium Agreement may be assigned or transferred, in whole or in part, to any third party without the other Parties' prior formal approval. Amendments and modifications to the text of this Consortium Agreement as foreseen in Section 6.3.1.2 require a separate written agreement to be signed between all Parties.

### **11.6 Mandatory national law**

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

### **11.7 Language**

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

### **11.8 Applicable law**

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

### **11.9 Settlement of disputes**

The Parties shall endeavour to settle their disputes amicably.

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

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



Section 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.

**UNIVERSITE DE LA ROCHELLE**

Coordinator – Participant 1

Signature

Name

Jean-Marc OGIER

Title

President of the University of La Rochelle

Date

27 September 2019



**AGRICULTURAL UNIVERSITY OF ATHENS**

Signature

Name

***PROF. STAVROS ZOGRAFAKIS***

Title

***Vice Rector for Research and Lifelong Learning of Agricultural University of Athens (AUA)***

Date

**24/09/2019**



**UNIVERSITATEA TEHNICĂ DE CONSTRUCȚII BUCUREȘTI**

Participant 3

Signature



Name

Radu Sorin Văcăreanu



Title

Rector of Technical University of Civil Engineering Bucharest

Date



**KLAIPEDOS UNIVERSITETAS**

Participant 4

Signature

Name

Artūras Razbadauskas

Title

Rector of Klaipeda University

Date


24 SEP 2019



**FUNDACION UNIVERSIDAD CATOLICA DE VALENCIA SAN VICENTE MARTIR**

Participant 5

Signature 

  
Universidad Católica de Valencia  
San Vicente Mártir

Name  
José Manuel Pagán Agulló

Title  
Rector of Fundación Universidad Católica de Valencia San Vicente Mártir

Date  
25 September, 2019

**SVEUCILISTE U ZADRU**

Participant 6



Signature

Name

Dijana Vican

Title

Rector of the University of Zadar

Date

Septemper 23, 2019

Class: 614-02/19-01/07

Ref. No.: 2198-1-79-01-04

## **Attachment 1: Grant Agreement and its annexes**



Education, Audiovisual and Culture Executive Agency

**Erasmus+: Higher Education - Knowledge Alliances, Bologna Support,  
Jean Monnet**

## **GRANT AGREEMENT FOR AN ACTION WITH MULTIPLE BENEFICIARIES**

### **UNDER ERASMUS+: EUROPEAN UNIVERSITIES**

**AGREEMENT NUMBER — 612599**

**PROJECT REFERENCE — 612599-EPP-1-2019-1-FR-EPPKA2-EUR-UNIV**

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

on the one part,

The, **Education, Audiovisual and Culture Executive Agency** (hereinafter referred to as "the Agency"), acting under powers delegated by the European Commission (hereinafter referred to as "the Commission") represented for the purposes of signature of this Agreement by François WILLEKENS, Head of Unit,

and

on the other part,

'the coordinator'

**UNIVERSITE DE LA ROCHELLE**

PO BOX 33060,

FR - 17031

LA ROCHELLE

VAT NUMBER: FR 21191700.327

represented for the purposes of signature of the Agreement by Jean-Marc OGIER

and the other beneficiaries, as listed in Annex IV, duly represented for the signature of the Agreement by the coordinator by virtue of the mandates included in Annex IV.

Unless otherwise specified, references to 'beneficiary' and 'beneficiaries' include the coordinator.

The parties referred to above

**HAVE AGREED**

to the Special Conditions ('the Special Conditions') and the following Annexes:

Annex I      Description of the action



- Annex II General Conditions ('the General Conditions')
- Annex III Estimated budget of the action
- Annex IV List of beneficiaries and mandates provided to the coordinator by the other beneficiaries
- Annex V Model technical report
- Annex VI Model financial statement
- Annex VII Model terms of reference for the certificate on the financial statements<sup>1</sup>.
- Annex VIII Model terms of reference for the certificate on the compliance of the cost accounting practices: not applicable
- Annex IX Model terms of reference for the operational verification report: not applicable

which form an integral part of the Agreement.

The provisions in the Special Conditions of the Agreement take precedence over its Annexes.

The provisions in Annex II 'General Conditions' take precedence over the other Annexes.

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<sup>1</sup> Guidance Notes – Report of Factual Findings on the Final Financial Report – Type I - Guidance Notes – Report of Factual Findings on the Final Financial Report – Type II

## ARTICLE I.1 — SUBJECT MATTER OF THE AGREEMENT

The Agency has decided to award a grant under the terms and conditions set out in the Special Conditions, the General Conditions and the other Annexes to the Agreement, for the *action* entitled **European University for Smart Urban Coastal Sustainability**, as described in Annex I.

By signing the Agreement, the beneficiaries accept the grant and agree to implement the *action*, acting on their own responsibility.

## ARTICLE I.2 — ENTRY INTO FORCE AND IMPLEMENTATION PERIOD OF THE AGREEMENT

**I.2.1** The Agreement enters into force on the date on which the last party signs it.

**I.2.2** The action runs for **36 months** starting on 01/09/2019.

## ARTICLE I.3 — MAXIMUM AMOUNT AND FORM OF THE GRANT

**I.3.1** The *maximum amount of the grant* is **EUR 4,516,063.00**.

**I.3.2** The grant takes **the form** of:

(a) the reimbursement of 80% of the eligible costs of the *action* ('reimbursement of eligible costs'), which are estimated at EUR 5,645,079.25 and which are:

- (i) actually incurred ('reimbursement of actual costs') for each of the beneficiaries
- (ii) reimbursement of unit costs: not applicable
- (iii) reimbursement of lump sum costs: not applicable
- (iv) reimbursement of flat-rate costs: not applicable
- (v) declared on the basis of a flat rate of maximum 7% of the total eligible direct costs for the indirect costs

(b) unit contribution: not applicable

(c) lump sum contribution: not applicable

(d) flat-rate contribution: not applicable

(e) Financing not linked to costs: not applicable

## ARTICLE I.4 — REPORTING — REQUESTS FOR PAYMENT AND SUPPORTING DOCUMENTS

### I.4.1 Reporting periods

The *action* is divided into the following *reporting periods*:

- Reporting period 1: from month 1 to month 18
- Reporting period 2: from month 19 to month 36

#### **I.4.2 Request for second pre-financing payment and supporting documents**

The coordinator must submit a request for second pre-financing payment within 60 calendar days following the end of the first reporting period.

The request must be accompanied by the following documents:

- (a) a progress report on the implementation of the *action* ('technical report on progress');
- (b) a statement on the amount of the previous pre-financing instalment used to cover costs of the *action* ('statement on the use of the previous pre-financing instalment'). The statement must be drawn up in accordance with Annex VI.

#### **I.4.3 Request[s] for interim payment[s] and supporting documents**

Not applicable.

#### **I.4.4 Request for payment of the balance and supporting documents**

The coordinator must submit a request for payment of the balance within 60 calendar days following the end of the last reporting period.

This request must be accompanied by the following documents:

- (a) a final report on implementation of the action ('final technical report'), drawn up in accordance with Annex V, containing:
  - (i) the information needed to justify the eligible costs declared or the contribution requested on the basis of financing not linked to costs, unit costs and lump sums (where the grant takes the form of the reimbursement of unit or lump sum costs, of financing not linked to costs, or of a unit or lump sum contribution, as provided for in Article I.3.2(a)(ii) and (iii), (b), (c) or (e));
  - (ii) information on subcontracting as referred to in Article II.11.1(d);
- (b) a final financial statement ('final financial statement'). The final financial statement must include a consolidated statement and a breakdown of the amounts claimed by each beneficiary and its affiliated entities.

The final financial statement must be drawn up in accordance with the structure of the estimated budget set out in Annex III and in accordance with Annex VI and detail the amounts for each of the forms of grant set out in Article I.3.2 for the last reporting period;

- (c) a summary financial statement ('summary financial statement').

This statement must include a consolidated financial statement and a breakdown of the amounts declared or requested by each beneficiary and its affiliated entities, aggregating the financial statements already submitted previously and indicating the revenue generated by the *action* referred to in Article II.25.3 for each beneficiary and its affiliated entities, other than non-profit organisations.

The summary financial statement must be drawn up in accordance with Annex VI;

- (d) a certificate on the financial statements and underlying accounts ('certificate on the financial statements') for each beneficiary and for each affiliated entity, if:

- (i) the cumulative amount of payments the beneficiary requests as reimbursement of actual costs as referred to in Article I.3.2(a)(i) (and for which no certificate has yet been submitted) is more than EUR 60.000.

This certificate must be produced by an approved external auditor or, in case of public bodies, by a competent and independent public officer and drawn up in accordance with Annex VII<sup>2</sup>.

The certificate must certify that the costs declared in the final financial statement by the beneficiary concerned or its affiliated entities for the categories of costs reimbursed in accordance with Article I.3.2(a)(i) are real, accurately recorded and eligible in accordance with the Agreement.

In addition, the certificate must certify that all the revenues generated by the *action* referred to in Article II.25.3 have been declared for the beneficiaries and the affiliated entities, other than non-profit organisations;

The coordinator must certify that the information provided in the request for payment of the balance is full, reliable and true.

The coordinator must also certify that the costs incurred can be considered eligible in accordance with the Agreement and that the request for payment is substantiated by adequate supporting documents that can be produced in the context of the checks or audits described in Article II.27.

In addition, the coordinator must certify that all the revenues generated by the action referred to in Article II.25.3 have been declared for each beneficiary and the affiliated entities, other than non-profit organisations.

#### **I.4.5 Information on cumulative expenditure incurred**

Not applicable

#### **I.4.6 Currency for requests for payment and financial statements and conversion into euro**

Requests for payment and financial statements must be drafted in euros.

Beneficiaries and affiliated entities with general accounts in a currency other than the euro must convert costs incurred in another currency into euros at the average of the daily exchange rates published in the C series of the *Official Journal of the European Union*, determined over the corresponding reporting period (available at <http://www.ecb.europa.eu/stats/exchange/eurofxref/html/index.en.html>).

If no daily euro exchange rate is published in the *Official Journal of the European Union* for the currency in question, conversion must be made at the average of the monthly accounting rates established by the Commission and published on its website ([http://ec.europa.eu/budget/contracts\\_grants/info\\_contracts/inforeuro/inforeuro\\_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/inforeuro_en.cfm)), determined over the corresponding reporting period.

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<sup>2</sup> Guidance notes – Report of Factual Findings on the Final Financial Report – Type I - Guidance notes – Report of Factual Findings on the Final Financial Report – Type II

Beneficiaries and affiliated entities with general accounts in euros must convert costs incurred in another currency into euros in accordance with their usual accounting practices.

#### **I.4.7 Language of requests for payments, technical reports and financial statements**

All requests for payments, technical reports and financial statements must be submitted in English.

### **ARTICLE I.5 — PAYMENTS AND PAYMENT ARRANGEMENTS**

#### **I.5.1 Payments to be made**

The Agency must make the following payments to the coordinator:

- a first pre-financing payment;
- a second pre-financing payment, on the basis of the request for the second pre-financing payment referred to in Article I.4.2;
- one payment of the balance, on the basis of the request for payment of the balance referred to in Article I.4.4.

#### **I.5.2 Pre-financing payment[s]**

The aim of the pre-financing is to provide the beneficiaries with a float. The pre-financing remains the property of the European Union ('the Union') until it is cleared against interim payments or, if it is not cleared against interim payments, until the payment of the balance.

The Agency must make a first pre-financing payment of 40% of the maximum amount specified in Article I.3.1 to the coordinator within 30 calendar days from the entry into force of the Agreement except if Article II.24.1 applies.

The Agency must make a second pre-financing payment of 40% of the maximum amount specified in Article I.3.1 to the coordinator within 60 calendar days from when the Agency receives the request for second pre-financing payment referred to in Article I.4.2, except if Article II.24.1 or II.24.2 apply.

If the statement on the use of the previous pre-financing instalment submitted in accordance with Article I.4.2 shows that less than 70 % of the previous pre-financing instalment paid has been used to cover costs of the *action*, the amount of the new pre-financing to be paid must be reduced by the difference between the 70 % ceiling and the amount used.

#### **I.5.3 Interim payment[s]**

Not applicable.

#### **I.5.4 Payment of the balance**

The payment of the balance reimburses or covers the remaining part of the eligible costs and contributions for the implementation of the *action*.



If the total amount of earlier payments is greater than the final amount of the grant determined in accordance with Article II.25, the payment of the balance takes the form of a recovery as provided for by Article II.26.

If the total amount of earlier payments is lower than the final amount of the grant determined in accordance with Article II.25, the Agency must pay the balance within 60 calendar days from when it receives the documents referred to in Article I.4.4, except if Article II.24.1 or II.24.2 apply.

Payment is subject to the approval of the request for payment of the balance and of the accompanying documents. Their approval does not imply recognition of the compliance, authenticity, completeness or correctness of their content.

The Agency determines the amount due as the balance by deducting the total amount of pre-financing and interim payments (if any) already made from the final amount of the grant determined in accordance with Article II.25.

The amount to be paid may, however, be offset, without the beneficiary's consent, against any other amount owed by the beneficiary to the Agency or to an executive agency (under the EU or Euratom budget), up to the maximum contribution indicated for that beneficiary, in the estimated budget in Annex III.

#### **I.5.5 Notification of amounts due**

The Agency must send a *formal notification* to the coordinator:

- (a) informing it of the amount due; and
- (b) specifying whether the notification concerns a further pre-financing payment, an interim payment or the payment of the balance.

For the payment of the balance, the Agency must also specify the final amount of the grant determined in accordance with Article II.25.

#### **I.5.6 Interest on late payment**

If the Agency does not pay within the time limits for payment, the beneficiaries are entitled to late-payment interest at the rate applied by the European Central Bank for its main refinancing operations in euros ('the reference rate'), plus three and a half points. The reference rate is the rate in force on the first day of the month in which the time limit for payment expires, as published in the C series of the *Official Journal of the European Union*.

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

If the Agency suspends the time limit for payment as provided for in Article II.24.2 or if it suspends an actual payments as provided for in Article II.24.1, these actions may not be considered as cases of late payment.

Late-payment interest covers the period running from the day following the due date for payment, up to and including the date of actual payment as established in Article I.5.8. The Agency does not consider payable interest when determining the final amount of grant within the meaning of Article II.25.

As an exception to the first subparagraph, if the calculated interest is lower than or equal to EUR 200, it must be paid to the coordinator only if the coordinator requests it within two months of receiving late payment.

#### **I.5.7 Currency for payments**

The Agency must make payments in euros.

#### **I.5.8 Date of payment**

Payments by the Agency are considered to have been carried out on the date when they are debited to its account.

#### **I.5.9 Costs of payment transfers**

Costs of the payment transfers are borne as follows:

- (a) the Agency and/or the Commission bears the costs of transfer charged by its bank;
- (b) the beneficiary bears the costs of transfer charged by its bank;
- (c) the party causing a repetition of a transfer bears all costs of repeated transfers.

#### **I.5.10 Payments to the coordinator**

The Agency must make payments to the coordinator.

Payments to the coordinator discharge the Agency from its payment obligation.

### **ARTICLE I.6 — BANK ACCOUNT FOR PAYMENTS**

All payments must be made to the coordinator's bank account as indicated below:

Name of bank: **TRESOR PUBLIC**

Precise denomination of the account holder: **AGENT COMPTABLE DE L'UNIVERSITE DE LA ROCHELLE**

Full account number (including bank codes):

IBAN code: **FR7610071170000000100212711**

### **ARTICLE I.7 — DATA CONTROLLER, COMMUNICATION DETAILS OF THE PARTIES**

#### **I.7.1 Data controller**

The entity acting as a data controller as provided for in Article II.7 is the Director of the Agency.

#### **I.7.2 Communication details of the Agency**

Any communication addressed to the Agency must be sent to the following address:

Education, Audiovisual and Culture Executive Agency  
**François WILLEKENS**  
Unit A.2  
Office SPA2 05/88  
Avenue du Bourget, 1  
1049 Brussels  
BELGIUM  
Email address: [EACEA-EUROPEAN-UNIVERSITIES@ec.europa.eu](mailto:EACEA-EUROPEAN-UNIVERSITIES@ec.europa.eu)

### **I.7.3 Communication details of the beneficiaries**

Any communication from the Agency to the beneficiaries must be sent to the following address:

**UNIVERSITE DE LA ROCHELLE**  
Avenue Albert-Einstein 23,  
FR - 17031  
LA ROCHELLE  
Email address: [president.larochelle@univ-lr.fr](mailto:president.larochelle@univ-lr.fr)

## **ARTICLE I.8 — ADDITIONAL PROVISIONS ON USE OF THE RESULTS (INCLUDING INTELLECTUAL AND INDUSTRIAL PROPERTY RIGHTS)**

In accordance with Article II.9.3, whereby the Agency and/or the Union acquires rights to use the results of the action, these results may be exploited using any of the following modes:

- (a) 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;
- (b) communication through press information services;
- (c) inclusion in widely accessible databases or indexes, such as via 'open access' or 'open data' portals, or similar repositories, whether freely accessible or accessible only upon subscription;
- (d) edit or re-write in another way the results of the action, including shortening, summarising, modifying the content, correcting technical errors in the content
- (e) cut, insert meta-data, legends or other graphic, visual, audio or word elements in the results of the action
- (f) extract a part (e.g. audio or video files) of, divide into parts or compile the results of the action;
- (g) prepare derivative works of the results of the action;
- (h) translate, insert subtitles in, dub the results of the action in all official languages of EU
- (i) license or sub-license to third parties, including if there are licensed pre-existing rights, any of the rights or modes of exploitation set out in Article II.9.3 of the General Conditions.

The beneficiaries must ensure that the Agency and/or the Union has the rights of use specified in the General Conditions for the whole duration of the industrial or intellectual property rights concerned.



## ARTICLE I.9 — INAPPLICABILITY OF THE NO-PROFIT PRINCIPLE

As an exception to Article II.25.3, the no-profit principle does not apply to the *action*.

## ARTICLE I.10 – PUBLICITY OBLIGATIONS

1. For the purpose of Article II.8 of the grant agreement, relating to the publicity and use of the relevant logo, the beneficiaries must follow the instructions available on the following website: [https://eacea.ec.europa.eu/about-eacea/visual-identity\\_en](https://eacea.ec.europa.eu/about-eacea/visual-identity_en)
2. The beneficiaries must inform the public, press and media of the action (internet included), which must, in conformity with Article II.8 mentioned above, visibly indicate “with the support of the Erasmus+ Programme of the European Union” as well as the graphic logos.
3. Where the action, or part of the action, is a publication, the mention and graphic logos must appear on the cover or the first pages following the editor's mention.
4. If the action includes events for the public, signs and posters related to this action must be displayed. This must include the logos mentioned under point 1. Authorisation to use the logos described in point 1 implies no right of exclusive use and is limited to this agreement.

## ARTICLE I.11 — DISSEMINATION AND EXPLOITATION OF RESULTS

Beneficiaries of grants under the Erasmus+ Programme have the duty to ensure that the work undertaken within the framework of this grant agreement and the results accruing from it receive substantial visibility. The coordinator must pay specific attention to the importance of dissemination, exploitation of results of the action and to their visibility at a transnational level. In this respect, the coordinator must:

- (a) create and maintain (at least during the project lifetime) a website for the action. The website must be kept up-to-date with at least: a description of the project, the contact details of the coordinator, the list of beneficiaries, mention of the European Union's financial support with the relevant logo (see Article II.8), and access to all results, as and when they become available.
- (b) update the project summary in accordance with the instructions provided in Annex V
- (c) provide during the project lifetime the Agency and/or the Commission with the information requested in order to promote the Erasmus+ Programme and disseminate the results. This may include answering questionnaires and entering data into databases.
- (d) use Erasmus+ Project Result Platform, on the website <http://ec.europa.eu/programmes/erasmus-plus/projects/> to disseminate project results and deliverables in accordance with the instructions provided therein. The approval of the final report will be subject to the upload of the project results/deliverables on the aforementioned platform by the time of its submission.

## **ARTICLE I.12 – MEETINGS BETWEEN AGENCY AND BENEFICIARIES**

Representatives of the coordinator (or other beneficiaries if required) shall participate in meetings organised by the Agency. There will be a maximum of 5 meetings per grant agreement. The expenses for participation will be considered eligible costs.

## **ARTICLE I.13 – GRANT REDUCTION IN THE CASE OF NON-COMPLIANCE WITH AN OBLIGATION UNDER THE GRANT AGREEMENT AND FOR NON-, POOR, PARTIAL, OR LATE IMPLEMENTATION**

1. For the purpose of poor, partial or late implementation as provided for in Article II.25.4, the assessment of the implementation of the project will be performed by the Agency, which will result in the award of a score comprised between 0% and 100%, where 0% is at the bottom of the rating scale (corresponding to the worst quality of implementation) and 100% is at the top (corresponding to the best quality of implementation).

2. The score awarded will take into account the existence and seriousness of non-, poor, partial or late implementation, and its impact on the achievement of the project. If the score is below 50%, the following reduction rates may be applied on the maximum amount of the grant provided for in the grant agreement:


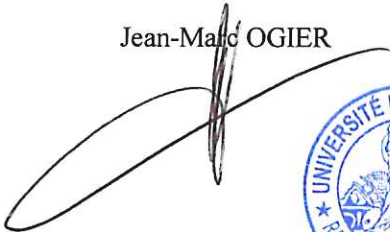
- 25% if the project scores at least 40% and below 50%, meaning that some objectives/results set in the application have not been reached, limiting the global result of the project;
- 35% if the project scores at least 30% and below 40% meaning that several important objectives/results set in the application have not been reached, the global result of the project has been affected and the project can be considered only partially achieved;
- 55% if the project scores at least 20% and below 30% meaning that the majority of the objectives/results set in the application have not been reached, the global result of the project has been strongly affected and the project cannot be considered achieved;
- 75% if the project scores below 20%, meaning that any objectives/results set in the application have not been reached and any substantial outcomes of the project have not been reached in a satisfactory way.

3. Without prejudice to the right to terminate the grant, the Agency may also apply a 20%-reduction rate on the maximum amount of the grant if an obligation under the Grant Agreement has been breached, in particular in case of non-compliance with the obligation of visibility of Union funding set out in Article II.8 which constitutes a substantial obligation.

## SIGNATURES

For the coordinator

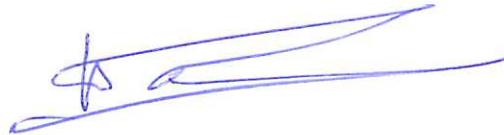
Jean-Marc OGIER



Function

For the Agency

François WILLEKENS



Head of Unit

[signature]

Done at [place], [date]

LA ROCHELLE, 22 August 2019

In duplicate in English

[signature]

Done at [place], [date] 26/08/2019

**GRANT AGREEMENT FOR AN ACTION WITH MULTIPLE BENEFICIARIES  
UNDER ERASMUS+: EUROPEAN UNIVERSITIES**

AGREEMENT NUMBER — 612599

PROJECT REFERENCE — 612599-EPP-1-2019-1-FR-EPPKA2-EUR-UNIV

**ANNEX I**

**DESCRIPTION OF THE ACTION**

The Grant awarded aims at implementing the activities described in the application document registered with the project reference 612599-EPP-1-2019-1-FR-EPPKA2-EUR-UNIV.



Erasmus+  
Programme

KA2: Cooperation for innovation and the exchange of good practices

## **EUROPEAN UNIVERSITIES**

Pilot call for proposals: EAC-A03-2018

Deadline: 28 February 2019 (12.00 noon Brussels time)

## **APPLICATION:**

### **EU-CONEXUS**

**European University for Smart Urban Coastal Sustainability**

## **DETAILED PROJECT DESCRIPTION**



## PART I. Relevance of the proposal (max.25 points)

Please attach the **mission statement of your alliance** to the e-Form. The mission statement should:

- be endorsed by the **relevant decision-making bodies** in each of the partner institutions
- explain what your European University alliance will look like in 2025
- explain the unique and differentiated vision of your alliance, building on the section "What are European Universities" from the [2019 Erasmus+ Programme Guide](#)<sup>1</sup>

### I.1 Relevance of the proposal:

Please describe what your European University alliance will look like in 3 years and explain **how it will progress towards the long-term vision** described in your mission statement (max.1000 words)

By the end of the 3-year project phase the **European University of Smart Urban Coastal Sustainability (EU-CONEXUS<sup>2</sup>)** will have prepared at its partner institutions in France, Greece, Romania, Spain, Lithuania, and Croatia:

- an **integrated, multidisciplinary, multilingual and innovative European University programme**,
- following a **challenged based approach** focused on digital, urban, sustainable, coastal development,
- including **professionalising and vocational education**,
- involving **regional economic and social actors**,
- using **Information and Communication Technology (ICT) based innovative teaching and learning methods**.

The motivation of the coordinator to gather a consortium on smart urban coastal sustainability is a logical consequence of its thematic specialisation and its institutional development that centres precisely around the **key objectives of the European University call**, such as personalisation of the study programmes through new and flexible curricula, the promotion of multi- and cross-disciplinary approaches, the use of new and innovative teaching and learning methods by using ICT, the inclusion of practical and work-based experiences. Partners have been chosen for being interested in a long-term cooperation on thematic grounds, but also in coordinating and joining their efforts of modernisation and internationalisation. The joint management structure and the Work Packages tasks reflect the long-term orientation of all partners to engage into a strategic cooperation. The dedication of full-time staff from all partners to the joint cooperation structures, preparatory feasibility studies and investments in common virtual environments testify for this engagement in a long-term perspective.

The administrations of the partner universities will be **integrated for delivering the planned activities** in the eight Work Packages (management, joint study programme, mobility activities, joint research, external and international relations, campus life, smart campus, sustainability and dissemination) to be implemented during the first three years. In order to progress towards the long-term vision of a fully integrated European University structure they will establish a **roadmap/guidebook** on the basis of **evaluation reports and risk assessments** for the deepening of their cooperation and the **integration of their administrative, educational, research and campus-related and extra-campus activities**.

The joint study programme will be developed on the basis of **learning outcomes** in close cooperation with students and regional public and private industries and other stakeholders. A **skills-map** will help defining what the needs of economic actors in an urban coastal environment are with regard to **professionalising education and vocational training**. The continuous involvement of the regional economic communities will allow for the constant adaption of the study offer to their evolving needs. The student community will be involved by providing regular feedback on study programmes.

A pilot joint Master Programme on Smart Urban Coastal Sustainability will be implemented in the third year of the project. In preparation, the partners will have established as a basic feature a **highly attractive mobility system** between them, they will have created a **European label for using EU-CONEXUS educational offers** (Bachelor

<sup>1</sup> <http://ec.europa.eu/programmes/erasmus-plus/resources/programme-guide>

<sup>2</sup> EU-CONEXUS stands for Coastal Network of European Universities

minors), and they will have established **double degrees** based on complementary course offers. A **network of Joint Research Institutes** will complement the educational offer at the doctoral level.

Considering the importance of the thematic focus of EU-CONEXUS from a socio-economic and political point of view, education, research and innovation will contribute also to the definition and implementation of **regional, national and European policies** concerning urban coastal sustainability (Blue Growth, bio-economy, environmental protection, sustainable tourism, etc.) by participation e.g. in the elaboration of Smart Specialisation Strategies and regional and city development plans. The aim is to help creating better public policies that rely on better discernment. Hence, partners associated to the programmes and activities of the European University include public organisations such as city and regional governments.

The geographical coverage of the consortium will bring about a specific European added value by getting staff and students into contact with social-economic and institutional environments they probably would not encounter otherwise. A new sense of **European citizenship and identity** is the side-product of the administrative integration of the partner universities, the special focus on mobility in all its different forms and the multilingual educational offers and communication and reporting activities. Also, EU-CONEXUS will include common cultural/sport activities, conferences, projects, workshops, an alumni network, a buddy system, field trips, roundtables, face-to-face-meetings, and fairs in order to develop a campus identity and affiliation that includes an enhanced sense of Europeaness.

EU-CONEXUS subscribes to the principal vision of a “**University as a service**” that actively helps students to succeed in their studies, and allows for access to the university services at any time and from anywhere. The individualisation and personalisation of study programmes is supported by **innovative pedagogical resources** (flexible major/minor system, project based learning) and **digital learning environments** (Virtual Library, virtual classroom, translation services). A feasibility study will help define an action plan for the use of learning analytics for understanding and profiling each student and design the best adapted offer for him/her. This future service will also and in particular target disadvantaged groups of students and students with special needs.

The digital environment will also help to attain the 50% mobility target of the project by promoting **physical, virtual and blended mobility offers** alike. **Virtual mobility will be implemented** through the coordination of **multilingual ICT-based** study courses and training/events. **Physical mobility** will primarily be promoted through a **joint European University mobility office**. The implementation of a common **European Student Card** is a primary objective of all partner institutions. Obligatory mobility periods will accompany each joint study programme and improved career perspectives for teaching and administrative personnel will motivate more staff mobility.

The **social engagement** of EU-CONEXUS is particularly targeted on school children and the local community. Open days, public conferences and inclusion of schools in student’s extra-university activities and laboratory work will be encouraged by the joint Communication unit.

A focus with regard to **disadvantaged groups** is laid on people returning to the university after they have abandoned studies out of different reasons in the past. With regard to **gender policy**, the equal participation of women and men in all instances and activities of EU-CONEXUS is set as a general rule.

## **1.2. Level of ambition and innovative approach of the proposal:**

**1.2.1 Explain how your alliance will ensure, through new and innovative structural models, a higher level of enhanced, sustainable cooperation as compared to what is already done by the members of the alliance. Please focus in particular on cooperation across the various levels of the organisations and across different areas of activity, building on complementary strengths of the partners. (max. 500 words)**

The EU-CONEXUS consortium includes partners from all European geographical regions who have close relationship to coastal environment, face common and shared socio-economic and intellectual challenges and subsequently have a **complementary focus of their study programmes**, i.e. digital sciences, coastal geography, law (La Rochelle University, LRUniv), biology, aquaculture advanced diagnostics, informatics & artificial intelligence, veterinary science, food safety control (Agricultural University Athens, AUA), urban engineering, regional sustainable development, sanitary engineering and environmental protection, water and sewerage, water and wastewater treatment, environmental protection in civil engineering, hydrogeology (Technical University of Civil Engineering Bucharest, UTCB), informatics and ports engineering (Klaipeda University, KU) Experimental Sciences (Marine Sciences, Biotechnology, Veterinary), Health sciences (Medicine, Nursing), and Social Sciences (Law, Education) (Catholic University Valencia, UCV), sociology, geography, fisheries, marine ecology, education, archaeology (University of Zadar, UNIZD).

Regarding the small and medium size of the partner institutions the thematic focus of EU-CONEXUS represents an important part of their educational offer, but also limits the capacities for offering comprehensive curricula. By **integrating their educational programmes, this complementarity strengthens each partner's competitive profile** by automatically enlarging the number of courses that can be offered within each curriculum.

EU-CONEXUS is set out to develop an **integrative cooperation structure** with **strong joint governing mechanisms** that may in the long term acquire **legal personality**.

The commitment to join the cooperative model of EU-CONEXUS entails from the start of the project the firm **commitment of budgetary resources**, staff and administrative assets (office space and equipment, conference rooms, etc.) as well as dedicated communication/promotion channels. Staff can be seconded staff from EU-CONEXUS partners. Budgetary contributions can also be resources "in-kind". Each partner institution is committed to the long-term perspective of the collaboration and plans not only contributions during the project lifetime, but also beyond.

**Obligatory mobility schemes at all staff levels** embedded in the joint study and research programmes will facilitate the reciprocal understanding, acceptance, validation and harmonization of institutional procedures and cultural particularities of the partner institutions.

Besides complementarities on the thematic level, the partners will exchange **best practices** and different experiences made, such as:

- pedagogical innovations such as the major/minor system and an open curriculum programme for more flexibility and multi-disciplinary education and scientific excellence
- design and implementation of joint and double degree programmes with international higher education institutions
- digital learning environments
- collaboration with leading industries in the area of blue economy on the development of technological solutions
- vocational training
- interdisciplinary study programmes
- integration of people with disabilities in all areas
- collaboration with schools and the local community
- collaboration with local stakeholders
- life-long learning programmes

Also, **sports and cultural challenges** will be organised each year at one of the partner institutions, in order to foster the EU-CONEXUS campus identity at students' and staff level. The membership feeling to EU-CONEXUS will be fostered by common and shared socio-economic intellectual challenges, that will be synchronously organized between the university members.

*1.2.2 Please explain how the **proposed model** will contribute to **strengthening and expanding the cooperation between the members of the alliance in the provision of education, linking it where possible to research and innovation**. (max 500 words)*

Relying on both, similar and complementary educational and scientific systems, and also on a similar socio-economic environment, because of their common coastal properties (port, fisheries and aquaculture, tourism, etc.) EU-CONEXUS is the **one and only European consortium** able to cover the **smart urban sustainable coastal development** from a global point of view. The different strengths of the partners with regard to course offers, involvement of the socio-economic environment, support to disadvantaged groups, excellent research, pedagogical resources will create a **comprehensive and highly competitive university educational profile** that yet is **inexistent in the subject domain**.

EU-CONEXUS will develop joint Bachelor's, Master's, PhD programmes relying on **mutual recognition of degrees and curricula as basic collaboration activities** and aims at the development of an innovative cross-disciplinary and cross-sectoral pilot **joint master programme** using the major/minor structure at the end of the project period. EU-CONEXUS **European diplomas** are the complementary objective of this step-by-step-process.

Partner institutions will join efforts in the development and implementation of **new and innovative virtual educational resources** that not only will help achieving the (virtual) mobility target, but also improve the



**pedagogical quality and accessibility** of the joint educational offer. A “virtual library” will, for example, include internal and external communication features such as open archives, open data, common project platforms, etc. for providing “open access” and stimulating “open science” by facilitating the information flow between all actors of the education-research-innovation triangle. The joining of ideas and test environments will accelerate the set into practice of these innovative features.

Cross-national cooperation will include the organisation of work placements, traineeships, project-based work, vocational training for students from partner institutions. This will widen the **scope of cross-sectoral experiences** for EU-CONEXUS students significantly, strengthen their intercultural experiences and enhance their employability profile.

EU-CONEXUS will create a network of **joint research institutes** where **international projects units/teams** including students and teaching and research staff from a selection of partners and will prepare joint research and innovation projects proposals for regional, national or international competitive calls. The development of such projects will be accompanied by a joint administrative support structure and supported financially by the EU-CONEXUS budget. PhD thesis will be jointly supervised. A Joint Research Steering committee will nurture the teaching and training programme by establishing priorities for research and innovation to be taken into account.

The transnational European University format and the innovative study programmes will also enhance the possibilities of each partner institution to **attract international students**.

As a whole, EU-CONEXUS will create a comprehensive system where the challenge of “smart urban coastal sustainability” is at the center, with internal and external actors benefiting from shared training and knowledge.

*1.2.3 Explain how your alliance will act as **model of good practice** (mainly in the EU but also beyond) and how it will work towards the achievement of the policy **objectives of the European Education Area** such as:*

- *multilingualism;*
- *automatic recognition of academic qualifications and learning periods abroad;*
- *the use of the European Student Card, once fully operational;*
- *the Bologna key commitments (quality assurance, recognition, and wherever applicable three cycle degree (max. 1000 words))*

EU-CONEXUS is based on shared **European values**. Not only, the ones behind the ideas of biodiversity, sustainable development, blue growth and ecology, but also shared values regarding higher education, such as openness, public diversity, integration, cultural diversity.

With regard to mobility, EU-CONEXUS aims at a significant increase of students and staff mobility following the idea of “**more mobility for more Europe**” and building on the success of the Erasmus programme.

The promotion of **cross-, multi- and interdisciplinarity** in higher education is at the centre of the challenge-based approach of EU-CONEXUS, where concrete problems will be studied from different vantage points (environmental protection, industrial development, social impact) by different disciplines such as IT, biology, civil engineering, chemistry, etc. systematically including stakeholder involvement.

**Multilingualism** will be promoted strongly by **compulsory language trainings** for mobility students and staff in the language of the respective host institution. Relying on digital support schemes (**automatic translation, subtitles of online courses**) the study courses and learning material will systematically be available in English, but also as much as possible in the languages of the partner institutions. Students will be free to choose their study working language. A **buddy system** for (future) incoming students will encourage the language and cultural interaction before, during and after mobility periods.

The establishment of bilateral Erasmus+ agreements between all partner institutions and **automatic recognition** arrangements for the study and course programme and corresponding ECTS points and degrees will be a central task at the beginning of the cooperation. The courses will be designed to match with similar and complementary courses of other partner institutions. At the end of the matching process, each degree earned in a partner institution will be recognized by the other partners for similar studies (for admission for instance). A charter and code of conduct for automatic recognition will be established between partner institutions detailing the relevant programmes.

The joint study programme will be conceived following a **three-cycle degree model** reflecting one of the **Bologna key commitments** that are closely followed in the development of the project.

**Quality assurance** will be supported by an External Advisory Board that includes external experts from academia (students and teaching staff) and the public and socio-economic environment. It will organise a mid-term and final evaluation of the academic and administrative governance and implementation of the EU-CONEXUS project. In the longer term it is planned to establish a four-years evaluation cycle for the monitoring of the full operation of the European University. An Academic Council (EU-CONEXUS students and teaching staff) will be responsible for the conduct of the evaluations of the course offer.

In line with the promotion of vocational training, AUA (Greece) is implementing a national **European Student Vocational Training System**<sup>3</sup> in association with the blue growth-related industry and expand this best-practice system to other EU-CONEXUS partner institutions. This will be primarily facilitated through AUA's two major Vocational Education Centres, namely (i) the Centre for Lifelong Learning, which is focused on short-term vocational education projects (seminars, summer schools, on-job training etc) and (ii) the Centre for Vocational Training which hosts a large and diversified two-year vocational education programmes leading to a formally accredited degree.

A **European Education Area (EEA) Working Group** will be established by the Management Board and include the Executive Director and two experts from the partner institutions staff nominated by the Governing Board. Its major function is the monitoring of the compliance of the EU-CONEXUS study programme to the criteria, standards and guidelines of the EEA already in place (e.g. Standards and Guidelines for Quality Assurance in the European Higher Education Area, European Quality Assurance Register for Higher Education, European Quality Assurance Reference Framework for Vocational Education and Training, European Credit Transfer and Accumulation Systems and European Credit System for Vocational Education and Training).

As one of its central objectives, the EEA Working Group will work on the **European Student Card based on a digital identity** and test its viability. France, the coordinating partner country, is already participating in the pilot programme for the implementation of the European student card, that will allow a fluid and homogenous access to any service of EU-CONEXUS, whatever is the nationality of a student and whatever is his/her "original" university". As LRU is implementing this digital identity in France, EU-CONEXUS will represent an excellent opportunity to experiment the enlargement of the concept at the European level.

In addition, the EEA Working Group will regularly issue **recommendations for policies or initiatives** on the national or European level on how to improve the integration of the EEA out of the experiences gained by developing the cooperation model of EU-CONEXUS. The outcomes of the project and recommendations will be presented and discussed during targeted project results workshops with the European Commission, the Education, Audiovisual and Culture Executive Agency and other stakeholders as well as during stakeholder conferences at different partner institutions.

EU-CONEXUS will enhance the **employability profile** of its students particularly through interdisciplinary and transdisciplinary studies including non-official education. By using a major/minor system that is based on learning outcomes EU-CONEXUS will be able to offer flexible and original study curricula that respond to the actual needs of employers.

Supported by a **digital learning environment** students will be free to choose among practical competences and also extra-university activities to complement their main studies, e.g. project management, ICT, change management, smart cities, social and public engagement etc.

### **1.3. European added value**

*1.3.1 Explain how the proposal will bring **added value** through its trans-nationality, in particular how students of the participating institutions will be involved and will benefit from the proposed cooperation? (max. 250 words)*

**EU-CONEXUS will promote an increased sense of European citizenship** and intercultural understanding among students and staff through different actions organised among the partner institutions:

- On the governance level, students will participate in particular in the **Academic Council** that gives advice on the joint study programmes and organise a regular course evaluation system.

<sup>3</sup> **European Credit Transfer and Accumulation Systems and European Credit System for Vocational Education and Training**, keeping with the Recommendation of the European Parliament and of the Council of 18 June 2009 on a European Credit System for Vocational Education and Training, which facilitates the recognition of learning outcomes in accordance with national legislation

- The EU-CONEXUS **Student Board** will organise intellectual, cultural, social and sports events that will also contribute to a strengthened sense of European citizenship. They will for example organise a **buddy system** that will help incoming students in integrating rapidly into the host partners' national and institutional culture.
- Through the EU-CONEXUS **alumni network** mentoring programmes, conferences, internships and field trips (including visits to companies, factories) for EU-CONEXUS students will be organised. The **network** will interact actively with university life and strengthens campus' interaction with industry and local and regional civil society.
- The immersive systems of **project based learning** in the “real world” economy will allow students from different partner institutions to share their way of solving complex problems, thus contributing to consolidating a new European way of thinking.
- **Multicultural seminars, workshops, and study groups, research teams and laboratories** where students will gain multicultural experiences by their daily contacts, cooperation and communication.
- Also, **cultural, social and sport events** will enhance their understanding of the diversity and unity of the European Union's countries and regions.

*I.3.2 Describe how the proposal will contribute to **regional development**, for example through the involvement of the alliance members in the development and implementation of Smart Specialisation Strategies, where relevant. (max. 250 words)*

In close coordination with the regional public authorities, EU-CONEXUS will ask for **close involvement in the implementation and development of Smart Specialisation Strategies** and the areas of specialisation in its thematic subject domains. Project-based learning programmes, traineeships, training and mentoring programmes will contribute to the awareness raising of the strategies in place and the development of corresponding innovation projects.

EU-CONEXUS will contribute to city/region development plans by **providing analysis and strategies out of ongoing research**. It will be a **reference actor** for advice on environmental issues, urban sustainable planning, sustainable tourism, etc. and co-design policies and decisions regarding environmentally sensitive areas, such as urban coastlines are. Associated partners of the project will work in close relation with research laboratories and student project groups and will give inputs on the needs for the analysis and strategy development include city and regional governments, tourist offices, public and private industries.

EU-CONEXUS will create **vocational training programmes** that reflect the needs of the regional economic environment. Special degree study programmes will include traineeships and on-the-job training in relevant industries (e.g. port industry, fisheries and aquaculture industry, construction industry, digital industry). It will also contribute to connect regional industries from the different partner regions and provide replicable solutions. For example, in the Port Industry, some universities have already developed specific projects (e.g. Port Economy Minor, thesis on the quality of water in the Port, etc.). By creating interactions between the ports in relation with each university, EU-CONEXUS will help disseminating knowledge and trained workers.

## PART II. Geographical balance (max.15 points)

II.1. Explain the rationale behind the composition of the alliance, and in particular what motivates the choices of:

- a) the number of partners,
- b) **the different geographical areas** covered. (please refer to the [list of European geographical regions<sup>4</sup>](#)) (max.500 words)

EU-CONEXUS follows a challenge-based approach focused on a thematic area that requests competencies from different institutions allowing for **complementarity and specialization**. The number of participants relies on their historical skills and academic excellence, from both an educational and scientific point of view and their ability to cover together the global problem of smart urban sustainable coastal development through both similar and complementary programmes. Whereas each of the EU-CONEXUS partner institutions already has a vision of sustainable coastal development, and has already implemented adapted programmes in education and research, some institutions are more specialized than others in some fields. Thus, the general idea is to provide for flexibility and comprehensiveness of the study, research and innovation programme, where each student should be able to find a personalised, professionalising and comprehensive set of skills and training within the consortium.

The **six partner institutions** have also been selected on the basis of their **geographical location**. The thematic area of the alliance suggests the creation of a consortium mainly based on universities on coastal areas and/or with similar economic, environmental and societal challenges (biodiversity, sustainable development, urbanisation on coastal area, civil engineering, etc.).

In view of geographical coverage, EU-CONEXUS has looked for partners from all European coastal areas from all four European geographical regions (Atlantic Ocean/Western Europe, Mediterranean Sea/Southern Europe, Adriatic Coast/Eastern Europe, Black Sea/Eastern Europe, Ionian coastal area/Southern Europe, North/Eastern Sea and Baltic Sea/Northern Europe). This European coverage of EU-CONEXUS will certainly provide for the most comprehensive approach in education, research and innovation on challenges and opportunities for the sustainable development of (semi-)urban coastal areas.

By encompassing a wide variety of national legal frameworks, EU-CONEXUS is also a way to propose a new model of harmonisation and coordination of the legal institutional environment for higher education and research in Europe.

II.2 Explain more specifically how the geographical composition **of the alliance is relevant to the achievement of your European university alliance's long-term vision and of the European Education Area** (max. 500 words).

As it has already been mentioned, the geographical composition of the alliance follows a problem-solving approach based on societal challenges. The diversity and localisation of institutions offer different environmental conditions to study ecological problems, with different economic and social circumstances and legal conditions for urban and regional development, but with a European dimension and perspective. The idea is also to disseminate expertise both in training and research results at regional, national and European policy level for all institutions focused on these societal challenges.

With its particular focus on the blue economy and blue growth EU-CONEXUS will be able to give comprehensive and scientifically solid advice and input to a **pan-European policy and strategy building** as it has been underlined by European Commissioner for Environment Maritime Affairs and Fisheries, Karmenu Vella in his address to the University of La Rochelle<sup>5</sup>.

Harmonisation of educational culture depends on the understanding of the historical and cultural background of a system of higher education and research. The **institutional approach of southern, eastern, western and northern countries** to higher education is formed by traditions and political realities. The integration foreseen of the EU-CONEXUS partner institutions will be an opportunity to confront and complement these different views

<sup>4</sup> <http://eurovoc.europa.eu/drupal/?q=request&mturi=http://eurovoc.europa.eu/100277&language=en&view=mt&ifacelang=en>

<sup>5</sup> <https://www.youtube.com/watch?v=xxA4ogX2gl4&t=3s>

and traditions and create a better university within a more harmonised or coordinated institutional environment for education, research and innovation based on the experiences made through the integrative activities. The exchange of knowledge and best practices is a key element of this thematic alliance and will be observed closely by the EEA Working Group.

The EU-CONEXUS consortium covers **various dimensions of European models of higher education and research**: free versus limited access to university education, all faculty versus specialised educational offers, research intensive versus teaching intensive universities, etc. This diversity reflects the European Education Area and the confrontation imposed by the integration of these different models will trigger a profound reflection on their advantages and disadvantages with regard to their procedures and outcomes for students, administration, stakeholders and the societal objectives of higher education at large. Evaluations of the External Advisory Board will undertake to report on these aspects.

The **active use of different languages** of the EU-CONEXUS consortium will promote European multilingualism, European identity and intercultural understanding. The obligation to follow a language course during mobility periods will significantly enlarge the perspective on what the EU is like for each student and staff.

## PART III. Quality of the proposal and implementation (max.20 points)

### III.1. Work programme and roadmap

III.1.1 List the different **activities** the alliance intends to carry out. To this end, complete the following work packages (WP) overview and description (NB: in your Work plan WP1 'Management of the project' and the last WP 'Sustainability and dissemination' indicated below are compulsory; the other WPs shall be determined by the alliance on the basis of their strategy and proposed activities).

WP number	WP title	Start (month/year) - end dates (month/year)	Duration (number of months)
WP1	Management of the project	09/2019-08/2022	36
WP2	Joint study programme (Bachelor's, Master's, PhD)	09/2019-08/2022	36
WP3	Mobility coordination	09/2019-08/2022	36
WP4	Joint research	09/2019-08/2022	36
WP5	External relations and International Relations	09/2019-08/2022	36
WP6	Campus Life	09/2019-08/2022	36
WP7	Smart Campus	09/2019-08/2022	36
WP 8	Sustainability and Dissemination	09/2019-08/2022	36

NB: The activities can start between the 01/09 and 01/12/2019 provided that the grant agreement is signed by both parties, and the project duration will be of **36 months**.

III.1.2 For **each of the listed Work Packages**, fill in the following description of activities, expected results and explanation of expenditures:

**WP1 – Description of Activities**

WP 1	
Title	MANAGEMENT OF THE PROJECT
Description of the planned activities	<p><b>General objectives:</b> The activities of this WP will focus on the set up of functional governance structures, the coordination and the financial, budgetary and administrative management and implementation of all WP activities, evaluation, risk assessment and quality control, the internal and external communication flows. In addition, a special Working Group will monitor the compliance of the alliances' activities with the policy objectives of the European Education Area and issue recommendation reports for their further development.</p> <p><b>Task 1.1. Set up of a Governance and coordination structure</b>  A Steering Committee comprised by one key staff member of each consortium partner will establish a <b>consortium agreement</b> (rights and obligations of the parties, rules of procedure for the project implementation, conflict resolution, risk management) and <b>statutes of the joint governing bodies</b> (see detailed description under part I.2.-1.2.1.): a Governing Board, a Management Board, an Academic Council, a Financial and Administrative Council and an External Advisory Board. The joint governing bodies are primarily responsible for the strategic guidance and monitoring of the work progress and the achievement of the WP objectives and deliverables on a legal, financial, budgetary and administrative level.</p> <p><b>Task 1.2. Internal and External Communication (Reporting)</b>  In order to guarantee a smooth coordination of all activities, a <b>joint Communication unit</b> that will be set up at LRUniv and include staff from all partner institutions will implement (in coordination with activities of WP 7: Smart Campus and WP 8: Sustainability and Dissemination) an internal communication and reporting system (internal shared workspace) that allows for sharing of documents and cooperation on document development.  The Management Board will issue monthly progress reports and SWOT analysis every three months. The Advisory Councils will be asked to contribute on regular basis to all WP activities.  Technical external communication with stakeholders and the European Commission will include a mid-term technical report on progress after 18 months of project duration and a final report (including a roadmap for further development of the European University project) at the end of the project period.</p> <p><b>Task 1.3. Meetings</b>  A kick-off meeting will be organised at the beginning of the project. Parallel meetings of the Governing Board and the Management Board including representatives from the Academic Council, Financial and Administrative Council and the External Advisory Board will take place every six months.</p> <p><b>Task 1.4. Evaluation and Quality Control</b>  Quality control and financial assessment relies on an internal and external evaluation of the qualitative and quantitative achievement of the project's objectives.  Internal quality control will consist of weekly debriefing meetings of the Management Board. A regular evaluation of the educational offer will be provided by a Course Evaluation system implemented by the Academic Council.  An individual mobility report will be asked by the Mobility Coordination office from students and staff participating in physical, blended or virtual mobility actions.  SWOT analysis for each Work Package will be conducted every three months by the Management Board.</p>

<b>WP 1</b>	
	<p>An independent mid-term evaluation and a final evaluation is organised by the External Evaluation Board including external experts from academia (students and teaching staff) and the public and socio-economic environment.</p> <p><b>Task 1.5. European Education Area Working Group</b> The EEA Working Group will monitor the compliance of the study programme with relevant standards and criteria established within the EEA (e.g. European Student Card, see part I.2.3. for details). It will issue recommendations for the further development of the EEA out of experiences made during the European University project set-up.</p> <p><b>Task 1.6. Financial and Administrative Management</b> The Financial and Administrative Council will issue half-yearly financial and administrative reports, supervise the budgetary implementation and establish the financial reporting to the European Commission.</p>
<b>Lead Organisation</b>	La Rochelle University (LRU)
<b>Participating Organisations and their contribution</b>	<p>All consortium members will participate in the implementation of this WP.</p> <p>Task 1.1. The Governing Board includes representatives from all partner institutions and will strategically supervise the project development. The Management Board is constituted by an Executive Director nominated by the Governing Board and the WP leaders coming from all partner institutions. It will execute the implementation of all activities. The Governance and Management Board will have half-yearly parallel meetings organised successively by the partner institutions.</p> <p>The Academic Council and the Financial and Administrative Council include nominees from all partner institutions. Students representatives are nominated in the Academic Council. The two Councils will meet on a yearly basis, interact virtually and be represented at the Governing Board Meetings.</p> <p>The External Advisory board will be nominated by all partner institutions (Governing Board) and include at least one external stakeholder from public and private entities from each partner country and international stakeholders. It will meet in person for the establishment of the mid-term evaluation and the final evaluation and be represented at Governing Board Meetings.</p> <p>Task 1.2. Whereas the WP 1 leader will establish the Communication unit and provide the core staff, PAR 4 (KU) will contribute particularly and all partners will cooperate in the communication, reporting and conference activities of WP8.</p> <p>Task 1.3. All partner universities are participating in the kick-off and Governing Board meetings organised alternately by all partner institutions.</p> <p>Task 1.4. All partner institutions will actively contribute and support the evaluation and quality control activities.</p> <p>Task 1.5. All partner institutions (Governing Board) will nominate the three members of the Working Group on the European Education Area.</p> <p>Task 1.6. All partner institutions (Governing Board) will validate the reports on the financial and administrative management.</p>

**WP1 - Results (output and outcomes)**

<b>Expected results (outputs)</b>	<b>Description</b>	D 1.1. Consortium Agreement
	<b>Due dates</b>	D 1.1. Month 1
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	Communication on internal workspace <input type="checkbox"/> for 'Public' dissemination <input checked="" type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 1.2. Statutes of the Governing Bodies
	<b>Due dates</b>	D 1.2. Month 6
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	Communication on internal workspace Publication on Website <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 1.3. Mid-Term Technical Progress Report
	<b>Due dates</b>	D1.3. Month 18
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	Communication on internal workspace Printed Report to EACEA <input type="checkbox"/> for 'Public' dissemination <input checked="" type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 1.4. Final Recommendations and guidebook on development of EEA
	<b>Due dates</b>	D 1.4. Month 32
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	Communication on internal workspace Printed report to the EACEA Publication on Website <input type="checkbox"/> for 'Public' dissemination <input checked="" type="checkbox"/> for 'Restricted' dissemination	



<b>Expected results (outputs)</b>	<b>Description</b>	D 1.5. Final Report
	<b>Due dates</b>	D1.5. Month 36
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	Printed report to EACEA Publication on Welbsite  <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

#### WP1 – Expenditures

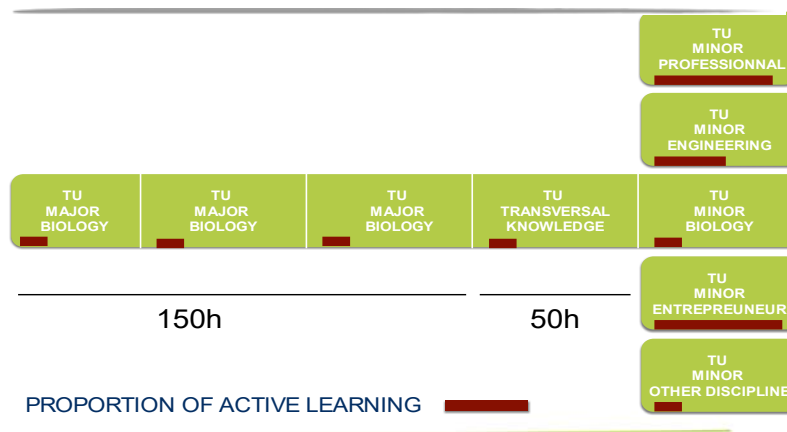
<b>Planned budget expenditures</b> (please see the 'Funding rules' of the European Universities' in the E+ Programme Guide)	<b>Explain and justify how the different types of expenditures will be used for project activities under this WP</b> (e.g. staff costs, mobility costs if any, equipment costs if any, sub-contracting costs if any, etc.) – Please note that all travel and subsistence costs associated to management/partnership meetings should be declared in this WP1
	<p>Staff costs: Recruitment of one Executive Director for the coordinating partner, project managers of partner institutions, staff of EEA Working Group members, joint governing and joint service structures (Communication Unit)</p> <p>Travel costs: kick-off-meeting, meetings of Joint Governing Structures, meetings of the joint service structures, meetings organised by EACEA, External advisory board meetings</p> <p>Individual support: Accommodation costs for meetings</p>

#### WP2 – Description of Activities

WP 2	
Title	Joint Study Programmes and Educational Training Offers
<b>Description of the planned activities</b>	<p><b>General objectives:</b> The partners will collaborate in creating cross-disciplinary, multi-disciplinary and cross-sectorial study programmes and academic offers based on complementarity of existing excellence in teaching and research and in close cooperation with their socio-economic partners in order to proactively respond to actual and future needs of related industries, support the regional innovation and development and foster an entrepreneurial mindset of their students.</p> <p>The new and transnationally integrated curricula will combine innovative state-of-the-art pedagogical methods, supported by digital technologies, online teaching and projects, traditional and new types of international mobility (achieving min. 50 % students who have participated in physical and/or virtual mobility), a strong emphasis on practical skills via the engagement of industry partners as well as project-based research and innovation.</p> <p>The partners of European University will tackle the most important current social, economic, technical and environmental challenges impacting coastlines, with the academic offers focused on <b>four interdisciplinary study dimensions</b>: 1) Environment and Biodiversity, 2) Energy and Sustainable Construction, 3) Digital Transformation and 4) Culture, Society, Organisation and Education. Study programmes, vocational training and non-formal education offers will be based on learning outcomes and foreseen to cover all types of skills required on the labour market thus contributing to competitiveness and economic growth at large.</p> <p><b>Task 2.1. Set up of Programme Committees (PC)</b>  The Academic Council will set up 4 inter-university Programme Committees (PC) for each study cycle: Bachelor (minors), Master and specialisation courses, PhD and</p>

WP 2	
	<p>Vocational and non-formal education. Each PC will be formed by two (2) key academic experts on Smart Urban Coastal Sustainability and two (2) students delegated by CONEXUS Student Board.</p> <p>The main goal of PCs will be the development and implementation of multiple academic offers within the Consortium (see Task 2.3, 2.4, 2.5). The academic offers will form the background for academic integration at the European University in long-term vision: smooth transition from inter-university collaboration to integrated academic activities through 4 steps: 1) intensified inter-institutional mobility, 2) international Minors, 3) inter-university programmes, 4) joint programmes.</p> <p>The PCs will be subaltern to the CONEXUS Academic Council and will cooperate closely with the Smart Campus unit (WP8) for the use of digital platforms, internal shared workspace both for students and teachers, Virtual Library, immersive smart classrooms, Multilingual support services, etc., the Mobility and Joint Research Steering Committees (WP 3 and 4) to develop advanced study programmes.</p> <p>The PCs will have monthly online conferences and will meet physically at least twice a year.</p> <p>Progress reports will be produced each semester to ensure timely internal communication (see Task. 2.7.).</p> <p><b>Task 2.2. Development of a skills map based on the needs of the industry and other relevant stakeholders</b></p> <p>The skill gaps and future demand identification with industrial partners and other relevant stakeholders is a key task of the Smart Urban Coastal Sustainability academic offer to higher education and vocational training. To identify national and cross-border professional and soft skills required in the sector in coordination with WP 5 (1) Programme Committees will develop a questionnaire to be distributed to the industrial partners (2) meetings with national stakeholders will be organised and (3) relevant stakeholders will be included in the PC as associated members. The industry-skills map will be used to develop academic offers meeting actual and future industry and society requirements.</p> <p><b>Task 2.3. Design of European University label teaching units for BSc cycle programmes</b></p> <p>A new academic offer with European University label will be created where Bachelor students will be able to freely choose Minor courses from a consolidated academic offer consisting of Smart Urban Coastal Sustainability modules from all partner institutions. The modules with Smart Urban Coastal Sustainability will cover inter-/multi-disciplinary and cross-sectoral Minor teaching units, traineeships and workshops to support the student with a wide range of competences that may be required by the labour market. This will enable him/her to not only enhance his/her interdisciplinary/professional profile but also acquire supplementary soft skills through mobility, international workshops and trainings organised at the trans-university level (European University). The students will benefit from the access to online courses and shared expertise by each of the partners.</p>

## SEVERAL CURRICULA POSSIBLE FOR A BIOLOGY BACHELOR



### Task 2.4. Design of an inter-university Master programme and Lifelong Learning specialisation courses

In the first stage, based on existing and nationally accredited study programmes in topic-supplementary fields which are compatible and credits transfer-friendly between the partner institutions, inter-university Master's courses with European University label relevant to the central topics of EU-CONEXUS will be offered to the current students of partner institutions.

A charter and code of conduct for automatic recognition will be established between the partner institutions detailing the relevant courses and programmes.

In a second stage, a joint Master's programme will be explored choosing from relevant topics for the Smart Urban Coastal Sustainability European University:

- Environmental Sciences
- Computer Science
- Coastal Civil Engineering
- Material Science
- Sustainable Aquaculture
- Marine Biotechnology,
- Coastal Sustainability
- Coastal Habitats and Species Conservation.

Besides, Lifelong Learning non-formal interdisciplinary courses and programmes (e.g. Blue Economy, Blue Biotechnology, Sustainable development, Marine and Environmental Law, etc.) for university graduates having at least a Bachelor's degree and actively working in related industry will be developed to increase qualification and update with the recent science and innovation trends in the industry. Suitable MSc-level courses developed in the Consortium will be offered as well as stand-alone Lifelong Learning courses.

The Communication unit (WP 1/WP 8) will develop and implement joint marketing and communication plan to promote the programmes and admission, that will also be adapted to local market specifics.

### Task 2.5. Design of joint PhD degree programme

The syllabus of a joint PhD degree programme with joint PhD boards will be developed by the Programme Committee of the Academic Council and on consultation of the Joint Research Steering Committee (WP4). Each university will offer 2-5 research topics; students will select research positions and apply through a joint admission procedure. Doctoral research topics may include topics from all areas subsumed under smart urban coastal sustainability.

<b>WP 2</b>	<p><b>Task 2.6. Development of courses for vocational training and educational dissemination activities for the society</b></p> <p>Based on the questionnaire for identification of skills gaps and the recommendations by the External Advisory Council, the Programme Committees for vocational and non-formal education will develop the following content: 1) lectures, workshops and seminars for vocational training centres to promote work-based learning, to improve or upgrade knowledge and/or abilities, acquire new skills and to continue personal and professional development, 2) participative workshops for secondary school students to introduce future career in related industries and to encourage them to study STEM curriculum and to promote gender equality, social inclusion and marine environmental awareness.</p> <p>The course content will be developed in English and in each language of Consortium partner. Educational training offers will be oriented to local market but in longer-term will be internationalised and offered as a framework or a training hub Europe-wide. The External Advisory Council will help to promote the offers to relevant stakeholders.</p> <p>In addition, activities for the public will be organised to 1) raise awareness about the sustainability of coastal areas and to 2) promote the generation of inclusive urban coastal areas, and more particularly the integrated management of coastal areas, such as the development of an adapted underwater trail for persons with disabilities.</p> <p><b>Task 2.7. Development of synergies between EU-CONEXUS and the industrial world, for students' employment and for bridging the gap between industry and academia.</b></p> <p>The EU-CONEXUS partner institutions will develop synergies with their socio-economic environment, in order to bridge the gap between industry requirements and academic educational and research system on the one hand, and in order to improve the employability of EU-CONEXUS students.</p> <p>One of the initiatives to reach these ambitious objectives is the creation of professional minor courses:</p> <ul style="list-style-type: none"> <li>- Minor courses will be prepared by coastal professional worlds of coastal industries (such as tourism, sustainable construction, blue growth) in cooperation with the Academic Council. These Minor courses will be prepared by professionals and will be taught by professionals. These "professional minors" will allow to give a sense to students learning and will allow to fight against their failure through practical applications of theoretical concepts. In EU-CONEXUS, these minors will be accessible in physical mobility, in order to allow professional cross-culture developments.</li> </ul>
<b>Lead Organisation</b>	<p>Universidad Católica de Valencia (UCV)</p>
<b>Participating Organisations and their contribution</b>	<p>All consortium members will participate in the implementation of this WP.</p> <p><b>Tasks 2.1, 2.2., 2.3., 2.4, 2.5.</b> The Programme Committee for each study cycle includes 2 academic study cycle-related representatives from all partner institutions and, for academic PC (BSc, MSc, PhD), EU-CONEXUS Student Union will delegate 2 members to each Programme Committee. Each Programme Committee will appoint a Programme Director and will have an Administrator. The Programme Committees will be subaltern to the Academic Council of the Consortium and cooperate with the Smart Campus unit and Mobility and Joint Research Steering Committees.</p> <p>The Communication unit will coordinate marketing and communication plan to promote the inter-university European degree programmes developed during the project.</p> <p>The stakeholders and associated partners (see Associated partners in Detailed Project Description IV.1.2.) will contribute to the development of skills map and the development and the implementation of the programmes.</p> <p><b>Task 2.6. and Task 2.7.</b> Programme Committees with the assistance External Advisory Council and with inclusion of social and industry partners in each region will develop vocational and non-formal educational courses and professional minors.</p>

<b>WP 2</b>	
	<b>Task 2.7.</b> All partner institutions will support the monitoring of WP 2 activities and contribute for the progress and final reports.

#### WP 2 - Results (output and outcomes)

<b>Expected results (outputs)</b>	<b>Description</b>	D 2.1. Academic offer of Minor teaching units with European University Label
	<b>Due dates</b>	D 2.1. Month 13
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	Communication in Internal Workspace Publication on Website  <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 2.2. Charter and code of conduct for automatic recognition
	<b>Due dates</b>	D 2.2. Month 10
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	Publication on Website  <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 2.3. Life-long Learning Specialisation Courses
	<b>Due dates</b>	D 2.3. Month 25
	<b>Language(s)</b>	English and six EU-CONEXUS languages
<b>Dissemination (means, targets, etc.)</b>	Communication in Internal Workspace Publication on Website  <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 2.4. Joint Master Programme
	<b>Due dates</b>	D 2.4. Month 25
	<b>Language(s)</b>	English and six EU-CONEXUS languages
<b>Dissemination (means, targets, etc.)</b>	Communication in Internal Workspace Publication on Website  <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 2.5. PhD programme
	<b>Due dates</b>	D 2.5. Month 25
	<b>Language(s)</b>	English and six EU-CONEXUS languages
<b>Dissemination (means, targets, etc.)</b>	Communication in Internal Workspace Publication on Website  <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 2.6. “University to School” Programme
	<b>Due dates</b>	D 2.6. Month 19
	<b>Language(s)</b>	English and six EU-CONEXUS languages
<b>Dissemination (means, targets, etc.)</b>	Communication in Internal Workspace Publication on Website  <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 2.7. Professional Minor course
	<b>Due dates</b>	D 2.7. Month 25
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	Communication in Internal Workspace Publication on Website  <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

## WP2 – Expenditures

<b>Planned budget expenditures</b> (please see the 'Funding rules' of the European Universities' in the E+ Programme Guide)	<b>Explain and justify how the different types of expenditures will be used for project activities under this WP</b> (e.g. staff costs, mobility costs if any, equipment costs if any, sub-contracting costs if any, etc.) – Please note that all travel and subsistence costs associated to management/partnership meetings should be declared in this WP1
	<p>Staff costs: Teaching and research staff and administrative staff for the Academic Council</p> <p>Other costs: Workshop organisation, promotional material and translation</p>

## WP3– Description of Activities

WP3	
Title	MOBILITY COORDINATION
<b>Description of the planned activities</b>	<p><b>General objective:</b> The activities in the WP3 – Mobility coordination will be focused on the activities of the following topics:</p> <ul style="list-style-type: none"> <li>- Mobility Steering Committee,</li> <li>- Common procedures for the implementation of mobility,</li> <li>- Implementation of the common mechanism in study programmes and recognition in order to facilitate the mobility</li> <li>- Applying for funding.</li> </ul> <p><b>Task 3.1. Set up of a Mobility Office</b></p> <p>As the main coordinating body, the Mobility Office will be established at the beginning of the project. It will be a virtual unit staffed by all partner institutions, coordinating all physical and blended mobility actions and supporting virtual mobility activities provided by WP8. The main task of the Mobility Office will be the facilitation of the student and staff mobility among the partner institutions. In partnership with the International students exchange associations (which are spread all over Europe), this mobility office will also deal with daily worries: transportation, accommodations, banking, health, ...</p> <p>The Mobility Office will have an initial meeting at the beginning of the project to determine the mobility quotas as well as the mobility procedures and responsibilities among the partner institutions.</p> <p>The Mobility Office will meet once in a semester to determine the mobility quotas for the next period, to report about the results and to discuss further steps in organizing mobility among partner institutions</p> <p>It will also contribute to a Mobility evaluation system in coordination with the evaluation and quality control activities of WP 1 and WP 7 (Mobility Evaluation system, Student Board).</p> <p>The Mobility Office will issue an annual progress report.</p> <p><b>Task 3.2. Common procedures for the implementation of mobility</b></p> <p>All partner institutions will define common procedures for the implementation of mobility (<b>common mobility information package</b>, forms and all the other administrative aspects of the mobility, including the accommodation provisions for students and staff in mobility, language courses). Purchasing and implementation of one mobility software that will be used by all the partner institutions ("Move-On" or similar, according to the decision of all the partners) for admission and mutual recognition of achievements during mobilities will be done at the beginning of the project. This common choice of software will also concern professional insertion, for which all the partners institutions will agree on an intermediation tool between industry and academia, especially for job and internship offers (such as JobTeaser, for instance). EU-CONEXUS will Implement the instruments introduced by the project</p>

<b>WP3</b>	<p>Erasmus Without Paper (Erasmus+ app, Erasmus+ dashboard, Online Learning Agreement and) and establish common procedures for enrolment of students in blended and virtual mobility and recognition of such mobility.</p> <p>From the start of the project, partner institutions will endeavor to adopt the European Student Card. In coordination with WP1 (EEA Working Group) the Mobility Steering Office will conduct the whole process in order to put into place a common EU-CONEXUS European Student Card. The EU-CONEXUS logo will be systematically added to the European Student Cards delivered by each partner institution. In addition to that, the Mobility Office will coordinate discussions in order to agree on a series of common services included in the card and offered to EU-CONEXUS students.</p> <p><b>Task 3.3. Common mechanism to facilitate the mobility</b>  EU-CONEXUS will Evaluate different mechanisms that could promote long and short term mobility of students and staff and establish the mechanisms that will enable <b>shorter and longer mobility</b> periods for teaching, research and administrative staff. <b>Job shadowing schemes</b> will be established for key administrative staff involved in joint service structures such as communication officers, international office staff, student service officers, etc.</p> <p>With regard to the promotion of virtual mobility tools, <b>EU-CONEXUS course schedules</b> will be established that foresee virtual teaching lessons on a fixed time schedule provided by different partner institutions, so that each class opened to virtual mobility could be synchronously offered to all the students of CONEXUS.</p> <p>It will implement all the mechanisms that will allow partner institutions to guarantee the <b>automatic mutual recognition</b> of diplomas and learning periods abroad for the students and staff of all the partner institutions. EU-CONEXUS will propose and implement the rules and procedures for the student enrolment, as well as establish a network of companies and other institutions that can accept the students from partner institutions for mobility periods for work placements.</p> <p><b>Task 3.4. Applying for funding</b>  The European University will apply for funding for supporting the students and staff mobility (individual application and application as consortium for Erasmus+ grants, application to other sources of funding, e.g. local and regional authorities, available funds at the national level and donations from companies, etc.). These local authorities will also organize some welcoming receptions, especially prepared for EU-CONEXUS students in order to facilitate their integration in the local environment. Co-funded summer/winter schools will be organised in collaboration with WP 7. This will be detailed in the Funding Strategy included in WP 8.</p>
<b>Lead Organisation</b>	University of Zadar (UNIZD)
<b>Participating Organisations and their contribution</b>	<p>All partner institutions will participate in the implementation of this WP.</p> <p>One representative from each partner institutions will be appointed to the Mobility Steering Committee and all of them will contribute equally to the work of the Mobility Steering Committee. They will exchange good practices from their home universities which will be implemented by the whole consortium. The representative of the University of Zadar as the lead organization will coordinate the meetings and all the other activities of the Committee.</p>



### WP3 - Results (outputs and outcomes)

<b>Expected results (outputs)</b>	<b>Description</b>	D 3.1. Mobility Office
	<b>Due dates</b>	Month 3
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	Publication on Website <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 3.2. Mobility Information Package
	<b>Due dates</b>	D 3.2. Month 6
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	Communication in Internal Workspace Publication on Website <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 3.3. EU-CONEXUS Student Card
	<b>Due dates</b>	D 3.3. Month 12
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	Publication on Website <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

### WP3 – Expenditures

<b>Planned budget expenditures</b> <i>(please see the 'Funding rules' of the European Universities' in the E+ Programme Guide)</i>	<b>Explain and justify how the different types of expenditures will be used for project activities under this WP</b> (e.g., staff costs, mobility costs if any, equipment costs if any, sub-contracting costs if any, etc.) – Please note that all travel and subsistence costs associated to management/partnership meetings should be declared in this WP1
	Staff costs: administrative staff at each partner institution, academic staff (academic coordinators) at faculty/departmental level  Travel costs: Mobility Office meetings, Job shadowing  Individual support: Mobility Office meetings, Job shadowing  Equipment: Mobility Software MoveOn

#### WP4 – Description of Activities

WP 4	
Title	Joint Research
Description of the planned activities	<p><b>General objectives.</b> The partners will collaborate in creating an extensive <b>Joint Research Area</b>, which will be realized by the establishment of the <b>EU-CONEXUS Research Centre (CRC)</b> managing a network of <b>Joint Research Institutes (JRIs)</b>. The CRC will be structured around existing state-of-the-art laboratories, institutes and core facilities available in the partner institutions. The CRC will operate on a synergistic concept, where processes, activities and expertise of each involved partner will be complementary to each other thus assuring a robust model for innovative results, services and products. EU-CONEXUS Joint Institutes and research teams will represent a multicultural, multilingual and multidisciplinary environment for conducting excellent research and innovation projects. The aim of the Joint Research Institutes will be to bring together researchers and students from the different partner institutions around common fields of interest, thus facilitating the sharing of equipment, research outputs and methodology. In its initial form the CRC will include 4 JRIs including main research disciplines:</p> <p><b>1. Life Sciences and Biotechnology Institute (LSBI)</b></p> <p><b>Objectives and mission:</b> Promote and coordinate both basic and applied joint research activities in Life, Health and Agricultural Sciences, including Aquaculture, Biotechnology, Cell Technology, Veterinary Sciences, Marine Sciences, Medicine, Molecular Biology and Gene Therapy, Biomedical and Clinical Research, Nutrition Sciences, Pharmacy, Chemistry etc.</p> <p>- <b>Participating Organizations:</b> AUA, UCV, LRU, KU</p> <p><b>Research Activities:</b></p> <p><b>A.</b> Effects of rearing conditions on farmed fish growth performance and welfare. Farmed fish response to acute and chronic stressors. Farmed fish quality (chemical composition, fatty acids and cholesterol content, texture analysis, histamine, etc.) in terms of nutrition or freshness/spoilage. Fish nutrition (e.g. feeding ratio/frequency, dietary inclusion of specific nutrients, fishmeal and fish oil replacement, digestion, etc.). Toxicity effects of pollutants on aquatic animals.</p> <p><b>B.</b> Toxicology research in vitro, assessment of toxicity of pesticides and other pollutants and xenobiotics.</p> <p><b>C.</b> Identification of marine bioactive compounds with pharmacological potential and anticancer drugs.</p> <p><b>D.</b> Exploitation of microalgae biodiversity for the development of high-added-value nutra-cosmeceuticals. Application of high throughput -omic technologies. Development and optimization of microalgae biomass production, development of downstream processes.</p> <p><b>E.</b> Life Sciences Applied Computational Methods, analysis of big data sets.</p> <p><b>Available Core Infrastructure:</b> All participating organizations and their respective laboratories have extensive available infrastructure and expertise which will be made available for the project. A detailed description of the contribution of each partner is described in the respective section of the WP4.</p> <p><b>2. Environmental Sciences and Biodiversity Institute (ESBI)</b></p> <p><b>Objectives and mission:</b> ESBI aims to contribute to the challenges of environmental transition, namely adapting to global changes (climatic, environmental or anthropogenic) in terms of risks but also of opportunities thanks to a better knowledge of ecosystem services. Its main research objective will be to analyze the interactions between human, society, and the environment in the coastal zones, in terms of quality of life, migratory flows but also experiences, uses and practices of the coastal territory up to questions of governance, public policy and territorial planning. It will observe the natural resources in the coastal zones, their evolution, the</p>

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	<p>indicators in terms of biodiversity of species and ecosystems in order to better assess the impact of global changes. It will also study the exploitation of these resources, with a view to producing goods and services for the well-being of populations, particularly through biotechnologies applied to health. ESBI will work in a multiscale approach, both temporally and spatially, and multidisciplinary, integrating the value chain of humanities and social sciences to environmental sciences.</p> <p><b>Participating Organizations:</b> LRU, UCV, AUA, UNIZD, KU</p> <p><b>Research Activities:</b> <b>A)</b> Advance knowledge of the ecology of wildlife facing disturbance of their natural environment, particularly with respect to the evolution of local populations of mammals, reptiles and birds as well as marine predators from the Southern and Antarctic Lands French (TAAF). The societal challenges are: Conservation, Climate, Agriculture, Agroecology, Human Activities, Adaptation, Resilience, Sustainability. (CEBC) <b>B)</b> Put multidisciplinary at the service of sustainable development issues in connection with the coastal environment. The main aim of research is the evolution of the coastal zone in the face of human, environmental and climatic impacts. The societal challenges are: coastal ecosystem, coastal erosion, climate change, coastal geography, sustainable management, living organisms, historical perspectives. (LIENSs) <b>C)</b> Carry out observation and expertise programs on the conservation of mammalian and seabird populations, by managing databases associated with these various research programs. Societal issues are: conservation, climate, protection, human activities (PELAGIS). <b>D)</b> Analyze coastal dynamics from a geographical and historical point of view (coastal occupation, reproduction of events, eg storms), exploit historical depth to explain and put into perspective. <b>E)</b> Evaluate the risks: modeling of the submersions and evaluation of the impact on the human creations</p> <p><b>3. Coastal Engineering Institute (CEI)</b></p> <p><b>Objectives and mission:</b> The ambition of the CEI is to improve energy and environmental efficiency, including the user, structure and dimensions of resilience and sustainability in a multi-scale scale: Materials / Building / District / City, in response to the LUDI orientation: L = Aggressive Environments, U: Built, D: Materials, I: Digital in Casting, Modeling and Materials. The Institute will work on improving the quality of indoor environments: indoor air quality, thermal comfort, acoustic, light; optimization of urban planning (urban planning outside architecture, limit the ICU, preserve the quality of the outside air, revegetation), and the sustainability of materials and structures and the eco-efficiency of the building: improve the service life, develop eco-materials, lighten structures, improve their performance (particularly energy), limit the risks (of transport, in hostile environments. Furthermore, its research areas will include ReHydraulic engineering and construction, and Safety and risk associated with hydrotechnical constructions</p> <p><b>Participating Organizations:</b> LRU, UTCB, UNIZD</p> <p><b>Research Activities:</b></p> <ul style="list-style-type: none"> <li><b>A.</b> The problems associated with the phenomena of mass and energy transfer in materials and inhabited spaces. Three main areas of expertise (LASIE):</li> <li><b>B.</b> Transfer phenomena: mathematical and numerical methods</li> <li><b>C.</b> Durability: aggressive materials and environments</li> <li><b>D.</b> Buildings and sustainable cities: energy and environment</li> <li><b>E.</b> Life cycle: risk analysis</li> <li><b>F.</b> Interfaces between inhabited spaces (occupants) and outdoor environments</li> <li><b>G.</b> The place of the user: opening sociology of energy (Toulouse), thermists - sociologists</li> <li><b>H.</b> The contribution of the right:</li> <li><b>I.</b> Digital mockup and data</li> <li><b>J.</b> Energy Performance Guarantee</li> <li><b>K.</b> Buildings insurance and responsibilities</li> <li><b>L.</b> The contribution of digital technology:</li> <li><b>M.</b> Image Analysis, Big Data, Supercomputing, Nanotech Impact</li> <li><b>N.</b> Expertises to enrich and develop tomorrow:</li> <li><b>O.</b> Urban mobility</li> <li><b>P.</b> Territorial energy strategy</li> </ul>

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	<p> <b>Q.</b> Urban planning and urban planning  <b>R.</b> Modeling of the behavior of the user  <b>S.</b> Sociology of energy  <b>T.</b> Experimental economics applied to energy  <b>U.</b> Future Ambition for Schools: Use of Marine Energy for Coastal Cities  <b>V.</b> Technology Processes in Water Treatment and Sewage Treatment  <b>W.</b> Natural risks  <b>X.</b> Water management and environmental protection  <b>Y.</b> Renewable energies  <b>Z.</b> Geographic Information Systems in the Field of Water Management and Hydrotechnical Facilities </p> <p><b>Available core Infrastructure:</b> All participating organizations and their respective laboratories have extensive available infrastructure and expertise which will be made available for the project. A detailed description of the contribution of each partner is described in the respective section of the WP4.</p> <p><b>4. Social, Culture and Human Sciences Institute (SCHSI)</b></p> <p><b>Objectives and mission:</b> This Institute will be part of an Human and Social Sciences and therefore human Smart Sustainable Urban Coast approach focusing on the place of man and society in coastal areas. It will focuses more specifically on the ways of inhabiting the coast and to carry out various activities (eg tourism), the long time that characterizes the historical approach of these particular places, the numerous cultural stakes that result, the aspects international and multicultural aspects of these transitional spaces, the issues of territorial governance and the norms and rules that regulate man-made coastal areas. Its disciplines areas will include Social Sciences, Law Sciences, Political Sciences, Economy and Enterprise, Educational Sciences, Experimental/Social/Basic Psychology, Philosophy, Social and Cultural Anthropology, History, Bibliometry, Philology, Literature, Linguistics, Visual and Scenic Arts, Ethic, BioLaw, Bioethics.</p> <p><b>Participating Organizations:</b> LRU, UCV, UNIZD, AUA</p> <p><b>Research Activities:</b></p> <ul style="list-style-type: none"> <li><b>A.</b> Citizen life and Impacts of actions on man and society: Ways to live, work, live, reside</li> <li><b>B.</b> Transmission (automatic transmission, analysis of human-machine interaction)</li> <li><b>C.</b> Territorial, societal and historical perspective</li> <li><b>D.</b> Cultural issues through transformations and adaptations of urban coasts in a sustainable and intelligent perspective</li> <li><b>E.</b> Tourism</li> <li><b>F.</b> International Dimension / Diversity: Intercultural, Multiplicity of Languages, Comparative Approach of Jurists</li> <li><b>G.</b> International law: thinking about how to integrate it</li> <li><b>H.</b> Languages: the study of languages is carried out on a work around the dimensions of civilization, society, politics, which has obvious links with societal issues</li> <li><b>I.</b> Governance and accountability of organizations and territories</li> <li><b>J.</b> Public Management</li> <li><b>K.</b> Behaviors of individuals and understanding of these behaviors</li> <li><b>L.</b> Standards and Institutions</li> </ul> <p>In order to successfully implement this ambitious Joint Research Area a workplan consisting of <b>5 specific tasks</b> have been devised:</p> <p><b>Task 4.1 Set up of a Joint Research Steering Committee (JRSC)</b>  A Joint Research Steering Committee (JRSC) will be chaired by a representative of AUA and include one representative from each partner. The JRSC will meet at least every six months and will be in charge of establishing the joint research laboratories network and coordinate common research. It will promote open access to research and educational material through the use of the Virtual library and in particular the open archive developed in WP 8 (Smart Campus).</p>

<b>WP 4</b>	<p>The JRSC will list in detail information on the available infrastructures, methods, experimental procedures and research interests from each participating laboratory from the partner institutions in order for synergies to be established.</p> <p>At the same time, the JRSC will identify the possible needs for updating the existing infrastructures and propose future joint laboratory development plans.</p> <p>Finally, the JRSC will be the active link between the laboratories by launching collaborations for Joint Diploma, MSc &amp; PhD theses and Joint Research Projects, setting priorities in research and innovation, supporting the development of joint proposals at calls for competitive funding and preserving the joint EU-CONEXUS property.</p> <p><b>Task 4.2. Harmonization of research protocols and processes</b></p> <p>Joint Standard Operating Procedures (JSOPs) will be developed for the JRIs. Following the recommendations of the JRSC, common research protocols and processes will be identified and harmonized between laboratories. As a result, <b>Multilingual Laboratory Manuals (MLMs)</b> will be produced and published. In addition, MLMs and other educational materials will be included in the Virtual Library (WP7) in the form of power-point and video for quick training of students during their thesis, mobility, work-placement, or life-long learning study periods.</p> <p><b>Task 4.3. Accreditation of JRIs</b></p> <p><b>Accreditation certificates</b> will be issued for JRIs in order to gain the desired status of excellence and also to become able to offer high quality external services. Each laboratory will be accredited (according to ISO/IEC 17025), for performing specific analyses, by the respective recognized National Accreditation System.</p> <p><b>Task 4.4. Researcher &amp; student mobility</b></p> <p>JRIs will also serve as an <b>intra-European research network</b> promoting staff and student mobility. Both researchers and technical staff will have the opportunity to visit other consortium labs either to be trained on certain protocols and processes or to transfer knowledge and technology. The facilitation of information exchange and exchange of good practices within the consortium will contribute to an improved design of research facilities and the employment of young scientists with relevant skills and expertise. Also, students will have the opportunity to be trained, perform their research thesis or execute their mobility within the JRIs. Interaction between students from different European countries will help to establish a common academic approach to skills development and knowledge acquisition in regard of higher education and vocational training in the area of blue economy and associated sciences. Students' rotation will be obligatory at least between labs of two countries of the consortium. Staff and students' mobility will be facilitated through Erasmus+ inter-institutional Agreements of partners Universities.</p> <p>Our goal is the establishment and ongoing operation of JRIs as "Living Labs" where students and young professionals all over Europe will meet, get joint education, exchange ideas and collaborate to produce innovative solutions for the industry. Living Labs could also be used as a platform for bench marking products and technologies from the academia to the industry. In this way, the long-term sustainability of this collaborative structure will be ensured.</p> <p><b>Task 4.5 Pilot Joint Research Projects</b></p> <p>JRIs will actively pursue the implementation of pilot Joint Research Projects in the framework of Joint Diploma, MSc and PhD theses, funded projects as well as services provision to the industry (including vocational training). In order to ensure the efficient transfer-of-knowledge and dissemination of the common research activities, JRIs will organize joint academic events including seminars, conferences, etc, open to the general public.</p> <p>JRI can apply, through JRSC, for funding by the EU-CONEXUS common budget in order to develop cooperation projects to be submitted at calls for proposals (<b>EU-CONEXUS project development fund</b>). These teams involve at least three of the EU-CONEXUS partner institutions and undergraduate and/or postgraduate students and/or public, social and/or economic actors. Finally, JRIs in close collaboration with the JRSC, will exploit all available possibilities for funding of common research projects.</p>
<b>Lead Organisation</b>	Agricultural University of Athens (AUA)

WP 4	
<p><b>Participating Organisations and their contribution</b></p>	<p>All participating institutions will participate in the implementation of this WP. Their existing state-of-the-art core facilities and infrastructure described below will form the core for the establishment of the CRC.</p> <p><b>1. LRUUniv</b></p> <p><b>LaSIE-Laboratoire des sciences de l'ingénieur pour l'environnement (Laboratory for engineering for the environment).</b> Bringing together a wide range of skills in the field of environmental engineering, LaSIE is interested in the sustainability and protection of materials subject to the constraints of the environment. The Laboratory also works to improve the comfort and quality of indoor air in inhabited spaces. His research also concerns the study of manufacturing processes and the energy recovery of resources of biological origin. (52 researchers, 55 PhDs, 12 engineers/technicians)</p> <p><b>LIENSs-Littoral Environment et Sociétés (Coastal area, environment and societies).</b> The laboratory puts multi- disciplinarity at the service of sustainable development issues related to the coastal environment. It integrates the skills of many disciplines that range from environmental sciences to human sciences through chemistry and biotechnology. Its research focuses in particular on the evolution of the coastal zone facing human, environmental and climatic impacts. (71 researchers, 22 PhDs, 29 engineers/postdocs/technicians)</p> <p><b>Observatoire PELAGIS (Observatory PELAGIS).</b> PELAGIS conducts observation and expertise programs on the conservation of mammalian and seabird populations. In addition, it manages the databases associated with these various research programs. The link of the Observatory with the Chizé Center for Biological Studies (CEBC) facilitates the use of monitoring data on the mammal and seabird populations collected by these two units. (12 engineers/technicians)</p> <p><b>CEBC- Centre d'Études biologique de Chizé (Biological Research Centre).</b> The CEBC works on the knowledge on the ecology of wild animals confronted with the disturbances of their natural environment. Its research focuses on the evolution of local populations of mammals, reptiles and birds as well as that of marine predators of the French Southern and Antarctic Territories (TAAF). (19 researchers, 21 PhD)</p> <p><b>CEIR- Centre d'Études internationales sur la Romanité (International Research Centre on Romanity).</b> Romanity refers to a common culture spread throughout the Mediterranean Basin at the time of the Roman Empire. CEIR's research puts into perspective the foundations and transmissions of this Roman culture within a constantly evolving Mediterranean Basin. Based on a broad network of partners, the Center has real expertise in Mediterranean dialogue. (4 researchers, 2 PhD)</p> <p><b>CEJEP-Centre d'Études juridiques et politiques (Centre for legal and political studies).</b> The CEJEP brings together the skills of private law and criminal science lecturer-researchers and specialists in political science and public law. Structured around three major areas (justices and trials, environment and territories, companies and insurances) the Center's approach is firmly multidisciplinary. Since 2008, the latter has integrated the environment and sustainable development into its research themes. Recently he has been developing work in the field of digital law, in collaboration with other laboratories of the University of La Rochelle, including the L3i. (18 researchers, 25 PhD)</p> <p><b>MIA-Mathématiques, Images et Applications (Mathematics, Images and Applications).</b> The scientific activity of the MIA is as much about classical theoretical issues for a mathematical laboratory as it is about application issues arising from major societal challenges. The two areas of excellence of the laboratory, processing and analysis of images, video and data and modeling the environment on a human scale closely combine multi-disciplinary skills. (20 researchers, 9 PhDs)</p> <p><b>CEREGE-Centre de recherche en sciences de gestion (Research Centre on management sciences).</b> The multidisciplinary research team in social sciences welcomes, encourages and follows the work carried out, in the field of management sciences with a focus on sustainable development and the digital sector. (15 researchers, 3PhDs)</p>

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	<p><b>CRHIA-Centre de Recherches en Histoire internationale et atlantique (Centre for international and atlantic historical studies).</b> Considered as a national and international reference on Atlantic history and the history of exchanges and international relations, the CRHIA conducts research at the interface between the maritime area and the continental French, European and global space. The members of the CRHIA study more particularly the exchanges and circulations of men and ideas between Europe and the New Worlds (Americas, Oceania), but also the international relations of the modern era to nowadays by favoring a north-south perspective. (24 researchers, 26 PhDs)</p> <p><b>L3i-Laboratoire Informatique, Images et Interaction (Laboratory for computer sciences, images, and interaction).</b> L3i is the computer research laboratory of the University of La Rochelle. It brings together researchers in computer science from the Institute of Technology and the Faculty of Science and Technology. Focusing on the issue of interactive and intelligent management of digital content, the work of its members focuses on the national and European socio-economic issues related to this very promising field of research. (31 researchers, 35 PhDs, 14 engineers/postdocs/technicians)</p> <p><b>2. AUA</b></p> <p><b>Laboratory of Applied Hydrobiology</b></p> <p>The Laboratory of Applied Hydrobiology aims to adequately educate undergraduate students and postgraduate young scientists in the field of Aquaculture (fish, molluscs and crustaceans farming, phytoplankton and zooplankton culture), as well as to perform related basic and applied research in order to combine, in the most effective and rational way, production, protection of aquatic environment and welfare of farmed species.</p> <p>It's Infrastructure consists of Recirculating Aquaculture Systems (sea- and fresh-water) with a total of more than 200 tanks of various sizes and equipment and facilities (spectrophotometer, lyophiliser, GC, GC-MS, centrifuges, digital image analysis, HPLC, Real Time PCR, ELISA reader, texture analyzer etc.) for the determination of: 1) Haematological parameters (triglycerides, cholesterol, total lipids, albumin, glucose, cortisol, osmolality, haematocrit, etc.), 2) Carcass proximate composition (total lipids, protein, moisture, ash). 3) Liver total lipids, moisture etc. 4) Fatty acid composition in diets and biological tissues (liver, fillet, etc). 5) Brain neurotransmitters, 6) DNA and RNA analyses, 7) Fish quality analysis (texture, histamine, total volatile nitrogen) 9) Water quality parameters: dissolved oxygen, salinity, temperature, pH suspended solids, ammonia, nitrites, nitrates, phosphates, etc.</p> <p><i>Research Activities</i></p> <p><b>Applied Biotechnology and Cell Technology Unit (ABCTU)</b></p> <p>The ABCTU is an internal partnership between the laboratories of the Department of Biotechnology with the Center for Applications of Cell Biological Technologies (KEKYTE), established within AUA in order to promote both basic and applied research.</p> <p><b>Molecular Biology Laboratory (MBL)</b></p> <p>MBL has a long experience in marine microorganisms systems biology and the development of high added value products from marine organisms including microalgae and marine bacteriophages. MBL have extensive experience in gene cloning, transcriptomic analysis, metabolite analysis, genetic transformation of plants and microorganisms, expression and characterization of recombinant proteins. This expertise will be used extensively by the participating and visiting scientists in the relevant activities and tasks in of the proposed project.</p> <p><b>Laboratory of Cell Technology (LCT)</b></p> <p>LCT has a long track record in toxicology research in vitro, in particular the assessment of toxicity of pesticides and mycotoxins, as well as research oriented towards the identification of natural bioactive compounds with pharmacological potential, in particular dopamine agonists/antagonists and anticancer drugs. This activity is documented in more than 100 original research papers in international, peer-reviewed journals as well as from the participation in numerous European and national funded research projects. The acquisition and utilization of the proposed new equipment by the Project Team will enable the research at LCT to advance to a higher level, by combining the current bioassays with full-range molecular analyses as an accompanying tool to a) toxicology risk assessment, b) natural extract</p>

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	<p>separation, identification and quantification for novel anticancer properties and c) protein-protein interactions in whole cells during key cell events e.g. apoptosis), determination of ultra-low level pesticide and mycotoxin residues in food, feed and environment as well as identification of protein biomarkers for validation of LCT's ongoing biosensor development projects.</p> <p><b>Center for Applications of Cell Biological Technologies (KEKYTE)</b>  The Center for Applications of Cell Biological Technologies (K.E.KY.TE.) was established as an advanced interdisciplinary institute for contracted R&amp;D on behalf of AUA. Its activities relate to the design of methods and products and the provision of know-how and Research &amp; Innovation services in a wide range of thematic areas, including but not limited to:  LCT's activities relate to the design of methods and products and the provision of know-how and Research &amp; Innovation services in a wide range of thematic areas, including:</p> <ul style="list-style-type: none"> <li>• Evaluation of the activity of pharmaceutical agents, natural compounds and other samples with bioactive properties in vitro, ex vivo and in vivo</li> <li>• Evaluation of material biocompatibility in vitro, ex vivo and in vivo</li> <li>• Quality assessment of cosmetics</li> <li>• Development and application of diagnostic methods, techniques and tools</li> <li>• Creation and maintenance of cell culture depositories</li> <li>• Cell biology and biotechnology</li> </ul> <p><b>3. UTCB</b></p> <p>Research centers as integrated scientific entities within the structure of the faculties within the Technical University of Civil Engineering in Bucharest include:  <b>AQUA</b> Center manages the activities of the team dedicated to conducting scientific activities on the following research directions:</p> <ul style="list-style-type: none"> <li>- Hydraulic engineering and construction</li> <li>- Safety and risk associated with hydrotechnical constructions</li> </ul> <p>Research axes:</p> <ul style="list-style-type: none"> <li>- Technology Processes in Water Treatment and Sewage Treatment</li> <li>- Natural risks</li> <li>- Water management and environmental protection</li> <li>- Renewable energies</li> <li>- Geographic Information Systems in the Field of Water Management and Hydrotechnical Facilities</li> <li>- Research and Development Laboratory in the field of Applied Automation Systems and Applied Informatics</li> </ul> <p><b>Seismic Risk Assessment Research Center</b> has five main research directions:</p> <ul style="list-style-type: none"> <li>-Seismic response and fragility/vulnerability of structures;</li> <li>-Seismic monitoring and seismic hazard analysis;</li> <li>-Seismic response of the ground;</li> <li>-Analysis of seismic risk and resilience;</li> <li>-Assessing building safety at natural hazard (earthquake, wind, snow).</li> </ul> <p><b>Ground water Engineering research Center</b> whose activity is focused on the characterization of permeable media in relation to the hydraulic and hydrochemical properties of the groundwater, as well as the human impact.  The main applications are the assessment of underground water resources, groundwater studies in urban environments, interaction between groundwater and infrastructures, aquifer management, vulnerability assessment, soil pollution control and remedy of contaminated areas, underground waste storage, studies of the unsaturated zone, GIS and spatial analysis in hydrogeology.</p> <p><b>Space Geodesy, Photogrammetry, Remote Sensing and GIS</b> dealing with:</p> <ul style="list-style-type: none"> <li>-Applying GNSS systems in studies of crustal movements (geodynamics)</li> <li>-Potential use of spatial technologies in geodesy (GNSS, SLR / LLR, VLBI)</li> </ul>



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	<p>-Implementation of GNSS and complementary systems in Romania (EUPOS, ROMPOS, EGNOS, GALILEO)</p> <p>-Applications of spatial geodesy in photogrammetry and other fields (geodesic astronomy, topography, cadastre, navigation, GIS, construction)</p> <p>-Applications of photogrammetric, remote sensing and GIS imaging in cadastre</p> <p>-Monitoring of geomorphologic and climatic changes, pollution expansion in three environments</p> <p>-Developing risk maps for natural or man-made disasters.</p> <p><b>4.KU</b></p> <p>KU subdivision <b>Marine Research Institute</b> is conducting fundamental and applied research on marine and costal environment and maritime technologies. The research infrastructure, relevant to the proposed project are available at the <b>Coastal Environment and Biogeochemistry Laboratory</b> and <b>Fishery and Aquaculture Laboratory</b>.</p> <p>Modern equipment available for observational and experimental research from the gene to the ecosystem level in both aquatic and terrestrial environments. The laboratory offers:</p> <ul style="list-style-type: none"> <li>- the analysis of metals and metalloids in a wide range of solutions, including single cells and nanoparticles, elemental analysis in soils, sediments, and biological objects; persistent and emerging pharmaceutical and other organic pollutants; phytoplankton pigments; a variety of anions, primary halogens (SO<sub>4</sub><sup>2-</sup>, Cl<sup>-</sup>, F<sup>-</sup> and Br<sup>-</sup>); dissolved nutrients (NH<sub>4</sub><sup>+</sup>, NO<sub>2</sub><sup>-</sup>, NO<sub>3</sub><sup>-</sup>, SiO<sub>2</sub>, PO<sub>4</sub><sup>3-</sup>, DON, TN, TP and P<sub>Si</sub>);</li> <li>- the analysis of nutrient cycling in inland and coastal waters; dissolved carbon species (DIC and DOC) and alkalinity; particle size analysis from the sub-micron to the millimetre;</li> <li>- microscopic analysis of bacteria, zoo- and phytoplankton, zoobenthos;</li> <li>- application of molecular markers for the species identification, functional genomics, community structure analysis and microbial source tracking;</li> <li>- application of modern genetic techniques (DNA barcoding/metabarcoding) for biodiversity research and monitoring of non-native species;</li> <li>- analysis of genetic diversity, population genetic structure.</li> <li>-</li> </ul> <p>Research activities cover:</p> <ul style="list-style-type: none"> <li>- Pressures and impacts to aquatic ecosystems, aquatic ecosystem functioning, aquatic biogeochemical cycles, nutrient load and mass balance, ecosystem primary production, microbe hosts .</li> <li>- Integrated Coastal Zone Management (ICZM), ecosystem services &amp; indicators, marine litter, bathing water quality, eco-technologies.</li> <li>- Mapping of benthic habitats, modelling of species distribution, assessment of benthic ecological quality</li> <li>- Biological and functional diversity of plankton communities, harmful algal blooms, ciliates, food webs.</li> <li>- Aquatic non-indigenous and cryptogenic species, socio-economy of biological invasions.</li> <li>- Numerical modelling of coastal waters.</li> </ul> <p>The <b>KU Waterborne Transport and Air Pollution Laboratory</b> covers research on waterborne transport efficiency and ecological parameters, analysis of complete spectre of fuels, engine and hull design and environmental performance.</p> <p><b>5. UCV</b></p> <p><b><u>Core facilities, main expertise and indicative current projects</u></b></p> <p>Research at UCV is focused on several specific areas of Marine Sciences (physical oceanography, coastal management, marine biology, etc) and Biotechnology (biomaterial engineering, biomedical research, drug design, etc). However, there is also a strong focus on Marine Biotechnological projects such as microalgae biotechnology, search for biomaterials from marine origin and bioinformatics approaches.</p> <p><b>Laboratories and other facilities:</b></p> <ul style="list-style-type: none"> <li>• Marine station in Calpe with 2 general laboratories and a wet lab of 80 m<sup>2</sup> contiguous to the fishing port. To develop manipulative <b>experiments</b> on marine organisms the marine</li> </ul>

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	<p>station in Calpe (Alicante) of the IMEDMAR-UCV has a <b>water close circuit system</b>. The system is provided with a computer profilux 3.1T (eX) and sets of oxygen, pH, conductivity and temperature probes as well as filters, coolers, and heaters for experiment and control units.</p> <ul style="list-style-type: none"> <li>• An oceanographic boat and an inflatable boat.</li> <li>• 7 fully-equipped laboratories. The labs are equipped with a variety of sampling instrumentation and material to handle from invertebrates to microbiological samples, culture cell, and molecular biology: oceanographic and marine geology gear, binocular and optical microscopes, photobiorreactor, biorreactor, oven, muffle furnace, heater, precision balance, laminar flow Hood, fume hood, CTD probe, wave sensor, Doppler current meter, HAPS core, anchor dredge, Van Veen dredge, plankton net, differential GPS and a ROV.</li> <li>• Microalgae culture facilities</li> </ul> <p><b>RESEARCH INSTITUTES:</b></p> <ul style="list-style-type: none"> <li>• Institute of Environment and Marine Sciences Research (IMEDMAR-UCV)</li> <li>• Institute of Philosophy Edith Stein</li> <li>• Institute of Socio-educational Research "Francisco Ferrer Luján"</li> <li>• Institute of International and Strategic Studies</li> <li>• Institute of Families and Human Development Research</li> <li>• Institute of Life Sciences</li> <li>• The Anthropology Research Institute</li> <li>• Institute of European Studies</li> <li>• Valencian Institute of Pathology</li> <li>• Ethics of the Economic Behaviours Institute</li> <li>• Institute of Muscle-Skeletal Diseases Research</li> <li>• Institute of Research "San José de Calasanz"</li> <li>• Institute of Research "Doctor Viña Giner"</li> <li>• Institute of Research in Social Sciences</li> <li>• Institute of Sports Sciences Research</li> <li>• Institute of Human Rights Research "Benedicto XVI"</li> </ul> <p><b>5. UNIZD</b></p> <p>UNIZD has several laboratories grouped in <b>Centre for Interdisciplinary Marine and Maritime Research (CIMMAR)</b>.</p> <p>CIMMAR has a generic chemical lab with all the belonging equipment, HPLC and GC. The specific activities for marine research and marine ecology include:</p> <p>Shallow benthic research:</p> <ul style="list-style-type: none"> <li>• UVC (Underwater Visual Census) for small cryptic species using lure assisted census</li> <li>• BRUV (Baited Remote Underwater Video) estimating fish communities in shallow water (up to 40m) using a system with cameras and bait. Method is non destructive and fish friendly</li> <li>• Seagrass monitoring using visual census and towfish assisted with camera in real time and recording camera for further research</li> </ul> <p>Biological and ecological research:</p> <ul style="list-style-type: none"> <li>• Using fish tanks in laboratory for researching of fish behaviour and biomimicry</li> <li>• Reproductive cycle of small benthic and sediment species</li> </ul> <p><b>Geospatial analysis laboratory (GAL)</b></p> <p>GAL is an interdisciplinary laboratory at the UNIZD Department of Geography funded by Croatian Science Foundation and University of Zadar. Its basic aim is to implement scientific</p>

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	<p>research, educate junior scientists, and apply new, modern knowledge and technology in developing new research methods. Performing and advancing scientific research within GAL is based on the application of geospatial analyses from the GIS and RS domains.</p> <p>GAL is equipped with the most up-to-date devices and accompanying software, while training the research team.</p> <p>GAL has currently 3 main research topics:</p> <ul style="list-style-type: none"> <li>• DEVELOPING A NEW METHODOLOGICAL APPROACH TO STUDYING GULLIES</li> <li>• DEVELOPING OF A MULTICRITERIA MODEL OF SUSTAINABLE MANAGEMENT IN THE AREA OF TUFA BARRIERS</li> <li>• DISCOVERING PRACTICAL SOLUTIONS BY APPLYING GEOSPATIAL ANALYSIS IN ARCHAEOLOGY</li> <li>• MULTIREOLUTION OLIVE LANDSCAPE MODELLING</li> </ul> <p>UNIZD has other research centers in the field of humanities and social sciences that could contribute to the CRC and its multidisciplinary research activities:</p> <ul style="list-style-type: none"> <li>• <b>Center for educational sciences:</b> equipped with all modern tools for frontal and distance teaching. The students are prepared in the center for the teaching methods on all levels of education. The center is also involved in improvement of the teaching methods of UNIZD academic staff, mentors on PhD programs and development and implementation of life-long learning courses and vocational trainings with industrial partners</li> <li>• <b>Center for onomastic:</b> particularly interesting in research of traditional names of aquatic and coastal flora and fauna in different languages and dialects</li> <li>• <b>Center for research of karst and coastal areas:</b> multidisciplinary research on social, natural, geographic aspects of coastal areas.</li> </ul>

#### WP4 - Results (output and outcomes)

Expected results (outputs)	Description	D 4. 1. Multilingual Laboratory Manuals (MLMs) and Educational Material
	Due dates	D 4.1. Month 18
	Language(s)	English and six national languages
Dissemination (means, targets, etc.)	Publication on Website Communication in Internal Workspace  <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

Expected results (outputs)	Description	D 4.2. Accreditation certificates (copies)
	Due dates	D 4.2. Month 36
	Language(s)	English and six national languages
Dissemination (means, targets, etc.)	Publication on Website Communication on Internal Workspace <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 4.3. Report on Mobility
	<b>Due dates</b>	D 4.3. Month 36
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	Publication on Website Communication on Internal Workspace  <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 4.4. Report on applications and Joint Research Projects
	<b>Due dates</b>	D 4.4. Month 36
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	Communication on Internal Workspace Publication on Website  <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

#### WP4 – Expenditures

<b>Planned budget expenditures</b> (please see the 'Funding rules' of the European Universities' in the E+ Programme Guide)	<b>Explain and justify how the different types of expenditures will be used for project activities under this WP</b> (e.g. staff costs, mobility costs if any, equipment costs if any, sub-contracting costs if any, etc.) – Please note that all travel and subsistence costs associated to management/partnership meetings should be declared in this WP1
	Staff costs: Technical and scientific staff for laboratories and development of PhD programmes  Travel costs: JRSC meetings, short-term visits, participation in conferences  Individual support: JRSC meetings and short-term visits  Equipment: Depreciation costs of scientific instruments, facilities and electronic systems used for education and research related to the project.  Other costs: Accreditation costs, printed reports, posters, manuals or training materials, registration in conferences, travel and/or subsistence costs of third parties (experts, professors, etc.).

Title	EXTERNAL AND INTERNATIONAL RELATIONS
Description of the planned activities	<p><b>General objectives</b>  External Relations with national and regional economic, public and social actors are designed to improve the educational process and enhance the employability profile of students by capitalizing on external resources and developing alternative educational resources at regional public and private level along with the modernization of the study offer with an emphasis on learning outcomes relevant for the regional industry and supporting innovation.  Also, relations to public actors aim at contributing to the formulation of public policies in a way that allows for better discernment of political decision-making.  This WP will also include building international relations of EU-CONEXUS with the purpose to expand its impact, presence and activities beyond the framework of its founding consortium members, eventually achieving a global status.</p> <p><b>Task 5.1. Establishment of a Public and Corporate Relations Unit (PCRU) and an International Relations Steering Committee (IRSC)</b>  The WP leader will chair the public and corporate relations unit including representatives from all partner institutions. Virtual meetings will take place monthly.</p> <p>An <b>International Relations Steering Committee (IRSC)</b> will be formed and chaired by the administrative representative of AUA (Rector or other appointed official) and including one representative from each partner. The IRSC will meet at least every six months and will be in charge of key international relations issues, such as agreements, projects, exchanges, conferences with external European or international partners and participation in international academic fora and organizations.</p> <p>The IRSC aims at applying for the <b>active representation/membership</b> of EU-CONEXUS in globally established university organizations, such as the International Association of Universities (IAU) and the European University Association (EUA), as well as student associations such as the European Students' Union (ESU) and student associations related to the specific courses and degrees offered by EU-CONEXUS.</p> <p><b>Task 5.2. Skills-map on industrial needs for learning outcomes</b>  In collaboration with WP 2 the PCRU will create <b>an extensive and regularly updated list</b> of public and private organizations (including universities, associations and industries) active in the field of smart urban coastal sustainability in Europe and worldwide.  A survey will be submitted to these European and extra-European industries and stakeholders in order to explore the needs of the labour market. The survey results will be used as a basis for the development of the EU-CONEXUS study programmes. The survey may be conducted repeatedly in order to account for evolving needs of the industry for education and training.</p> <p><b>Task 5.3. Cooperation initiatives for University-industry relations</b>  A <b>University-industry platform</b> will be established in cooperation with WP 8 in order to support all interactions with the regional economic environment, in particular to accompany work placement, internships, project development and the design of study programmes in collaboration with WP2.</p> <p>An <b>IT software for pooling internship and job offers (JobTeaser)</b> will be shared among EU-CONEXUS partners, to allow each student from all over Europe to consult internship proposals from all EU-CONEXUS areas. These internships will be offered to students participating in physical mobility, so that any student of any EU-CONEXUS member could access to a large set of internships/jobs.</p> <p><b>Internship / jobs forums:</b> Each year a geographical turning forum will be organized in one of EU-CONEXUS member place. This big forum co-organized with industrial partners will offer Internships and jobs throughout the CONEXUS area, with speed</p>

	<p>dating between students and companies. This forum will involve immersive possibilities in order to allow job/internship all over Europe.</p> <p><b>“Project markets”</b> will be organized for solving problems coming from economic and social organizations. Using of virtual working environments, students coming from any partner institution will be able to work together on projects in immersive and remote cooperation systems. The joint research laboratories (WP4) will contribute to the organisation of these project markets.</p> <p>The EU-CONEXUS University-Industry Platform will also support innovative university start-ups by offering the EU-CONEXUS partner institutions’ stakeholder environment as an “innovation hub”. EU-CONEXUS will implement a rigorous <b>valorisation strategy</b> that will be aimed at innovation contracts between the EU-CONEXUS research laboratories and the industrial partners of these coastal areas. Through these contracts and the corresponding innovation processes, EU-CONEXUS will allow an immediate access to the European market to start-ups and companies which are partner of CONEXUS research labs. Innovative services and products may more quickly find a larger market entry point and technological innovation transfer within the country of partner institutions will accelerate.</p> <p><b>Joint educational and research projects</b> will be set up with selected organizations, gradually leading to a considerable expansion of EU-CONEXUS’s fingerprint in global academia. In parallel, potential joint research partners will be invited to join Horizon Europe and/or other international research funding calls.</p> <p><b>Task 5.4. Mentoring System</b>  A Mentoring System will be established by the PCRU in collaboration with the alumni network (WP6) in order to involve students early on with entrepreneurial actors and contribute to the development of their entrepreneurial thinking.  Main features of the system include</p> <ul style="list-style-type: none"> <li>• a regular communication between the student and the mentor</li> <li>• guidance/reflection on study choices, educational paths</li> <li>• involvement in entrepreneurial projects, research projects</li> </ul> <p>A Mentoring platform will be used for the matching of mentors and mentees. The enrollment in the Mentoring System is done through the following three steps:</p> <ul style="list-style-type: none"> <li>• the profile registration both, mentor and student</li> <li>• mentor/mentee interviews</li> <li>• mentee/mentor matching</li> </ul> <p><b>Task 5.5. Impacting public policies</b>  In collaboration with WP 1 and WP 8 the PCRU will create a <b>cooperation framework with public organisations</b>, in particular the named EU-CONEXUS associated partners. Cooperation activities may include regular briefing sessions, public events, targeted workshops on areas of public interest that offer opportunities for students and researchers to present their study and research results and collaborate on the development of informed public policies.  This cooperation framework is part of the <b>large EU-CONEXUS network</b> including all types of stakeholders which is developed under WP8.</p>
<b>Lead Organisation</b>	Technical University of Civil Engineering Bucharest, Romania
<b>Participating Organisations and their contribution</b>	<p>The WP leader will chair the PCRU and coordinate all activities. All partners will second staff for the PCRU. Special contributions to task 5.2. on the listing of industries will come from AUA and in developing the survey from UNIZD. UNIZD will contribute also in particular to the establishment of the Mentoring system in collaboration with the alumni network established under WP 6.</p> <p>AUA will lead the IRSC and coordinate all foreseen activities with regard to international relations. AUA will also organize IRSC Meetings including representatives from all partner institutions every six months.</p>

	<p>The International Offices of all partner institutions will be representing EU-CONEXUS as authorised and will aim to increase the visibility of the EU-CONEXUS as well as represent their interests dealing with international partners.</p> <p>Task 5.3. will be implemented with contributions by all partner institutions and in particular by LRU for the establishment of the University-industry platform.</p> <p>LRU and KU will in particular contribute to the organisation of the public stakeholder events and other communication activities linked to task 5.4.</p>

#### WP5 - Results (outputs and outcomes)

<b>Expected results (outputs)</b>	<b>Description</b>	D 5.1. Skills-map survey results
	<b>Due dates</b>	D 5.1. Month 12
	<b>Language(s)</b>	English and six CONEXUS languages
<b>Dissemination (means, targets, etc.)</b>	<p>Communication on internal Workspace</p> <p><input type="checkbox"/>for 'Public' dissemination  <input checked="" type="checkbox"/>for 'Restricted' dissemination</p>	

<b>Expected results (outputs)</b>	<b>Description</b>	D 5.2. University-Industry Platform
	<b>Due dates</b>	D 5.2. Month 6
	<b>Language(s)</b>	English and six CONEXUS languages
<b>Dissemination (means, targets, etc.)</b>	<p>Restricted access from the Website</p> <p><input type="checkbox"/>for 'Public' dissemination  <input checked="" type="checkbox"/>for 'Restricted' dissemination</p>	

<b>Expected results (outputs)</b>	<b>Description</b>	D 5.3. Mentoring Platform
	<b>Due dates</b>	D 5.3. Month 12
	<b>Language(s)</b>	English and six CONEXUS languages
<b>Dissemination (means, targets, etc.)</b>	<p>Restricted link on Website</p> <p><input type="checkbox"/> for 'Public' dissemination  <input checked="" type="checkbox"/> for 'Restricted' dissemination</p>	

<b>Expected results (outputs)</b>	<b>Description</b>	D 5.4. Report on briefing Sessions and targeted workshops
	<b>Due dates</b>	D 5.4. Month 19
	<b>Language(s)</b>	English and six EU-CONEXUS languages
<b>Dissemination (means, targets, etc.)</b>	<p>Communciation on Internal Workspace</p> <p><input type="checkbox"/> for 'Public' dissemination  <input checked="" type="checkbox"/> for 'Restricted' dissemination</p> <p>Following the drafting of the list of public and private organizations active in the field of blue economy in Europe and worldwide, initial conducts with them will be facilitated via e-mail messages and follow-up by phone. Meeting with respondents will be agreed upon, followed by B2B presentations of the EU-CONEXUS initiative. In particular, potential partners outside Europe (for example, Chinese and Middle Eastern universities) could be invited to visit the Joint Research Institutes and the Campuses of the EU-CONEXUS Partners.</p>	

#### WP5 – Expenditures

<b>Planned budget expenditures</b> (please see the 'Funding rules' of the European Universities' in the E+ Programme Guide)	<b>Explain and justify how the different types of expenditures will be used for project activities under this WP</b> (e.g.. staff costs, mobility costs if any, equipment costs if any, sub-contracting costs if any, etc.) – Please note that all travel and subsistence costs associated to management/partnership meetings should be declared in this WP1
	<p>Staff costs: administrative staff</p> <p>Travel cost and individual support: PCRU meetings, IRSC meetings, stakeholder meetings</p> <p>Equipment: University-industry platform, design and administration of the online Mentoring System</p> <p>Other costs: survey costs, skills-map development</p>



## WP6 – Description of Activities

WP 6	
Title	Campus life
Description of the planned activities	<p><b>General objectives:</b> EU-CONEXUS, to be recognized and estimated as one of European Universities, needs to create its campus identity. It is important to create the sense of affiliation to CONEXUS among the students and the staff of all partner institutions, as well as to develop the perception of CONEXUS as a promoter of science, knowledge and European identity and culture in local, national and international communities.</p> <p><b>Task 6.1 Establishment of EU-CONEXUS Student Board</b> EU-CONEXUS Student Board (SB) will act as the highest student representing body of the consortium. It will participate in the establishment of the reports and activities of the Academic Council (WP1) and provide suggestions for improving joint Study Programmes (WP2), student mobility, accommodation (WP3) and other student related topics. The CSB will be formed by student representatives of all partner institutions. To establish the CSB two (2) student representatives will be elected at each partner institution. The CSB statutes and action plan will be proposed and approved during the first assembly should propose.</p> <p><b>Task 6.2 Organization of buddy system</b> To improve the connections among the students of partner institutions the EU-CONEXUS buddy system will be developed. The buddy system will help the students in mobility but also offer services like language tandems or distance buddy tutors to students in virtual mobility or to students that are not yet in mobility. The buddy system will be organized by the SB in collaboration with the Mobility Coordination Office (WP3).</p> <p><b>Task 6.3 Establishment of EU-CONEXUS alumni network</b> To improve the visibility of EU-CONEXUS and its connections with the industry and society the alumni network will be established by coordinating the partner offices in charge of alumni. The EU-CONEXUS alumni network will include the existing alumni of partner institutions and involve them in the preparation of new joint study programmes that may in particular include work placements/internships, stakeholder involvement, project-based learning programmes, vocational training programmes, mentoring programmes, that help EU-CONEXUS to better align its offer to the needs of the labour market. The alumni network will also contribute to dissemination and promotion of EU-CONEXUS described in WP 8.</p> <p><b>Task 6.4. Organization of summer and/or winter schools</b> The summer and winter schools are a good opportunity to offer mobility actions to the students of partner institutions that are not directly involved in joint study programmes, to those who could not participate to student mobility during the academic year and to the students of other European or international universities and thereby enlarging the potential EU-CONEXUS community. The summer/winter school programmes will also allow for a major staff mobility and better integration of partner institutions. It is also an important opportunity to improve the relations with the local community. The summer/winter schools will be organized on all aspects of coastal area topics and include the presentation of the cultures, traditions and languages of the local community and the partner institutions' countries and Europe in general. The summer/winter schools will be organized by the Academic Council on proposal of teachers and in collaboration with the Mobility Coordination Office (WP3) and should be self-financed (tuition fees, sponsoring, projects).</p> <p><b>Task 6.5. Organisation of sport games</b> Sport is one of the best ways to come together and develop a sense of affiliation. EU-CONEXUS sport games (individual and team) for students and staff will be organized on a yearly basis. The games will take place each year at a different partner university and will be organised by adhoc sports coordination teams. To coordinate the activities the EU-CONEXUS Sport Coordination team consisting of the representatives of all partner institutions will be established. To promote EU-CONEXUS and contribute to its international reputation the Sport Coordination team should organize the</p>

<b>WP 6</b>	
	<p>establishment of EU-CONEXUS sport teams which will represent EU-CONEXUS in international student or university staff sport games. During the organization of sport games, cultural events will be also organized with the purpose to entertain and disseminate and promote European culture.</p> <p><b>Task 6.6 Organization of cultural events</b>  Each partner university will disseminate promotional materials regarding cultural customs, tradition of its country. This material will be available in digital form (for streaming, videoconference, project meetings and events of different purposes, etc.). In collaboration with the CSP and Mobility Coordination Office, at the beginning of each semester, at the hosting university students and staff in mobility will organize the presentation of their country, local community, history, culture, including gastronomy, etc.  The promotion of European culture and languages will also be supported by the organisation of cultural events created by adhoc steering committees at partner universities for the establishment of cultural student projects and their interaction.</p>
<b>Lead Organisation</b>	University of Zadar (UNIZD)
<b>Participating Organisations and their contribution</b>	<p>All partner institutions will participate in the implementation of this WP.</p> <p><b>Task 6.1:</b> For the establishment of EU-CONEXUS Student Board, all partners will be involved, along with the need of cooperation for producing statute of the union.</p> <p><b>Task 6.2</b> For the organization of buddy system, all project partners will be involved and will provide help and support for the students in mobility.</p> <p><b>Task 6.3</b> For the establishment of EU-CONEXUS alumni network, all project partners will be involved, along with the already existing alumni organization/cooperation of each project partner.</p> <p><b>Task 6.4</b> For the organization of summer and/or winter, all project partners will be involved through helping with organization, developing topics for work, etc.</p> <p><b>Task 6.5</b> For the organization of sport games, all project partners will be involved through organization of university representatives, organization of events, etc.</p> <p><b>Task 6.6</b> For the organization of cultural events, all project partners will be involved through development of promotional material, organization of events, etc.</p>

#### WP6 - Results (output and outcomes)

<b>Expected results (outputs)</b>	<b>Description</b>	D 6.1. Buddy system online
	<b>Due dates</b>	Month 6
	<b>Language(s)</b>	English and six national languages
<b>Dissemination (means, targets, etc.)</b>	<p>Publication on Website</p> <p><input checked="" type="checkbox"/>for 'Public' dissemination  <input type="checkbox"/>for 'Restricted' dissemination</p>	

<b>Expected results (outputs)</b>	<b>Description</b>	D 6.2. Alumni network online
	<b>Due dates</b>	D 6.2. Month 6
	<b>Language(s)</b>	English and six national languages
<b>Dissemination (means, targets, etc.)</b>	Publication on Website <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 6.3. Summer school
	<b>Due dates</b>	D 6.3. Month 22
	<b>Language(s)</b>	English and six national languages
<b>Dissemination (means, targets, etc.)</b>	Publication on Website Advertising in academic stakeholder network <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 6.5. Final sport games
	<b>Due dates</b>	Month 34
	<b>Language(s)</b>	English and six national languages
<b>Dissemination (means, targets, etc.)</b>	Publication on Website Advertising in stakeholder and public networks <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 6.6. Mid-term cultural event
	<b>Due dates</b>	Month 22
	<b>Language(s)</b>	English and six national languages
<b>Dissemination (means, targets, etc.)</b>	Publication on Website Advertising in stakeholder and public networks <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

## WP6 – Expenditures

<b>Planned budget expenditures</b> <i>(please see the 'Funding rules' of the European Universities' in the E+ Programme Guide)</i>	<b>Explain and justify how the different types of expenditures will be used for project activities under this WP</b> (e.g. staff costs, mobility costs if any, equipment costs if any, sub-contracting costs if any, etc.) – Please note that all travel and subsistence costs associated to management/partnership meetings should be declared in this WP1
	<p>Staff costs: administrative staff</p> <p>Travel costs and individual support: Sport games and cultural events</p> <p>Other costs: event organisation, translation, costs of graphic preparation and processing, costs of promotional materials, renting of meeting rooms, sports halls</p>

## WP 7 – Description of Activities

WP 7	
Title	SMART CAMPUS
<b>Description of the planned activities</b>	<p><b>General objectives:</b> The activities of the WP will serve the provision of new and innovative virtual educational resources for the internationalisation of the joint study programme, for the achievement of the mobility target for all kinds of staff as well as the enhancement of the pedagogical quality of all kinds of educational models. We especially aim at developing a virtual pedagogical environment to help students and teaching staff of each partner institution share information, work together. Moreover, the information systems will be interconnected to make easier the communication between the administrative services</p> <p><b>Task 7.1. Set up of a joint Smart Campus unit</b>  The Smart Campus Unit will be based on the existing project team at the WP leader's partner institution and include relevant staff at all partner institutions.</p> <p>An <b>inventory of the digital environment</b> of each partner will be carried out in order to set up the joint smart campus unit and to define the <b>action plan</b> to build the smart campus.</p> <p>In connection with WP 8 (Sustainability and Dissemination) the Smart Campus Unit will create a Website and a Newsletter for the dissemination of information, results and resources to the general public, students and specific stakeholders.</p> <p>For guaranteeing an efficient management, coordination and administration an internal shared workspace will provide for an interactive communication and reporting system (allowing for exchange and co-development of documentation, virtual management of tasks, ...) and a pilot system for the exchange of administrative information (European student card, mobility activities, ..) that may be based on a common software.</p> <p><b>Task 7.2. Virtual Library for educational resources</b>  The Virtual Library for educational resources will include digital educational resources, such as interactive online courses, open archives, research data services... for teaching staff and students, but also stakeholders from public and private entities. Students can choose a pedagogical offer wherever and whenever they want. They can also choose courses complementing their primary studies and those providing for the acquisition of special, professionalising competences. The Virtual Library will also serve the exchange of information about cultural events, mobility options, employment possibilities. A <b>university-industry collaboration platform</b> will especially be designed for collaborations projects between students and private stakeholders (project-based work, work-placements, internships, mentoring, etc.) in collaboration with WP 5.</p>

<b>WP 7</b>	
	<p><b>Task 7.3. Multilingual and Accessibility Support Services</b> The Smart Campus unit will work on digital support schemes (automatic translation, subtitles of online courses,...) to enable teaching and studying in a multilingual environment. We will integrate in the virtual library tools to translate automatically the documents in several languages and even in alternative formats to increase accessibility of the documents for impaired people (audio file, Digital Braille document, ...).</p> <p><b>Task 7.4. Virtual Campus</b> The virtual campus will offer connected conference/seminar rooms, virtual classrooms, virtual shared offices, common virtual desktops with the same software environment. The objectives are to provide to each student of all the partner institutions the same work environment and all the needed tools to work remotely with any students of any institution, as they will do in a unique classroom.</p> <p><b>Task 7.5. Student Profiling Service</b> In the longer term it is planned to establish relying on an artificial intelligence platform, a profiling system that supports the re-(orientation) of students coming from different backgrounds and the design of a personalised curricula. A personalized educational support will be provided individually to each student, according to the results of a system of "learning analytics".</p>
<b>Lead Organisation</b>	La Rochelle University (LRU)
<b>Participating Organisations and their contribution</b>	Task 7.1. all partner institutions will provide staff for the Smart Campus unit

#### WP 7 - Results (outputs and outcomes)

<b>Expected results (outputs)</b>	<b>Description</b>	D 7.1. Inventory of the digital environment of each partner institution
	<b>Due dates</b>	D 7.1. Month 1
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	Communication on internal Workspace <input type="checkbox"/> for 'Public' dissemination <input checked="" type="checkbox"/> for 'Restricted' dissemination	
<b>Expected results (outputs)</b>	<b>Description</b>	D 7.2. Action plan to build the Smart Campus
	<b>Due dates</b>	D 7.2. Month 6
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	Communication on internal Workspace <input type="checkbox"/> for 'Public' dissemination <input checked="" type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 7.3. Progress report on harmonisation of the administrative information systems
	<b>Due dates</b>	D 7.3. Month 18
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	Communication on Internal Workspace  <input type="checkbox"/> for 'Public' dissemination <input checked="" type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 7.4. Implementation of a pilot system for exchange of administrative information
	<b>Due dates</b>	D 7.4. Month 26
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	Communication on internal workspace  <input type="checkbox"/> for 'Public' dissemination <input checked="" type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 7.5. Catalogue of digital educational resources available at partner institutions
	<b>Due dates</b>	D 7.5. Month 3
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	Communication on internal Workspace  <input type="checkbox"/> for 'Public' dissemination <input checked="" type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 7.6. Implementation of a Virtual Library for educational resources
	<b>Due dates</b>	D 7.6. Month 19
	<b>Language(s)</b>	English and six national languages
<b>Dissemination (means, targets, etc.)</b>	Communication on internal Workspace  <input type="checkbox"/> for 'Public' dissemination <input checked="" type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 7.7. Deployment of virtual desktop with common software environment
	<b>Due dates</b>	D 7.7. Month 9
	<b>Language(s)</b>	English and six national languages
<b>Dissemination (means, targets, etc.)</b>	Communication on internal Workspace <input type="checkbox"/> for 'Public' dissemination <input checked="" type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 7.8. Deployment of virtual classroom
	<b>Due dates</b>	D 7.8. Month 35
	<b>Language(s)</b>	English and six national languages
<b>Dissemination (means, targets, etc.)</b>	Communication on internal workspace <input type="checkbox"/> for 'Public' dissemination <input checked="" type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 7.9. Feasibility study on implementation of a Student Profiling System
	<b>Due dates</b>	D 7.9. Month 23
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	Communication on internal workspace <input type="checkbox"/> for 'Public' dissemination <input checked="" type="checkbox"/> for 'Restricted' dissemination	

#### WP 7 – Expenditures

<b>Planned budget expenditures</b> (please see the 'Funding rules' of the European Universities' in the E+ Programme Guide)	<b>Explain and justify how the different types of expenditures will be used for project activities under this WP</b> (e.g. staff costs, mobility costs if any, equipment costs if any, sub-contracting costs if any, etc.) – Please note that all travel and subsistence costs associated to management/partnership meetings should be declared in this WP1
	Staff costs: IT staff for development manager and technical staff at each partner institution  Travel costs and individual support for meetings  Equipment: depreciation costs for digital infrastructure (virtual library, virtual desktop, virtual classrooms, conference rooms)  Other costs: feasibility study

## WP8 – Description of Activities

WP8	
Title	DISSEMINATION AND SUSTAINABILITY
Description of the planned activities	<p><b>General objectives:</b> The objective of this WP is double. First, it aims at ensuring a large dissemination of project progresses and results to various stakeholders and general public. Second, it aims at guaranteeing long-term sustainability of the CONEXUS project beyond the European Commission funding, based on a solid dissemination plan. An efficient dissemination will increase the possibility to make the project sustainable.</p> <p><b>Task 8.1 Promotion and dissemination of the project results</b>  The strategy for dissemination consists of establishing the dissemination process and making the project results - including intermediate results - available to the target audience.</p> <p>The Communication Unit established under WP 1 will establish a <b>Communication and Dissemination Strategy</b> which will be detailed in the Dissemination and Exploitation Plan (D8.1).</p> <p>The <b>project website</b> will be set up and maintained throughout the project, providing public access to all information about the project. It will be cross-linked with websites of the EU-CONEXUS partner institutions and the associated partners. An <b>EU-CONEXUS logo</b> will be created and will appear on the website and on all the other dissemination tools.</p> <p>The Student Board and the Mobility Coordination Office will create and manage the public profiles of EU-CONEXUS on relevant <b>social media</b>. An editorial strategy for the Twitter channel will be defined and implemented in a continuous manner in order to attract relevant audiences and followers. For the LinkedIn dissemination a project discussion group will be formed to disseminate and encourage exchange on project results and interim developments in the relevant professional communities.</p> <p>To share the information on all activities of the project, the CONEXUS online <b>Student Newsletter</b> will be established. Students and staff members of partner universities will participate in the creation and dissemination of the newsletters, in collaboration with the Student Board, which will be distributed four times a year.</p> <p>The <b>alumni webpage</b> will not only administer the alumni but also linked with the University-industry platform and include job offers and internships/MSc thesis.</p> <p>A <b>video</b> will be made to present the project. This video will be made available on the website and on the project channels and networks.</p> <p>At the start of the project, <b>information workshops</b> will be organized at partner institutions in order to present the project to the academic staff, the students and the relevant university administration. An <b>information package</b> will be produced for the presentation of EU-CONEXUS, its main structures and objectives and its study and mobility opportunities for students and academic staff. A project leaflet in English but also in each of the languages spoken in the consortium will be designed and largely distributed among stakeholders and public during dissemination events. An interactive Mobility information package will also provide information on the different mobility tracks with practical information about the host partners' institutions and places where they are situated (infrastructure, visa requirements, living costs, housing etc.); and will provide general information on studying in the different countries and information about the associated partners and organisational matters for the internships. Subsequent to the last project year, a <b>final brochure</b> will be published covering the performance and results of the entire project period.</p> <p>On a yearly basis, <b>open days</b> of EU-CONEXUS will be organized in all partner institutions. During the open days, the project and its current state of advancement will be promoted. Activities will include public conferences, streaming, videoconferences etc. These events should associate EU-CONEXUS students.</p> <p>Participation in <b>student fairs</b> within the EU and outside the EU will allow for further dissemination of EU-CONEXUS presence on the international higher education market. Also <b>annual stakeholders conferences</b> will be organised in each partner institution. This will foster exchanges with local associated partners, particularly from the socio-economic world and help define models of cooperation between the university system and other levels of</p>



WP8	
	<p>education and the private sphere. It will also ensure a large territorial dissemination of project results. One <b>final dissemination conference</b> with enlarged participation will be organised after the three first project years.</p> <p>In collaboration with WP 1 reports on the use of the new teaching technologies will be prepared for the scientific conference on this topic organised by the EEA Working Group.</p> <p><b>Task.8.2. Setting a large EU-CONEXUS network</b></p> <p>A network of EU-CONEXUS entities involving partner institutions, other universities, public authorities, enterprises and any other interested stakeholder will be set up in with strong links to the cooperation framework with public organisations and also the University-industry Platform established in WP5. This will be formalised by a membership agreement signed by the entities willing to join the network. The membership will imply support (i.e. financial, institutional, political support) to the EU-CONEXUS project.</p> <p>Stakeholders (Public authorities, professional associations, building entrepreneurial association, private companies and so on) will receive from EU-CONEXUS continuous updates related to the latest innovations and initiatives in progress. Their feedback within the External Advisory Board to this update will increase their level of competitiveness, will enforce their international dimension and will contribute to the establishment of a more sustainable business model for EU-CONEXUS.</p> <p><b>Task 8.3 Sustainability strategy</b></p> <p>Sustainability needs to be considered as concerning not only financial aspects but also aspects related to the quality of the project content, the quality of the partners, etc. This will be tackled straight at the beginning.</p> <p>A tailor-made sustainability strategy needs to be developed and elaborated jointly by all consortium members. This may involve external experts if the consortium considers it as necessary. A broad approach is required, taking into consideration the integration of the partner universities, the international visibility of participating institutions and adapted promotion and communication methods. The setting up of a concrete financial plan detailing all expenses and resources required for the continuation of EU-CONEXUS will constitute essential element of the sustainability strategy.</p> <p>The reputation of the courses and the attractiveness to students, who are the main source of income for these programmes, are certainly central to ensuring the continued inflow of students. The implementation of an adapted promotion strategy and the provision of information to potential candidates on various scholarship opportunities are important elements. Links to the employment market, high employability rates of graduates as well as the involvement of visiting scholars and guest lecturers in the programme are also key factors which contribute to a reputation of excellence and to international visibility. Apart from the excellent quality of academic course provision, students also need to receive adequate and comprehensive services and administrative support. These are aspects that will be strongly targeted by the consortium.</p> <p><b>Task 8.4. Securing EU-CONEXUS funding</b></p> <p>During and beyond the European Commission funding, other sources of financing will be looked for in order to ensure the sustainability of the project. Strategy and coordination to secure funding will be the responsibility of LRUniv in relation with all partners and associated partners. It will rely on the following approaches:</p> <p>(i) Approaching “associated members” with the help of networks and cooperations established under WP 5 that offer internships and placements, and include important firms, foundations, NGOs... which might commit to supporting the programme financially on a multiannual basis. The involvement of these members in the External Advisory Board and in seminars (where there will be opportunities to meet students) should encourage this support. Contacts with potential “associated members”, obtained from the partners' networks, will be established and they will be invited to join CONEXUS network through a membership. (ii) Approaching public institutions involved in higher education funding to propose partnerships (e.g. local/regional institutions) or to answer calls for proposals.</p>

<b>WP8</b>	
	<p>In addition to that, participation in international student fairs will be arranged in order to increase enrolment of extra-EU students to EU-CONEXUS integrated programmes and summer/winter schools. As those students usually pay higher tuition fees than Europeans, this will bring a certain source of funding.</p> <p>EU funding, through programmes such as Erasmus+ and Horizon 2020 will be carefully looked at through the International office at the University of La Rochelle, as well as private sector funding through the involvement of private companies and stakeholders in the project.</p> <p>At the end of the 36 months of the project, the consortium will organise an internal meeting in order to evaluate the project results.</p> <p>Following this meeting, the decision to apply for the Erasmus+ 2022 Call for proposals will be taken. Considerations on crucial questions, such as the project consortium, will be taken. The second call for proposals will enable the project to consolidate its activities and make another step towards the integration of a true European university.</p> <p><b>Task 8.5 Elaboration of a roadmap/guidebook</b></p> <p>A project roadmap/guidebook will be elaborated in collaboration with the EEA Working Group (WP 1) in order to present all the steps and processes necessary to the design and functioning of a European integrated university. The document will report as an example the different steps followed by CONEXUS during EC funding and future steps to follow to further develop integration. Advice and recommendations will be given based on difficulties encountered and learning outcomes of CONEXUS so that other European Higher Education Institutions can have an overview of the process to build a European university. This will also serve as a reference for European institutions and national governments and ministries. The roadmap/guidebook will be distributed during the final dissemination conference.</p>
<b>Lead Organisation</b>	Klaipeda University
<b>Participating Organisations and their contribution</b>	- All partner institutions will participate in the implementation of this WP.

#### WP8 - Results (outputs and outcomes)

<b>Expected results (outputs)</b>	<b>Description</b>	D 8.1 Communication and Dissemination Plan
	<b>Due dates</b>	D 8.1. Month 3
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	<p>Communication on internal workspace</p> <p><input type="checkbox"/>for 'Public' dissemination</p> <p><input checked="" type="checkbox"/>for 'Restricted' dissemination</p>	

<b>Expected results (outputs)</b>	<b>Description</b>	D 8.2. Project website and graphic charter
	<b>Due dates</b>	D 8.2. Month 1
	<b>Language(s)</b>	English and six national languages
<b>Dissemination (means, targets, etc.)</b>	Publication <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 8.3. Information package
	<b>Due dates</b>	D 8.3. Month 3
	<b>Language(s)</b>	English and six national languages
<b>Dissemination (means, targets, etc.)</b>	Publication on Website Communication on internal workspace <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 8.4. Video
	<b>Due dates</b>	D 8.4. Month 12
	<b>Language(s)</b>	English and six national languages
<b>Dissemination (means, targets, etc.)</b>	Publication on Website and social media <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 8.5. EU-CONEXUS network action plan
	<b>Due dates</b>	D 8.5. Month 6
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	Communication on internal workspace <input type="checkbox"/> for 'Public' dissemination <input checked="" type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 8.6. Sustainability Strategy
	<b>Due dates</b>	D 8.6. Month 24
	<b>Language(s)</b>	English

<b>Dissemination (means, targets, etc.)</b>	Communication on internal workspace  <input type="checkbox"/> for 'Public' dissemination <input checked="" type="checkbox"/> for 'Restricted' dissemination
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<b>Expected results (outputs)</b>	<b>Description</b>	D 8.7. Funding Strategy
	<b>Due dates</b>	D 9.7. Month 6
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	Communication on internal workspace  <input type="checkbox"/> for 'Public' dissemination <input checked="" type="checkbox"/> for 'Restricted' dissemination	

<b>Expected results (outputs)</b>	<b>Description</b>	D 8.8 Roadmap/guidebook
	<b>Due dates</b>	D 8.8 Month 36
	<b>Language(s)</b>	English
<b>Dissemination (means, targets, etc.)</b>	Publication on Website Printed report to EACEA  <input checked="" type="checkbox"/> for 'Public' dissemination <input type="checkbox"/> for 'Restricted' dissemination	

#### WP8 – Expenditures

<b>Planned budget expenditures</b> (please see the 'Funding rules' of the European Universities' in the E+ Programme Guide)	<b>Explain and justify how the different types of expenditures will be used for project activities under this WP</b> (e.g. staff costs, mobility costs if any, equipment costs if any, sub-contracting costs if any, etc.) – Please note that all travel and subsistence costs associated to management/partnership meetings should be declared in this WP1
	Staff costs: Recruitment of a communication manager, communication staff at each partner institution, administrative and technical staff to prepare the content of dissemination and exploitation materials  Other costs: translation, production of dissemination and marketing material (information package, video, brochures, leaflets), organisation of dissemination and exploitation events

### III.2. Aims of the alliance and planned activities to achieve them

Explain how the aforementioned **activities** will contribute to:

III.2.1 Enhancing the high **quality of education** including through the use of **innovative pedagogical models** to develop **forward-looking skills and competences**, making best use of **digital technologies, blended learning and work-based learning** (max.500 words)

In general, EU-CONEXUS follows a **skills-oriented approach** aimed at **learning outcomes** when designing its study programmes that offer flexibility and personalisation options. In order for students to be optimally informed and oriented with regard to these options, a Communication unit will create a comprehensive information package (Website, newsletter, flyers, brochures, etc.) on the activities of EU-CONEXUS.

Besides the regular pedagogical models used in university education (lectures, seminars), EU-CONEXUS will further develop **project and autonomous study and learning methods** for its students. A **Virtual Library** will include educational resources from all partner institutions, research results from individual and joint research laboratories and **interactive modules** allowing for creating personalized and interdisciplinary course programmes. Students will be able to choose the content, time and modus of learning. Virtual mobility will be facilitated by such kind of modules, besides classic e-learning modules such as massive open online courses (MOOC).

The **multilingual environment** is a pedagogical innovation in itself and presents a unique opportunity for the partner institutions to complement and enlarge their respective education, research and training programme. Apart from English, students and staff will get in contact with a multitude of linguistic and cultural environments whereby their **social and intercultural competences** and their sense for European citizenship are naturally significantly enhanced.

With the support of digital technologies, the **multilingual environment of EU-CONEXUS will become livable**. Online courses will have subtitles in English and/or the languages of the partner institutions. Educational resources will be accessible for all in multiple languages and multiple formats.

Students will also be able to enhance their employment profile by having access early-on in their studies to participation in **“real-world” problem-solving** by work-placements, problem-based learning, participation in development and innovation projects in joint research laboratories, etc. **Vocational** training programmes will pay particular attention to the compatibility of the regional industry’s needs. “Project markets” will be organized for solving problems **coming from economic and social organizations**. By the use of virtual working environments, students coming from any partner of EU-CONEXUS will work together on projects in **immersive and remote cooperation systems**.

The **international project teams** for research and innovation assembled in EU-CONEXUS **joint laboratories and research units** develop and share common scientific objectives, co-supervise PhD projects and organize joint academic events (seminars, conferences, traineeships and workshops). They will have the opportunity to apply for funding by the **EU-CONEXUS project development fund** that will be part of the common budget for developing a cooperation project aimed at calls for competitive funding.

These international project teams will involve at least three of the EU-CONEXUS partner institutions and undergraduate students and/or public, social and/or economic actors.

Voluntary **extra-university activities** will enrich the students’ personal competences profile with social, psychological, cultural, technical skills needed in later professional life. Examples for these activities outside the regular study programme but taken into account in the degree assessment are tutoring, organization of cultural or sports events, construction/renovation of a public facility (playground, hiking trails,...), holding seminars in schools, prisons, associations.

III.2.2 Where possible, strengthening the **links between education and research and/or innovation**, including the integration of research results and/or innovation in education (max.500 words)

#### Open science

Many partners of EU-CONEXUS consortium provide some observatories, many experiment devices and platforms, which are mainly used for research activities. For those which will not be submitted to any legal constraints, **the data issuing from these research activities will be opened to the partner institutions’ community**, and will be particularly used by their students (open archive on research results and research data). Research data could thus be used for education purposes, at the interface between teaching and research. These data for which the EU-CONEXUS will respect open data/open science philosophy could also for be used helping decision makers (e.g.

mayors, head of local authorities) for their integrated management of coastal areas. Also, EU-CONEXUS will organise seminars on open sciences for students and researchers.

#### **Project based learning, student entrepreneurship and work placement**

In the context of WP2, for which active learning (e.g. inversed pedagogy, project based approaches) will be highly applied, students will have to face real problems coming from the socio-economic world and thus manage societal challenges, directly connected to innovation services co-constructed with companies and local authorities: social innovations, coastline protection, biodiversity management, blue growth economy, e-tourism services, etc. Thus, they will develop **entrepreneurship skills** through this project based learning system, and increase their chance to be employed by the market.

#### **Data coming from distance-based learning used for computer sciences research activities**

EU-CONEXUS will include distance learning, especially for the minors that will be opened to the whole consortium in the context of virtual mobility. Some EU-CONEXUS research laboratories work on e-content analysis for education, and will use **learning analytics** captured through digital educational platforms for using artificial intelligence technologies and adapting the digital contents offered to the students through dynamic and adaptive educational scenarios. Furthermore, the results coming from the use of AI for education in the context of these research activities will be used for improving the quality of the education. A kind of virtuous cycle will thus be executed between research and education.

#### **Joint Research Institutes, innovation and enlargement of the market, thanks to Europe**

The culture of private-public contractualisation is very high among the research labs of EU-CONEXUS. In this context, EU-CONEXUS will implement a rigorous valorisation strategy that will be aimed at innovation contracts between the EU-CONEXUS research laboratories and the industrial partners of these coastal areas. Through these contracts and the corresponding innovation processes, EU-CONEXUS will allow an immediate access to the European market to start-ups and companies which are partner of EU-CONEXUS research labs ("innovation hub").

#### **Smart Campus**

SmartCampus is conceived as a **living lab for innovation in the development of educational resources** and has also the ambition to be an exemplary European campus for environmental protection. Based on the use of IT and artificial intelligence for education, the ambition of EU-CONEXUS is to create a large sustainable and exemplary campus, highly respectful of the environment, with a low carbon impact, by using results issuing from research on sustainable development.

*III.2.3 Increasing **mobility** of students, staff and researchers. Please quantify the expected numbers of participants, indicate the categories involved (students, PhD students, academic staff, administrative staff etc.) and indicate the complementarity with other Erasmus+ actions supporting mobility i.e. Erasmus+ Key Action 1, Key Action 2 and/or Key Action 3 (max.500 words)*

The main goal is to **increase mobility of all categories of students and staff** (administrative, teaching and research staff). Students mobility will be implemented mainly at bachelor and master level with the Erasmus+ key action 3 at all partner institutions. A major objective is therefore to increase PhD students' mobility including with the use of the Erasmus+ programme within the consortium.

The expected numbers of intra-EU-CONEXUS participants to mobility actions are:

- Students: up to 50% including virtual mobility, among these 50% at least 10% will also experience physical mobility
- PhD students: 30% (virtual and/or physical mobility)
- Academic staff: 10% (virtual and/or physical mobility)
- Administrative staff: 5% (virtual and/or physical mobility)

The majority of partner institutions already have some ongoing Erasmus+ actions (e.g. Capacity Building), or collaborative research projects (Horizon 2020) funded at European level. Synergies between these projects will be developed and joint applications will be encouraged (depending on geographic area and partnerships). Student mobility will particularly be encouraged with common projects under the Erasmus+ key action 1 (International Credits Mobility).

**Staff mobility will be strongly reinforced.** First, by using the Erasmus+ Key Action 3 and adding more staff mobility for teaching and for training. The exchange of best practices and the creation of common modules of pedagogical innovation will be one good opportunity. The exchange of teaching staff will be used to promote the faculties and departments of all participating institutions. In the long term, teaching staff will move more easily within a unified campus of the European University. Beyond the use of the Erasmus+ programme, other funds will be used to encourage the exchange of teaching staff and mobility (local funds, national funds and H2020).

Administrative staff involved in all areas of the university (international office, library officers, information systems, doctoral schools, cultural services, etc.) will be motivated to participate in exchange programmes. A priority will be given to administrative staff directly or indirectly related to international mobility issues, as well as those working in the fields of academic guidance and administrative procedures or student/entrepreneurial counselling. Special career plans will be developed to support these exchanges.

**Researchers' mobility will be used to encourage and develop research collaborations** between the partner institutions. Research stays will be funded locally or with the help of external funds (including European research funds or national funds). Conferences, seminars and participation to dissertation defences will be linked to this kind of research stays. The other goal of researcher' mobility will be the support of mobility actions that contribute to the development of new research projects within international joint research teams/laboratories and which are to apply for funding at European and international calls for proposals (including Horizon 2020). Virtual and blended mobility schemes will also be encouraged for these three categories. Doctoral students will e.g. profit from transnational **ICT-based** doctoral seminars, study courses and training/events.

*III.2.4 Strengthening engagement with key stakeholders to foster **societal engagement of students and staff** as well as their **entrepreneurial key competences**. (max.250 words)*

The challenge-based approach of education, research and innovation of EU-CONEXUS has a **strong ecological and social responsibility dimension**. The common vision and strategic objectives that aim at an integrated coastal management and planning by taking into account the multiple problems and opportunities imposed by climate change, urbanisation sustainability concerns and the digital transformation cannot be achieved without working across sectors and the active outreach to societal and economic actors. Activities fostering societal engagement of students and staff include:

- **Joint study programmes** (WP 2), the creation of a **buddy system** (WP 3) and **mentoring system** (WP 5) which will be integrated among the final degree criteria.
- The Major/Minor approach to the study programmes which will allow for complementing the academic programme by **professionalising minors** such as work placements, internships, trainings in entrepreneurial skills that will be designed and given by entrepreneurial actors. Examples are already in place at LRUiv where the port industry has created a professional minor.
- Teaching staff and researchers will be regularly involved in **dissemination and outreach activities** by giving public lectures, organising targeted workshops, conceptualising university-industry partnerships and school partnerships and interacting with public entities on strategic and policy issues (e.g. Smart Specialisation Strategies).
- Innovative outcomes from research will also take into account the **specific needs of disadvantaged groups** by promoting the generation of inclusive urban coastal areas, and more particularly the integrated management of coastal areas, such as the development of an adapted underwater trail for persons with disabilities.

*III.2.5 Improving the involvement of the **local community** (max.250 words)*

EU-CONEXUS will organise **open days with public conferences** on each partner institutions' location in order to inform about the project, its objectives and its opportunities for local actors and future students from the local environment. Dissemination activities for open days will involve cooperation with local radios and TV stations, including student radios and media (e.g. EU-CONEXUS YouTube channel). Students from EU-CONEXUS could take part to these conferences by presenting the output of their pedagogical projects, prepared within their studies (multicultural working teams).

Each year, EU-CONEXUS will organise a **special event within the frame of the European Green Week**. Each year LRUniv organises special days dedicated to Smart and Urban Coastal Sustainability, inviting partners from the public and private sector as well as NGO's in order to present them with research output, student initiatives, and the intervention of international experts. This event could be extended throughout partner universities and highlight the output of EU-CONEXUS cooperation.

EU-CONEXUS will **promote open access of the local community to learning resources and innovative virtual educational material**, e.g. MOOCS developed for multilingual and interactive use in dedicated areas of the University libraries.

EU-CONEXUS **sports and cultural events** will be developed in cooperation with local actors and institutions and improve the cultural exchange between local communities of the EU-CONEXUS partners.

The project will also **enlarge the opportunities of existing local university-school partnerships and promote new opportunities for exchange with schools from other partner locations**.

### *III.2.6 Ensuring the **social diversity of the student body** and promoting the access, participation and completion of under-represented and disadvantaged groups. (max.250 words)*

The general approach of EU-CONEXUS with regard to the promotion of the social diversity of the student body will be done through **personalisation and flexibility** of the higher education study offer ("University as a service"). Each prospective student will be able to create its personal study programme depending on what he/she has done in the past and wants to do in the future. Validation of prior learning and/or experience will be set up for all training courses of the project, facilitating the inclusion of a-typical educational paths. Also, he/she will be able to follow the course schedule with the greatest flexibility possible, deciding him- or herself when and where and how she/he profits from an educational offer.

The focus on learning outcomes also means that EU-CONEXUS partners should be able to have a competency centered approach and develop soft skills.

To limit access problems because of the language of the course offer, EU-CONEXUS will work on **automatic translation services**, but also offer innovative language courses for mobility students and local migrant students.

By **involving local schools** for collaboration in education-research-training-innovation activities, pupils may early on be oriented towards a university education and help them overcome potential social or cultural barriers and also economic obstacles.

Specific efforts will be engaged to encourage women to engage in higher education studies and/or research in local schools as well as university fairs. The nominations for the student representative bodies will pay attention to the equal involvement of women and men.

### **III.3. Quality and financial assessment:**

#### *III.3.1 Which **methodology** and qualitative and quantitative **indicators** will the alliance use for the quality assessment of its activities? What will be the methodology used for the **evaluation of progress, processes, deliverables and impact**? (max. 1000 words)*

Quality assurance and evaluation activities will be carried out throughout the project lifetime, within WP 1, based on **internal and external qualitative and quantitative assessment of activities**. A **Gantt Chart** has been established in order to have a clear plan of activities, dates, milestones and deliverables.

The **internal evaluation strategy** will rely on internal assessment procedures already used by the partner institutions and will be based on quantitatively measurable criteria and subjective criteria. This experience will be used by the consortium to design the assessment.

1) Informal evaluation: after an initial debriefing, short weekly **debriefing meetings** (15-30 minutes) within the Management Board will be used to resolve immediate problems and provide opportunities for suggestions about improvements. An "open consultation" policy made available on the project website with access to staff and students will be key to useful informal consultations at each institution.



2) **Formal evaluation of the course offer** will be provided by the course evaluation system established by the Academic Council in collaboration with the Students Board. Students and staff will be asked to answer anonymous questionnaires on a secure website, related to the item on “Academic quality”. Student responses will take the form of rankings (on a 1-10 scale). There will also be space for comments and suggestions.

3) **Individual Mobility reports** will monitor the participation and processes of physical and virtual mobility activities.

4) **SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis** will be conducted once every three months by the Management Board for each work package (partner by partner and the entire programme). On the basis of the ratings obtained, improvements will be decided.

Each university will collect data on the students it hosts and staff, respecting GDPR principles. The coordinator will centralise and analyses these data, on the basis of which the management board makes its decisions.

The **External Advisory Board** (including international academic community and local and regional economic and public actors) will organise two evaluation cycles during the first three years of the construction of EU-CONEXUS and issue a report to the Governing Board. In each evaluation, students and staff will be asked to comment on the strengths and weaknesses of organisation and services in the programme and closely look at the following points:

- feedback on management and coordination, Study programmes, including research aspects, mobility aspects, campus life, technical infrastructure and outreach to the local, regional and international stakeholders,
- functionality and integration of the chosen governance structure for the smooth operation of transnational cooperation (efficiency of communication, decision-making processes, budget and financial control, staff management), progress with regard to the planned development path (set-up of the joint institutional structures, set-up of the study programmes),
- progress in set-up of joint study programmes, joint degrees, joint diplomas, joint research laboratories and projects,
- increase of physical and virtual mobility,
- functionality of the chosen technical infrastructure (virtual library, website, digital educational resources),
- participation in cultural and sport activities,
- outreach of the activities (joint projects with regional socio-economic environment, external cooperation, international students, publications, conferences, winter/summer-schools).

This evaluation will facilitate exchange of best practice and provide information on cultural differences. This will also strengthen a sense of belonging for staff and students to the European university.

The analytical framework (evaluation scheme) for each quality item (see above) and corresponding questions will be established independently by the External Advisory Board. The online questionnaires will be adapted for (i) the coordinator (full questionnaire consisting of open-ended questions), (ii) members of the teaching and administrative staff (set of questions to collect satisfaction measures (1-10 ratings), comments and suggestions), (iii) current students (satisfaction with the quality of the course offers, (iv) former students (set of questions to collect information on their careers, possible internships and placements for current students and willingness to continue to be involved in the EU-CONEXUS community), (v) institutions participating in designing the study programme, hosting work placements, internships (to obtain feedback).

All EU-CONEXUS partner institutions will be responsible for gathering information and documentation (e.g. course presentation and materials, booklet).

The analysis and raw data from the internal evaluations will be provided to the External Advisory Board. Individual interviews may be conducted, where this is considered relevant for the evaluation.

In addition to the information obtained from the responses to the questionnaires, the experts will interview other stakeholders. They will be asked to produce a joint report, in the form of a SWOT analysis with recommendations for each of the main items.

The ratings will assess current satisfaction and developments.

*III.3.2 Justify how quality monitoring will also ensure that the implementation of the alliance is **cost-efficient**. (max.500 words)*

In establishing the project, the partners’ tasks were thoroughly examined, the work programme was well shared and a cost-effectiveness analysis was conducted in order to calculate the budget. **Best value for money** was taken into account for all the project costs.

The budget is shared in accordance with the work packages and all tasks and cost categories have been determined and justified in each single WP. A detailed budget listing all the spendings is already available. Meetings at different project levels will be organised and thanks to new technologies a significant number of **virtual meetings** will be arranged. This will therefore reduce significantly travel costs although the objective to create a highly integrated transnationally organised European University needs intensified personal contact to create a solid base of cooperation and understanding.

The dissemination events will be concentrated and organized in coincidence with other events (internal events or workshops) and progress workshops take place in coincidence with the meetings with the European Commission. Central places easily accessible for all partners will be found to limit travel costs (Paris or Brussels for instance).

Staff costs are planned for a sufficient amount of work-days particularly for management. Increased staff cost for the coordinating partner has been assigned due to significant project management tasks. EU partners are fully balanced among each other in relation to their tasks and obligations.

The co-financing is evenly distributed among the partners and duly detailed in the specific table attached to the application form, and, all in all will be equal to 20% in comparison with the EU grant requested for the project activities.

The financial management will be detailed in the consortium agreement, in order to settle the budget, define the transfers and reporting procedures and the terms of reporting. The Financial and Administrative Board will check the eligibility of expenditure and control the financial aspects of the project. The coordinating institution as well as several partners intend to hire an administrative staff to guarantee a sound financial management of the project.

Effective budget using will depend on effective management, which will be based upon: clear distribution of roles and responsibilities, transparent scheme of communication, well-structured diagram of reporting, supervision and decision making and a confident plan (time-table) of administrative team work. These criteria have been thoroughly considered by the partner institutions.

Please fill in the following table about indicators, sources of information and assumption and risks

<b>Objectives of the proposal</b>	<b>Indicators:</b> List relevant quantitative and qualitative indicators showing whether and to what extent the project's objectives are being achieved	<b>Source of information:</b> How could these indicators be measured? - What could be the sources of information?	<b>Assumption and risks:</b> What might be the factors and conditions not under the direct control of the alliance which are necessary to achieve these objectives? What risks have to be considered?
<ul style="list-style-type: none"> <li>• Implementation of a joint Governance Structure</li> <li>• Administrative integration for study programme development</li> <li>• Developing a challenged based approach in educational offers and research activities focused on digital, urban, sustainable, coastal development</li> <li>• Implementation of common degrees and common diploma</li> <li>• Implementation of study programmes based on learning outcomes</li> <li>• Promote the participation of disadvantaged groups in university studies ("University as a service", re-orientation)</li> <li>• Administrative integration for mobility actions</li> <li>• Implementation of European Student Card</li> <li>• Developing new mobility actions based the use of ICT (virtual mobility, blended mobility)</li> <li>• Administrative integration for Communication activities</li> <li>• Administrative integration for External and international Relations</li> </ul>	<ul style="list-style-type: none"> <li>• Joint governance: number of participants to project meetings, representation of each partner in joint governance structures</li> <li>• Administrative Integration: number of participants to meetings of joint service structures, implementation of the tasks of service structures, final reports</li> <li>• List of multidisciplinary automatically recognised Bachelor minors</li> <li>• 1 multidisciplinary joint Master's programme</li> <li>• 1 multidisciplinary PhD programme</li> <li>• 1 professional minor course</li> <li>• 4 joint research institutes</li> <li>• 50% mobility of students</li> <li>• 30% mobility of PhD students</li> <li>• 10% mobility of teaching staff</li> <li>• 5% mobility of administrative staff</li> <li>• Number of students participating in EU-CONEXUS course programme</li> <li>• Number of common degrees issued</li> <li>• Number of reorientation interviews</li> </ul>	<ul style="list-style-type: none"> <li>• List of participants to project meetings, stakeholder meetings, course offers, mobility actions, (re) orientation interviews.</li> <li>• Project reports, Evaluation reports</li> <li>• Cooperation agreements with stakeholders</li> </ul>	<p>Assumptions:</p> <ul style="list-style-type: none"> <li>• Adherence of all partners to the common vision and strategic aims of the project</li> <li>• Motivated participation of partners at the governing level, students, staff and stakeholders to the development of the project</li> <li>• Effective communication and decision-making</li> <li>• Adaption of institutional systems and course offers to inter-and cross-disciplinary approach</li> <li>• Active development of all students and staff of language skills in order to participate and develop the multilingual EU-CONEXUS environment</li> <li>• Correlation of national legislations impacting accreditation, tuition, exchange of information</li> <li>• Implementation of project tasks according to the time-schedule</li> </ul> <p>Risks:</p> <ul style="list-style-type: none"> <li>• Conflicts between partners on the interpretation of the common vision and strategic aims of the project</li> <li>• Non-participation of students and teaching staff because of non-adherence to institutional system change (inter-cross-disciplinary approach)</li> <li>• Non-participation of students and teaching staff because of language issues</li> </ul>

<ul style="list-style-type: none"> <li>• Development and implementation of innovative pedagogical resources (in particular ICT based)</li> <li>• Development and implementation of technologies for multilingual access to educational resources</li> <li>• Joint research activities</li> <li>• Creating a EU-CONEXUS Campus life</li> <li>• Cultural and multilingual interaction</li> <li>• Offering professionalising and vocational education</li> <li>• involving regional economic and social actors</li> <li>• Interacting with public actors for better informed policies on coastal development</li> </ul>	<ul style="list-style-type: none"> <li>• Number of participants in stakeholder and dissemination events</li> <li>• Number of virtual lessons, courses, conferences created and number of users of virtual educational offers</li> </ul>		<ul style="list-style-type: none"> <li>• National regulation hinders implementation of administrative integration</li> <li>• Delays in the project implementation in one WP might cause delays in the implementation of other project parts because of the interrelation of all WPs.</li> </ul>
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## PART IV. Quality of the alliance cooperation arrangements (max.20 point)

### IV.1. Composition of the European Universities alliance

IV.1.1 Please list the organisations (**applicant and full partners**<sup>6</sup>) which will make up the alliance. Indicate the category for each partner and ensure that the composition fulfils the eligibility criteria. Please use the same numbering here, in the e Form and in the excel budget table.

n°	Name of the Organisation	Role of the organisation: APP (Applicant) or PAR (Partner)	Type of Higher Education Institution (e.g. University of Applied Science, Research University, etc.)	Country	WP n° as leader	WP n° as partner	Website
1	La Rochelle University (LRUniv)	APP	Public Higher Education and Research Institution	France	1, 7	2,3,4,5,6,8	www.univ-laroche.fr
2	Agricultural University of Athens	PAR	Specialized Higher Education and Research Institution	Greece	4	1,2,3,5,6,7, 8	www.aua.gr
3	Technical University of Civil Engineering Bucharest	PAR	Higher Education Institutions for Applied Sciences	Romania	5	1,2,3,4,6,7, 8	www.utcb.ro
4	Klaipeda University	PAR	Public Higher Education and Research Institution	Lithuania	8	1,2,3,4,5,6, 7	www.ku.lt
5	Catholic University of Valencia	PAR	Private Higher Education and Research Institution	Spain	2	1,3,4,5,6,7, 8	www.ucv.es
6	University of Zadar	PAR	Public Higher Education and Research Institution	Croatia	3, 6	1,2,4,5,7,8	www.unizd.hr

<sup>6</sup> Applicant: the participating organisation that submits the proposal on behalf of all the partners. Full partners: The participating organisations that contribute actively to the alliance's activities. Should the proposal be selected they will take part to the alliance and be co-beneficiaries and entitled to receive EU funding.

IV.1.2 Where applicable, please indicate the organisations that will participate as '**associated partners**'.

European Universities can involve associated partners who contribute to project-specific tasks or support the dissemination and sustainability of the alliance. For contractual management issues, they are not considered as partners and thus do not receive EU funding.

Name of organisation	Type of organisation (e.g. research centre, enterprise, local public body, NGO etc.)	Country	Main aims and activities of the organisation	Role in the project	Related WP n°	Website
Waterford Institute of Technology	Public Higher Education and Research Institution	IE	Education and Research	Advice on study programme development and research activities	WP2, WP4	<a href="https://www.wit.ie/">https://www.wit.ie/</a>
Région Nouvelle Aquitaine	Regional public body	FR	Regional Administration	Dissemination, stakeholder involvement	WP5, WP8	<a href="http://www.nouvelle-aquitaine.fr">www.nouvelle-aquitaine.fr</a>
CDA-Communauté d'Agglomération de La Rochelle	Local public body	FR	Local and regional Administration	Support to the establishment of cooperations with local industry (work placements, internships), stakeholder involvement for development of study and research programmes	WP2, WP5, WP8	<a href="http://www.agglo-larochelle.fr">www.agglo-larochelle.fr</a>
Port Atlantique La Rochelle	Local industry	FR	Port administration	Development of study programmes, research cooperation	WP2, WP4, WP5, WP 8	<a href="http://www.larochelle.port.fr">www.larochelle.port.fr</a>
Ministry of Rural Development and Food	National public body	GR	National Administration	Dissemination activities, policy advice	WP5, WP8	<a href="http://www.minagric.gr">www.minagric.gr</a>
Klaipėda City Municipality	Local public body	LT	Local and regional administration	Evaluation of study programmes, Stakeholder Alliance	WP1, WP2, WP8	<a href="http://www.klaipeda.lt">www.klaipeda.lt</a>
Klaipėda iD	Local public body	LT	Local and regional economic development	Evaluation of study programmes, Stakeholder Alliance	WP2, WP8	<a href="http://www.klaipedaid.lt">www.klaipedaid.lt</a>
Klaipėda Science and Technology Park	Private non-profit organisation	LT	Regional economic and technological development	Evaluation of study programmes, Stakeholder Alliance	WP1, WP2, WP8	<a href="http://www.kmpt.lt">www.kmpt.lt</a>

Asociación Valenciana de Empresas Piscícolas (AVEMPI)	Private non-profit organisation	ES	AVEMPI unites aquaculture companies in the Valencia Region and aims to represent aquaculture sector, defend their interests, provide with the latest research and innovation results.	The companies of the Association will be participating in the development of skills map, contributing in the development and implementation of study programmes: consultations, guest lecturers, traineeships as well as dissemination of project results.	WP2, WP3, WP8	n.a.
REDIT (The Network of Technological Centres of the Valencian Region)	Private non-profit organisation	ES	Represents and supports technological centres to: <ul style="list-style-type: none"> <li>- encourage cooperation between centers and contribute to the efficient use of resources in the network,</li> <li>- support for business innovation,</li> </ul> training.	The company will be participating in the development of skills map, dissemination of project results.	WP2, WP4	<a href="https://www.redit.es/">https://www.redit.es/</a>
Federación Empresarial de Agroalimentación de la Comunidad Valenciana	private non-profit organisation	ES	FEDACOVA unites 30 associations, which represent some 2,200 companies in the Valencian Region. The main aims: <ul style="list-style-type: none"> <li>- Represent the agri-food sector of the Valencian Community.</li> <li>- Serve as a link between the agri-food sector and the different administrations.</li> <li>- Defend the interests of our associations and companies inside and outside the Valencian Community.</li> <li>- Keep our associates informed and updated.</li> </ul> Promote quality, training, internationalisation and innovation among our associates.	The companies of the associations will be participating in the development of skills map, contributing in the development and implementation of study programmes: consultations, guest lecturers, traineeships as well as dissemination of project results.	WP2, WP3, WP8	<a href="http://www.fedacova.org">www.fedacova.org</a>

AIDIMME - Instituto Tecnológico Metalmecánico, Mueble, Madera, Embalaje y Afines	Private and Non Profit Association	ES	AIDIMMES' mission is to promote the competitiveness of the mechanical, metal, furniture, wood and packaging sectors, especially in the area of design, development of innovative materials, advanced processes, sustainability of supplies, logistics, manufacturing, distribution, and services of the companies and of other related sectors (such as automotive, health, tourism).	The companies of the Institute will contribute to development of the skills map, the study programmes, etc.	WP2	<a href="http://www.aidimme.es">www.aidimme.es</a>
Ayuntamiento de Calpe	Local public body	ES	The Calpe Town Council develops different projects and is involved in different services, which contribute to sustainability (such as the Tree Planting Project or the Bicicalp Plan among others). The Calpe Town Council contributed to the UCV development of the First Spanish Adaptive Underwater Trail for people with disabilities and supports the activities developed by the IMEDMAR UCV Institute for the Environment and Marine Sciences Research.	Dissemination, stakeholder involvement	WP2, WP4	<a href="https://www.calp.es/en/home">https://www.calp.es/en/home</a>



#### **IV.2. Details on the 'Applicant' and on each 'Full partner' organisation**

The next part must be completed separately **for each participating organisation**, i.e. applicant and full partners (Applicant = Partner (P) 1)

##### **Partner 1 (P1) – La Rochelle University**

Organisation name and acronym	Country
La Rochelle University (LRU)	France

*IV.2.1 Why did this Higher Education Institution decide to join this alliance? What is the strategic added value for this institution in joining the alliance? (max. 500 words)*

La Rochelle University (LRU) strongly believes the political aims of the „European Universities“ initiative, its fundamental values and views on the educational system. La Rochelle University is already deeply engaged in developing a new form of university. This call for project “European Universities” is totally consistent with the international policy of LRU since LRU has already started (before this call) to weave its international relations with universities located on coastal areas all over the world, with which many educational and research activities can naturally be shared.

Concerning educational activities, on Bachelor level, the university is engaged in an open curriculum programme supported by the French national secretary of investments that favours interdisciplinary education. A major/minor system allows for flexibility/personalisation of study courses and the development of enhanced employability profiles of undergraduate students. Professional minors are implemented in order to strengthen the compatibility of education/ research with the industry’s needs (eg. Opening of a port industry minor in 2019, and others to come: tourism, digital sector, etc). Also, the course programme on Master level progressively tends to integrate the area of smart urban coastal sustainability in order to strengthen interdisciplinary scientific excellence of potential doctoral candidates. This strategy results in the creation of an interdisciplinary institute focused on this societal challenge and including all research laboratories of the University. With its “CampusInnov” project, La Rochelle University wants to have an impact on innovation and entrepreneurship for the benefit of the socio-economic development within its regional environment. “CampusInnov” will integrate a rupture in the interaction between the university and the socio-economic environment, and will accompany innovation projects by offering scientific coworking spaces, education and open platforms for public and private actors, entrepreneurship courses for students. La Rochelle. “CampusInnov” is developed in partnership with and financially supported by regional and local public actors.

Lastly, LRU has also already set up project teams for the development of a SmartCampus that aims at constructing the “campus of the future” as an international model for the modernization of higher education through the use of digital means, but also as a model for environmental responsibility.

Based on this innovative project, La Rochelle University wants to develop an international and European policy in line with its specialisation and transformation. Therefore, it has been working on creating an alliance of European Universities situated on coastlines or working in relation with coastal issues that have a research and education focus on natural science, technology, social science and legal issues with an impact on coastal areas.

As coordinating partner in the consortium, LRU will contribute to developing a strong network on partners working together on this crucial challenge. It will also benefit from the institutional economies of scale produced

- by the wider use of its innovative pedagogies and digital educational resources on an international level and
- by the shorter learning curve through the integration of successful elements from their partners’ experiences.

Most importantly, it aims at creating a model of European University with a challenge-based approach of societal topics of higher interest for research and education, bringing together different countries and different type of actors (universities, research and innovation players, economic partners, etc).

IV.2.2 Please provide a short presentation of the key aims and activities of the organisation that are relevant to the future activities of the alliance. (max. 500 words)

At a national level, La Rochelle University is seen as an innovative university which surfs on innovation, for its global activities: education, research, interactions with socio-economic environment. Its daily activities, its structuration, its governance reform, show its ability to create new objects, innovative concepts and impulse new visions on public services. This project is totally consistent with the European Universities concept, which is totally aligned with a new concept of university/.

La Rochelle University has already several existing cooperations going within the consortium. It has developed a Master's degree in Blue Biotechnologies with the Catholic University of Valencia and other public and private partners since 2017. The Master is codeveloped with the industry and offers a springboard for students' future, offering exciting job opportunities in a wide variety of modern industries including Health, Nutrition and Aquaculture.

Since academic year 2016-2017 a Double Diploma Master programme in "Energy Efficiency of Installations in Buildings" was concluded with the Technical University of Civil Engineering Bucharest. This diploma follows many years of cooperation on a scientific and educational level.

As a relatively small and pluridisciplinary university, La Rochelle University covers a number of challenges related to smart and urban coastal sustainability. Especially, it has an important digital expertise in research and education that can be complementary to other partners core competencies. On the other hand, it will benefit from many complementary topics that are dealt with by its partners, may it be social sciences or water management.

It has a large network of international cooperation with over a hundred partner universities worldwide. It has also been developing its regional and national outreach in some of its key topics of expertise, for example concerning biodiversity issues, or blue carbon. In those aspects, La Rochelle University co-develops innovative solutions in partnership with local and regional actors.

IV.2.3 (if applicable) A full partner organisation is allowed to contribute to the project activities through its '**affiliated entities**', i.e.:

- legal entities having a legal or capital link with beneficiaries; this link is neither limited to the action nor established for the sole purpose of its implementation.
- several entities which satisfy the criteria for being awarded a grant and together form one entity which may be treated as the sole beneficiary, including where the entity is specifically established for the purpose of implementing the action.

If the case, please fill in the table below:

n°	Name(s) of the affiliate(s)	Description of their direct input to the activities	Financial ventilation in EUR between the affiliated entities (based on the budget planned to be allocated to the full partner)
1.			
2.etc.			

IV.2.4 **Skills and expertise of the key staff** involved in the project: Fill in the table below for the main staff members who will contribute to the project (add lines as necessary). Please note that the first key staff to be listed under **P1** should be the alliance coordinator.)

Names of the staff members	Summary of relevant skills and experience
Jean-Marc Ogier, president	<b>Jean-Marc Ogier</b> received his PhD degree in computer science from the University of Rouen, France, in 1994. During this period (1991-1994), he worked on graphic recognition for Matra Ms&I Company. From 1994 to 2000, he was an associate professor at the University of Rennes 1 during a first period (1994-1998) and at the University of Rouen

Names of the staff members	Summary of relevant skills and experience
	<p>from 1998 to 2001. Now full professor at the university of la Rochelle, Pr Ogier was the head of L3I laboratory (research lab in computer sciences of the university of la Rochelle) which gathers more than 120 members and works mainly of Document Analysis and Content Management. Author of more than 200 publications / communications, he managed several French and European projects dealing with document analysis, either with public institutions, or with private companies. Pr Ogier was Deputy Director of the GDR I3 of the French National Research Centre (CNRS) between 2005 and 2013 (gathering 1200 researchers in France). He was also Chair of the Technical Committee 10 (Graphic Recognition) of the International Association for Pattern Recognition (IAPR, 10 000 researchers in the world) from 2010 to 2015, and is the representative member of France at the governing board of the same IAPR. He is now the general chair of the TC6, dealing with computational forensics of the International Association for Pattern Recognition, which gathers 500 researchers and companies in the world. Jean-Marc Ogier has been the general chair or the program chair of several international scientific events dealing with document analysis (DAS, ICDAR, GREC, ...). He was also Vice rector of the university of La Rochelle from 2005 to 2016, and president of VALCONUM association, which is an association aiming at fostering relations between industries and research organizations. He is now the president of the La Rochelle University.</p>
Eric Monteiro	<p>Eric Monteiro was in charge of international education programmes at the Academy of Strasbourg. Then, he was in charge of Education (secondary &amp; higher) and Research at the Academy of Guyane. It concerned Latin America and Surinam. He was responsible for technical scientific &amp; educational programmes &amp; agreements for the State of Para, Amapa and Surinam.</p> <p>He was regional delegate of the Scientific Group of Institute of Americas (13 institutions and around 30 laboratories).</p> <p>He was director of LEA (Applied Foreign Languages) department at the University of La Rochelle and put in place double degrees (bachelor &amp; master).</p> <p>He is now vice-president for International Relations at the University of La Rochelle.</p>
Jean-Michel Carozza	<p>Jean-Michel Carozza is Professor in Physical Geography - fluvial and coastal geomorphology and associated risks, geoarchaeology and paleoenvironments. He is associated investigator at LIENSS Laboratory since 2015. Previously, he was full-time associated teacher at Strasbourg University and GEODE laboratory, a well-know structure for pluri-disciplinary environmental works.</p> <p>He is member of an International Associated Laboratory on Geoarchaeology in the Lower Danube Delta (funded by French CNRS) and the International Research Group on Coastal Prehistoric Landscape associating Portugal, Spain, France, Lettonia and Norway (also funded by French CNRS). He is also a member of the International project "Landscape of Reconquest" which associates Reading University (UK) and Granada University (Spain) and La Rochelle University (France), funded by AHRC in UK. He is also involved in current ANR funded projects PAMPAS dedicated to coastal wetland evolution under human and climate change and MONUMENT which is dedicated to the rising of megalitism in the Atlantic coastal area during middle-late Neolithic and its environmental impacts. He is vice-president in charge of educational program at La Rochelle University and more specifically in charge of teaching transformation in the framework of the ANR funded program "New Curriculum at the University". The aim of this program is to increase students success and to create favorable conditions to innovative teaching methods.</p>
Cécile O'Brien	<p>Cécile O'Brien joined La Rochelle University in 2017, first in order to develop cooperations with economic partners, then as chief of staff to the president of La Rochelle University and his team. She has 14 years' experience of management and project management in different areas, in the public and private sector. She is French and Irish, therefore fluent in English, and has good notions of German and Spanish.</p>
Lucie Vaucel	<p>Lucie Vaucel joined the University of La Rochelle to work as an International Cooperation Officer in 2014. Working in parallel in the international office and in the research office, she is in charge of European project management (administrative, financial, legal issues) and help teachers, professors and researchers develop their projects at a European and</p>

Names of the staff members	Summary of relevant skills and experience
	<p>international scale. Being NCP (National Contact Point) for legal and financial issues for the Horizon 2020 programme, she has been over the past two years actively promoting the new Horizon 2020 research programme in the University of La Rochelle and in other French Universities as well. Besides, she has been promoting the Erasmus + programme to the teaching staff of the University.</p> <p>She has worked for several years in European project management in a variety of institutions such as universities, research institutes in France and abroad.</p> <p>She speaks English, Russian and has basic knowledge in Chinese.</p>
Stephane Aymard	<p>Stephane Aymard is Research Engineer at University of La Rochelle, France. After receiving a PhD in Economics at the University of Montpellier in 1998, he worked for three French Higher Education and Research Institutions (Centre National de la Recherche Scientifique, University of Poitiers and University of La Rochelle) on the topics of technology transfer, research and innovation, doctoral studies, European programmes and international cooperation. He held the position as National Contact for the 6th and 7th European Framework Programmes (Marie Curie actions). He worked for the French Embassy in Ireland as Scientific Attaché and was expert for OECD, Ministries and various international and national agencies.</p>

#### **Partner 2 (P2) – Agricultural University of Athens**

Organisation name and acronym	Country
Agricultural University of Athens - AUA	Greece

*IV.2.1 Why did this Higher Education Institution decide to join this alliance? What is the strategic added value for this institution in joining the alliance? (max. 500 words)*

The Agricultural University of Athens is the third oldest Greek University (est. 1920) and the only one exclusively dedicated to agricultural, geotechnical and agrifood sciences. The strategic vision of AUA is focused on achieving the status of the national and regional leader in its field of specialization. Given the fact that (i) Greece is hosting a series of aquaculture companies and is the second country (after UK) in the European Union concerning farmed fish production and leader in Mediterranean fish species production (apx 109.000 tons), (ii) AUA has a dedicated Department for aquaculture research with an excellent extension record to said industries, it is only logical that, through its participation to the EU-CONEXUS consortium, AUA can emerge as a key academic partner in the design and implementation of strategic education and research in the area of **blue economy**. Through EU-CONEXUS AUA aspires to reach out to major academic and industrial stakeholders in Europe and contribute to the next wave of innovation in this field. From a purely practical point of view, the facilitation of information exchange within the consortium would contribute to improved design of research facilities and the employment of young scientists with dedicated skills and expertise. Moreover, the interaction between Greek students and students from other European countries will help establish a common academic approach to skill development and knowledge acquisition in regard of higher education and vocational training in blue economy and associated sciences. One of our major strategic goals is the establishment and ongoing operation of a **Living Lab** where students and young professionals all over Europe will meet, get joint education, exchange ideas and collaborate to produce innovative solutions for the industry. In another, yet closely related aspect, the Living Lab could be used as a platform for bench marking products and technologies for transfer from the academia to the industry. In this way, the long-term sustainability of this collaborative structure will be ensured.

*IV.2.2 Please provide a short presentation of the key aims and activities of the organisation that are relevant to the future activities of the alliance. (max. 500 words)*

AUA has an excellent research infrastructure focused on **aquaculture**. The Department of Hydrobiology and Aquaculture aims to adequately educate undergraduate students and postgraduate young scientists in the field of

aquaculture (fish, molluscs and crustaceans farming, phytoplankton and zooplankton culture), as well as to perform related basic and applied research in order to combine, in the most effective and rational way, production, protection of aquatic environment and welfare of farmed species.

The infrastructure for fish farming consists of Recirculating Water Systems with total capacity of 105 m<sup>3</sup> for fresh water and 57 m<sup>3</sup> for seawater with a total of more than 200 tanks of various sizes for educational and experimental purposes. The labs are well equipped (spectrophotometer, lyophiliser, etc.).

Research is focused on: 1) Effects of rearing conditions on farmed fish growth performance, physiological status and welfare, 2) Farmed fish response to acute and chronic stressors, 3) Growth, biometry, metabolism, haematology and chemical composition of aquatic animals, 4) Fatty acid composition of aquatic animals in relation to diet and environmental conditions, 5) Farmed fish quality, 6) Fish nutrition with emphasis to fishmeal and fish oil replacement, 7) Brain neurotransmitters, 8) Fish behavior, 9) Toxicity effects of pollutants on aquatic animals, 10) Seafood quality and safety, 11) Molecular identification of seafood authenticity.

In addition, the Department of Biotechnology in AUA is a multidisciplinary organization focused on the training of high-level early stage scientists and the development of state-of-the-art biotechnological applications in animals, plants and microorganisms. Major expertise and available infrastructure include tissue culture, molecular biology and genetics labs. The Department of Biotechnology has a long experience in both basic and applied research in the biology and biotechnology of both land and marine organisms, and a wide network of international collaborations with both academic and industrial organizations.

AUA has the following active co-operations related to blue growth:

- 1) In the frame of the project “Blue Career Centre (BCC) of Eastern Mediterranean and Black Sea (MENTOR)” which is co-funded by the European Maritime and Fisheries Fund (EASME call for Blue Careers in Europe). It involves partners from Cyprus (University of Cyprus, coordinator; Marine Institute of the Eastern Mediterranean; Cyprus Chamber of Industry and Commerce), Greece (National Technical University of Athens; Agricultural University of Athens), Bulgaria (Marine Cluster Bulgaria), and Romania (Constanta Maritime University).

In addition, there is a synergy with EU-CONEXUS consortium partners, specifically LRU & UCV teams, which participate in the project «A Blue Biotechnology Master for a Blue Caree » funded also under EASME call for Blue Careers in Europe.

- 2) In the frame of the project “Integrated Multitrophic Aquaculture for EFFiciency and Environmental Conservation” co-funded under the auspices of the ERA-NET “COFASP”. It involves partners from France (Institut National de la Recherche Agronomique; Institut de Recherche pour le Developpement; Institut français de Recherche pour l’Exploitation de la Mer), Portugal (Instituto Portugues do Mar da Atmosfera), Greece (Hellenic Centre for Marine Research, Agricultural University of Athens) and Romania (Universitatea “Dunărea de Jos” din Galați, ROMFISH National Technology Institution).

**IV.2.3 (if applicable) A full partner organisation is allowed to contribute to the project activities through its 'affiliated entities', i.e.:**

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*If the case, please fill in the table below:*

n°	Name(s) of the affiliate(s)	Description of their direct input to the activities	Financial ventilation in EUR between the affiliated entities (based on the budget planned to be allocated to the full partner)
1.			
2.etc.			

**IV.2.4 Skills and expertise of the key staff** involved in the project: Fill in the table below for the main staff members who will contribute to the project (add lines as necessary). Please note that the first key staff to be listed under **P1** should be the alliance coordinator.)

Names of the staff members	Summary of relevant skills and experience
Professor Spyridon Kintzios, Rector	<i>Administrative skills:</i> Management of academic organizations (currently Rector of AUA), Head of the Laboratory of Cell Technology, Coordinator of more than 30 national, EU- and international funded projects, management of academic entrepreneurship & spin-off companies. <i>Technical skills:</i> More than 28 years of research experience in biotechnology, cell culture, biosensor-based diagnostics and food safety control, with a track record of more than 110 original research papers in international peer-reviewed papers (H-index = 23), 9 books, 90 book chapters and conference presentations as well two EPO and four national patents.
Professor Serkos Haroutounian, Vice Rector for Academic Affairs	<i>Administrative skills:</i> Management of academic organizations (currently Vice Rector of AUA) <i>Technical skills:</i> Professor of Chemistry, specialized on the exploitation of natural and synthetic bioactive molecules and preparations. He has authored 139 scientific publications (articles, book chapters and patents, scopus h index=26) with more than 2.400 citations in the scientific literature ( <a href="http://www.aua.gr/haroutounian">www.aua.gr/haroutounian</a> ).
Professor Helen Miliou	<i>Administrative skills:</i> Head of Laboratory of Applied Hydrobiology (LAH), Director of the ISO/IEC 17025 accredited quality management system of LAH, coordinator of 5 funded projects, work-package leader in 2 European projects and participant in other 5 projects. <i>Technical skills:</i> Expert in hydrobiology, aquaculture, physiology and nutrition of aquatic organisms, composition and quality of aquatic organisms, ecotoxicology (45 original research papers, h=14).
Associate Professor Emmanuel Flemetakis	Technical expertise: Molecular Biochemistry and Biotechnology, functional genomics, transcriptomics and metabolomics of marine microorganisms, development of high-added-value products from microalgae. Participation in more than 10 national and EU funded projects, more than 70 publications in peer reviewed journals.
Assistant Professor Georgia Moschopoulou	Technical expertise: in vitro plant and animal tissue culture, development of cellular biosensors for applications in food safety and medicine, neuronal differentiation. She has 26 publications in peer reviewed journals and H-index 9.
Dr. Sophia Mavrikou	Technical expertise: in vitro toxicology, animal tissue culture, development of electrochemical biosensors for mycotoxins detection in food. She has 10 publications in peer reviewed journals and H-index 4.

**Partner 3 (P3) – Technical University of Civil Engineering Bucharest**

Organisation name and acronym	Country
Technical University of Civil Engineering Bucharest (UTCB)	Romania

**IV.2.1 Why did this Higher Education Institution decide to join this alliance? What is the strategic added value for this institution in joining the alliance? (max. 500 words)**

The Technical University of Civil Engineering Bucharest (UTCB) is one of the 57 state universities in Romania. With 7 faculties, 21 specializations, 20 research laboratories, 4000 students and with his 350 competitive and well recognized members of the academic staff, UTCB is a major actor not only in higher education related to the construction area but also in research, consultancy, services, design codes and regulations. The International Certification Network IQNet and Romanian Society for Quality Assurance SRAC certified that UTCB has implemented and maintains a Quality Management System which fulfils the requirements of the ISO 9001 standard. The university enjoys international recognition with ongoing Double Diploma agreements concluded with renowned universities as ENPC ParisTech, Université de la Rochelle, Université de Liege and INSA Group.

In the fields related to the project UTCB runs study programs from undergraduate to doctoral level in Urban Engineering and Regional Development, Sustainable Development, Sanitary engineering and Environmental protection, Water and Sewerage, Water Treatment, Wastewater Treatment, Environmental Protection in Civil Engineering and Hydrology, Hydrogeology and Water Management, and is ready to improve its offer with study programs in all four interdisciplinary study programmes on which the project focuses. Participating in the EU-CONEXUS consortium project, UTCB will bring its contribution to the engineering component of the project (urban engineering) as well as in the multilingual and multicultural component, by highlighting the experience of the teaching staff within the Department of Foreign Languages and Communication. We also intend to develop within the EU-CONEXUS project the student-teacher concept by involving the students from the translation and interpretation section in the process of teaching the language of the host country, under the guidance of the teaching staff training department. Involving the team of the Physical Education and Sport Department in the project and providing the incoming students of our multifunctional sports hall will definitely be an added value for the alliance.

*IV.2.2 Please provide a short presentation of the key aims and activities of the organisation that are relevant to the future activities of the alliance. (max. 500 words)*

LRUniv and UTCB have been collaborating in research and education for over 20 years with notable results. A number of graduates who have benefited from joint doctoral programs currently operates as appreciated teachers. This fruitful collaboration, now traditional, has led to the conclusion of a Double Master degree agreement that this year had the first graduates from both universities

The Urban Engineering and Regional Development specialization is designed to meet the current development needs of urban engineers for local and regional development plans. The graduates of this 4-years-240 ECTS study program can coordinate within local and central public administration projects targeting the local infrastructure, elaborate studies to substantiate urban plans and integrated urban development projects and studies to substantiate public and private investments. They plan, organize and manage resources for construction works. This specialization aims to complement the fields targeted by the other partner institutions in the consortium by designing and putting into practice with engineering solutions the results of their research.

*IV.2.3 (if applicable) A full partner organisation is allowed to contribute to the project activities through its 'affiliated entities', i.e.:*

- legal entities having a legal or capital link with beneficiaries; this link is neither limited to the action nor established for the sole purpose of its implementation.
- several entities which satisfy the criteria for being awarded a grant and together form one entity which may be treated as the sole beneficiary, including where the entity is specifically established for the purpose of implementing the action.

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1.			
2.etc.			

**IV.2.4 Skills and expertise of the key staff involved in the project:** Fill in the table below for the main staff members who will contribute to the project (add lines as necessary). Please note that the first key staff to be listed under **P1** should be the alliance coordinator.)

Names of the staff members	Summary of relevant skills and experience
Prof. eng. Liviu Geo Drughean	<p><i>Administrative skills:</i> Management of academic organizations (currently Vice Rector of UTCB), management of profesional association (currently Vice Chair of Region XIV/ASHRAE and Delegate of Romania for International Institute of Refrigeration). Head of the Laboratory of Thermal Science (INSIST), accredited quality management system by RENAR (accreditation number LI 259)</p> <p><i>Technical skills:</i> Professor of Thermodynamics, Heat and Mass Transfer , specialized on Refrigeration and Cooling systems, Heat Pumps and Cryogenic Technology . He has authored 139 scientific publications (articles, books and book chapters).</p>
Prof. eng.Tudor Bugnariu	<p><i>Administrative skills:</i> Head of International Relations Department of UTCB since 2011. Erasmus+ coordinator for UTCB since 2011. UTCB representative in the European Thematic Networks EUCEET and EUGENE, several times deputy chairman and chairman of Working Groups.</p> <p><i>Technical skills:</i> The Finite Elements Method Applied in Civil Engineering, Computer Assisted Design, Earthquake Engineering, Hydraulic Structures. Numerical modeling of various civil engineering structures for static and dynamic response: buildings, dams, underground structures; technical expertise for civil engineering structures; rehabilitation of civil engineering structures.</p>
Prof.eng. Radu Gogu	<p><i>Administrative skills:</i> Director - Groundwater Engineering Research Centre (CCIAS) since 2011. Project Coordinator &amp; Spatial database designer – HazNETH Project. Assistant manager - Water Resources Engineering Courses and research engineer and Co-ordinator at UTCB.</p> <p><i>Technical skills:</i> Over 40 research studies and about 35 scientific publications – including 2 course notes and scientific articles in Computers and Geosciences (Elsevier), Remote Sensing of Environment (Elsevier), Environmental Geology, Hydrogeology Journal (Springer), Cartographica (University of Victoria, Canada). 1998 – 2000 - Designing and developing the hydrogeological spatial database (HYGES) of Laboratory of Engineering Geology, Hydrogeology and Geophysical Prospecting - (LGIH), University of Liege, Belgium</p>
Assoc.prof.eng .Mirel Florin Delia	<p><i>Administrative skills:</i> Organizer of scientific events. Experience in coordinating structural and thermal energy rehabilitation projects of buildings. Specialist in IT, construction and engineering.</p> <p><i>Technical skills</i> in projects for civil constructions, thermo-hyro-energy buildings, acoustics of buildings, finishes. Participated in over 100 research contracts. He has papers published in specialized journals from the country and abroad.</p>
Assoc.prof.eng. Anghel Constantinescu, PhD	<p><i>Administrative skills:</i> expert in structuring information at institutional level for the elaboration of time schedule , Team Leader&amp; Deputy Team Leader in many urban development projects financed by EU</p> <p><i>Technical skills:</i> Lectures &amp; projects in Coastal Engineering, Port Engineering, Coastal Zone Management</p>
Professor, eng. Ana Cornelia Badea	<p><i>Administrative skills:</i> Management of research and professional organizations (currently Director of the Research Center-Geodetic Engineering Measurements and Spatial Data Infrastructures, FIG (International Federation of Surveyors) Representative for UTCB and Vice President - Romanian Surveyors Union).Involved in 2 Management Committees of EU-COST projects.</p> <p><i>Technical skills:</i> More than 20 years of teaching and research in Geodesy, specialized in Land Information Systems, 3D Modelling, GIS, Project Management and Real Estate Law. She participated in several EU funded projects and was involved as expert evaluator in EU-H2020, EU-COST and also for national bodies calls. Professor with a track record of</p>



Names of the staff members	Summary of relevant skills and experience
	more than 99 articles, 16 books or book chapters and was involved as member or coordinator in more than 21 projects.
Ec. Lucia Nicoleta IANCU	<i>Administrative skills:</i> Management of Financial Department of UTCB (currently Head of that department) and administrator of more than 10 EU- and international funded projects. <i>Technical skills:</i> Graduate of the Academy of Economic Studies of Bucharest, currently holds the Master's degree in Economics.

#### Partner 4 (P4) – Klaipeda University

Organisation name and acronym	Country
KU Klaipeda University	Lithuania

IV.2.1 Why did this Higher Education Institution decide to join this alliance? What is the strategic added value for this institution in joining the alliance? (max. 500 words)

Klaipeda University (KU) was established in 1991 for the development of Lithuania as maritime state and creating a modern research infrastructure for the general needs of country's maritime industry, shipping and port development, marine science and technologies. Two KU subdivisions Maritime Research Institute and the Faculty of Marine Technology and Natural Sciences keep the strongest focus on coastal and marine issues. Those, equipped with advanced research facilities, got together scientists and researchers for common activities such as technological and sustainable development of blue economy, investigation the impact of the global change on the marine and coastal natural resources and ecosystems, implementation the goals of the EU integrated maritime policy, and to train highly skilled human resources. KU academic activities fit to the international, national and city political context: i) to turn the Baltic Sea into a clean shipping region and to save the sea (The EU Strategy for the Baltic Sea Region); ii) to develop advanced technologies and products for resource-saving, environmental pollution and climate change management (Lithuanian Progress Strategy 'Lithuania 2030'); iii) to become a world-class blue economy city offering rapid solutions: the best place to live, work, rest and invest in the Baltic region (Blue Breakthrough Strategy Klaipeda 2030). In order to achieve blue growth, local society will use the sea and the coastline sustainably, build and introduce bio- and clean technology solutions; become an Industry 4.0 competence centre; provide digital creative and professional services. Among strategic directions is to develop an innovative education and science ecosystem that would meet the needs of tomorrow's economy.

Recognizing the rapid and dramatic changes in society and higher education, in 2017 a new long-term strategy 'KU 2030' was launched. The development of this document was closely linked to the Klaipeda Economic Development Strategy 2030. The new strategy even more focuses on strengthening the internationalization of science and studies, the development of digitalised decision-making management and studies, the issues of commercialization of scientific knowledge.

EU-CONEXUS project is an excellent opportunity to find congenial team consolidated by similar ambition, able to develop knowledge, innovation, and share it with wider academic and public society.

The activities of the project Alliance fit well to strategic aims of the University i) to open education programmes to international students, teaching staff and researchers; ii) to enhance the scope of education programmes in coastal issues, particularly addressing upcoming issues in marine biotechnology, aquaculture, coastal sustainability, marine hydrology, marine environment engineering, civil engineering and port constructions, green transport, energy efficiency, smart port city etc; iii) to increase interdisciplinary scope of education programmes by extending collaboration with Alliance members; iv) to enhance international cooperation in joint research activities; v) to increase the level of institutional internationalisation through physical and virtual mobility; vi) to reach strategic goals.

IV.2.2 Please provide a short presentation of the key aims and activities of the organisation that are relevant to the future activities of the alliance. (max. 500 words)

KU cooperates with numerous partners both in Lithuania and abroad. The University has concluded bilateral and Erasmus cooperation agreements with 86 institutions in 28 countries. KU is a member of different international organisations and networks: BUP – Baltic University Network, EMUNI University, EU<sup>2</sup>S<sup>2</sup> – European Union of Universities of Small States, Estuarine & Coastal Sciences Association, EUCC- The Coastal Union Baltic, World Wind Energy Association, Baltic Sea LNG cluster, Baltic Sea LNG competence centre and many others. The most relevant cooperation with national organisations, Maritime Digital Innovation Hub, Lithuanian LNG Cluster, Competence Centre, and Platform.

Klaipeda is a multipurpose, universal, deep-water port and the biggest Lithuanian transport hub, connecting sea, land and railway routes from East to West. Tens of large stevedoring companies, ship repair and ship building yards as well as hundreds of all types companies of marine business and cargo handling services operate within the port surrounded by exceptional natural environment, the Curonian Spit National Park - UNESCO heritage.

KU researchers are involved in making decisions how to combine industrial growth and preserve natural heritage. In the fields related to the project KU runs study programmes from undergraduate to doctoral level in Ecology, Biology and marine biotechnology, Hydrology and oceanography. KU engineering departments run study programmes Shipping and port engineering, Civil engineering and port constructions, Marine environmental engineering, Robotics, IT etc. KU runs Smart internship, social entrepreneurship and creativity projects for students and involve them into developing of social business projects for better integration of foreigners into city life.

KU has already taken a broad step forward in the implementation of gender equality concepts and family-friendly measures. The Gender Equality Plan emphasizes the implementation of gender equality projects, the elimination of gender stereotypes in teaching materials aiming to attract more girls to study and work in STEAM (Science, Technology, Engineering, Art (Design), Mathematics) fields. Moreover, in the KU campus it has been developing STEAM Centre for city and region pupils. Klaipeda Science and Technology Park and Business Incubator operating an experimental base for industrial shrimp farming are situated in the KU campus as well.

An important and very popular among citizens KU subdivision is a Botanical garden, a member of Botanic Gardens Conservation International and International Phenological Gardens.

That is a strongest competences and the main contribution of KU as Alliance partners. Within 3 years KU team expect:

- to develop joint Bachelor and Master programmes (or specialisations) in marine biotechnology, coastal sustainability, aquaculture and costal habitats, renewable energy and environmental engineering, smart city port.
- to progress in staff exchange for well-planned lecturing and research activities which would complement education programmes and diploma/thesis works;
- to develop of joint research projects in the framework of Joint Diploma, MSc and PhD theses.
- to participate in Joint European University organisational structures with aim to assure the high quality of modern academic and social activities.

**IV.2.3 (if applicable) A full partner organisation is allowed to contribute to the project activities through its 'affiliated entities', i.e.:**

- legal entities having a legal or capital link with beneficiaries; this link is neither limited to the action nor established for the sole purpose of its implementation.
- several entities which satisfy the criteria for being awarded a grant and together form one entity which may be treated as the sole beneficiary, including where the entity is specifically established for the purpose of implementing the action.

*If the case, please fill in the table below:*

n°	Name(s) of the affiliate(s)	Description of their direct input to the activities	Financial ventilation in EUR between the affiliated entities (based on the budget)

			planned to be allocated to the full partner)
1.			
2.etc.			

**IV.2.4 Skills and expertise of the key staff** involved in the project: Fill in the table below for the main staff members who will contribute to the project (add lines as necessary). Please note that the first key staff to be listed under **P1** should be the alliance coordinator.)

Names of the staff members	Summary of relevant skills and experience
Prof. Dr. chief researcher Zita Rasuole Gasiunaite	She has project management experience, worked in the international and national projects, related to food web analysis, biodiversity, aquatic gradient studies, environmental pollution, blue biotechnology applications and aquatic ecosystem services (14 projects in total, 5 projects as a team leader). The expertise relevant to the proposed research project – plankton ecology in transitional and freshwater ecosystems, experimental estimation of growth parameters of plankton crustacean and population characteristics, probiotic application in aquaculture.
Prof. Dr. senior researcher Renata Pilkaityte	She has both international and national project management and study management experience. The expertise relevant to the proposed project – aquatic ecology, phytoplankton, harmful algae, blooms, secondary metabolites, cyan bacteria. Head of the department of Natural Sciences.
Dr. researcher Nerijus Nika	He has an experience in national and international research projects, related to aquatic ecology, fish ecology and aquaculture, stock assessment, fishery management and blue biotechnology application (11 projects). The expertise relevant to the proposed project – fish biology, early ontogeny, physiological status evaluation, standard fieldwork methods and experiments in aquatic ecology, experimental study of probiotic effects in RAS and open pond aquaculture systems.
Prof. Dr. Inga Dailidienė	She has both international and national project management experience as marine hydrology chief researcher and study management experience as head of B, M and PhD programs. Her expertise relevant to the proposed research project: oceanography and studies of the physical processes, the application of satellite data, modelling, sea-atmosphere interaction processes and climatic research.
Prof.habil. Dr. Vytautas Paulauskas	He has both international and national project management and study management experience. Deep sea captain provides research on seaport development, green navigation, logistic, LNG value chain developing issues, works as EC consultant and expert. He used to work as head of Shipping department and leads long term R&D programme 'Research in shipping and port security and in logistics optimization'.
Assoc. Prof. Dr. Audrius Senulis	He has experience in international and national projects relevant to electric transport developing, energy efficiency and renewable energy, smart and green port development. As head of Engineering department, he gained study process management experience.

**Partner 5 (P5) – Catholic University of Valencia**

Organisation name and acronym	Country
Catholic University of Valencia	Spain

**IV.2.1 Why did this Higher Education Institution decide to join this alliance? What is the strategic added value for this institution in joining the alliance? (max. 500 words)**

Universidad Católica de Valencia (UCV) is a young private higher education institution established in the third biggest city of Spain on the coast of the Mediterranean Sea in 2003. The strategic vision of UCV is focused on achieving excellence in educating competitive in labour market graduates, reinforced with strong intercultural and
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linguistic skills, and to offer research and innovations based solutions to business and social stakeholders in the region and beyond. UCV offers a wide range of interdisciplinary studies and research, which go from Experimental Sciences (Biotechnology and Marine Sciences), to Education, Social and Health Sciences, which can all contribute to achieving smart urban and coastal sustainability and social awareness. Recently the topic became even more relevant to the activities of UCV as the Government of Valencia Community is committed to develop new economic development plan emphasising sustainable economy (especially in fishery, aquaculture, eco-tourism and water sports) and innovations related to the marine biotechnology.

Throughout 15 years of activities UCV has become a strong player in Biosciences offering Bachelor's, Master's and Doctoral programmes of Biotechnology, Marine Sciences and Veterinary which are supported by the research carried out by the Institute of Environment and Marine Sciences Research (IMEDMAR-UCV).

Through advanced joint study programmes and synergy in creating and adapting innovative teaching technologies, empowering the students with problem-based internships, improved design of research facilities, applying more intensive knowledge share channels, multilingualism, etc. UCV joined the consortium of the European University for Smart Urban Coastal Sustainability and seeks to reinforce the actions to reach its strategic goals:

- 1) to contribute to sustainable development and economic growth of urban coastal areas by enhancing interdisciplinary professional and soft skills of young professionals who have the competences needed by the companies and who are able to think proactively and innovate current activities,
- 2) to become a knowledge hub for Blue technologies and economy and to cooperate actively with major academic and industrial stakeholders whilst consolidating and amplifying innovations and technology transfer,
- 3) to provide complimentary study and research possibilities to the students, academia and industry professional thus increasing their engagement and more active participation in European Education Area and European Common Market,
- 4) to contribute socially and engage high school students to study STEM,
- 5) to strengthen international positioning by providing improved international curricula and broader range of research areas thus contributing to meet the challenges of Industry 4.0 in the field.

By participating in this project and being a member of the European University for Smart Urban Coastal Sustainability, UCV can emerge as a leader in strategic studies and research in the fields of Blue Biotechnology and Blue economy on the East coast of Spain and implement strategic solutions for a sustainable development of urban coastal areas.

*IV.2.2 Please provide a short presentation of the key aims and activities of the organisation that are relevant to the future activities of the alliance. (max. 500 words)*

Universidad Católica de Valencia (UCV) has developed an excellent study and research infrastructure focused on Marine Sciences, Aquatic Resources and Marine Biotechnology as well as supporting interdisciplinary fields such as Marine Law and Blue Bioeconomy.

The Faculty of Veterinary and Experimental Sciences has an extensive experience in elaborating and validating Marine-related study programmes. UCV is the only university in Spain to offer, since 2009, official double BSc degree in Marine Sciences and Biotechnology with specialisation in Marine Biotechnology. Under the EU project EASME/EMFF/2016/1.2.1.2/052 A Blue Biotechnology Master for a Blue Career has been developed in partnership with University of La Rochelle (France), University of Stirling (UK), CIIMAR (Portugal) and industrial partners, which has led to profound knowledge of the sector at European level. Furthermore, international double degree programmes BSc in Marine Sciences (with UNIVALI, Brazil) is being implemented. Collaboration with the Faculty of Economics and Business has led to the introduction of Blue Bioeconomy in the curricula of Marine Sciences and Biotechnology.

Research is focused on several areas of Marine Sciences (physical oceanography, coastal management, marine biology), Biotechnology (biomaterial engineering, biomedical research, drug design) and Sustainable Economy. The Institute of Environment and Marine Sciences Research (IMEDMAR-UCV) develops research, innovation, training and technology transfer and provides cutting-edge solutions for an appropriate coastal management of marine environment: Recovery of the endemic species *Pinna nobilis* (Spain: PL 28-5310), Management of Marine Reserves as Serra de Irta (Spain), or Intercalibration Exercises of Biological Elements for Water Framework Directive (U.E.) in Spain and Malta. Its marine station in Calp (Alicante) with 9 laboratories, a wet lab of 80 m<sup>2</sup> contiguous to the fishing port and other facilities may contribute for the development of joint study programmes, traineeships, field visits, research laboratories and non-formal teaching activities for Alliance partners.

The Faculty collaborates with a number of blue-based industrial partners to offer innovative solutions to the problems in the industry.

Regarding science outreach, UCV has developed environmental education projects in the marine environment of special interest as "The School and the Sea" (223857-ic-12004-1ES-ERASMUS-IPUC-1), PROFIT (340000/167-350100/122, 2006/08), etc. and since 2016 organises international Summer Workshops in the field of Blue Biotechnology and Blue Bioeconomy.

The know-how and competencies of the Faculty of Teacher Training and Sciences of Education will be applied in training of the joint programmes' teachers to apply new teaching methodologies, etc. The Institute of Languages will contribute to multilingualism. Extensive experience to integrate people with special needs accumulated in the Campus Capacitas will be shared among the partners (UCV has developed the First Spanish Adaptive Underwater Trail for people with disabilities). The Anthropology Research Institute at UCV will also contribute with research in topics related to Marine Landscapes, Human Impact on Coastal Environments and Traditional Activities (fishing, ancient villages and historical places, Immaterial Heritage) related to Coastal Areas.

Lastly, our International Relations Office has a vast experience administrating students and staff mobility (~600 inbound and outbound mobilities yearly) to be transferred to implement virtual and physical mobilities creating flexible and mobile campus of the EU-CONEXUS.

**IV.2.3 (if applicable) A full partner organisation is allowed to contribute to the project activities through its 'affiliated entities', i.e.:**

- legal entities having a legal or capital link with beneficiaries; this link is neither limited to the action nor established for the sole purpose of its implementation.
- several entities which satisfy the criteria for being awarded a grant and together form one entity which may be treated as the sole beneficiary, including where the entity is specifically established for the purpose of implementing the action.

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n°	Name(s) of the affiliate(s)	Description of their direct input to the activities	Financial ventilation in EUR between the affiliated entities (based on the budget planned to be allocated to the full partner)
1.			
2.etc.			

**IV.2.4 Skills and expertise of the key staff** involved in the project: Fill in the table below for the main staff members who will contribute to the project (add lines as necessary). Please note that the first key staff to be listed under **P1** should be the alliance coordinator.)

Names of the staff members	Summary of relevant skills and experience
Dr. Amanda Sancho García	<p><b>Vice-Dean for Marine Science studies</b></p> <p>Administrative skills: Management of academic BSc (currently Vice-Dean for Marine Sciences Studies since 2017), member of three EU- and international funded projects, management of dissemination activities and member of different scientific committees.</p> <p><i>Technical skills:</i> Ph.D. in Marine Science (Doctoral Quality Programme) in November 2012. More than 10 years of research experience in hydrodynamics, morphodynamics and coastal evolution in shallow waters (from the shoreline to the shelf-break in the short and middle term).</p>
Dr. Ana de Luis Margarit	<p><b>Vice-Dean for Biotechnology Studies</b></p> <p><i>Technical Skills:</i> Senior lecturer and researcher in Molecular Biology and Genetics at Universidad Católica de Valencia since 2010. AdLM was a FP6 Marie Curie PhD fellow at CNRS (France), performing throughout her career research stays in Denmark, Germany, Spain and the USA. She develops her research in the area of Marine Environmental Genomics.</p>

Names of the staff members	Summary of relevant skills and experience
	<p><i>Administrative Skills:</i> Vicedean for Biotechnology studies since 2012 leading the implementation of a 4-year BSc program in Biotechnology. Besides, she has recently led at UCV the EU-funded project <i>A Blue Biotechnology for a Blue Career</i> from the <i>Blue Careers</i> Call (EASME/EMFF), involving the design of an industry-oriented international master program in collaboration with institutions from France, UK and Portugal.</p>
Dr. Jerónimo Chirivella Martorell	<p><b>Postgraduate Coordinator of the Veterinary and Experimental Sciences Faculty</b>  <i>Administrative skills:</i> Management of academic organizations (currently Postgraduate Program Coordinator and Director of the MSc in Applied Blue Biotechnology Program). Participant in 3 funded European projects for educational innovation.  <i>Technical skills:</i> Expert in commercial recycled aquaculture systems (RAS) and seafood processing plants. Professor of Aquaculture, Aquatic Animal Health and Fisheries.</p>
Dr. José Tena Medialdea	<p><b>Director of the Institute of Environment and Marine Sciences Research (IMEDMAR-UCV).</b>  <i>Administrative Skills:</i> Dean of the Faculty of Veterinary and Experimental Sciences during 13 years. Responsible of the adaptation at UCV to the European Higher Education Area, verification and quality processes being director of the Academic Quality, Verification and Accreditation Office of the UCV for 8 years.  <i>Technical Skills:</i> Senior lecturer and researcher in Biology, Marine Ecology and Didactics of Natural Sciences for more than 20 years. Research activity focused on the study of marine benthos. 10 competitive research projects and more than a hundred contracts and agreements with administrations or companies. 42 scientific publications, papers, books, book chapters or technical reports and 46 communications in congresses, having directed 43 research papers including 5 doctoral theses. Coordinator for 3 years of the "The School and the Sea" a EU-funded University to School project.</p>
Dr. María García Sanz	<p><b>International Academic Coordinator for Marine Sciences.</b>  <i>Administrative skills:</i> International Coordinator of Marine Science Degree, member of the commission to develop the Master in Assessment and Environmental Monitoring of Marine Coastal. Participant in 10 national and European projects.  <i>Technical skills:</i> Expert in marine ecology, conservation and ecophysiology of marine macrophytes. Experience in the development of indicators to assess the impact of offshore aquaculture using bioindicators and biomarkers</p>
Professor Dr. Mónica Díez-Díaz	<p><b>Academic Secretary of the Veterinary and Experimental Sciences Faculty.</b>  <i>Administrative skills:</i> Management and Quality Assurance for academic organizations (Academic Secretary for the Veterinary and Experimental Sciences Faculty). She has actively participated in the EU-funded project <i>A Blue Biotechnology for a Blue Career</i> from the <i>Blue Careers</i> Call (EASME/EMFF) and the elaboration and establishment of the M.Sc. program <i>Applied Blue Biotechnology Master</i>. Professional Training Coordinator for Biotechnology B.Sc. students during 5 years, building strong relations with industry, external agencies, research institutes, etc.  <i>Technical skills:</i> More than 10 years of research experience in the Biotechnology field with expertise in Genomics and Proteomics applied to the marine environment.</p>

Names of the staff members	Summary of relevant skills and experience
Dr. José Rafael García-March	<p><b>Head of the Marine Biology Research Group</b></p> <p><i>Administrative skills:</i> IP of the Marine Biology Group of the Universidad Católica de Valencia (UCV). Secretary and Scientific coordinator of the IMEDMAR-UCV. IP or CO-IP in 20 national and international scientific projects and participant in another 9 projects.</p> <p><i>Technical skills:</i> Prof. of Marine Ecology. Expert in marine biology (17 papers in JCR, h=8, and another 22 publications including reports, book chapters or publications not indexed in the JCR).</p>
Dr. Carolina Padrón Sanz	<p><b>Professor in Chemical Oceanography</b></p> <p><i>Administrative skills:</i> Vice-dean for Marine Sciences degree during 8 years. Currently responsible for the academic area at the University central academic quality office. Coordinator of 3 funded projects, participant in 4 European projects. Director of 2 PhD thesis.</p> <p><i>Technical skills:</i> Expert in optical and chromatographical techniques, analysis of pollutants in marine matrixes (water, sediments and bioindicators). Analytical chemistry (22 original research papers, 1 book chapter, 1 book).</p>
Dr. Ana María Blázquez	<p><b>Head of the “Coastal geomorphology and Environment” Research Group</b></p> <p><i>Administrative skills:</i> Ten years of university teaching experience in Marine Science and Educational Science degrees and several master’s degrees. Secretary of Department (8 years), PhD program coordinate (1 year). Coordinator of 10 funded projects and collaboration in 24 funded projects.</p> <p><i>Technical skills:</i> Expert in Coastal Geomorphology, Paleoenvironment, Geographic Information System and Coastal Management (60 original research papers, 3 books, 19 conference proceedings).</p>
Dr. Pablo Vidal González	<p><b>Director of Department of Humanities, Social Work and Cultural Department.</b></p> <p><i>Administrative skills:</i> Director of Anthropology Research Institute. He has been Vicepresident for International Relations at their University during a mandate and is now President of the Social Sciences Sectorial Group at the International Federation of Catholic Universities worldwide.</p> <p><i>Technical skills:</i> Professor on Social and Cultural Anthropology, specialist in Landscape Anthropology, Immaterial Heritage and the relation between People and Nature. He has been the coordinator of a 5 years contract with the Regional Government on Cultural Heritage, published ten books and more than 30 papers in International peer-reviewed journals and conducted 10 Ph.D. Works.</p>

**Partner 6 (P6) – University of Zadar**

Organisation name and acronym	Country
University of Zadar	Croatia

*IV.2.1 Why did this Higher Education Institution decide to join this alliance? What is the strategic added value for this institution in joining the alliance? (max. 500 words)*

UNIZD is situated in a central part of Croatian coast. Due to its geographic position UNIZD is naturally oriented towards sea and coastal problematics both in scientific work and teaching. Even if only a few study programmes are entirely dedicated to sea and coastal topics, the thematic is treated using a multidisciplinary approach and present in different study areas from culture, history and linguistic to geography, educational and social sciences.

One of the main aims of the *Development Strategy of University of Zadar from 2017 to 2022* is internationalisation together with the enhancement of the position of UNIZD in local, regional national and international environment. Joining the alliance will permit to UNIZD to enhance its internationalisation profile and to improve the quality of its study programmes and research activities with the new expertise and common research structures that will be realized. In particular it is expected that collaboration of UNIZD experts in pedagogy and educational sciences with their colleagues from other partner universities will result in development of new innovative pedagogical methods and strategies both in frontal lectures and distance learning, like digital teaching methods and/or new learning methods. Furthermore the complementarity of expertise in different scientific fields will create a synergy that should strengthen the professional and scientific competences of students and researchers as well as the quality of offered study programmes. This will surely have a positive impact on the enhancement of the position of UNIZD on all levels, from local to international.

Furthermore, the alliance will enhance the quality of study and research on all levels at the university by allowing to our students and staff a large set of possibilities for mobility and joint research with the colleagues from partner institutions, exchange of good practices and exchanges of European culture and languages.

*IV.2.2 Please provide a short presentation of the key aims and activities of the organisation that are relevant to the future activities of the alliance. (max. 500 words)*

UNIZD is well connected with local and regional community and authorities as well as industry. The collaboration resulted in different joint initiatives including the transfer of technologies and knowledge, project submissions and development of study programmes.

The geographical position of UNIZD in a very touristic region, with 4 national parks within 100 km distance and the most important aquaculture production in Croatia imposes the marine topics, and particularly the sustainability, as an important part of its scientific and teaching activities. The experts from UNIZD are involved, in projects or as consultants, in solving the problems of the smart connectivity with islands of Zadar archipelago, sustainable tourism, sustainable aquaculture and water management, marine ecology, marine archaeology, sociology of local communities and others.

Some of the study programmes offered at UNIZD are results of EU projects. The undergraduate course *Underwater sciences and technologies* is the outcome of a TEMPUS project; within recently finished project *Blue Smart*, co-financed by the European Maritime and Fisheries Fund, where UNIZD was the coordinator and the partners were the biggest aquaculture industries in Adriatic and WWF Adria the graduate course *Sustainable management of aquatic ecosystems* and one lifelong learning program were developed; the ongoing project *BeUNIZD*, in which the partner is the biggest Croatian shipping company and the aim is development of the joint maritime graduate study with the universities in Slovenia and Germany, is financed by an ESF grant. Two joint studies are already performed at UNIZD, a graduate study of *Cultural Sociology* performed with University of Graz, Masaryk University in Brno and University of Trento and joint PhD study *Sociology of regional and local development* performed with University of Teramo.

UNIZD can contribute to the multidisciplinary approach to coastal thematic. Its scientist and teachers of ethnology, archaeology, sociology, history, educational sciences and pedagogy, geography, agronomy, fisheries and ecology are experienced in working in multidisciplinary teams and in preparing of inter- and multidisciplinary study



programmes. The Centre for Interdisciplinary Marine and Maritime Research (CIMMAR) of UNIZD, where the scientists from different scientific fields are involved in marine and maritime researches, will represent a good platform for development of joint programmes with the partner institutions.

**IV.2.3 (if applicable) A full partner organisation is allowed to contribute to the project activities through its 'affiliated entities', i.e.:**

- legal entities having a legal or capital link with beneficiaries; this link is neither limited to the action nor established for the sole purpose of its implementation.
- several entities which satisfy the criteria for being awarded a grant and together form one entity which may be treated as the sole beneficiary, including where the entity is specifically established for the purpose of implementing the action.

If the case, please fill in the table below:

n°	Name(s) of the affiliate(s)	Description of their direct input to the activities	Financial ventilation in EUR between the affiliated entities (based on the budget planned to be allocated to the full partner)
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2.etc.			

**IV.2.4 Skills and expertise of the key staff** involved in the project: Fill in the table below for the main staff members who will contribute to the project (add lines as necessary). Please note that the first key staff to be listed under **P1** should be the alliance coordinator.)

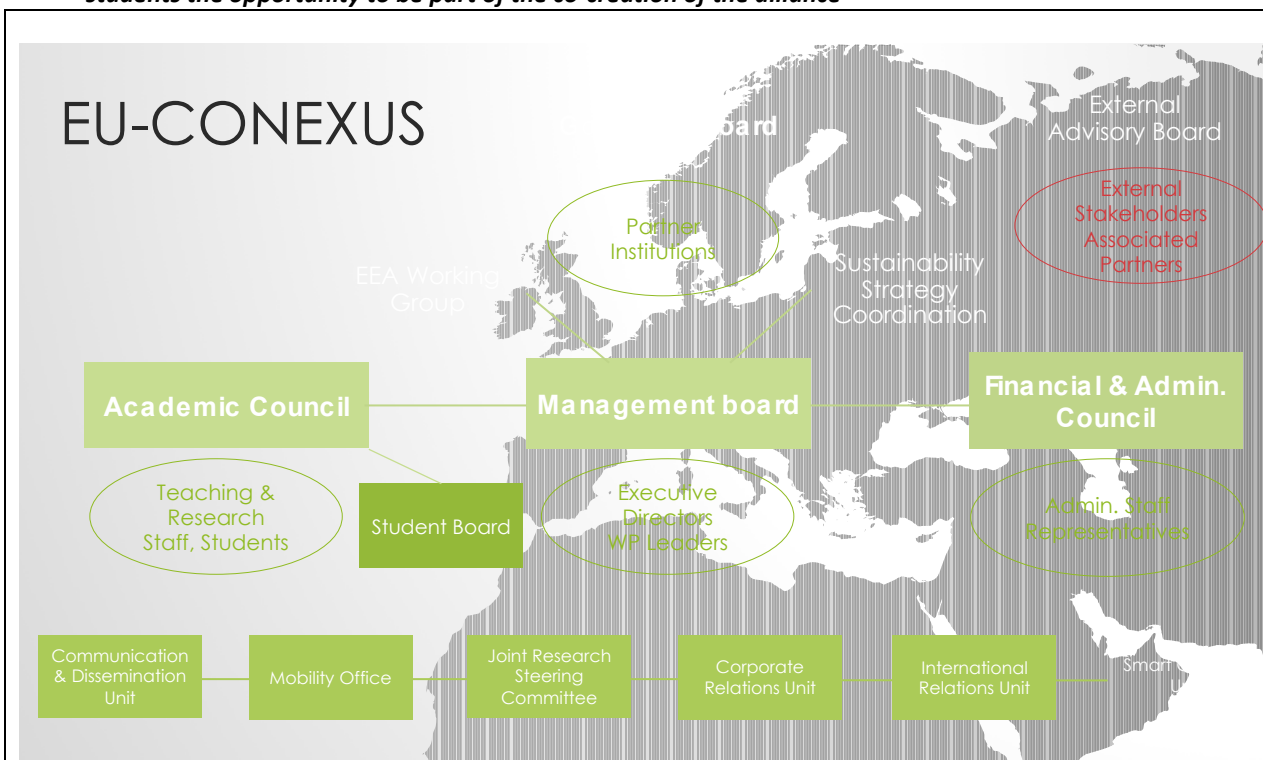
Names of the staff members	Summary of relevant skills and experience
Dijana Vican, PhD, full professor, rector	<i>Administrative skills:</i> Managing of academic organizations (former head of department, vice-rector, currently rector); policy-making and managing of system of education (former State Secretary for education), expert in development of national curriculum; development of education of ethnic minority groups and life-long learning programmes developed with industries and stakeholders; coordination of national and international scientific and other projects; transfer of knowledge and technology; international cooperation; team work. <i>Technical skills:</i> expert in general, systematic and intercultural pedagogy, educational policies, andragogy, entrepreneurship education, inclusive education and education of teachers, high quality of teachers' qualifications, professionalization of school management and encouragement of education of the adults.
Neda Balić Nižić, PhD, full professor, vice-rector.	<i>Administrative skills:</i> Managing of academic organizations (former head of department, currently vice-rector); managing student affairs and study programmes development; quality assurance, participation to preparation and implementation of national and international projects; international cooperation; team work. <i>Technical skills:</i> expert in humanities, particularly in a historical and cultural relations among the nations facing the Adriatic sea.
Josip Faričić, PhD, full professor, Vice rector	<i>Administrative skills:</i> Managing of academic organizations (former head of department, currently vice-rector); managing of human resources; managing publishing activity of university periodicals and books; managing of quality assurance in educational processes; managing, coordinating or participating in national and international research projects; functions and posts in international and national associations' boards and committees. <i>Technical skills:</i> expert in mathematical geography, cartography, geography of religion and maritime geography.
Ivanka Stričević, PhD, full professor, vice rector	<i>Administrative skills:</i> Managing of academic organizations (former head of department, currently vice-rector); managing, coordinating or participating in national and international research projects; functions and posts in international and national associations' boards and committees.

Names of the staff members	Summary of relevant skills and experience
	<i>Technical skills:</i> expert in human information behaviour field and in digital and information literacy.
Slaven Zjalić, PhD, associate professor, vice-rector	<i>Administrative skills:</i> Managing of academic organizations (former head of department, currently vice-rector); managing, coordinating or participating in national and international research projects; managing of mycological laboratory; transfer of knowledge and technology; international cooperation and mobility programmes; team work. <i>Technical skills:</i> expert in food safety, particularly in a control of the presence of mycotoxins in food and feed.
Irena Kozulić, head of the Office for Science and Technology Transfer	directly involved in preparing project proposals for submission to different EU fund; project management and implementation of projects within various EU programmes, such as European Social Fund, ERASMUS+, Interreg, etc.; financial management and reporting, organizing info days and providing information to scientists on the new possibilities of participating in projects through brochures, messengers, workshops and the web site of the Office; organizing seminars/workshops within the field of Office's activities; coordinating activities in defining and adopting intellectual property rights (IPR); building and expanding the network of partner institutions for joint project implementation.
Maja Kolega, head of the International Relations Office	managing the mobility programmes (Erasmus+, CEEPUS, Fulbright), applying and reporting to the National Agency, financial management of the mobility programmes, coordinating all the aspects of the incoming and outgoing students' and staff mobility, preparing the bilateral cooperation agreements and translation of documents to and from Croatian language;. experience in organizing workshops, visits from partner universities, conferences, welcome days, information days, presentations working in the multicultural and multilingual environment.

### IV.3. Quality of the alliance's cooperation arrangements:

IV.3.1 On the basis of the activities described in the work packages, explain how **the distribution of responsibilities and tasks** ensures that all partners will actively contribute to the work of the alliance (max 500 words):

- from a **financial and structural perspective** (for example through the common provision of services, databases and scientific infrastructure)
- from an **organisational perspective**, through the establishment of **common management structure(s)**
- from an **institutional perspective**, through commitment at highest institutional level while **giving all staff and students the opportunity to be part of the co-creation of the alliance**



a) The partners will formally commit budget, **in-kind staff and in-kind (administrative and technical) services** to the EU-CONEXUS cooperation structure. They will also contribute to a **common budget** for joint activities such as the **virtual library and the digital educational resources** and the **joint research laboratories** established at each partner institution.

**EU-CONEXUS joint service structures with relevant staff from partner institutions** include:

- Communication and Dissemination unit
- Mobility office
- Joint Research Steering Committee
- Corporate relations unit
- International relations unit
- Smart Campus unit

The partners will agree on a harmonized set of **tuition fees** in order to facilitate the access to their services.

b) All partners are actively involved in all governing structures of EU-CONEXUS.

- The **Governing Board** will ensure strategic oversight of the general management and implementation of activities of EU-CONEXUS. For the 3 years initial project phase the coordinating partner (LRUniv) will chair the Governing Board. It will later include the presidents or vice-presidents of the participating institutions and be chaired by one of the presidents of the partner institutions, which will change every two years.
- A joint **Management Board** consisting of an Executive Director at LRUniv validated by the Governing Board at LRUniv and the WP leaders will be responsible for the daily management of the current academic and administrative activities.
- A joint **Academic Council** and its Programme Committees for the academic development of EU-CONEXUS (curricula development, pedagogical innovation, integration of short- and long-term physical and virtual mobility, engagement of industry stakeholders, academical training offers for the industry and the society at large as well as automatic recognition of credit mobility and learning outcomes) will consist of EU-CONEXUS (1) teaching and research staff and (1) students per partner institution.

- A **Financial and Administrative Council** will give advice and support on financial and administrative issues. It will consist of three administrative staff nominated by the partner institutions.
- An **External Advisory Board** including stakeholders from public and private entities (e.g. associated partners, international partners) will ensure evaluations and quality control of strategies and activities. The Governing Board will nominate its members that should at least consist of one representative from each partner institution's regional environment.

Management processes will foresee personal and virtual meetings on a regular basis. During the initial set-up, a Steering Committee will work on a Consortium Agreement laying down rights and obligations of the partners and rules of procedure (conflict resolution, risk-management) of the project implementation. It will also establish the statutes of the joint Governing Bodies.

c) Quality control and internal and external evaluation procedures (debriefings, course evaluation, EEA compatibility, etc.) will include all staff, students and external stakeholders. Using traditional social media channels (LinkedIn, Twitter) an **EU-CONEXUS social network** will give administrative and teaching staff, students and external stakeholders the opportunity to participate in the development and decision-making of EU-CONEXUS and foster the adherence of all students and staff implicated to the project development.

*IV.3.2 Explain how partners complement each other, including in terms of **diversity of types of Higher Education Institutions**, with regards to the joint implementation of the common vision, strategy and common activities. (max 250 words)*

EU-CONEXUS will benefit from the fact that its partner institutions include specialised Universities (e.g. AUA-agriculture and aquaculture, blue growth, UTCB - civil engineering) as well Universities with a larger set of faculties/departments (UNIZD, LRUniv, UCV, KU). This **variety in orientation and educational strengths** will, together with the **geographical coverage of a large proportion of the European coastal area** guarantee the comprehensive perspective on sustainable coastal development aimed at as a common vision.

EU-CONEXUS will **widen the spectrum of the partner institutions' access to specialised or interdisciplinary resources in education and research**. Whereas the specialised partners will profit from larger educational and disciplinary approaches provided by the more generalised partners, these will in turn have access to much more focused and specialised laboratories and educational resources in the niche-areas. For the further development of innovative pedagogies based on ICT this complementarity will allow for resource pooling and the capitalization of economies of scale.

The partners have also different strengths in areas such as vocational training or in focusing on industry's relations. By combining these industry related educational offers that include internships and project based work students will have access to a different regional economic environment **professional experiences** enhancing their employability profiles.

Partners have also different strategical orientation with regard to internationalisation and complement each other. They have already established academic contacts outside Europe. This automatic **enlargement of the international network** by joining forces is particularly valuable for small and medium-sized universities as the EU-CONEXUS partners are.

*IV.3.3 Describe how the cooperation arrangements will maximise the benefits of the integrated cooperation, and **reduce existing administrative barriers and obstacles** in comparison to existing arrangements. (max 250 words)*

**Multilingualism and exposure to different cultures** is one of the central underlying features of the EU-CONEXUS strategic cooperation. Language learning will be used as an integrative feature of university study programme and aim at developing the multilingualism of students, but will also concern administrative and teaching staff during mobility and career development programmes.

Through the **confrontation of different staff cultures by including administrative staff** into the EU-CONEXUS mobility strategy potential bureaucratic obstacles to integration of administrative systems will be explored and reduced.

The planned EU-CONEXUS internal workspace includes the establishment of an **internal communication and reporting system** that will need to be based on and harmonise the different information systems in place at the partner institutions. The exchange of good practices in this area will enhance the interoperability, capacities and performance of these systems.

With a view to contribute to the further development of the European Student Card EU-CONEXUS aims at implementing an **intra-EU-CONEXUS Student Card** as an intermediate step that may prove as a further test case with national partners that actually do not participate in the European test case.

For facilitating access for all, EU-CONEXUS will work on a **harmonised set of tuition fees** for mobility students from partner institutions and international students.

By organising **internships and work placements and transnational vocational training courses**, potential administrative barriers for the recognition of these extra-university educational offers will be reduced.

#### **IV.4 Working modalities of the alliance**

*Describe the arrangements and responsibilities for transparent and efficient **decision-making, conflict resolution, risk management and reporting and communication** between the participating organisations. (max 500 words)*

1. Concerning decision-making, EU-CONEXUS will be engaged in the following actions:

- Rules and procedures, instruments of conflict resolution and risk-management will be laid down in a **consortium agreement**.
- Strategic Decisions will always be taken at the level of the **Governance Board** on proposition from the Management Board (Executive Director and WP leaders) which in turn will act with advice from the Academic and Financial and Administrative Council. The External Advisory Board will give its opinion on strategic decisions.
- Operational decisions on joint activities will be taken by the **Management Board** and reported monthly to the Governing Board.
- The **Academic Council** will be presided by the WP 2 leader and will decide on joint degree programmes and educational training offers.
- The **Financial and Administrative Advisory Council** will decide on financial, budgetary and administrative issues. It will be presided by the Executive Director.
- The **External Advisory Board** will give its opinion on request and organise the mid-term and final evaluations of the project.

2. Meetings:

- The Governing Board will meet every six months in person. The Academic Council and the Financial and Administrative Council will send a representative to Governing Board meeting.
- The Management Board will meet “virtually” every week for debriefing, progress monitoring and potential conflict resolution.
- The Academic Council will meet in parallel to the Governing Board every six months and have Programme Committee meetings and targeted workshops with stakeholders.
- The Financial and Administrative Council will meet twice during the projects duration for discussing the mid-term and final reporting.
- The External Advisory Board will meet once a year and send a representative for reporting to the Governing Board meetings.

3. If despite an effective communication system provided by internal workspace channels, board and committee meetings conflicts arises inside the joint governing, managing or service structures, the External Advisory Board will nominate a mediator for solving the conflict. If the conflict persists, an independent advisor will be asked to mediate. If there is no solution, the EACEA will be asked for mediation.

4. Risk assessments will take place regularly during the debriefings of the Management Board. Risk assessment will be part of the monthly management reports, the mid-term and final evaluations and the sustainability strategy.

5. A mid-term and final report to the European Commission will be issued by the Governing Board assessing activities and progress of the project. Monthly reports by the Management Board will allow for regular updates on the progress of and potential obstacles to the implementation of the project. The Academic Council will issue progress reports at the occasion of its half-yearly meetings in parallel to the Governing Board meetings and one final report. The Financial and Administrative Council will present reports for the mid-term and final reports and issues intermediate reports on the occasion of the Governing Boards. The External Advisory Council will issue half-yearly recommendations and two evaluation reports.

6. The joint service structures will contribute to the reporting of the joint governing bodies.

## PART V. Sustainability and dissemination (max.20 points)

### V.1. Long-term strategy for sustainability of the alliance:

Explain the **long term strategy for the sustainability of the alliance**. Indicate how each member of the alliance will support this financially or otherwise, with the objective of being sustainable beyond the pilot. (max 1000 words)

Sustainability needs to be considered as a complex concept comprising not only financial aspects but also aspects related to, for instance, the quality of the alliance and educative content, the quality of the partners.

This will be tackled straight from the beginning of the project, and especially in WP8, through:

- **A tailor-made sustainability strategy** elaborated jointly by all consortium members (WP8), involving external experts if the consortium considers it as necessary. A broad approach is required, taking into consideration the employability of graduates, the international visibility of participating institutions and adapted promotion and communication methods. **The setting up of a concrete financial plan** detailing all expenses and resources required for the continuation of the alliance will constitute an essential element of the sustainability strategy.
- The reputation of the courses and the **attractiveness to self-funded students** (in particular also international students), who are the main source of income for these programmes, are certainly central to ensuring the continued inflow of students. The implementation of an adapted promotion strategy (see WP8 and section V.3) and the provision of information to potential candidates on various scholarship opportunities are important elements. Links to the professional world, high employability rates of graduates as well as the involvement of visiting scholars and guest lecturers in the programme are also key factors which contribute to a reputation of excellence and to international visibility. Apart from the excellent quality of academic course provision, students also need to receive adequate and comprehensive services and administrative support. These are aspects that will be strongly targeted by the consortium. Through strong communication actions as described in V.3, the attraction of top-class **guest lectures** coming from around the world or the **testimonies of alumni**, EU-CONEXUS will progressively establish its reputation of a high-quality European university. This will be likely to attract self-funded students either by their own or by scholarships coming from foundations, companies or governments.
- The alliance will be designed to meet the **specific needs** of students to guarantee income from the course delivery. Since such needs can change over time, the programme will continuously adapt to developments in the field by implementing the following measures:
  - i) Undertake assessments of the target groups to meet their requirements (Course evaluation system)
  - ii) Analyse market trends to identify potential beneficiaries (skills-gap analysis)
  - iii) Innovative contents to remain attractive over time (evaluation system)

**Public funding is the second biggest source of income for EU-CONEXUS.** This requires the support of national authorities and local institutions which may be provided in the form of financial contributions, communication and political support and, also, accreditation of the courses. To secure backing from public bodies, the alliance will:

- (1) Enhance the attractiveness and visibility of the project, stressing its added value for public institutions
- (2) Identify actors who can ensure the financing of the project or parts of the project
- (3) Identify any cultural or economic obstacles that could hinder political and socio-economic support
- (4) Actively lobby both the regions, the relevant Ministries and universities to secure resources
- (5) Include stakeholders in the project who can gain public support

**EU funding (Erasmus+ but also Horizon Europe funding) will also remain a solution** to obtaining resources. An experienced manager of international projects (at the University of Rochelle) will ensure that possible opportunities at EU level are monitored and taken up.

**Private sector funding** is another means to ensure sustainability. To attract funding from the private sector, the same suggestions apply as those mentioned above for public funding. In addition to these, other strategic initiatives will:

- (1) Involve and encourage the active participation of private companies through the organization of training sessions delivered by companies, or the promotion of agreements with private partners (i.e. generic collaboration or internship/MSc thesis schemes)
- (2) Include stakeholders with connections to the private sector who can leverage companies to ensure support and participation
- (3) Identify the fields and companies that can benefit from research and the skills of graduates
- (4) Study the needs of private companies and anticipate future market trends to provide them with added value
- (5) Attract the interest of industry partners and involve them in the management of the courses and in the definition of contents.
- (6) Encourage the industry to cover the mobility costs of their interns.

EU-CONEXUS is part of an initiative of the coordinating partner LRUUniv for establishing a network of European universities on Smart Urban Coastal Sustainability. Partners in the project have been carefully chosen for their complementarity. Together, they are creating a first step towards an integrated university and form the core group of the future European University network. At the end of the project, the consortium will organise an internal meeting in order to evaluate the project results. Following this meeting, the decision to apply for the Erasmus+ 2025 Call for proposals will be taken. Considerations on crucial questions, such as the project consortium, will be taken. Other universities have expressed their will to join the consortium, they will be able to join in a second step, after the proof of concept and feasibility have been established. The partner institutions will thus evaluate its chances to go forward with the concept before the 2025 Call for proposals and eventually enlarge the core consortium.

## V.2 Capacity of the alliance to act as role model:

Explain how the **outputs and good practices** generated by the alliance could be **replicated** and **shared** in other higher education institutions **beyond the alliance**. (max.1000 words)

Academic collaboration, joint administrative management, a coordinated effort to provide services for students, a predefined structured partnership and definition of roles between consortium members as well as the development of common evaluation methods and criteria are all crucial in setting up and delivering a joint cooperation structure of this type. These factors (among others) transform and bring changes to the institutions in many ways which could be easily replicated once implemented.

The expected institutional outputs and impacts that this project and alliance will bring can be grouped under five categories:

1. **Improvement of didactic practices and methodologies.** Through the mutual exchange of information, competences and expertise, our universities can learn from one another and develop together new and innovative pedagogical approaches, especially when considering the geographical coverage of our consortium from south to north and east to west of Europe. This will bring diverse approaches (e.g. learning platforms, digital modules, evaluation methods, personal workload for students...) and will help to boost development and appropriation by each of the partner.
2. **Development of strong links and cooperation in education and research activities.** Joint coordination leads to frequent purposeful interactions; running a programme towards an integrated European university together also facilitates communication and creates contacts and occasions for discussion, resulting in easier collaborations. The previous collaborations between the consortium will therefore be strengthened to ensure qualitative further research collaborations. The complementarity of the partners will be therefore exploited to foster and reinforce the collaborations.
3. As a result, it will be easier for **institutions to acquire expertise in order to apply for other funding, especially for the 2022 Call as well as other EU-funded programmes** in the framework of future Horizon Europe. Participating in the project will provide valuable knowledge of administrative procedures, evaluation criteria, good practice examples, etc., which constitute an asset in the development of new projects based on best practises.
4. The number of students that will be enrolled in the partner institutions will be raised and the alumni network will be able to widespread the best practices they have watched implemented in EU-CONEXUS and potentially replicate them in other institutions. Participation in this kind of university cooperation will increase the visibility, reputation, and **internationalisation of the institution**; it is also a clear indication of the high quality of their course delivery and research. All of these aspects strengthen the attractiveness of courses and institutions and will boost the hiring of high level international students at each of the universities.



5. **Changes in administrative procedures** that are in line with the aims and framework of the Bologna process. Such changes are due to the harmonization of practices required by the development of such a cooperation structure.

It can be seen from the list that the impact will be significant on at least two levels: on the one hand, HEIs will see an increase in their visibility and international recognition, on the other, the implementation of the alliance will bring structural changes to the partner institutions. **Concerning structural changes, some of the relevant achievements are:**

- The establishment or enlargement of international offices to address the management of the consortium, the mobility of students, the evaluation procedures, the awarding of the degrees and the way forward to a future joint degree and integrated European university, etc.
- The implementation or improvement of student services, which are essential to face the issues that students coming from different countries may encounter and help ensure the smooth management of the programmes.
- The exchange/adoption of best practices to deliver simpler or more effective administrative and educational procedures.

In general, **the programme will have a huge impact on partner institutions concerning the administration processes.** The obstacles and requirements of an international programme is expected to become known to the departments and to the governing bodies of the involved universities. New procedures to establish joint programmes will be put in place, to ensure that programmes are feasible and follow national legislation.

These outputs and impacts will be widespread thanks to a well-defined dissemination strategy, with targeted audiences and specific actions according to the audience. As a result, a project guidebook will be elaborated in order to present all the steps and processes necessary to the design and functioning of a European integrated university. It will be distributed at the project final conference.

### V.3 Dissemination:

Describe the **dissemination plan** of the results and good practices put in place. Describe the human and financial resources, activities, tools and communication channels, including through the use of social media **to ensure that results and benefits will be shared openly and effectively to a wide range of stakeholders during and after the project's lifetime.** (max.1000 words)

The **Dissemination and Exploitation Plan (DEP)** (D9.2), will gather all the strategic information regarding communication, public engagement, dissemination and exploitation. It will be submitted in month 6 of the project and integrate information on the targeted audience and communication means and channels. WP8 on dissemination is centred on the DEP. It will be conducted by the joint Communication unit established by the project coordinator and virtually integrating the communication services of the other partners thus creating a high-quality communication service. By combining forces, the communication departments rely on skilled communication officers and experts in public relations.

The project information will be made available to the academic community, decision makers in industry and society, to identified and mapped relevant stakeholders, as well as to the general public (from young pupils to adults) through a variety of media.

Targeted audience	Description
Academic and research community	This group targets all academic and research communities interested in the project's developments, results and innovation which can be beneficiary for their activities. i.e. : International and European Universities Associations (IUA, EUA) and Rectors Conferences (Danube Rectors Conference, AlpeAdria Rectors Conference, UNIADRION- Association of Adriatic and Ionian Universities)
Industrial sector, Professional Associations	A major objective is to address and trigger the active involvement of industrial and user communities. The project is of relevance for organizations in various industries. That implies the necessity to approach them individually in the dissemination activities. At the end of the project we plan to elaborate the dissemination impact analysis where we will evaluate the responses gained from the different industrial

	segments. i.e. : Harbour industries and Chamber of Commerce
Government bodies and policy makers	This is a wide group encompassing innovation driven local, regional authorities, representatives and associations, Ministries, parliaments and Public Administrations at national and international level. There are several significant goals that can be promoted for them and especially the promotion of sustainability and the blue economy. i.e. : Regional governments and Ministry of environmental protection, Ministry of Agriculture
EU Technology Clusters	This group refers to activities addressing external task forces that can be relevant and which will offer a quite big and reusable knowledge base for disseminating on the project. Relevant European technology clusters have been identified. i.e. Mediterranean Blue Economy Stakeholder Platform, EIT Climate-KIC
Media	The media remains an important channel for dissemination. This can go from regional to international media. i.e. local newspapers, radio and TV stations and specialised international magazines
Social Media, Internet	Social media and internet dissemination channels will in particular reach out to potential future students. i.e. Twitter and LinkedIn
The General public	The general public consists generally of a general audience and other actors not identified as direct targeted groups by the project, though this group can have strong interest in the project especially regarding the raise of awareness of the importance of smart urban coastlines.

Here EU-CONEXUS will also be able to rely on the European networks of which our institutions are members (European University Association, UNIADRION (Association of Adriatic and Ionian Universities), Danube Rectors Conference, Alpe Adria Rectors Conference, Agence Universitaire de la Francophonie, Erasmus Student Network, International Research Council) but also on the competitiveness clusters and associated partners of the project. EU-CONEXUS also aims to create a large network of entities involving partner institutions, other universities, public authorities, enterprises and any other interested. The membership will imply support (i.e. financial, institutional, political support) to the EU-CONEXUS project. This network does not have a fixed timeframe and will continue after the project end. LRUUniv will also apply for a UNESCO Chair for Smart Urban Coastal Sustainability.

The university will commit to the principles of Open Science and will have an active policy of dissemination and exploitation of their results, during and after the project. The project will raise worldwide awareness and promote its activities and results through an action plan including a variety of **communication strategies**:

- The website: The dedicated website will gather all information on the European University. It will provide a description of the aims of the programme, a detailed description of the partner institutions, information on the courses and deadlines to apply, application procedure, international guest lecturers, cooperation with stakeholders...
- A logo will be created in order to create a visual identity for the project.
- The social media. The project will create online presence and share its achievements on the most common social media.
- An online student newsletter will be created and distributed four times a year
- Alumni webpage. The alumni webpage will not only administer the alumni but also linked with the University-industry platform and include job offers and internships/MSc thesis
- 1 video of all the project results will be created the last year of the project for wide dissemination to the project channels and networks;

**Participation to dissemination events** will be organised throughout the project:

- Information workshops will be organised to present the project in all partner institutions to staff and students.
- Through articles and dissemination of the master content by faculty members in national, European, and international media – printed and streaming media.
- An information package including broad information on the project, as well as project leaflet and final brochure will be edited.

- An interactive Mobility information package will also provide information on the different mobility tracks with practical information about the host partners' institutions as well as general information on studying in the different countries, the associated partners and organisational matters for the internships.
- The participation to open days, student fairs, international and regional annual stakeholders conferences to promote the European University (like the European Green Week or Future Earth conference)
- The main results of the project will be disseminated in a final conference open specifically to experts but open to a larger public.
- Furthermore, the consortium aims at positioning sustainably the image of EU-CONEXUS along the following lines:
  - Quality:** students should have a positive image of the project due to the strong link between a major world social challenge, the climate change. EU-CONEXUS will be the European University for top-notch students with societal awareness.
  - Competitiveness:** in an international context, this must be a fundamental value of the project to gain a long-lasting support. To maintain the competitiveness, a steady supply of top quality students, teaching staff/researchers and engineers must be maintained.
  - Rooting education in a societal challenge:** students of the project have a social mission: they will have strong education and will be aware of the societal issues related to smart urban coastal sustainability.
  - Cooperation with regional entities** and engagement in regional activities will strongly enhance the image of the EU university.

#### **V.4. Open Educational and Open Science and Citizen Science resources:**

*If relevant, and within the limits of existing national and European legal frameworks, **describe how data, materials, documents, audiovisual and social media activity will be made available** to make data searchable, accessible, interoperable, and re-usable (FAIR) to other higher education institutions and European Universities in Europe. (max 500 words)*

Educational resources and project results/publications will be made available to other universities thanks the project website and a virtual library including an open archive with differentiated access for students, teaching staff, administrative staff, stakeholders, larger public.

Within the constraint imposed by the partner institutions, course materials of all the partners, such as online lectures, presentations given in joint events, full courses, modules, textbooks, streaming videos, software, and other materials and techniques used to promote and support universal access to knowledge, will be gradually gathered and made available to all the university students through the virtual library.

The EU-CONEXUS open archive linked to HAL in France or equivalent open document databases will also be a means to develop bibliodiversity and to make all publications available through open access. The FAIR Guiding Principles will be implemented for scientific data management.

Regarding Open Science, this offers a collaborative, transparent and accessible approach to research. It includes a variety of activities and practices: open access publishing, open data, open peer review and open research. However, survey results show that researchers are largely unaware of Open Science policies and practices, require more skills training and support to practice Open Science, and need to be incentivized to begin, and continue to practice, Open Science. Special seminars will support open sciences practices within EU-CONEXUS.

Each partner institution produces specific data related to the Smart Urban Coastal Sustainability challenge. For example, LRUniv participates in an extensive network of national observatories including SONEL (Coastal Water Level Observation System), ECOP (Evolution of the Coasts and Practices – tourism and coastal evolution), PELAGIS (observation system for the conservation of mammals and seabirds), OBIONE (Biodiversity Observatory Fauna-Flora of Pertuis Charentais), SOMLIT (Observation Service in the LITTORal Environment), DYNALIT (National Observation Service focused on the study of the dynamics of the coastline). Sharing all this data would clearly enable enhancing research. Common solutions and tools will be devised in order to better exploit relevant data, and each partner will fully support the setup of data management plans through their dedicated offices.

All partner institutions endorse the national deontological charter of researchers based on the European charter for researchers. The partner institutions will engage in the process of obtaining the Human Resources Strategy 4

Researchers accreditation (HRS4R). All these elements enable to offer an ideal environment to fulfil Open Science activities.

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## PART A — LEGAL AND ADMINISTRATIVE PROVISIONS

### ARTICLE II.1 — DEFINITIONS

The following definitions apply for the purpose of the Agreement:

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

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

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

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

**‘Direct costs’**: those specific costs which are directly linked to the implementation of the action and can therefore be attributed directly to it. They may not include any indirect costs;

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

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

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

**‘Grave professional misconduct’**: a violation of applicable laws or regulations or ethical standards of the profession to which a person or entity belongs, or any wrongful conduct of a person or entity which has an impact on its professional credibility where such conduct denotes wrongful intent or gross negligence.

**‘Implementation period’**: the period of implementation of the activities forming part of the action, as specified in Article I.2.2;

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



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

**‘Maximum amount of the grant’:** the maximum EU contribution to the action, as defined in Article I.3.1;

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

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

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

**‘Starting date’:** the date on which the implementation of the action starts as provided for in Article I.2.2;

**‘Subcontract’:** a procurement contract within the meaning of Article II.10, which covers the implementation by a third party of tasks forming part of the action as described in Annex I.

## ARTICLE II.2 — GENERAL OBLIGATIONS AND ROLES OF THE BENEFICIARIES

### II.2.1 General obligations and role of the beneficiaries

The beneficiaries:

- (a) are jointly and severally liable for carrying out the *action* in accordance with the Agreement. If a beneficiary fails to implement its part of the *action*, the other beneficiaries become responsible for implementing this part (but without increasing the *maximum amount of the grant*);
- (b) must comply jointly or individually with any legal obligations they are bound by under applicable EU, international and national law;
- (c) must make appropriate internal arrangements to implement the *action* properly. The arrangements must be consistent with the terms of the Agreement. If provided for in the Special Conditions, those arrangements must take the form of an internal cooperation agreement between the beneficiaries.

### II.2.2 General obligations and role of each beneficiary

Each beneficiary must:

- (a) inform the coordinator immediately of any events or circumstances of which the beneficiary is aware, that are likely to affect or delay the implementation of the *action*;
- (b) inform the coordinator immediately:
  - (i) of any change in its legal, financial, technical, organisational or ownership situation and of any change in its name, address or legal representative;
  - (ii) of any change in the legal, financial, technical, organisational or ownership situation of its affiliated entities and of any change in their name, address or legal representative;

- (iii) of any change regarding the exclusion situations listed in Article 136 of Regulation (EU) 2018/1046, including for its affiliated entities;
- (c) submit in due time to the coordinator:
  - (i) the data needed to draw up the reports, financial statements and other documents provided for in the Agreement;
  - (ii) all the necessary documents required for audits, checks or evaluations as provided for in Article II.27.
  - (iii) any other information to be provided to the Agency under the Agreement, except if the Agreement requires such information to be submitted directly by the beneficiary.

### **II.2.3 General obligations and role of the coordinator**

The coordinator:

- (a) must monitor the implementation of the *action* in order to make sure that the *action* is implemented in accordance with the terms of the Agreement;
- (b) is the intermediary for all communications between the beneficiaries and the Agency, except if provided otherwise in the Agreement. In particular, the coordinator:
  - (i) must immediately inform the Agency:
    - of any change in the name, address, legal representative of any of the beneficiaries or of their affiliated entities;
    - of any change in the legal, financial, technical, organisational or ownership situation of any of the beneficiaries or of their affiliated entities;
    - of any events or circumstances of which the coordinator is aware, that are likely to affect or delay the implementation of the *action*;
    - of any change regarding the exclusion situations listed in Article 136 of Regulation (EU) 2018/1046, for any of the beneficiaries or their affiliated entities.
  - (ii) is responsible for supplying the Agency with all documents and information required under the Agreement, except if provided otherwise in the Agreement itself. If information is required from the other beneficiaries, the coordinator is responsible for obtaining and verifying this information before passing it on to the Agency;
- (c) must make the appropriate arrangements for providing any financial guarantees required under the Agreement;
- (d) must draw up the requests for payment in accordance with the Agreement;
- (e) if it is designated as the sole recipient of payments on behalf of all of the beneficiaries, it must ensure that all the appropriate payments are made to the other beneficiaries without unjustified delay;

- (f) is responsible for providing all the necessary documents required for checks and audits initiated before the payment of the balance or documents required for evaluation as provided for in Article II.27.

The coordinator may not subcontract any part of its tasks to the other beneficiaries or to any other party.

## **ARTICLE II.3 — COMMUNICATION BETWEEN THE PARTIES**

### **II.3.1 Form and means of communication**

Any communication relating to the Agreement or to its implementation, including the notification of decisions, letters, documents or information related to administrative procedures, must:

- (a) be made in writing (in paper or electronic form) in the language of the Agreement;
- (b) bear the number of the Agreement; and
- (c) be made using the communication details identified in Article I.7.

In particular, the parties agree that any *formal notification* made by mail or email has full legal effect and is admissible as evidence in administrative or judicial proceedings.

If a party requests written confirmation of an electronic communication within a reasonable time, the sender must provide the signed hard copy of the document sent electronically as soon as possible.

### **II.3.2 Date of communications**

Any communication is considered to have been effected when the receiving party receives it, unless the Agreement states that communication is considered to have been effected on the date when it was sent.

An email is considered to have been received by the receiving party on the date of dispatch, provided that it is sent to the email address indicated in Article I.7. The sender must be able to prove the date of dispatch, for instance by an automatically generated read report. If the sender receives a non-delivery report, it must make every effort to ensure that the other party actually receives the communication by email or mail. In such a case, the sender is not held in breach of its obligation to send the communication within a specified time limit.

Mail sent to the Agency using the postal or courier services is considered to have been received by the Agency on the date on which it is registered by the department identified in Article I.7.2.

Formal notifications are to be considered as having been received on the date of receipt indicated in the proof received by the sender that the message was delivered to the addressee.

The Agency may consider any undisclosed change of postal or electronic address by the other party to this Agreement as grave professional misconduct, which is one of the situations of exclusion referred to in Article 136(1)(c) of Regulation (EU, Euratom) 2018/1046.

## **ARTICLE II.4 — LIABILITY FOR DAMAGES**

**II.4.1** The Agency may not be held liable for any damage caused or sustained by any of the beneficiaries, including any damage caused to third parties as a consequence of or during the implementation of the *action*.

**II.4.2** Except in cases of *force majeure*, the beneficiaries must compensate the Agency 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.

## **ARTICLE II.5 — CONFLICT OF INTERESTS**

**II.5.1** The beneficiaries must take all necessary measures to prevent any situation of *conflict of interests*.

**II.5.2** The beneficiaries must inform the Agency without delay of any situation constituting or likely to lead to a *conflict of interests*. They must take immediately all the necessary steps to rectify this situation.

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

## **ARTICLE II.6 — CONFIDENTIALITY**

**II.6.1** During implementation of the *action* and for five years after the payment of the balance, the parties must treat with confidentiality any *confidential information and documents*.

**II.6.2** The parties may only use *confidential information and documents* for a reason other than to fulfil their obligations under the Agreement if they have first obtained the prior written agreement of the other party.

**II.6.3** The confidentiality obligations do not apply if:

- (a) the disclosing party agrees to release the other party from those obligations;
- (b) the *confidential information or documents* become public through other means than a breach of the confidentiality obligations;
- (c) the disclosure of the *confidential information or documents* is required by law.

## **ARTICLE II.7 — PROCESSING OF PERSONAL DATA**

### **II.7.1 Processing of personal data by the Agency**

Any personal data included in the Agreement must be processed by the Agency in accordance with Regulation (EU) No 2018/1725.<sup>1</sup>

Such data must be processed by the data controller identified in Article I.7.1 solely for implementing, managing and monitoring the Agreement or to protect the financial interests of the EU, including checks, audits and investigations in accordance with Article II.27.

The beneficiaries have the right to access, rectify or erase their own personal data and the right to restrict or, where applicable, the right to data portability or the right to object to data processing in accordance with Regulation (EU) No 2018/1725. For this purpose, they must send any queries about the processing of their personal data to the data controller identified in Article I.7.1.

The beneficiaries may have recourse at any time to the European Data Protection Supervisor.

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<sup>1</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.

## **II.7.2 Processing of personal data by the beneficiaries**

The beneficiaries must process personal data under the Agreement in compliance with applicable EU and national law on data protection (including authorisations or notification requirements).

The beneficiaries may grant their personnel access only to data that is strictly necessary for implementing, managing and monitoring the Agreement. The beneficiary must ensure that the personnel authorised to process personal data has committed itself to confidentiality or is under appropriate statutory obligation of confidentiality.

The beneficiaries must inform the personnel whose personal data are collected and processed by the Agency. For this purpose, they must provide them with the privacy statement which is published in the website of the Agency, before transmitting their data to the Agency.

The beneficiaries must adopt appropriate technical and organisational security measures having regard to the risks inherent in the processing and to the nature, scope, context and purposes of processing of the personal data concerned. This is in order to ensure, as appropriate:

- (a) the pseudonymisation and encryption of personal data;
- (b) the ability to ensure the ongoing confidentiality, integrity, availability and resilience of processing systems and services;
- (c) the ability to restore the availability and access to personal data in a timely manner in the event of a physical or technical incident;
- (d) a process for regularly testing, assessing and evaluating the effectiveness of technical and organisational measures for ensuring the security of the processing;
- (e) measures to protect personal data from accidental or unlawful destruction, loss, alteration, unauthorised disclosure of or access to personal data transmitted, stored or otherwise processed.

## **ARTICLE II.8 — VISIBILITY OF UNION FUNDING**

### **II.8.1 Information on Union funding and use of the European Union emblem**

Unless the Agency requests or agrees otherwise, any communication or publication made by the beneficiaries jointly or individually that relates to the *action*, including at conferences, seminars or in any information or promotional materials (such as brochures, leaflets, posters, presentations, in electronic form, etc.), must:

- (a) indicate that the *action* has received funding from the Union; and
- (b) display the European Union emblem.

When displayed in association with another logo, the European Union emblem must have appropriate prominence.

The obligation to display the European Union emblem does not confer on the beneficiaries a right of exclusive use. The beneficiaries may not appropriate the European Union emblem or any similar trademark or logo, either by registration or by any other means.

For the purposes of the first, second and third subparagraphs and under the conditions specified therein, the beneficiaries may use the European Union emblem without first obtaining permission from the Agency.

## **II.8.2 Disclaimers excluding Agency and Commission responsibility**

Any communication or publication that relates to the *action*, made by the beneficiaries jointly or individually in any form and using any means, must indicate:

- (a) that it reflects only the author's view; and
- (b) that the Agency and the Commission are not responsible for any use that may be made of the information it contains.

## **ARTICLE II.9 — PRE-EXISTING RIGHTS AND OWNERSHIP AND USE OF THE RESULTS (INCLUDING INTELLECTUAL AND INDUSTRIAL PROPERTY RIGHTS)**

### **II.9.1 Ownership of the results by the beneficiaries**

The beneficiaries retain ownership of the results of the *action*, including industrial and intellectual property rights, and of the reports and other documents relating to it, unless stipulated otherwise in the Agreement.

### **II.9.2 Pre-existing rights**

If the Agency and/or the Commission sends the beneficiaries a written request specifying which of the results it intends to use, the beneficiaries must:

- (a) establish a list specifying all *pre-existing rights* included in those results; and
- (b) provide this list to the Agency at the latest with the request for payment of the balance.

The beneficiaries must ensure that they or their affiliated entities have all the rights to use any *pre-existing rights* during the implementation of the Agreement.

### **II.9.3 Rights of use of the results and of pre-existing rights by the Agency and/or the Union**

The beneficiaries grant the Union the following rights to use the results of the *action*:

- (a) for its own purposes and in particular to make available to persons working for the Agency, the Commission, other Union institutions, agencies and bodies and to Member States' institutions, as well as to copy and reproduce in whole or in part and in an unlimited number of copies;
- (b) reproduction: the right to authorise direct or indirect, temporary or permanent reproduction of the results by any means (mechanical, digital or other) and in any form, in whole or in part;
- (c) communication to the public: the right to authorise any display performance or communication to the public, by wire or wireless means, including making the results available to the public in such a way that members of the public may access them from a place and at a time individually chosen by them; this right also includes communication and broadcasting by cable or by satellite;
- (d) distribution: the right to authorise any form of distribution of results or copies of the results to the public;
- (e) adaptation: the right to modify the results;
- (f) translation;

- (g) the right to store and archive the results in line with the document management rules applicable to the Agency and/or the Commission , including digitisation or converting the format for preservation or new use purposes;
- (h) where the results are documents, the right to authorise the reuse of the documents in conformity with Commission Decision 2011/833/EU of 12 December 2011 on the reuse of Commission documents if that Decision is applicable and if the documents fall within its scope and are not excluded by any of its provisions. For the sake of this provision, the terms ‘reuse’ and ‘document’ have the meanings given to them by Decision 2011/833/EU.

The above rights of use may be further specified in the Special Conditions.

Additional rights of use for the Agency and/or the Union may be provided for in the Special Conditions.

The beneficiaries must ensure that the Agency and/or the Union have the right to use any *pre-existing rights* included in the results of the *action*. The *pre-existing rights* must be used for the same purposes and under the same conditions as applicable to the rights of use of the results of the *action*, unless specified otherwise in the Special Conditions.

Information about the copyright owner must be inserted in cases where the result is divulged by the Union. The copyright information must read: ‘© — year — name of the copyright owner. All rights reserved. Licenced to the European Union under conditions’.

If the beneficiaries grant rights of use to the Agency and/or the Commission, this does not affect its confidentiality obligations under Article II.6 or the beneficiaries’ obligations under Article II.2.1.

## **ARTICLE II.10 — AWARD OF CONTRACTS NECESSARY FOR THE IMPLEMENTATION OF THE ACTION**

**II.10.1** If the implementation of the *action* requires the beneficiaries to procure goods, works or services, they may award the contract in accordance with their usual purchasing practices provided that the contracts is awarded to the tender offering best value for money or, as appropriate, to the tender offering the lowest price. In doing so, they must avoid any *conflict of interests*.

The beneficiaries must ensure that the Agency, the Commission, the European Court of Auditors and the European Anti-Fraud Office (OLAF) can exercise their rights under Article II.27 also towards the beneficiaries' contractors.

**II.10.2** Beneficiaries that are ‘contracting authorities’ within the meaning of Directive 2014/24/EU<sup>2</sup> or ‘contracting entities’ within the meaning of Directive 2014/25/EU<sup>3</sup> must comply with the applicable national public procurement rules.

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<sup>2</sup> Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014 on public procurement and repealing Directive 2004/18/EC

<sup>3</sup> Directive 2014/25/EU of the European Parliament and of the Council of 26 February 2014 on procurement by entities operating in the water, energy, transport and postal services sectors and repealing Directive 2004/17/EC

The beneficiaries must ensure that the conditions applicable to them under Articles II.4, II.5, II.6 and II.9 are also applicable to the contractors.

**II.10.3** The beneficiaries remain solely responsible for carrying out the *action* and for compliance with the Agreement.

**II.10.4** If the beneficiaries breach their obligations under Article II.10.1 the costs related to the contract concerned are considered ineligible in accordance with Article II.19.2 (c), (d) and (e).

If the beneficiaries breach their obligations under Article II.10.2 the grant may be reduced in accordance with Article II.25.4.

## **ARTICLE II.11 — SUBCONTRACTING OF TASKS FORMING PART OF THE ACTION**

**II.11.1** Beneficiaries may subcontract tasks forming part of the *action*. If they do so, they must ensure that, in addition to the conditions specified in Article II.10, the following conditions are also complied with:

- (a) subcontracting does not cover core tasks of the *action*;
- (b) recourse to subcontracting is justified because of the nature of the *action* and what is necessary for its implementation;
- (c) the estimated costs of the subcontracting are clearly identifiable in the estimated budget set out in Annex III;
- (d) any recourse to subcontracting, if not provided for in Annex I, is communicated by the coordinator and approved by the Agency. The Agency may grant approval:
  - (i) before any recourse to subcontracting, if the beneficiaries request an amendment as provided for in Article II.13; or
  - (ii) after recourse to subcontracting if the subcontracting:
    - is specifically justified in the interim or final technical report referred to in Articles I.4.3 and I.4.4; and
    - does not entail changes to the Agreement which would call into question the decision awarding the grant or be contrary to the equal treatment of applicants;
- (e) the beneficiaries ensure that the conditions applicable to them under Article II.8 are also applicable to the subcontractors.

**II.11.2** If the beneficiaries breach their obligations under Article II.11.1 (a), (b), (c) or (d), the costs related to the contract concerned are considered ineligible in accordance with Article II.19.2 (f).

If the beneficiaries breach their obligation under Article II.11.1 (e) the grant may be reduced in accordance with Article II.25.4.

## **ARTICLE II.12 — FINANCIAL SUPPORT TO THIRD PARTIES**

**II.12.1** If, while implementing the *action*, the beneficiaries have to give financial support to third parties, the beneficiaries must give such financial support in accordance with the conditions specified in Annex I. Under those conditions, the following information must be stated at least:



- (a) the maximum amount of financial support. This amount may not exceed EUR 60 000 for each third party except if achieving the objective of the *action* as specified in Annex I would otherwise be impossible or overly difficult;
- (b) the criteria for determining the exact amount of the financial support;
- (c) the different types of activity that may receive financial support, on the basis of a fixed list;
- (d) the persons or categories of persons which may receive financial support;
- (e) the criteria for giving the financial support.

**II.12.2** As an exception to Article II.12.1, if the financial support takes the form of a prize, the beneficiaries must give such financial support in accordance with the conditions specified in Annex I. Under those conditions, the following information must at least be stated:

- (a) the eligibility and award criteria;
- (b) the amount of the prize;
- (c) the payment arrangements.

**II.12.3** The beneficiaries must ensure that the conditions applicable to them under Articles II.4, II.5, II.6, II.8, II.9 and II.27 are also applicable to the third parties receiving financial support.

## **ARTICLE II.13 — AMENDMENTS TO THE AGREEMENT**

**II.13.1** Any amendment to the Agreement must be made in writing.

**II.13.2** An amendment may not have the purpose or the effect of making changes to the Agreement which would call into question the decision awarding the grant or be contrary to the equal treatment of applicants.

**II.13.3** Any request for amendment must:

- (a) be duly justified;
- (b) be accompanied by appropriate supporting documents; and
- (c) be sent to the other party in due time before it is due to take effect, and in any case one month before the end of the *implementation period*.

Point (c) does not apply in cases duly substantiated by the party requesting the amendment if the other party agrees.

**II.13.4** A request for amendment on behalf of the beneficiaries must be submitted by the coordinator. If a change of coordinator is requested without its agreement, the request must be submitted by all other beneficiaries and must be accompanied by the opinion of the coordinator or proof that this opinion has been requested in writing.

**II.13.5** Amendments enter into force on the date on which the last party signs or on the date of approval of the request for amendment.

Amendments take effect on a date agreed by the parties or, in the absence of such an agreed date, on the date on which the amendment enters into force.

## **ARTICLE II.14 — ASSIGNMENT OF CLAIMS FOR PAYMENTS TO THIRD PARTIES**

**II.14.1** The beneficiaries may not assign any of their claims for payment against the Agency to any third party, except if approved by the Agency on the basis of a reasoned, written request by the coordinator made on behalf of the beneficiaries.

If the Agency does not accept the assignment or the terms of it are not complied with, the assignment has no effect on it.

**II.14.2** In no circumstances may an assignment release the beneficiaries from their obligations towards the Agency.

## **ARTICLE II.15 — FORCE MAJEURE**

**II.15.1** A party faced with *force majeure* must send a *formal notification* to the other party without delay, stating the nature of the situation or of the event, its likely duration and foreseeable effects.

**II.15.2** The parties must take the necessary measures to limit any damage due to *force majeure*. They must do their best to resume the implementation of the *action* as soon as possible.

**II.15.3** The party faced with *force majeure* may not be considered in breach of its obligations under the Agreement if it has been prevented from fulfilling them by *force majeure*.

## **ARTICLE II.16 — SUSPENSION OF THE IMPLEMENTATION OF THE ACTION**

### **II.16.1 Suspension of implementation by the beneficiaries**

The coordinator, on behalf of the beneficiaries, may suspend the implementation of the *action* or any part of it, if exceptional circumstances make such implementation impossible or excessively difficult, in particular in the event of *force majeure*.

The coordinator must immediately inform the Agency, stating:

- (a) the reasons for suspension, including details about the date or period when the exceptional circumstances occurred; and
- (b) the expected date of resumption.

Once the circumstances allow the beneficiaries to resume implementing the *action*, the coordinator must inform the Agency immediately and present a request for amendment of the Agreement as provided for in Article II.16.3. This obligation does not apply if the Agreement or the participation of a beneficiary is terminated in accordance with Articles II.17.1, II.17.2 or points (c) or (d) of Article II.17.3.1.

### **II.16.2 Suspension of implementation by the Agency**

#### **II.16.2.1 Grounds for suspension**

The Agency may suspend the implementation of the *action* or any part thereof:

- (a) if the Agency has evidence that a beneficiary has committed *irregularities*, *fraud* or *breach of obligations* in the award procedure or while implementing the Agreement;

- (c) if the Agency has evidence that a beneficiary has committed systemic or recurrent *irregularities, fraud* or serious *breach of obligations* in other grants funded by the Union or the European Atomic Energy Community ('Euratom') awarded to the beneficiary under similar conditions and the *irregularities, fraud* or *breach of obligations* have a material impact on this grant; or
- (d) if the Agency suspects *irregularities, fraud* or *breach of obligations* committed by a beneficiary in the award procedure or while implementing the Agreement and needs to verify whether they have actually occurred.

#### **II.16.2.2 Procedure for suspension**

**Step 1** — Before suspending implementation of the *action*, the Agency must send a *formal notification* to the coordinator:

- (a) informing it of:
  - (i) its intention to suspend the implementation;
  - (ii) the reasons for suspension;
  - (iii) the necessary conditions for resuming the implementation in the cases referred to in points (a) and (b) of Article II.16.2.1; and
- (b) inviting it to submit observations within 30 calendar days of receiving the formal notification.

**Step 2** — If the Agency does not receive observations or decides to pursue the procedure despite the observations it has received, it must send a *formal notification* to the coordinator informing it of:

- (a) the suspension of the implementation;
- (b) the reasons for suspension; and
- (c) the final conditions for resuming the implementation in the cases referred to in points (a) and (b) of Article II.16.2.1; or
- (d) the indicative date of completion of the necessary verification in the case referred to in point (c) of Article II.16.2.1,.

The coordinator must immediately inform the other beneficiaries of the suspension. The suspension takes effect five calendar days after the *formal notification* is received by the coordinator or on a later date specified in the *formal notification*.

Otherwise, the Agency must send a *formal notification* to the coordinator informing it that it is not continuing the suspension procedure.

#### **II.16.2.3 Resuming implementation**

In order to resume the implementation, the beneficiaries must meet the notified conditions as soon as possible and must inform the Agency of any progress made.

If the conditions for resuming the implementation are met or the necessary verifications are carried out, the Agency must send a *formal notification* to the coordinator:

- (a) informing it that the conditions for lifting the suspension are met; and

- (b) requiring it to present a request for amendment of the Agreement as provided for in Article II.16.3. This obligation does not apply if the Agreement or the participation of a beneficiary is terminated in accordance with Articles II.17.1, II.17.2 or points (c), (g) or (h) of Article II.17.3.1.

### **II.16.3 Effects of the suspension**

If the implementation of the *action* can be resumed and the Agreement has not been terminated, an amendment to the Agreement must be made in accordance with Article II.13 in order to:

- (a) set the date on which the *action* is to be resumed;
- (b) extend the duration of the *action*; and
- (c) make other changes necessary to adapt the *action* to the new situation.

The suspension is lifted with effect from the resumption date set out in the amendment. This date may be before the date on which the amendment enters into force.

Costs incurred during the period of suspension that relate to the implementation of the suspended *action* or the suspended part of it may not be reimbursed or covered by the grant.

Suspending implementation of the *action* does not affect the Agency's right to terminate the Agreement or to terminate the participation of a beneficiary in accordance with Article II.17.3, reduce the grant or recover amounts unduly paid in accordance with Articles II.25.4 and II.26.

Neither party may claim damages due to suspension by the other party.

## **ARTICLE II.17 — TERMINATION OF THE AGREEMENT**

### **II.17.1 Termination of the Agreement by the coordinator**

The beneficiaries may terminate the Agreement.

The coordinator must send a *formal notification* of termination to the Agency, stating:

- (a) the reasons for termination; and
- (b) the date on which the termination takes effect. This date must be set after the *formal notification*.

If the coordinator does not state the reasons for the termination or if the Agency considers that the reasons do not justify termination, the Agreement is considered to have been terminated improperly.

The termination takes effect on the day specified in the *formal notification*.

### **II.17.2 Termination of the participation of one or more beneficiaries by the coordinator**

The participation of one or more beneficiaries may be terminated by the coordinator at the request of the beneficiary concerned or on behalf of the other beneficiaries.

The coordinator must send a *formal notification* of termination to the Agency and inform the beneficiary concerned by termination.

If the coordinator's participation is terminated without its agreement, the *formal notification* must be submitted by another beneficiary (acting on behalf of the other beneficiaries).

The *formal notification* must include:

- (a) the reasons for termination;
- (b) the opinion of the beneficiary concerned by termination (or proof that this opinion has been requested in writing);
- (c) the date on which the termination takes effect. This date must be set after the *formal notification*; and
- (d) a request for amendment as provided for in Article II.17.4.2(a).

If the coordinator or beneficiary does not state the reasons for the termination or if the Agency considers that the reasons do not justify termination, the participation will be considered to have been terminated improperly.

The termination takes effect on the day specified in the *formal notification*.

### **II.17.3 Termination of the Agreement or the participation of one or more beneficiaries by the Agency**

#### **II.17.3.1 Grounds for termination**

The Agency may terminate the Agreement or the participation of any one or several beneficiaries, if:

- (a) a change to the beneficiary's legal, financial, technical, organisational or ownership situation is likely to affect the implementation of the Agreement substantially or calls into question the decision to award the grant, or a change regarding the exclusion situations listed in Article 136 of Regulation (EU) 2018/1046, that calls into question the decision to award the grant;
- (b) following the termination of the participation of any one or several beneficiaries, the necessary modifications to the Agreement would call into question the decision awarding the grant or would result in unequal treatment of applicants;
- (c) the beneficiaries, any *related person* or any natural person who is essential for the award or for the implementation of the Agreement have committed serious *breach of obligations*, including improper implementation of the *action* as described in Annex I;
- (d) the implementation of the *action* is prevented or suspended due to *force majeure* or exceptional circumstances and either:
  - (i) resumption is impossible; or
  - (ii) the necessary changes to the Agreement would call into question the decision awarding the grant or be contrary to the equal treatment of applicants;
- (e) a beneficiary or a natural or legal person that assumes unlimited liability for the debts of that beneficiary:
  - (i) is declared bankrupt, is subject to insolvency or winding up procedures, its assets are being administered by a liquidator or by a Court, has entered into an agreement with creditors, has suspended business activities or is in any analogous situation arising from a similar procedure provided for under the Union or national law;
  - (ii) is in breach of its obligations relating to the payment of taxes or social security contributions in accordance with the applicable law;
- (f) a beneficiary or any *related person* or any natural person who is essential for the award or for the implementation of the Agreement has committed:
  - (i) *grave professional misconduct* proven by any means;
  - (ii) fraud;
  - (iii) corruption;

- (iv) conduct related to criminal organisations;
  - (v) money laundering;
  - (vi) terrorism-related crimes (including terrorism financing);
  - (vii) child labour or other offences concerning trafficking of human beings;
- (g) the Agency has evidence that a beneficiary or any *related person* or any natural person who is essential for the award or for the implementation of the Agreement has committed *irregularities, fraud or breach of obligations* in the award procedure or while implementing the Agreement, including if that beneficiary, *related person* or natural person has submitted false information or failed to provide required information;
  - (h) the Agency has evidence that a beneficiary has committed systemic or recurrent *irregularities, fraud or serious breach of obligations* in other Union or Euratom grants awarded to it under similar conditions and such *irregularities, fraud or breach of obligations* have a material impact on this grant;
  - (i) a beneficiary or any *related person* or any natural person who is essential for the award or for the implementation of the Agreement has created an entity under a different jurisdiction with the intend to circumvent fiscal, social or any other legal obligations in the jurisdiction of its registered office, central administration or principal place of business;
  - (j) a beneficiary or any *related person* or any natural person who is essential for the award or for the implementation of the Agreement has been created with the intend referred to in point (i) or
  - (k) the Agency has sent a beneficiary, through the coordinator, a *formal notification* asking it to end the participation of its affiliated entity because that entity is in a situation provided for in points (e) to (j) and that beneficiary has failed to request an amendment ending the participation of the entity and reallocating its tasks.

### **II.17.3.2 Procedure for termination**

**Step 1-** Before terminating the Agreement or participation of one or more beneficiaries, the Agency must send a *formal notification* to the coordinator:

- (a) informing it of:
  - (i) its intention to terminate;
  - (ii) the reasons for termination; and
- (b) requiring it, within 45 calendar days of receiving the formal notification,,:
  - (i) to submit observations on behalf of all beneficiaries; and
  - (ii) in the case of point (c) of Article II.17.3.1, to inform the Agency of the measures to ensure compliance with the obligations under the Agreement.

**Step 2** — If the Agency does not receive observations or decides to pursue the procedure despite the observations it has received, it will send a *formal notification* to the coordinator informing it of the termination and the date on which it takes effect. The coordinator must immediately inform the other beneficiaries of the termination.

Otherwise, the Agency must send a *formal notification* to the coordinator informing it that the termination procedure is not continued.

The termination takes effect:

- (a) for terminations under points (a), (b), (c) and (e) of Article II.17.3.1: on the day specified in the *formal notification* of termination referred to in the second subparagraph (i.e. in Step 2 above);

- (b) for terminations under points (d), (f) and points (g) to (j) of Article II.17.3.1: on the day after the coordinator receives the *formal notification* of termination referred to in the second subparagraph (i.e. in Step 2 above).

## **II.17.4 Effects of termination**

### **II.17.4.1 Effects of terminating the Agreement:**

Within 60 calendar days from the day on which the termination takes effect, the coordinator must submit a request for payment of the balance as provided for in Article I.4.4.

If the Agency does not receive the request for payment of the balance by the above deadline, only costs or contributions which are included in an approved technical report and, where relevant, in an approved financial statement, are reimbursed or covered by the grant.

If the Agreement is terminated by the Agency because the coordinator has breached its obligation to submit the request for payment, the coordinator may not submit any request for payment after termination. In that case the second subparagraph applies.

The Agency calculates the final grant amount as referred to in Article II.25 and the balance as referred to in Article I.5.4 on the basis of the reports submitted. Only activities undertaken before the date when the termination takes effect or the end date of the *implementation period* as specified in Article I.2.2, whichever is the earliest, must be taken into account. Where the grant takes the form of reimbursement of costs actually incurred as provided for in Article I.3.2(a)(i), only costs incurred before termination takes effect are reimbursed or covered by the grant. Costs relating to contracts due for execution only after termination are not taken into account and are not reimbursed or covered by the grant.

The Agency may reduce the grant in accordance with Article II.25.4 in case of:

- (a) improper termination of the Agreement by the coordinator within the meaning of Article II.17.1; or
- (b) termination of the Agreement by the Agency on any of the grounds set out in points (c), (f) and points (g) to (j) of Article II.17.3.1.

Neither party may claim damages on the grounds that the other party terminated the Agreement.

After termination, the beneficiaries' obligations continue to apply, in particular those under Articles I.4, II.6, II.8, II.9, II.14, II.27 and any additional provisions on the use of the results, as set out in the Special Conditions.

### **II.17.4.2 Effects of terminating the participation of one or more beneficiaries:**

- (a) The coordinator must submit a request for amendment including:

- (i) a proposal to reallocate the tasks of the beneficiary or beneficiaries concerned by the termination; and
- (ii) if necessary, the addition of one or more new beneficiaries to succeed the beneficiary or beneficiaries concerned in all their rights and obligations under the Agreement.

If the Agency terminates the participation of a beneficiary, the coordinator must submit the request for amendment within 60 calendar days from the day on which the termination takes effect.

If the coordinator terminates the participation of a beneficiary, the request for amendment must be included in the *formal notification* of termination referred to in Article II.17.2.

If termination takes effect after the end of the *implementation period*, no request for amendment must be provided unless the beneficiary concerned is the coordinator. In this case, the request for amendment must propose a new coordinator.

If the request for amendment is rejected by the Agency, the Agreement may be terminated in accordance with Article II.17.3.1 (b). The request for amendment may be rejected if it calls into question the decision awarding the grant or is contrary to the equal treatment of applicants.

(b) The beneficiary concerned by termination must submit to the coordinator:

- (i) a technical report; and
- (ii) where applicable, a financial statement covering the period from the end of the last reporting period to the date when termination takes effect.

The coordinator must include this information in the payment request for the next reporting period.

Only activities undertaken before the date when the termination takes effect must be taken into account. Where the grant takes the form of reimbursement of costs actually incurred as provided for in Article I.3.2(a)(i), only costs incurred by the beneficiary concerned before termination takes effect are reimbursed or covered by the grant. Costs relating to contracts due for execution only after termination are not reimbursed or covered by the grant.

The Agency may reduce the grant in accordance with Article II.25.4. in case of:

- (a) improper termination of the participation of a beneficiary by the coordinator within the meaning of Article II.17.2 or
- (b) termination of the participation of a beneficiary by the Agency on any of the grounds set out in points (c), (f), (g), (h) or (i) of Article II.17.3.1.

Neither party may claim damages on the grounds that the other party terminated the participation of a beneficiary.

After termination, the concerned beneficiary's obligations continue to apply, in particular those under Articles I.4, II.6, II.8, II.9, II.14, II.27 and any additional provisions on the use of the results, as set out in the Special Conditions.

## **ARTICLE II.18 — APPLICABLE LAW, SETTLEMENT OF DISPUTES AND ENFORCEABLE DECISIONS**

**II.18.1** The Agreement is governed by the applicable Union law, complemented, where necessary, by the law of Belgium.

**II.18.2** In accordance with Article 272 TFEU, the General Court or, on appeal, the Court of Justice of the European Union, has sole jurisdiction to hear any dispute between the Union and any beneficiary concerning the interpretation, application or validity of the Agreement, if such dispute cannot be settled amicably.

**II.18.3** In accordance with Article 299 TFEU, for the purposes of recovery within the meaning of Article II.26, the Agency or the Commission may adopt an enforceable decision to impose pecuniary obligations on persons other than States.



An *action* may be brought against such decision before the General Court of the European Union in accordance with Article 263 TFEU.

## PART B — FINANCIAL PROVISIONS

### ARTICLE II.19 — ELIGIBLE COSTS

#### II.19.1 Conditions for the eligibility of costs

*Eligible costs* of the *action* are costs actually incurred by the beneficiary and which meet the following criteria:

- (a) they are incurred within the *implementation period*, with the exception of costs relating to the request for payment of the balance and the corresponding supporting documents referred to in Article I.4.4;
- (b) they are indicated in the estimated budget of the *action*. The estimated budget is set out in Annex III;
- (c) they are incurred in connection with the *action* as described in Annex I and are necessary for its implementation;
- (d) they are identifiable and verifiable, in particular they are recorded in the beneficiary's accounting records and determined according to the applicable accounting standards of the country where the beneficiary is established and according to the beneficiary's usual cost accounting practices;
- (e) they comply with the requirements of applicable tax and social legislation; and
- (f) they are reasonable, justified and comply with the principle of sound financial management, in particular regarding economy and efficiency.

#### II.19.2 Eligible direct costs

To be eligible, the *direct costs* of the *action* must comply with the eligibility conditions set out in Article II.19.1.

In particular, the following categories of costs are eligible *direct costs*, provided that they satisfy the eligibility conditions set out in Article II.19.1 as well as the following conditions:

- (a) the costs of personnel working under an employment contract with the beneficiary or an equivalent appointing act and assigned to the *action*, provided that these costs are in line with the beneficiary's usual policy on remuneration.

Those costs include actual salaries plus social security contributions and other statutory costs included in the remuneration. They may also comprise additional remunerations, including payments on the basis of supplementary contracts regardless of the nature of those contracts, provided that they are paid in a consistent manner whenever the same kind of work or expertise is required, independently from the source of funding used;

The costs of natural persons working under a contract with the beneficiary other than an employment contract or who are seconded to the beneficiary by a third party against payment may also be included under such personnel costs, provided that the following conditions are fulfilled:

- (i) the person works under conditions similar to those of an employee (in particular regarding the way the work is organised, the tasks that are performed and the premises where they are performed);
- (ii) the result of the work belongs to the beneficiary (unless exceptionally agreed otherwise); and
- (iii) the costs are not significantly different from the costs of staff performing similar tasks under an employment contract with the beneficiary;

- (b) costs of travel and related subsistence allowances, provided that these costs are in line with the beneficiary's usual practices on travel;
- (c) the depreciation costs of equipment or other assets (new or second-hand) as recorded in the beneficiary's accounting statements, provided that the asset:
  - (i) is written off in accordance with the international accounting standards and the beneficiary's usual accounting practices; and
  - (ii) has been purchased in accordance with Article II.10.1 if the purchase occurred within the *implementation period*;

The costs of renting or leasing equipment or other assets are also eligible, provided that these costs do not exceed the depreciation costs of similar equipment or assets and are exclusive of any finance fee;

Only the portion of the equipment's depreciation, rental or lease costs corresponding to the *implementation period* and the rate of actual use for the purposes of the *action* may be taken into account when determining the eligible costs. By way of exception, the full cost of purchase of equipment may be eligible under the Special Conditions, if this is justified by the nature of the *action* and the context of the use of the equipment or assets;

- (d) costs of consumables and supplies, provided that they:
  - (i) are purchased in accordance with Article II.10.1; and
  - (ii) are directly assigned to the *action*;
- (e) costs arising directly from requirements imposed by the Agreement (dissemination of information, specific evaluation of the *action*, audits, translations, reproduction), including the costs of requested financial guarantees, provided that the corresponding services are purchased in accordance with Article II.10.1;
- (f) costs entailed by *subcontracts* within the meaning of Article II.11, provided that the conditions laid down in Article II.11.1 (a), (b), (c) and (d) are met;
- (g) costs of financial support to third parties within the meaning of Article II.12, provided that the conditions laid down in that Article are met;
- (h) duties, taxes and charges paid by the beneficiary, notably value added tax (VAT), provided that they are included in eligible *direct costs*, and unless specified otherwise in the Agreement.

### II.19.3 Eligible indirect costs

To be eligible, *indirect costs* of the *action* must represent a fair apportionment of the overall overheads of the beneficiary and must comply with the conditions of eligibility set out in Article II.19.1.

Eligible *indirect costs* must be declared on the basis of a flat rate of 7 % of the total eligible *direct costs* unless otherwise specified in Article I.3.2.

### II.19.4 Ineligible costs

In addition to any other costs which do not fulfil the conditions set out in Article II.19.1, the following costs may not be considered eligible:

- (a) return on capital and dividends paid by a beneficiary;
- (b) debt and debt service charges;
- (c) provisions for losses or debts;
- (d) interest owed;
- (e) doubtful debts;
- (f) exchange losses;
- (g) costs of transfers from the Agency charged by the bank of a beneficiary;
- (h) costs declared by the beneficiary under another action receiving a grant financed from the Union budget. Such grants include grants awarded by a Member State and financed from the Union budget and grants awarded by bodies other than the Agency for the purpose of implementing the Union budget. In particular, beneficiaries receiving an operating grant financed by the EU or Euratom budget cannot declare indirect costs for the period(s) covered by the operating grant, unless they can demonstrate that the operating grant does not cover any costs of the action.
- (i) contributions in kind from third parties;
- (j) excessive or reckless expenditure;
- (k) deductible VAT.

## **ARTICLE II.20 — IDENTIFIABILITY AND VERIFIABILITY OF THE AMOUNTS DECLARED**

### **II.20.1 Declaring costs and contributions**

Each beneficiary must declare as eligible costs or as a requested contribution:

- (a) for actual costs: the costs it actually incurred for the *action*;
- (b) for unit costs or unit contributions: the amount obtained by multiplying the amount per unit specified in Article I.3.2(a)(ii) or (b) by the actual number of units used or produced;
- (c) for lump sum costs or lump sum contributions: the global amount specified in Article I.3.2(a)(iii) or (c), if the corresponding tasks or part of the *action* as described in Annex I have been implemented properly;
- (d) for flat-rate costs or flat-rate contributions: the amount obtained by applying the flat rate specified in Article I.3.2(a)(iv) or (d);
- (e) for financing not linked to costs: the global amount specified in Article I.3.2(e), if the corresponding results or conditions as described in Annex I have been properly achieved or fulfilled;
- (f) for unit costs declared on the basis of the beneficiary's usual cost accounting practices: the amount obtained by multiplying the amount per unit calculated in accordance with the beneficiary's usual cost accounting practices by the actual number of units used or produced;
- (g) for lump sum costs declared on the basis of the beneficiary's usual cost accounting practices: the global amount calculated in accordance with its usual cost accounting practices, if the corresponding tasks or part of the *action* have been implemented properly;
- (h) for flat-rate costs declared on the basis of the beneficiary's usual cost accounting practices: the amount obtained by applying the flat rate calculated in accordance with the beneficiary's usual cost accounting practices.

For the forms of grant referred to in points (b), (c), (d), (f), (g) and (h), the amounts declared must comply with the conditions specified in points (a) and (b) of Article II.19.1.

### **II.20.2 Records and other documentation to support the costs and contributions declared**

Each beneficiary must provide the following if requested to do so in the context of the checks or audits described in Article II.27:

- (a) for actual costs: adequate supporting documents to prove the costs declared, such as contracts, invoices and accounting records.

In addition, the beneficiary's usual accounting and internal control procedures must permit direct reconciliation of the amounts declared with the amounts recorded in its accounting statements and with the amounts indicated in the supporting documents;

- (b) for unit costs or unit contributions: adequate supporting documents to prove the number of units declared.

The beneficiary does not need to identify the actual eligible costs covered or to provide supporting documents, such as accounting statements, to prove the amount declared per unit;

- (c) for lump sum costs or lump sum contributions: adequate supporting documents to prove that the *action* has been properly implemented.

The beneficiary does not need to identify the actual eligible costs covered or to provide supporting documents, such as accounting statements, to prove the amount declared as a lump sum;

- (d) for flat-rate costs or flat-rate contributions: adequate supporting documents to prove the eligible costs or requested contribution to which the flat rate applies.

The beneficiary does not need to identify the actual eligible costs covered or to provide supporting documents, such as accounting statements, for the flat rate applied;

- (e) for financing not linked to costs: adequate supporting documents to prove that the *action* has been properly implemented;

The beneficiary does not need to identify the actual eligible costs covered or to provide supporting documents, such as accounting statements, to prove the amount declared as a financing not linked to costs;

- (f) for unit costs declared on the basis of the beneficiary's usual cost accounting practices: adequate supporting documents to prove the number of units declared;
- (g) for lump sum costs declared on the basis of the beneficiary's usual cost accounting practices: adequate supporting documents to prove that the *action* has been properly implemented;
- (h) for flat-rate costs declared on the basis of the beneficiary's usual cost accounting practices: adequate supporting documents to prove the eligible costs to which the flat rate applies.

### **II.20.3 Conditions to determine the compliance of cost accounting practices**

**II.20.3.1** In the case of points (f),(g) and (h) of Article II.20.2, the beneficiary does not need to identify the actual eligible costs covered, but it must ensure that the cost accounting practices used for the purpose of declaring eligible costs are in compliance with the following conditions:

- (a) the cost accounting practices used constitute its usual cost accounting practices and are applied in a consistent manner, based on objective criteria independent from the source of funding;
- (b) the costs declared can be directly reconciled with the amounts recorded in its general accounts; and

- (c) the categories of costs used for the purpose of determining the costs declared are exclusive of any ineligible cost or costs covered by other forms of grant as provided for in Article I.3.2.

**II.20.3.2** If the Special Conditions so provide, the beneficiary may submit to the Agency a request asking it to assess the compliance of its usual cost accounting practices. If required by the Special Conditions, the request must be accompanied by a certificate on the compliance of the cost accounting practices ('certificate on the compliance of the cost accounting practices').

The certificate on the compliance of the cost accounting practices must be:

- (a) produced by an approved auditor or, if the beneficiary is a public body, by a competent and independent public officer; and
- (b) drawn up in accordance with Annex VIII.

The certificate must certify that the beneficiary's cost accounting practices used for the purpose of declaring eligible costs comply with the conditions laid down in Article II.20.3.1 and with the additional conditions that may be laid down in the Special Conditions.

**II.20.3.3** If the Agency has confirmed that the beneficiary's usual cost accounting practices are in compliance, costs declared in application of these practices may not be challenged *ex post*, if:

- (a) the practices actually used comply with those approved by the Agency; and
- (b) the beneficiary did not conceal any information for the purpose of the approval of its cost accounting practices.

## **ARTICLE II.21 — ELIGIBILITY OF COSTS OF ENTITIES AFFILIATED TO THE BENEFICIARIES**

If the Special Conditions contain a provision on entities affiliated to the beneficiaries, costs incurred by such an entity are eligible, if:

- (a) they satisfy the same conditions under Articles II.19 and II.20 as apply to the beneficiary; and
- (b) the beneficiary to which the entity is affiliated ensures that the conditions applicable to the beneficiary under Articles II.4, II.5, II.6, II.8, II.10, II.11 and II.27 are also applicable to the entity.

## **ARTICLE II.22 — BUDGET TRANSFERS**

Beneficiaries are allowed to adjust the estimated budget set out in Annex III by transfers between themselves and between the different budget categories, if the *action* is implemented as described in Annex I. This adjustment does not require an amendment of the Agreement as provided for in Article II.13.

However, the beneficiaries may not add costs relating to *subcontracts* not provided for in Annex 1, unless such additional *subcontracts* are approved by the Agency in accordance with Article II.11.1(d).

As an exception to the first subparagraph, if beneficiaries want to change the value of the contribution to which each of them is entitled, as referred to in point (c) of the third subparagraph of II.26.3, the coordinator must request an amendment as provided for in Article II.13.

The first three subparagraphs do not apply to amounts which, as provided for in Article I.3.2(a)(iii) or (c), take the form of lump sums or which, as provided for in Article I.3.2(e), take the form of financing not linked to cost.

## **ARTICLE II.23 — NON-COMPLIANCE WITH REPORTING OBLIGATIONS**

The Agency may terminate the Agreement as provided for in Article II.17.3.1(c) and may reduce the grant as provided for in Article II.25.4 if the coordinator:

- (a) did not submit a request for interim payment or payment of the balance accompanied by the documents referred to in Articles I.4.3 or I.4.4 within 60 calendar days following the end of the corresponding reporting period; and
- (b) still fails to submit such a request within further 60 calendar days following a written reminder sent by the Agency.

## **ARTICLE II.24 — SUSPENSION OF PAYMENTS AND TIME LIMIT FOR PAYMENT**

### **II.24.1 Suspension of payments**

#### **II.24.1.1 Grounds for suspension**

The Agency may at any moment suspend, in whole or in part, the pre-financing payments and interim payments for one or more beneficiaries or the payment of the balance for all beneficiaries:

- (a) if the Agency has evidence that a beneficiary has committed *irregularities, fraud or breach of obligations* in the award procedure or while implementing the Agreement;
- (b) if the Agency has evidence that a beneficiary has committed systemic or recurrent *irregularities, fraud* or serious *breach of obligations* in other grants funded by the Union or the European Atomic Energy Community ('Euratom') awarded to the beneficiary under similar conditions and such *irregularities, fraud or breach of obligations* have a material impact on this grant; or
- (c) if the Agency suspects *irregularities, fraud or breach of obligations* committed by a beneficiary in the award procedure or while implementing the Agreement and needs to verify whether they have actually occurred.

#### **II.24.1.2 Procedure for suspension**

**Step 1** — Before suspending payments, the Agency must send a *formal notification* to the coordinator:

- (a) informing it of:
  - (i) its intention to suspend payments;
  - (ii) the reasons for suspension;
  - (iii) in the cases referred to in points (a) and (b) of Article II.24.1.1, the conditions that need to be met for payments to resume; and
- (b) inviting it to submit observations within 30 calendar days of receiving the *formal notification*.

**Step 2** — If the Agency does not receive observations or decides to pursue the procedure despite the observations it has received, it must send a *formal notification* to the coordinator informing it of:

- (a) the suspension of payments;
- (b) the reasons for suspension;

- (c) the final conditions under which payments may resume in the cases referred to in points (a) and (b) of Article II.24.1.1;
- (d) the indicative date of completion of the necessary verification in the case referred to in point (c) of Article II.24.1.1.

The coordinator must immediately inform the other beneficiaries of the suspension. The suspension takes effect on the day the Agency sends *formal notification* of suspension (Step 2).

Otherwise, the Agency must send a *formal notification* to the coordinator informing it that it is not continuing with the suspension procedure.

### **II.24.1.3 Effects of suspension**

During the period of suspension of payments the coordinator is not entitled to submit:

- (a) any requests for payments and supporting documents referred to in Articles I.4.2, I.4.3 and I.4.4; or
- (b) where the suspension concerns the pre-financing payments or interim payments for one or several beneficiaries only, any requests for payments and supporting documents relating to the participation of the concerned beneficiary or beneficiaries in the *action*.

The corresponding requests for payments and supporting documents may be submitted as soon as possible after resumption of payments or may be included in the first request for payment due following resumption of payments in accordance with the schedule laid down in Article I.4.1.

The suspension of payments does not affect the right of the coordinator to suspend the implementation of the *action* as provided for in Article II.16.1 or to terminate the Agreement or the participation of a beneficiary as provided for in Articles II.17.1 and II.17.2.

### **II.24.1.4 Resuming payments**

In order for the Agency to resume payments, the beneficiaries must meet the notified conditions as soon as possible and must inform the Agency of any progress made.

If the conditions for resuming payments are met, the suspension will be lifted. The Agency will send a *formal notification* to the coordinator informing it of this.

## **II.24.2 Suspension of the time limit for payments**

**II.24.2.1** The Agency may at any moment suspend the time limit for payment specified in Articles I.5.2, I.5.3 and I.5.4 if a request for payment cannot be approved because:

- (a) it does not comply with the Agreement;
- (b) the appropriate supporting documents have not been produced; or
- (c) there is a doubt about the eligibility of the costs declared in the financial statements and additional checks, reviews, audits or investigations are necessary.

**II.24.2.2** The Agency must send a *formal notification* to the coordinator informing it of:

- (a) the suspension; and
- (b) the reasons for the suspension.

The suspension takes effect on the day the Agency sends the *formal notification*.



**II.24.2.3** If the conditions for suspending the payment deadline are no longer met, the suspension will be lifted and the remaining period will resume.

If the suspension exceeds two months, the coordinator may request the Agency if the suspension will continue.

If the payment deadline has been suspended because the technical reports or financial statements do not comply with the Agreement and the revised report or statement is not submitted or was submitted but is also rejected, the Agency may terminate the Agreement or the participation of the beneficiary as provided for in Article II.17.3.1(c) and reduce the grant as provided for in Article II.25.4.

## **ARTICLE II.25 — CALCULATION OF THE FINAL AMOUNT OF THE GRANT**

The final amount of the grant depends on the extent to which the *action* has been implemented in accordance with the terms of the Agreement.

The final amount of the grant is calculated by the Agency at the time of the payment of the balance. The calculation involves the following steps:

Step 1 — Application of the reimbursement rate to the eligible costs and addition of the financing not linked to costs, unit, flat-rate and lump sum contributions

Step 2 — Limit to the *maximum amount of the grant*

Step 3 — Reduction due to the no-profit rule

Step 4 — Reduction due to improper implementation or breach of other obligations.

### **II.25.1 Step 1 — Application of the reimbursement rate to the eligible costs and addition of the financing not linked to costs, unit, flat-rate and lump sum contributions**

This step is applied as follows:

- (a) If, as provided for in Article I.3.2(a)(i), the grant takes the form of the reimbursement of eligible costs actually incurred, the reimbursement rate specified in that Article is applied to those eligible costs as approved by the Agency for the corresponding categories of costs, beneficiaries and affiliated entities
- (b) If, as provided for in Article I.3.2(a) (ii) to (v), the grant takes the form of the reimbursement of eligible unit costs, lump sum costs or flat rate costs, the reimbursement rate specified in that Article is applied to those eligible costs as approved by the Agency for the corresponding categories of costs, beneficiaries and affiliated entities;

The amount of volunteers' work declared as direct eligible costs for the beneficiaries and affiliated entities must be limited to the following amount, whichever is the lowest:

- (i) the total sources of financing as indicated in the final financial statement and as accepted by the Agency multiplied by fifty per cent; or
  - (ii) the amount of volunteers' work indicated in the estimated budget set out in Annex III.
- (c) If, as provided for in Article I.3.2(b), the grant takes the form of a unit contribution, the unit contribution specified in that Article is multiplied by the actual number of units approved by the Agency for the corresponding beneficiaries and affiliated entities;

- (d) If, as provided for in Article I.3.2(c), the grant takes the form of a lump sum contribution, the Agency applies the lump sum specified in that Article for the corresponding beneficiaries and affiliated entities if it finds that the corresponding tasks or part of the *action* were implemented properly in accordance with Annex I;
- (e) If, as provided for in Article I.3.2(d), the grant takes the form of a flat-rate contribution, the flat rate referred to in that Article is applied to the eligible costs or to the contribution approved by the Agency for the corresponding beneficiaries and affiliated entities;
- (f) If, as provided for in Article I.3.2(e), the grant takes the form of financing not linked to costs, the Agency applies the amount specified in that Article for the corresponding beneficiaries and affiliated entities if it finds that [the conditions specified in Annex I were fulfilled][and][the results specified in Annex I were achieved].

If Article I.3.2 provides for a combination of different forms of grant, the amounts obtained must be added together.

## **II.25.2 Step 2 — Limit to maximum amount of the grant**

The total amount paid to the beneficiaries by the Agency may in no circumstances exceed the *maximum amount of the grant*.

If the amount obtained following Step 1 is higher than this maximum amount, the final amount of the grant is limited to the latter.

If volunteers' work is declared as part of direct eligible costs, the final amount of the grant is limited to the amount of total eligible costs and contributions approved by the Agency minus the amount of volunteers' work approved by the Agency.

## **II.25.3 Step 3 — Reduction due to the no-profit rule**

The grant may not produce a profit for the beneficiaries, unless specified otherwise in the Special Conditions.

The profit must be calculated as follows:

- (a) calculate the surplus of the total receipts of the action, over the total eligible costs of the action, as follows:

{ receipts of the action

minus

consolidated total eligible costs and contributions approved by the Agency corresponding to the amounts determined in accordance with Article II.25.1 }

The receipts of the action are calculated as follows:

{ the revenue generated by the *action* for beneficiaries and affiliated entities, other than non-profit organisations

plus

the amount obtained following Steps 1 and 2 }

where the revenue generated by the *action* is the consolidated revenue established, generated or confirmed for beneficiaries and affiliated entities, other than non-profit organisations on the date on which the request for payment of the balance is drawn up by the coordinator.

In-kind and financial contributions by third parties are not considered receipts.

- (b) If the amount calculated under point (a) is positive, this amount will be deducted from the amount calculated following Steps 1 and 2, in proportion to the final rate of reimbursement of the actual eligible costs of the *action* approved by the Agency for the categories of costs referred to in Article I.3.2(a)(i).

#### **II.25.4 Step 4 — Reduction due to improper implementation or breach of other obligations**

The Agency may reduce the *maximum amount of the grant* if the *action* has not been implemented properly as described in Annex I (i.e. if it has not been implemented or has been implemented poorly, partially or late), or if another obligation under the Agreement has been breached.

The amount of the reduction will be proportionate to the degree to which the *action* has been implemented improperly or to the seriousness of the breach.

Before the Agency reduces the grant, it must send a *formal notification* to the coordinator:

- (a) informing it of:
  - (i) its intention to reduce the *maximum amount of the grant*;
  - (ii) the amount by which it intends to reduce the grant;
  - (iii) the reasons for reduction;
- (b) inviting it to submit observations within 30 calendar days of receiving the formal notification.

If the Agency does not receive any observations or decides to pursue reduction despite the observations it has received, it will send a *formal notification* informing the coordinator of its decision.

If the grant is reduced, the Agency must calculate the reduced grant amount by deducting the amount of the reduction (calculated in proportion to the improper implementation of the *action* or to the seriousness of the *breach of obligations*) from the *maximum amount of the grant*.

The final amount of the grant will be the lower of the following two:

- (a) the amount obtained following Steps 1 to 3; or
- (b) the reduced grant amount following Step 4.

### **ARTICLE II.26 — RECOVERY**

#### **II.26.1 Recovery at the time of payment of the balance**

Where the payment of the balance takes the form of a recovery, the coordinator must repay the Agency the amount in question, even if it was not the final recipient of the amount due.

#### **II.26.2 Recovery after payment of the balance**

Where an amount is to be recovered as provided for in Articles II.27.6, II.27.7 and II.27.8, the beneficiary concerned by the audit or OLAF findings must repay the Agency the amount in question.

Where the audit findings do not concern a specific beneficiary (or its affiliated entities), the coordinator must repay the Agency the amount in question, even if it was not the final recipient of the amount due.

Each beneficiary is responsible for the repayment of any amount unduly paid by the Agency as a contribution towards the costs incurred by its affiliated entities.

### **II.26.3 Recovery procedure**

Before recovery, the Agency must send a *formal notification* to the beneficiary concerned:

- (a) informing it of its intention to recover the amount unduly paid;
- (b) specifying the amount due and the reasons for recovery; and
- (c) inviting the beneficiary to make any observations within a specified period.

If no observations have been submitted or if, despite the observations submitted by the beneficiary, the Agency decides to pursue the recovery procedure, the Agency may confirm recovery by sending a *formal notification* to the beneficiary consisting of a debit note, specifying the terms and the date for payment.

If payment has not been made by the date specified in the debit note, the Agency will recover the amount due:

- (a) by offsetting it, without the beneficiary's prior consent, against any amounts owed to the beneficiary by the Agency and/or the Commission or an executive agency (from the Union or the European Atomic Energy Community (Euratom) budget) ('offsetting');

In exceptional circumstances, to safeguard the financial interests of the Union, the Agency may offset before the due date.

An action may be brought against such offsetting before the General Court of the European Union in accordance with Article 263 TFEU;

- (b) by drawing on the financial guarantee where provided for in accordance with Article I.5.2 ('drawing on the financial guarantee');
- (c) by holding the beneficiaries jointly and severally liable up to the maximum EU contribution indicated, for each beneficiary, in the estimated budget (Annex III as last amended);
- (d) by taking legal action as provided for in Article II.18.2 or in the Special Conditions or by adopting an enforceable decision as provided for in Article II.18.3.

### **II.26.4 Interest on late payment**

If payment is not made by the date in the debit note, the amount to be recovered will be increased by late-payment interest at the rate set out in Article I.5.6 from the day following the date for payment in the debit note up to and including the date the Agency and/or the Commission receives full payment of the amount.

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

## **II.26.5 Bank charges**

Bank charges incurred in the recovery process must be borne by the beneficiary concerned, unless Directive 2007/64/EC<sup>4</sup> applies.

## **ARTICLE II.27 — CHECKS, AUDITS AND EVALUATIONS**

### **II.27.1 Technical and financial checks, audits, interim and final evaluations**

The Agency and/or the Commission may, during the implementation of the *action* or afterwards, carry out technical and financial checks and audits to determine that the beneficiaries are implementing the *action* properly and are complying with the obligations under the Agreement. It may also check the beneficiaries' statutory records for the purpose of periodic assessments of lump sum, unit cost or flat-rate amounts.

Information and documents provided as part of checks or audits must be treated on a confidential basis.

In addition, the Agency and/or the Commission may carry out an interim or final evaluation of the impact of the *action*, measured against the objective of the Union programme concerned.

The Agency and/or the Commission checks, audits or evaluations may be carried out either directly by the Agency and/or the Commission's own staff or by any other outside body authorised to do so on its behalf.

The Agency and/or the Commission may initiate such checks, audits or evaluations during the implementation of the Agreement and during a period of five years starting from the date of payment of the balance. This period is limited to three years if the *maximum amount of the grant* is not more than EUR 60 000.

The check, audit or evaluation procedures are considered to be initiated on the date of receipt of the letter of the Agency or the Commission announcing it.

If the audit is carried out on an affiliated entity, the beneficiary concerned must inform that affiliated entity.

### **II.27.2 Duty to keep documents**

The beneficiaries must keep all original documents, especially accounting and tax records, stored on any appropriate medium, including digitalised originals when they are authorised by their respective national law and under the conditions laid down therein, during a period of five years starting from the date of payment of the balance.

The period during which documents must be kept is limited to three years if the *maximum amount of the grant* is not more than EUR 60 000.

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<sup>4</sup> Directive 2007/64/EC<sup>4</sup> of the European Parliament and of the Council of 13 November 2007 on payment services in the internal market amending Directives 97/7/EC, 2002/65/EC, 2005/60/EC and 2006/48/EC and repealing Directive 97/5/EC.

The periods set out in the first and second subparagraphs are longer if there are ongoing audits, appeals, litigation or pursuit of claims concerning the grant, including in the cases referred to in Article II.27.7. In such cases, the beneficiaries must keep the documents until such audits, appeals, litigation or pursuit of claims have been closed.

### **II.27.3 Obligation to provide information**

Where a check, audit or evaluation is initiated before the payment of the balance, the coordinator must provide any information, including information in electronic format, requested by the Agency and/or the Commission or by any other outside body authorised by the Agency and/or the Commission. Where appropriate, the Agency and/or the Commission may request that a beneficiary provides such information directly.

Where a check or audit is initiated after payment of the balance, the information referred to in the previous subparagraph must be provided by the beneficiary concerned.

If the beneficiary concerned does not comply with the obligations set out in the first and second subparagraphs, the Agency and/or the Commission may consider:

- (a) any cost insufficiently substantiated by information provided by the beneficiary as ineligible;
- (b) any financing not linked to costs, unit, lump sum or flat-rate contribution insufficiently substantiated by information provided by the beneficiary as undue.

### **II.27.4 On-the-spot visits**

During an on-the-spot visit, the beneficiaries must allow Agency and/or the Commission staff and outside personnel authorised by the Agency to have access to the sites and premises where the *action* is or was carried out, and to all the necessary information, including information in electronic format.

They must ensure that the information is readily available at the moment of the on-the-spot visit and that information requested is handed over in an appropriate form.

If the beneficiary concerned refuses to provide access to the sites, premises and information as required in the first and second subparagraphs, the Agency and/or the Commission may consider:

- (a) any cost insufficiently substantiated by information provided by the beneficiary as ineligible;
- (b) any financing not linked to costs, unit, lump sum or flat-rate contribution insufficiently substantiated by information provided by the beneficiary as undue.

### **II.27.5 Contradictory audit procedure**

On the basis of the findings made during the audit, a provisional report ('draft audit report') must be drawn up. It must be sent by the Agency and/or the Commission or its authorised representative to the beneficiary concerned, which must have 30 calendar days from the date of receipt to submit observations. The final report ('final audit report') must be sent to the beneficiary concerned within 60 calendar days of expiry of the time limit for submission of observations.

### **II.27.6 Effects of audit findings**

On the basis of the final audit findings, the Agency and/or the Commission may take the measures it considers necessary, including recovery at the time of payment of the balance or after payment of the balance of all or part of the payments made by it, as provided for in Article II.26.

In the case of final audit findings after the payment of the balance, the amount to be recovered corresponds to the difference between the revised final amount of the grant, determined in accordance with Article II.25, and the total amount paid to the beneficiaries under the Agreement for the implementation of the *action*.

## **II.27.7 Correction of systemic or recurrent irregularities, fraud or breach of obligations**

**II.27.7.1** The Agency and/or the Commission may extend audit findings from other grants to this grant if:

- (a) the beneficiary concerned is found to have committed systemic or recurrent *irregularities, fraud or breach of obligations* in other EU or Euratom grants awarded under similar conditions and such *irregularities, fraud or breach of obligations* have a material impact on this grant; and
- (b) the final audit findings are sent to the beneficiary concerned through a *formal notification*, together with the list of grants affected by the findings within the period referred to in Article II.27.1.

The extension of findings may lead to:

- (a) the rejection of costs as ineligible;
- (b) reduction of the grant as provided for in Article II.25.4;
- (c) recovery of undue amounts as provided for in Article II.26;
- (d) suspension of payments as provided for in Article II.24.1;
- (e) suspension of the *action* implementation as provided for in Article II.16.2;
- (f) termination as provided for in Article II.17.3.

**II.27.7.2** The Agency and/or the Commission must send a *formal notification* to the beneficiary concerned informing it of the systemic or recurrent *irregularities, fraud or breach of obligations* and of its intention to extend the audit findings, together with the list of grants affected.

- (a) If the findings concern eligibility of costs the procedure is as follows:

**Step 1** — The *formal notification* must include:

- (i) an invitation to submit observations on the list of grants affected by the findings;
- (ii) a request to submit revised financial statements for all grants affected;
- (iii) where possible, the correction rate for extrapolation established by the Agency and/or the Commission to calculate the amounts to be rejected on the basis of the systemic or recurrent *irregularities, fraud or breach of obligations*, if the beneficiary concerned:

- considers that the submission of revised financial statements is not possible or practicable; or
- will not submit revised financial statements.

**Step 2** — The beneficiary concerned has 60 calendar days from when it receives the *formal notification* to submit observations and revised financial statements or to propose a duly substantiated alternative correction method. This period may be extended by the Agency and/or the Commission in justified cases.

**Step 3** — If the beneficiary concerned submits revised financial statements that take account of the findings the Agency and/or the Commission will determine the amount to be corrected on the basis of those revised statements.

If the beneficiary proposes an alternative correction method and the Agency and/or the Commission accepts it, the Agency and/or the Commission must send a *formal notification* to the beneficiary concerned informing it:

- (i) that it accepts the alternative method;
- (ii) of the revised eligible costs determined by applying this method.

Otherwise the Agency and/or the Commission must send a *formal notification* to the beneficiary concerned informing it:

- (i) that it does not accept the observations or the alternative method proposed;
- (ii) of the revised eligible costs determined by applying the extrapolation method initially notified to the beneficiary.

If the systemic or recurrent *irregularities, fraud or breach of obligations* are found after the payment of the balance, the amount to be recovered corresponds to the difference between:

- (i) the revised final amount of the grant, determined in accordance with Article II.25 on the basis of the revised eligible costs declared by the beneficiary and approved by the Agency and/or the Commission or on the basis of the revised eligible costs after extrapolation; and
  - (ii) the total amount paid to the beneficiaries under the Agreement for the implementation of the *action*;
- (b) If the findings concern improper implementation or a breach of another obligation the procedure is as follows:

**Step 1** — The *formal notification* must include:

- (i) an invitation to the beneficiary to submit observations on the list of grants affected by the findings and
- (ii) the correction flat rate the Agency and/or the Commission intends to apply to the *maximum amount of the grant* or to part of it, according to the principle of proportionality.

**Step 2** — The beneficiary concerned has 60 calendar days from receiving the *formal notification* to submit observations or to propose a duly substantiated alternative flat-rate.

**Step 3** — If the Agency and/or the Commission accepts the alternative flat rate proposed by the beneficiary, it must send a *formal notification* to the beneficiary concerned informing it:

- (i) that it accepts the alternative flat-rate;
- (ii) of the corrected grant amount by applying this flat rate.

Otherwise the Agency and/or the Commission must send a *formal notification* to the beneficiary concerned informing it:

- (i) that it does not accept the observations or the alternative flat rate proposed;
- (ii) of the corrected grant amount by applying the flat rate initially notified to the beneficiary.

If the systemic or recurrent *irregularities, fraud or breach of obligations* are found after the payment of the balance, the amount to be recovered corresponds to the difference between:



- (i) the revised final amount of the grant after flat-rate correction; and
- (ii) the total amount paid to the beneficiaries under the Agreement for the implementation of the *action*.

## **II.27.8 Rights of OLAF**

The European Anti-Fraud Office (OLAF) has the same rights as the Agency and the Commission, particularly the right of access, for the purpose of checks and investigations.

Under Council Regulation (Euratom, EC) No 2185/96<sup>5</sup> and Regulation (EU, Euratom) No 883/2013<sup>6</sup> OLAF may also carry out on-the-spot checks and inspections in accordance with the procedures laid down by Union law for the protection of the financial interests of the Union against *fraud* and other *irregularities*.

Where appropriate, OLAF findings may lead to the Agency and/or the Commission recovering amounts from beneficiaries.

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

## **II.27.9 Rights of the European Court of Auditors and EPPO**

The European Court of Auditors and the European Public Prosecutor's Office established by Council Regulation (EU) 2017/1939<sup>7</sup> ('the EPPO') have the same rights as the Agency and the Commission, particularly the right of access, for the purpose of checks, audits and investigations.

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<sup>5</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.

<sup>6</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).

<sup>7</sup> Council Regulation (EU) 2017/1939 of 12 October 2017 implementing enhanced cooperation on the establishment of the European Public Prosecutor's Office



**GRANT AGREEMENT FOR AN ACTION WITH MULTIPLE BENEFICIARIES**  
**UNDER ERASMUS+: EUROPEAN UNIVERSITIES**

AGREEMENT NUMBER — 612599

PROJECT REFERENCE — 612599-EPP-1-2019-1-FR-EPPKA2-EUR-UNIV

**ANNEX III**

ESTIMATED BUDGET OF THE ACTION



# Erasmus+

SUPPORT TO THE IMPLEMENTATION OF EUROPEAN UNIVERSITIES

Call for Proposal 2019 - EAC/A03/2018

Please fill only the yellow cells

Action	EUROPEAN UNIVERSITIES
Project Title	EU-CONEXUS

E x p e n d i t u r e	Budget Items	BUDGET
	1.1 Staff cost	3.337.877,00
	1.2 Travel costs	739.350,00
	1.3 Individual support	743.450,00
	1.4 Equipment	194.421,00
	1.5 Other costs	260.677,00
	<b>Total Direct Costs</b>	<b>5.275.775,00</b>
	Indirect costs ( up to 7%)	369.304,25
	<b>Total Costs</b>	<b>5.645.079,25</b>

R e v e n u e	REVENUES (= Total Costs)		% Revenues / Total Costs
	EU GRANT REQUESTED (a)	4.516.063,00	80,00%
	Contribution from Beneficiaries (b)	1.129.016,25	20,00%
	Other sources of funding (c)	0,00	0,00%
	Contribution from Beneficiaries + Other Sources of funding (d) =( b+c)	1.129.016,25	20,00%
	<b>TOTAL REVENUE (a+d)</b>	<b>5.645.079,25</b>	<b>100,00%</b>

**Warning Messages:** No errors

## Annex IV - List of beneficiaries

**PROJECT : 612599-EPP-1-2019-1-FR-EPPKA2-EUR-UNIV**

**European University for Smart Urban Coastal Sustainability**

Project Start date	<b>9/1/19</b>	Contract Language Code	<b>EN</b>
Project End date	<b>8/31/22</b>	Correspondance Language	<b>EN</b>
Project Duration (months)	<b>36</b>	Approved Project budget	<b>5,645,079.25</b>
		Maximum Grant Awarded	<b>4,516,063</b>

**Participants: APP**

**Applicant**

Participants organisation: UNIVERSITE DE LA ROCHELLE

Participants department:

Organisation type: GPU

Nuts Code: FRZZ

Name: Professor Jean-Marc OGIER

Position: President

Address: Avenue Albert-Einstein 23  
LA ROCHELLE  
17031,FR

Phone,Fax,Email: 0033 (0)546457256 - - president.laroche@univ-lr.fr

**Participants: CON**

**Contractor**

Participants organisation: UNIVERSITE DE LA ROCHELLE

Participants department:

Organisation type: GPU

Nuts Code: FRZZ

Name: Professor Jean-Marc OGIER

Position: President

Address: Avenue Albert-Einstein 23  
LA ROCHELLE  
17031,FR

Phone,Fax,Email: 0033 (0)546457256 - - president.laroche@univ-lr.fr

<b>Annex IV - List of beneficiaries</b>
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**PROJECT : 612599-EPP-1-2019-1-FR-EPPKA2-EUR-UNIV**

**Participants: PAR**

**Partner**

AGRICULTURAL UNIVERSITY OF ATHENS

GPU

EL ATHENS

**Participants: PAR**

**Partner**

FUNDACION UNIVERSIDAD CATOLICA DE VALENCIA SAN VICENTE  
MARTIR

SER

ES VALENCIA

**Participants: PAR**

**Partner**

KLAIPEDOS UNIVERSITETAS

GPU

LT KLAIPEDA

**Participants: PAR**

**Partner**

SVEUCILISTE U ZADRU

GPU

HR ZADAR

**Participants: PAR**

**Partner**

UNIVERSITATEA TEHNICA DE CONSTRUCTII BUCURESTI

GPU

RO BUCURESTI

**ERASMUS+ PROGRAMME**

**GRANT AGREEMENT FOR AN ACTION WITH MULTIPLE BENEFICIARIES**

**AGREEMENT NUMBER – [...]**

**ANNEX V**

**MODEL TECHNICAL REPORT**

**To be published on the beneficiaries' space in due time:**

**[https://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space\\_en](https://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space_en)**

**ERASMUS+ PROGRAMME**

**GRANT AGREEMENT FOR AN ACTION WITH MULTIPLE BENEFICIARIES**

**AGREEMENT NUMBER [...]**

**ANNEX VI**

**MODEL FINANCIAL STATEMENT**

**To be published on the beneficiaries' space in due time:**

**[https://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space\\_en](https://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space_en)**



## ERASMUS+ PROGRAMME

### GRANT AGREEMENT FOR AN ACTION WITH MULTIPLE BENEFICIARIES

AGREEMENT NUMBER – [...]

#### ANNEX VII

*Guidance notes*

*Report of Factual Findings on the Final Financial Report – Type II*

Available on

[https://eacea.ec.europa.eu/sites/eacea-site/files/annex\\_iv\\_guidance\\_notes\\_audit\\_type\\_ii\\_03-2014\\_en.pdf](https://eacea.ec.europa.eu/sites/eacea-site/files/annex_iv_guidance_notes_audit_type_ii_03-2014_en.pdf)

List of supporting documents to be provided in annex with the Final Financial Report (for grants of more than 750.000€)

**Staff costs** - the following documents should be provided for the three highest consolidated staff costs (i.e. staff member costs) for the whole eligibility period employment:

- contract (or equivalent document)
- payslips (or remuneration's receipts)
- proof of payments (if applicable) and time sheets or equivalent documents showing the manpower's work effort (i.e. number of working days);

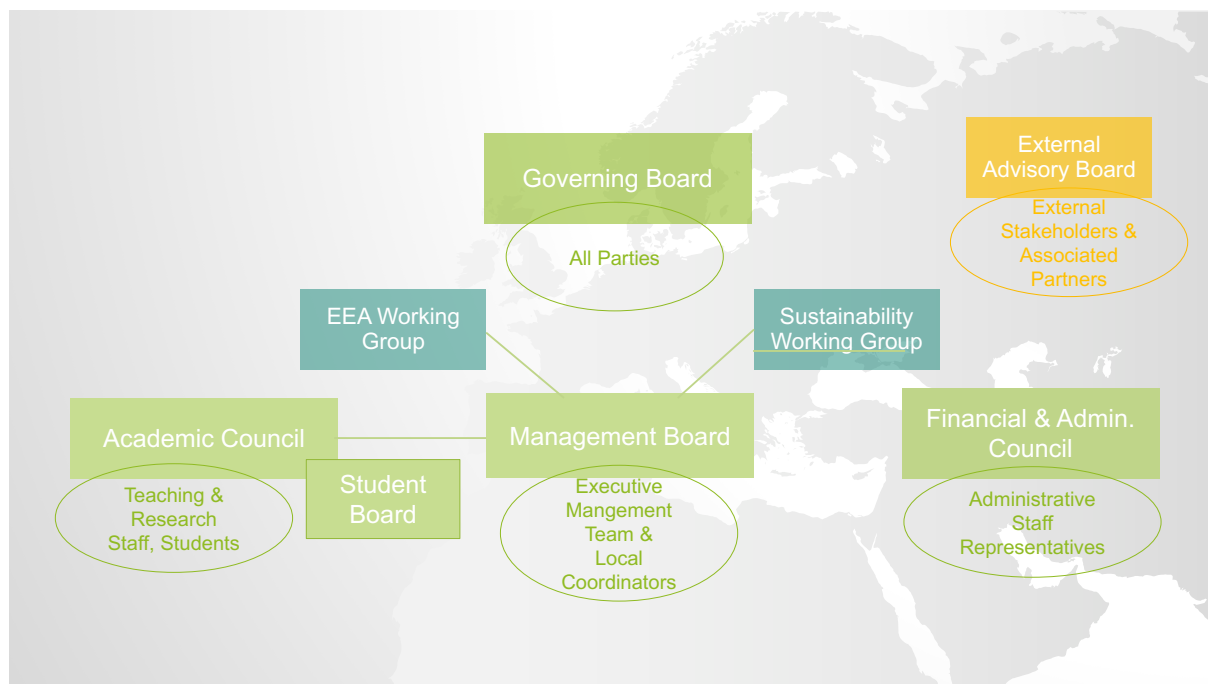
**Other Costs**- for the three highest value items: copy of contracts, invoices and proofs of payments;

**Travel and subsistence** - for 25% of the highest costs declared under this budget item: copy of tickets and boarding passes, hotel invoices (and proof of payments).

## Attachment 2: Budget Breakdown per Partner

Costs	Direct costs					Total direct costs	Indirect costs	Total estimated eligible costs	Maximum Grant	Contribution from beneficiaries	Other sources of	Contribution + other sources	TOTAL REVENUE
	Staff costs	Travel costs	Individual support	Equipment	Other costs								
ULR	1 119 130,00 €	150 800,00 €	130 900,00 €	65 000,00 €	77 000,00 €	1 542 830,00 €	107 998,10 €	1 650 828,10 €	1 320 662,08 €	330 166,02 €	- €	330 166,02 €	1 650 828,10 €
AUA	656 110,00 €	57 600,00 €	71 800,00 €	43 450,00 €	43 450,00 €	872 410,00 €	61 068,70 €	933 478,70 €	746 782,96 €	186 695,74 €	- €	186 695,74 €	933 478,70 €
UTCB	214 240,00 €	148 800,00 €	129 200,00 €	26 333,00 €	26 500,00 €	545 073,00 €	38 155,11 €	583 228,11 €	466 582,49 €	116 645,62 €	- €	116 645,62 €	583 228,11 €
KU	260 056,00 €	146 400,00 €	129 200,00 €	27 638,00 €	28 150,00 €	591 444,00 €	41 401,08 €	632 845,08 €	506 276,06 €	126 569,02 €	- €	126 569,02 €	632 845,08 €
UCV	700 453,00 €	94 640,00 €	96 610,00 €	32 000,00 €	48 202,00 €	971 905,00 €	68 033,35 €	1 039 938,35 €	831 950,68 €	207 987,67 €	- €	207 987,67 €	1 039 938,35 €
UNIZD	387 888,00 €	141 110,00 €	185 740,00 €	- €	37 375,00 €	752 113,00 €	52 647,91 €	804 760,91 €	643 808,73 €	160 952,18 €	- €	160 952,18 €	804 760,91 €
Total	3 337 877,00 €	739 350,00 €	743 450,00 €	194 421,00 €	260 677,00 €	5 275 775,00 €	369 304,25 €	5 645 079,25 €	4 516 063,00 €	1 129 016,25 €	- €	1 129 016,25 €	5 645 079,25 €

## Attachment 3: Governance Scheme



## Attachment 4: Accession Document

### ACCESSION

#### of a new Party to

**EU-CONEXUS Consortium Agreement, version [....., DD/MM/YYYY]**

**[OFFICIAL NAME OF THE NEW PARTY AS IDENTIFIED IN THE Grant Agreement]**

hereby consents to become a Party to the Consortium Agreement identified above and accepts all the rights and obligations of a Party starting [date]

UNIVERSITE DE LA ROCHELLE

hereby certifies that the Consortium has accepted in the meeting held on [date] the accession of [the name of the new Party] to the Consortium starting [date].

This Accession document has been done in 2 originals to be duly signed by the undersigned authorised representatives.

[Date and Place]

[INSERT NAME OF THE NEW PARTY]

Signature(s)

Name(s)

Title(s)

The \_\_\_\_\_, La Rochelle

UNIVERSITE DE LA ROCHELLE

Signature(s)

Name(s)

Title(s)

## Attachment 5: Background included

Background is defined as 'data, know-how or information (...) that is needed to implement the Action or exploit the results'. Because of this need, Access Rights have to be granted in principle, but Parties must identify and agree amongst them on the Background for the Action. This is the purpose of this attachment.

### UNIVERSITE DE LA ROCHELLE

As to the University of La Rochelle, it is agreed between the Parties that, to the best of their knowledge (please choose),

No data, know-how or information of University de la Rochelle shall be Needed by another Party for implementation of the Action or Exploitation of that other Party's Results

This represents the status at the time of signature of this Consortium Agreement.

### AGRICULTURAL UNIVERSITY OF ATHENS,

As to **AGRICULTURAL UNIVERSITY OF ATHENS**, it is agreed between the Parties that, to the best of their knowledge (please choose)

The following background is hereby identified and agreed upon for the Action Specific limitations and/or conditions, shall be as mentioned hereunder:

Describe Background	Specific limitations and/or conditions for implementation	Specific limitations and/or conditions for Exploitation
Biosensor technology, including proprietary/patented know-how	No limitation for educational and research purposes in the framework of the implementation of the project	Exploitation of the background by other Partners must be agreed with AUA, possibly under a license agreement
Marine Biotechnology	No limitation for educational and research purposes in the framework of the implementation of the project	Exploitation of the background by other Partners must be agreed with AUA, possibly under a license agreement

This represents the status at the time of signature of this Consortium Agreement.

### UNIVERSTATEA TEHNICA DE CONSTRUCTII BUCURESTI

As to the Technical University of Civil Engineering Bucharest, it is agreed between the Parties that, to the best of their knowledge,

No data, know-how or information of Technical University of Civil Engineering Bucharest shall be Needed by another Party for implementation of the Action or Exploitation of that other Party's Results

This represents the status at the time of signature of this Consortium Agreement.

#### **KLAIPEDOS UNIVERSITETAS**

As to Klaipeda University, it is agreed between the Parties that, to the best of their knowledge,

No data, know-how or information of Klaipeda University shall be Needed by another Party for implementation of the Action or Exploitation of that other Party's Results

This represents the status at the time of signature of this Consortium Agreement.

#### **FUNDACION UNIVERSIDAD CATOLICA DE VALENCIA SAN VICENTE MARTIR**

As to the Catholic University of Valence, it is agreed between the Parties that, to the best of their knowledge,

No data, know-how or information of the Catholic University of Valence shall be Needed by another Party for implementation of the Action or Exploitation of that other Party's Results

This represents the status at the time of signature of this Consortium Agreement.

#### **SVEUCILISTE U ZADRU**

As to the University of Zadar, it is agreed between the Parties that, to the best of their knowledge,

No data, know-how or information of the University of Zadar shall be Needed by another Party for implementation of the Action or Exploitation of that other Party's Results

This represents the status at the time of signature of this Consortium Agreement.

**Attachment 6: Administrative and Bank Data**

<b>Beneficiary Name and its address</b>	<b>Name of the bank of the beneficiary and its address</b>	<b>Bank data: Account number or IBAN BIC Code or SWIFT</b>
<b>UNIVERSITE DE LA ROCHELLE, Agent comptable</b>  23 avenue Albert Einstein, BP 33060, 17031 La Rochelle	TRESOR PUBLIC, DDFIP-Charente-Maritime, 14 rue Réaumur, 17021 La Rochelle cedex 1	<b>IBAN:</b> FR7610071170000000100212711
<b>AGRICULTURAL UNIVERSITY OF ATHENS</b>  75 Iera Odos Str. 11855 Athens, Greece	National Bank of Greece, 86 Aeolou Str. 10559 Athens, Greece	IBAN:GR0601100400000004001746298 Swift (BIC): ETHNGRAA
<b>UNIVERSTATEA TEHNICA DE CONSTRUCTII BUCURESTI</b>  ADRESA BDUL LACUL TEI NR.1022-124 SECTOR 2 BUCURESTI	BANCA COMERCIALA ROMANA - AGENTIA SECTOR 2  ADRESA CALEA VICTORIE NR.15 SECTOR 3 BUCURESTI	IBAN: RO03RNCB0073005630380155 Swift : RNCBROBU
<b>KLAIPEDOS UNIVERSITETAS</b>  Herkaus Manto str. 84, 92294 Klaipeda, Lithuania	AB Swedbank Konstitucijos pr. 20 A, Vilnius, Lithuania 03502	<b>IBAN:</b> LT 79 7300 0101 3162 1135 <b>BIC:</b> HABALT22
<b>FUNDACION UNIVERSIDAD CATOLICA DE VALENCIA SAN VICENTE MARTIR</b>  Quevedo Str. 2, 46001 Valencia, Spain	La Caixa C/Armando Palacio Valdés, 10 46001 Valencia Spain	<b>IBAN:</b> ES66 2100 2940 1802 0010 2575 <b>SWIFT / BIC:</b> CAIXESBBXXX
<b>SVEUCILISTE U ZADRU</b>  Mihovila Pavlinovica 1 23000 Zadar Croatia	OTP banka d. d. Domovinskog rata 3 23000 Zadar Croatia	<b>IBAN:</b> HR1124070001100609482 <b>BIC:</b> OTPVHR2X