



## EUROPEAN EDUCATION AND CULTURE EXECUTIVE AGENCY (EACEA)

EACEA.A – Erasmus+, EU Solidarity Corps  
A.4 – International Capacity Building

### GRANT AGREEMENT

#### **Project 101083131 — U2SID**

#### **PREAMBLE**

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

**on the one part,**

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

**and**

**on the other part,**

1. 'the coordinator':

**UNIVERSETI SHKODRES LUIGJ GURAKUQI (ULGSHK)**, PIC 948434088, established in REKTORATI, SHESHI 2 PRILLI, SHKODER 4001, Albania,

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

2. **UNIVERSITETI FAN S NOLI KORCE (UNKO)**, PIC 973496366, established in SHETITORJA RILINDASIT, KORCE 7001, Albania,

3. **MESDHEU EDUCATION SHPK (MUA)**, PIC 890250966, established in NJESIA BASHKIAKE 7, BULEVARDI GJERGJ FISHTA 52, TIRANA 1023, Albania,

4. **QENDRA SHKENCE DHE INOVACION PER ZHVILLIM (CENTER SCiDEV)**, PIC 896720769, established in RR MARKO POCARI NR 3 NJESIA BASHKIAKE, TIRANA, Albania,

5. **QENDRA PER STUDIME KRAHASUESE DHE NDERKOMBETARE (CCIS)**, PIC 931721861, established in RRUGA ELBASANIT PALLATI FILIPEU APT. 4E, TIRANA 1001, Albania,

6. **AGJENCIA KOMBETARE E KERKIMIT SHKENCOR DHE INOVACIONIT (NASRI)**, PIC 911084335, established in RRUGA PAPA "GJON PALI" II NR.3, TIRANA 1001, Albania,

7. **JAVNA USTANOVA UNIVERZITET CRNE GORE PODGORICA (UOM)**, PIC 999836328, established in CETINJSKA 2, PODGORICA 81000, Montenegro,

8. **UNIVERZITET U BEOGRADU (UniBelgrade)**, PIC 999641843, established in STUDENTSKI TRG 1, BEOGRAD 11000, Serbia,

9. **UNIVERSITA DEL SALENTO (UNILE)**, PIC 999863585, established in PIAZZA TANCREDI 7, LECCE 73100, Italy,

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

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

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

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

The Agreement is composed of:

Preamble

Terms and Conditions (including Data Sheet)

Annex 1 Description of the action<sup>1</sup>

Annex 2 Estimated budget for the action

Annex 3 Accession forms (if applicable)<sup>2</sup>

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

Annex 4 Model for the financial statements

Annex 5 Specific rules (if applicable)

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

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

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

## TERMS AND CONDITIONS

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## DATA SHEET

### 1. General data

Project summary:

Project summary
<p>The digital transformation must be done in an inclusive and safe manner and for this, the role of universities and their collaboration with civil society, business, policy, and media is of paramount relevance. Digital transformation cannot be safe without awareness raising and capacity building on privacy threats, data protection, and digital literacy, thus leading to overall digital rights. The project proposal's aim is to foster inclusive digital transformation in the Western Balkans through increased collaboration between universities with other stakeholders such as businesses, policymakers, civil society, and media. The U2SID project supports the development and uptake of digital skills to make the digital transformation as comprehensive and inclusive as possible. The specific objectives of the U2SID project are: To strengthen digital competencies of teachers, students, and professionals through the development of a Digital Literacies Acceleration Programme as a collaborative program among universities on one side and businesses, civil society, local decision-makers, and media on the other; To improve innovative teaching methods through piloting a Digital Transformation Challenge for students as a project-based and solution-oriented learning based on mentoring, coaching and placement at businesses, civil society, local decision-makers, and media; To raise awareness on the importance of inclusive digitalization by including vulnerable target groups in the digitalization process. The U2SID is in line with the Call objectives in Strand 2 for building and strengthening partnerships for transformation in higher education. The project is in line with the aim of the call to contribute to the innovation in higher education to enhance relevance to labor market, regional development, and society by strengthening university to society collaborations and setting up a Digital Literacies Accelerator Programme and Digital Transformation Challenge.</p>

Keywords:

- Creation of processes and new forms of cooperation
- Modernisation of Higher Education
- Integration and upscaling of digital technologies and media in education
- digital transformation, inclusive digitalization, widen participation, digital literacies, cooperation with business, civil society, policy and media

Project number: 101083131

Project name: University to society collaborations for inclusive digital transformation in the Western Balkans

Project acronym: U2SID

Call: ERASMUS-EDU-2022-CBHE

Topic: ERASMUS-EDU-2022-CBHE-STRAND-2

Type of action: ERASMUS Lump Sum Grants

Granting authority: European Education and Culture Executive Agency

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

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

Project end date: starting date + months of duration

Project duration: 24 months

Consortium agreement: Yes

### 2. Participants

List of participants:

N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
1	COO	ULGSHK	UNIVERSETI SHKODRES LUIGJ GURAKUQI	AL	948434088	79 500.00
2	BEN	UNKO	UNIVERSITETI FAN S NOLI KORCE	AL	973496366	48 000.00



N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
3	BEN	MUA	MESDHEU EDUCATION SHPK	AL	890250966	47 400.00
4	BEN	CENTER SCiDEV	QENDRA SHKENCE DHE INOVACION PER ZHVILLIM	AL	896720769	42 000.00
5	BEN	CCIS	QENDRA PER STUDIME KRAHASUESE DHE NDERKOMBETARE	AL	931721861	37 150.00
6	BEN	NASRI	AGJENCIA KOMBETARE E KERKIMIT SHKENCOR DHE INOVACIONIT	AL	911084335	17 200.00
7	BEN	UOM	JAVNA USTANOVA UNIVERZITET CRNE GORE PODGORICA	ME	999836328	42 400.00
8	BEN	UniBelgrade	UNIVERZITET U BEOGRADU	RS	999641843	39 200.00
9	BEN	UNILE	UNIVERSITA DEL SALENTO	IT	999863585	45 800.00
<b>Total</b>						398 650.00

**Coordinator:**

- UNIVERSETI SHKODRES LUIGJ GURAKUQI (ULGSHK)

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

Maximum grant amount (Annex 2)	Maximum grant amount (award decision)
398 650.00	398 650.00

**Grant form:** Lump Sum**Grant mode:** Action grant**Budget categories/activity types:** Lump sum contributions**Cost eligibility options:** n/a**Budget flexibility:** No**4. Reporting, payments and recoveries****4.1 Continuous reporting** (art 21)**Deliverables:** see Funding & Tenders Portal Continuous Reporting tool**4.2 Periodic reporting and payments****Reporting and payment schedule** (art 21, 22):

Reporting				Payments		
Reporting periods			Type	Deadline	Type	Deadline (time to pay)
RP No	Month from	Month to				
					Initial prefinancing	30 days from entry into force/ financial guarantee (if required) – whichever is the latest

Reporting				Payments		
Reporting periods			Type	Deadline	Type	Deadline (time to pay)
RP No	Month from	Month to				
1	1	12	Additional prefinancing report	60 days after end of reporting period	Additional prefinancing	60 days from receiving additional prefinancing report/ financial guarantee (if required) – whichever is the latest
2	13	24	Periodic report	60 days after end of reporting period	Final payment	90 days from receiving periodic report

### Prefinancing payments and guarantees:

Prefinancing payment		Prefinancing guarantee		
Type	Amount	Guarantee amount	Division per participant	
Prefinancing 1 (initial)	279 055.00	n/a	1 - ULGSHK	n/a
			2 - UNKO	n/a
			3 - MUA	n/a
			4 - CENTER SCiDEV	n/a
			5 - CCIS	n/a
			6 - NASRI	n/a
			7 - UOM	n/a
			8 - UniBelgrade	n/a
			9 - UNILE	n/a
Prefinancing 2 (additional)	79 730.00	n/a	1 - ULGSHK	n/a
			2 - UNKO	n/a
			3 - MUA	n/a
			4 - CENTER SCiDEV	n/a
			5 - CCIS	n/a
			6 - NASRI	n/a
			7 - UOM	n/a
			8 - UniBelgrade	n/a
			9 - UNILE	n/a

### Reporting and payment modalities (art 21, 22):

Mutual Insurance Mechanism (MIM): No

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

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

No-profit rule: n/a

Late payment interest: ECB + 3.5%

Bank account for payments:

AL891011100800000002111001E

Conversion into euros: n/a

Reporting language: Language of the Agreement

**4.3 Certificates** (art 24): n/a

**4.4 Recoveries** (art 22)

**First-line liability for recoveries:**

Beneficiary termination: Beneficiary concerned

Final payment: Coordinator

After final payment: Beneficiary concerned

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

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

Joint and several liability of affiliated entities — n/a

**5. Consequences of non-compliance, applicable law & dispute settlement forum**

**Applicable law** (art 43):

Standard applicable law regime: EU law + law of Belgium

**Dispute settlement forum** (art 43):

Standard dispute settlement forum:

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

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

**6. Other**

**Specific rules (Annex 5):** Yes

**Standard time-limits after project end:**

Confidentiality (for X years after final payment): 5

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

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

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

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

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

## CHAPTER 1 GENERAL

### ARTICLE 1 — SUBJECT OF THE AGREEMENT

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

### ARTICLE 2 — DEFINITIONS

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

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

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

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

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

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

Affiliated entities (AE) — Entities affiliated to a beneficiary within the meaning of Article 187 of EU Financial Regulation 2018/1046<sup>4</sup> which participate in the action with similar rights and obligations as the beneficiaries (obligation to implement action tasks and right to charge costs and claim contributions).

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

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

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

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

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

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

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

**Fraud** — Fraud within the meaning of Article 3 of EU Directive 2017/1371<sup>5</sup> and Article 1 of the Convention on the protection of the European Communities' financial interests, drawn up by the Council Act of 26 July 1995<sup>6</sup>, as well as any other wrongful or criminal deception intended to result in financial or personal gain.

**Irregularities** — Any type of breach (regulatory or contractual) which could impact the EU financial interests, including irregularities within the meaning of Article 1(2) of EU Regulation 2988/95<sup>7</sup>.

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

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

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

## **CHAPTER 2 ACTION**

### **ARTICLE 3 — ACTION**

The grant is awarded for the action **101083131 — U2SID** ('action'), as described in Annex 1.

### **ARTICLE 4 — DURATION AND STARTING DATE**

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

## **CHAPTER 3 GRANT**

### **ARTICLE 5 — GRANT**

#### **5.1 Form of grant**

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

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

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

The grant is an action grant<sup>8</sup> which takes the form of a lump sum grant for the completion of work packages.

## 5.2 Maximum grant amount

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

## 5.3 Funding rate

Not applicable

## 5.4 Estimated budget, budget categories and forms of funding

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

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

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

## 5.5 Budget flexibility

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

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

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

## ARTICLE 6 — ELIGIBLE AND INELIGIBLE CONTRIBUTIONS

### 6.1 and 6.2 General and specific eligibility conditions

Lump sum contributions are eligible (‘eligible contributions’), if:

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

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

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<sup>8</sup> For the definition, see Article 180(2)(a) EU Financial Regulation 2018/1046: ‘**action grant**’ means an EU grant to finance “an action intended to help achieve a Union policy objective”.

<sup>9</sup> See Article 125 EU Financial Regulation 2018/1046.

### 6.3 Ineligible contributions

‘Ineligible contributions’ are:

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

### 6.4 Consequences of non-compliance

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

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

## CHAPTER 4 GRANT IMPLEMENTATION

### SECTION 1 CONSORTIUM: BENEFICIARIES, AFFILIATED ENTITIES AND OTHER PARTICIPANTS

#### **ARTICLE 7 — BENEFICIARIES**

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

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

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

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

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

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

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

(a) Each beneficiary must:

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

(b) The coordinator must:

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

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

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



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

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

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

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

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

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

## ARTICLE 8 — AFFILIATED ENTITIES

Not applicable

## ARTICLE 9 — OTHER PARTICIPANTS INVOLVED IN THE ACTION

### 9.1 Associated partners

Not applicable

### 9.2 Third parties giving in-kind contributions to the action

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

Third parties giving in-kind contributions do not implement any action tasks. They may not charge contributions to the action (no lump sum contributions) and the costs for the in-kind contributions are not eligible (may not be included in the estimated budget in Annex 2).

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

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

### 9.3 Subcontractors

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

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

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

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

### 9.4 Recipients of financial support to third parties

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

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

## ARTICLE 10 — PARTICIPANTS WITH SPECIAL STATUS

### 10.1 Non-EU participants

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

- to respect general principles (including fundamental rights, values and ethical principles, environmental and labour standards, rules on classified information, intellectual property rights, visibility of funding and protection of personal data)
- for the submission of certificates under Article 24: use qualified external auditors which are independent and comply with comparable standards as those set out in EU Directive 2006/43/EC<sup>11</sup>
- for the controls under Article 25: allow for checks, reviews, audits and investigations (including on-the-spot checks, visits and inspections) by the bodies mentioned in that Article (e.g. granting authority, OLAF, Court of Auditors (ECA), etc.).

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

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

## **10.2 Participants which are international organisations**

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

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

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

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

## **10.3 Pillar-assessed participants**

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

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

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

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

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

and use the following specific rules, for:

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

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

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

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

- eligibility (Article 6)
- consortium roles and set-up (Articles 7-9)
- security and ethics (Articles 13, 14)

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

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

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

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

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

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

## **SECTION 2 RULES FOR CARRYING OUT THE ACTION**

### **ARTICLE 11 — PROPER IMPLEMENTATION OF THE ACTION**

#### **11.1 Obligation to properly implement the action**

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

#### **11.2 Consequences of non-compliance**

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

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

## **ARTICLE 12 — CONFLICT OF INTERESTS**

### **12.1 Conflict of interests**

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

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

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

### **12.2 Consequences of non-compliance**

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

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

## **ARTICLE 13 — CONFIDENTIALITY AND SECURITY**

### **13.1 Sensitive information**

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

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

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

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

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

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

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

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

The confidentiality obligations no longer apply if:

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

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

### **13.2 Classified information**

The parties must handle classified information in accordance with the applicable EU, international or national law on classified information (in particular, Decision 2015/444<sup>12</sup> and its implementing rules).

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

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

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

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

### **13.3 Consequences of non-compliance**

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

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

## **ARTICLE 14 — ETHICS AND VALUES**

### **14.1 Ethics**

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

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

### **14.2 Values**

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

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

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

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

### **14.3 Consequences of non-compliance**

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

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

## **ARTICLE 15 — DATA PROTECTION**

### **15.1 Data processing by the granting authority**

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

For grants where the granting authority is the European Commission, an EU regulatory or executive agency, joint undertaking or other EU body, the processing will be subject to Regulation 2018/1725<sup>13</sup>.

### **15.2 Data processing by the beneficiaries**

The beneficiaries must process personal data under the Agreement in compliance with the applicable EU, international and national law on data protection (in particular, Regulation 2016/679<sup>14</sup>).

They must ensure that personal data is:

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

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

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



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

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

### **15.3 Consequences of non-compliance**

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

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

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

### **16.1 Background and access rights to background**

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

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

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

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

### **16.2 Ownership of results**

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

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

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

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

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

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

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

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

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

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

#### 16.4 Specific rules on IPR, results and background

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

#### 16.5 Consequences of non-compliance

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

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

## ARTICLE 17 — COMMUNICATION, DISSEMINATION AND VISIBILITY

### 17.1 Communication — Dissemination — Promoting the action

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

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

### 17.2 Visibility — European flag and funding statement

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



Funded by the  
European Union



Co-funded by the  
European Union



Funded by the  
European Union



Co-funded by the  
European Union

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

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

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

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

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

### **17.3 Quality of information — Disclaimer**

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

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

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

### **17.4 Specific communication, dissemination and visibility rules**

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

### **17.5 Consequences of non-compliance**

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

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

## **ARTICLE 18 — SPECIFIC RULES FOR CARRYING OUT THE ACTION**

### **18.1 Specific rules for carrying out the action**

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

### **18.2 Consequences of non-compliance**

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

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

## **SECTION 3 GRANT ADMINISTRATION**

### **ARTICLE 19 — GENERAL INFORMATION OBLIGATIONS**

#### **19.1 Information requests**

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

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

## 19.2 Participant Register data updates

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

## 19.3 Information about events and circumstances which impact the action

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

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

## 19.4 Consequences of non-compliance

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

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

## ARTICLE 20 — RECORD-KEEPING

### 20.1 Keeping records and supporting documents

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

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

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

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

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

## 20.2 Consequences of non-compliance

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

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

## ARTICLE 21 — REPORTING

### 21.1 Continuous reporting

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

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

### 21.2 Periodic reporting: Technical reports and financial statements

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

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

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

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

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

The financial part of the periodic report includes:

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

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

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

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

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

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

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

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

### **21.3 Currency for financial statements and conversion into euros**

The financial statements must be drafted in euro.

### **21.4 Reporting language**

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

### **21.5 Consequences of non-compliance**

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

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

## **ARTICLE 22 — PAYMENTS AND RECOVERIES — CALCULATION OF AMOUNTS DUE**

### **22.1 Payments and payment arrangements**

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

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

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

The cost of payment transfers will be borne as follows:

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

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

## 22.2 Recoveries

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

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

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

In case of enforced recoveries (see Article 22.4):

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

## 22.3 Amounts due

### 22.3.1 Prefinancing payments

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

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

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

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

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

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



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

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

### 22.3.2 Amount due at beneficiary termination — Recovery

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

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

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

Step 1 — Calculation of the total accepted EU contribution

#### Step 1 — Calculation of the total accepted EU contribution

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

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

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

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

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

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

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

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

### 22.3.3 Interim payments

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

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

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

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

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

Step 1 — Calculation of the total accepted EU contribution

Step 2 — Limit to the interim payment ceiling

#### Step 1 — Calculation of the total accepted EU contribution

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

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

#### Step 2 — Limit to the interim payment ceiling

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

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

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

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

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

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

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

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

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

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

Step 1 — Calculation of the total accepted EU contribution

Step 2 — Limit to the maximum grant amount

Step 3 — Reduction due to the no-profit rule

#### Step 1 — Calculation of the total accepted EU contribution

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

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

#### Step 2 — Limit to the maximum grant amount

Not applicable

#### Step 3 — Reduction due to the no-profit rule

Not applicable

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

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

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

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

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

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

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

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

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

- requesting observations within 30 days of receiving notification.

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

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

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

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

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

Step 1 — Calculation of the revised total accepted EU contribution

#### Step 1 — Calculation of the revised total accepted EU contribution

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

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

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

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

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

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

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

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

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

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

## 22.4 Enforced recovery

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

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

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

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

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

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

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

Bank charges incurred in the recovery process will be borne by the beneficiary, unless Directive 2015/2366<sup>15</sup> applies.

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

## 22.5 Consequences of non-compliance

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

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

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

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

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

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

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

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

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

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

## **ARTICLE 23 — GUARANTEES**

### **23.1 Prefinancing guarantee**

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

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

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

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

They will be released within the following month.

### **23.2 Consequences of non-compliance**

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

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

## ARTICLE 24 — CERTIFICATES

Not applicable

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

### 25.1 Granting authority checks, reviews and audits

#### 25.1.1 Internal checks

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

#### 25.1.2 Project reviews

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

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

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

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

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

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

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

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

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

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

### 25.1.3 Audits

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

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

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

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

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

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

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

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

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

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

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

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

## 25.3 Access to records for assessing simplified forms of funding

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

## 25.4 OLAF, EPPO and ECA audits and investigations

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



- the European Anti-Fraud Office (OLAF) under Regulations No 883/2013<sup>16</sup> and No 2185/96<sup>17</sup>
- the European Public Prosecutor's Office (EPPO) under Regulation 2017/1939
- the European Court of Auditors (ECA) under Article 287 of the Treaty on the Functioning of the EU (TFEU) and Article 257 of EU Financial Regulation 2018/1046.

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

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

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

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

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

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

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

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

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

### **25.5.2 Extension from other grants**

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

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

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

<sup>17</sup> Council Regulation (Euratom, EC) No 2185/96 of 11 November 1996 concerning on-the-spot checks and inspections carried out by the Commission in order to protect the European Communities' financial interests against fraud and other irregularities (OJ L 292, 15/11/1996, p. 2).

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

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

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

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

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

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

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

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

## 25.6 Consequences of non-compliance

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

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

## ARTICLE 26 — IMPACT EVALUATIONS

### 26.1 Impact evaluation

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

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

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

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

## **26.2 Consequences of non-compliance**

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

# **CHAPTER 5 CONSEQUENCES OF NON-COMPLIANCE**

## **SECTION 1 REJECTIONS AND GRANT REDUCTION**

### **ARTICLE 27 — REJECTION OF CONTRIBUTIONS**

#### **27.1 Conditions**

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

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

Ineligible lump sum contributions will be rejected.

#### **27.2 Procedure**

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

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

#### **27.3 Effects**

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

### **ARTICLE 28 — GRANT REDUCTION**

#### **28.1 Conditions**

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

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

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

## **28.2 Procedure**

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

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

## **28.3 Effects**

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

# **SECTION 2 SUSPENSION AND TERMINATION**

## **ARTICLE 29 — PAYMENT DEADLINE SUSPENSION**

### **29.1 Conditions**

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

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

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

## 29.2 Procedure

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

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

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

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

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

## ARTICLE 30 — PAYMENT SUSPENSION

### 30.1 Conditions

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

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

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

### 30.2 Procedure

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

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

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

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

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

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

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

## ARTICLE 31 — GRANT AGREEMENT SUSPENSION

### 31.1 Consortium-requested GA suspension

#### 31.1.1 Conditions and procedure

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

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

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

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

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

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

## 31.2 EU-initiated GA suspension

### 31.2.1 Conditions

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

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

### 31.2.2 Procedure

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

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

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

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

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

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

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

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

## ARTICLE 32 — GRANT AGREEMENT OR BENEFICIARY TERMINATION

### 32.1 Consortium-requested GA termination

#### 32.1.1 Conditions and procedure

The beneficiaries may request the termination of the grant.

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

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

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

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

#### 32.1.2 Effects

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

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

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

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

After termination, the beneficiaries' obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 42 (assignment of claims)) continue to apply.

### 32.2 Consortium-requested beneficiary termination



### 32.2.1 Conditions and procedure

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

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

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

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

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

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

### 32.2.2 Effects

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

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

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

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

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

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

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

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

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

After termination, the concerned beneficiary's obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 42 (assignment of claims)) continue to apply.

### **32.3 EU-initiated GA or beneficiary termination**

#### **32.3.1 Conditions**

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

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

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

### 32.3.2 Procedure

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

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

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

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

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

### 32.3.3 Effects

(a) for **GA termination**:

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

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

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

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

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

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

After termination, the beneficiaries' obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 42 (assignment of claims)) continue to apply.

(b) for **beneficiary termination**:

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

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

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

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

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

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

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

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

After termination, the concerned beneficiary's obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 42 (assignment of claims)) continue to apply.

## **SECTION 3 OTHER CONSEQUENCES: DAMAGES AND ADMINISTRATIVE SANCTIONS**

### **ARTICLE 33 — DAMAGES**

#### **33.1 Liability of the granting authority**

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

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

#### **33.2 Liability of the beneficiaries**

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

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

### **ARTICLE 34 — ADMINISTRATIVE SANCTIONS AND OTHER MEASURES**

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

for instance, Articles 135 to 145 EU Financial Regulation 2018/1046 and Articles 4 and 7 of Regulation 2988/95<sup>18</sup>).

## **SECTION 4 FORCE MAJEURE**

### **ARTICLE 35 — FORCE MAJEURE**

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

‘Force majeure’ means any situation or event that:

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

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

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

## **CHAPTER 6 FINAL PROVISIONS**

### **ARTICLE 36 — COMMUNICATION BETWEEN THE PARTIES**

#### **36.1 Forms and means of communication — Electronic management**

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

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

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

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

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

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

### **36.2 Date of communication**

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

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

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

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

### **36.3 Addresses for communication**

The Portal can be accessed via the Europa website.

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

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

## **ARTICLE 37 — INTERPRETATION OF THE AGREEMENT**

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

Annex 5 takes precedence over the Terms and Conditions.

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

Annex 2 takes precedence over Annex 1.

## **ARTICLE 38 — CALCULATION OF PERIODS AND DEADLINES**

In accordance with Regulation No 1182/71<sup>19</sup>, periods expressed in days, months or years are calculated from the moment the triggering event occurs.

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

‘Days’ means calendar days, not working days.

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

## ARTICLE 39 — AMENDMENTS

### 39.1 Conditions

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

Amendments may be requested by any of the parties.

### 39.2 Procedure

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

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

The request for amendment must include:

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

The granting authority may request additional information.

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

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

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

## ARTICLE 40 — ACCESSION AND ADDITION OF NEW BENEFICIARIES

### 40.1 Accession of the beneficiaries mentioned in the Preamble

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

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

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



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

#### **40.2 Addition of new beneficiaries**

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

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

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

Additions are also possible in mono-beneficiary grants.

### **ARTICLE 41 — TRANSFER OF THE AGREEMENT**

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

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

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

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

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

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

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

In no circumstances will an assignment release the beneficiaries from their obligations towards the granting authority.

### **ARTICLE 43 — APPLICABLE LAW AND SETTLEMENT OF DISPUTES**

#### **43.1 Applicable law**

The Agreement is governed by the applicable EU law, supplemented if necessary by the law of Belgium.

Special rules may apply for beneficiaries which are international organisations (if any; see Data Sheet, Point 5).

### **43.2 Dispute settlement**

If a dispute concerns the interpretation, application or validity of the Agreement, the parties must bring action before the EU General Court — or, on appeal, the EU Court of Justice — under Article 272 of the Treaty on the Functioning of the EU (TFEU).

For non-EU beneficiaries (if any), such disputes must be brought before the courts of Brussels, Belgium — unless an international agreement provides for the enforceability of EU court judgements.

For beneficiaries with arbitration as special dispute settlement forum (if any; see Data Sheet, Point 5), the dispute will — in the absence of an amicable settlement — be settled in accordance with the Rules for Arbitration published on the Portal.

If a dispute concerns administrative sanctions, offsetting or an enforceable decision under Article 299 TFEU (see Articles 22 and 34), the beneficiaries must bring action before the General Court — or, on appeal, the Court of Justice — under Article 263 TFEU.

For grants where the granting authority is an EU executive agency (see Preamble), actions against offsetting and enforceable decisions must be brought against the European Commission (not against the granting authority; see also Article 22).

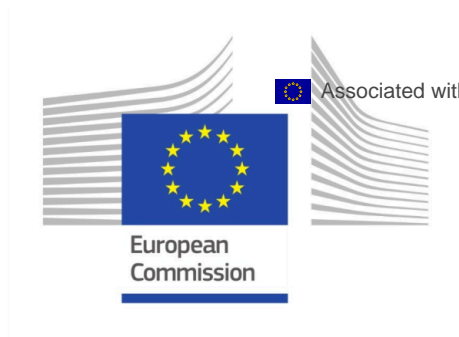
## **ARTICLE 44 — ENTRY INTO FORCE**

The Agreement will enter into force on the day of signature by the granting authority or the coordinator, depending on which is later.

### **SIGNATURES**

For the coordinator

For the granting authority



## **ANNEX 1**



## **Erasmus+ (ERASMUS+)**

### **Description of the action (DoA)**

**Part A**

**Part B**

## DESCRIPTION OF THE ACTION (PART A)

### COVER PAGE

Part A of the Description of the Action (DoA) must be completed directly on the Portal Grant Preparation screens.

<b>PROJECT</b>	
<i>Grant Preparation (General Information screen) — Enter the info.</i>	
<b>Project number:</b>	101083131
<b>Project name:</b>	University to society collaborations for inclusive digital transformation in the Western Balkans
<b>Project acronym:</b>	U2SID
<b>Call:</b>	ERASMUS-EDU-2022-CBHE
<b>Topic:</b>	ERASMUS-EDU-2022-CBHE-STRAND-2
<b>Type of action:</b>	ERASMUS-LS
<b>Service:</b>	EACEA/A/04
<b>Project starting date:</b>	first day of the month following the entry into force date
<b>Project duration:</b>	24 months

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## PROJECT SUMMARY

### Project summary

*Grant Preparation (General Information screen) — Provide an overall description of your project (including context and overall objectives, planned activities and main achievements, and expected results and impacts (on target groups, change procedures, capacities, innovation etc)). This summary should give readers a clear idea of what your project is about.*

*Use the project summary from your proposal.*

The digital transformation must be done in an inclusive and safe manner and for this, the role of universities and their collaboration with civil society, business, policy, and media is of paramount relevance. Digital transformation cannot be safe without awareness raising and capacity building on privacy threats, data protection, and digital literacy, thus leading to overall digital rights. The project proposal's aim is to foster inclusive digital transformation in the Western Balkans through increased collaboration between universities with other stakeholders such as businesses, policymakers, civil society, and media. The U2SID project supports the development and uptake of digital skills to make the digital transformation as comprehensive and inclusive as possible. The specific objectives of the U2SID project are: To strengthen digital competencies of teachers, students, and professionals through the development of a Digital Literacies Acceleration Programme as a collaborative program among universities on one side and businesses, civil society, local decision-makers, and media on the other; To improve innovative teaching methods through piloting a Digital Transformation Challenge for students as a project-based and solution-oriented learning based on mentoring, coaching and placement at businesses, civil society, local decision-makers, and media; To raise awareness on the importance of inclusive digitalization by including vulnerable target groups in the digitalization process. The U2SID is in line with the Call objectives in Strand 2 for building and strengthening partnerships for transformation in higher education. The project is in line with the aim of the call to contribute to the innovation in higher education to enhance relevance to labor market, regional development, and society by strengthening university to society collaborations and setting up a Digital Literacies Accelerator Programme and Digital Transformation Challenge.

## LIST OF PARTICIPANTS

### PARTICIPANTS

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

Number	Role	Short name	Legal name	Country	PIC
1	COO	ULGSHK	UNIVERSETI SHKODRES LUIGJ GURAKUQI	AL	948434088
2	BEN	UNKO	UNIVERSITETI FAN S NOLI KORCE	AL	973496366
3	BEN	MUA	MESDHEU EDUCATION SHPK	AL	890250966
4	BEN	CENTER SCiDEV	QENDRA SHKENCE DHE INOVACION PER ZHVILLIM	AL	896720769
5	BEN	CCIS	QENDRA PER STUDIME KRAHASUESE DHE NDERKOMBETARE	AL	931721861
6	BEN	NASRI	AGJENCIA KOMBETARE E KERKIMIT SHKENCOR DHE INOVACIONIT	AL	911084335
7	BEN	UOM	JAVNA USTANOVA UNIVERZITET CRNE GORE PODGORICA	ME	999836328
8	BEN	UniBelgrade	UNIVERZITET U BEOGRADU	RS	999641843
9	BEN	UNILE	UNIVERSITA DEL SALENTO	IT	999863585

## LIST OF WORK PACKAGES

<b>Work packages</b>						
<i>Grant Preparation (Work Packages screen) — Enter the info.</i>						
<b>Work Package No</b>	<b>Work Package name</b>	<b>Lead Beneficiary</b>	<b>Effort (Person-Months)</b>	<b>Start Month</b>	<b>End Month</b>	<b>Deliverables</b>
WP1	Project management, quality assurance, MEL, communication	1 - ULGSHK	98.00	1	24	D1.1 – Partnership Agreements D1.2 – Communication and Dissemination Plan D1.3 – Quality assurance and MEL Plan D1.4 – Website D1.5 – Project Management Plan
WP2	Digital Literacies Accelerator Programme	8 - UniBelgrade	98.00	4	15	D2.1 – Digital Literacies Accelerator Programme D2.2 – Study on results of WP2 D2.3 – Sustainability plan
WP3	Digital Transformation Challenge	3 - MUA	66.00	16	24	D3.1 – Manual for Digital Transformation Challenge D3.2 – Show casing the results of DTC

**Work package WP1 – Project management, quality assurance, MEL, communication**

<b>Work Package Number</b>	WP1	<b>Lead Beneficiary</b>	1. ULGSHK
<b>Work Package Name</b>	Project management, quality assurance, MEL, communication		
<b>Start Month</b>	1	<b>End Month</b>	24

**Objectives**

The University of Shkodra will manage the entire project by setting clear procedures and frameworks. Partnership Agreements will be signed with project partners, and ongoing monitoring will be ensured as well as risk mitigation and cost-effective budgeting.

**Description**

The University of Shkodra will manage the entire project by setting clear procedures and frameworks. Partnership Agreements will be signed with project partners, and ongoing monitoring will be ensured as well as risk mitigation and cost-effective budgeting.

**Work package WP2 – Digital Literacies Accelerator Programme**

<b>Work Package Number</b>	WP2	<b>Lead Beneficiary</b>	8. UniBelgrade
<b>Work Package Name</b>	Digital Literacies Accelerator Programme		
<b>Start Month</b>	4	<b>End Month</b>	15

**Objectives**

Development of Digital Literacies Accelerator Programme with support of SCiDEV

**Description**

WP2 is the core work programme of the project.

- 2.1 – Development of Digital Literacies Accelerator Programme by University of Belgrade and University of Salento
- 2.2 – Organisation of mobility for training for staff and students
- 2.3 – Collaborative training with lecturers and professionals from civil society, business, and policy on digital literacies
- 2.4 – Hands on training for students on digital literacies
- 2.5 – Promotion and engagement of stakeholders
- 2.6 – Evaluation of competences

**Work package WP3 – Digital Transformation Challenge**

<b>Work Package Number</b>	WP3	<b>Lead Beneficiary</b>	3. MUA
<b>Work Package Name</b>	Digital Transformation Challenge		
<b>Start Month</b>	16	<b>End Month</b>	24

**Objectives**

WP3 is the core work program of the project that puts into practice the competencies gained in WP2

**Description**

- 3.1 – Open call for Digital Transformation Challenge
- 3.2 – Students and lecturers are paired up, mentoring, and coaching for the project-based learning

- 3.3 – Presentation of problems by business, civil society, policymakers to the group of students and lecturers
- 3.4 – Students and lecturers work on the solution to the challenge through project-based learning, solution-oriented and inclusive digital transformation
- 3.5 – Public events to present the students' solutions and selection of best ideas



## STAFF EFFORT

<b>Staff effort per participant</b>				
<i>Grant Preparation (Work packages - Effort screen) — Enter the info.</i>				
<b>Participant</b>	<b>WP1</b>	<b>WP2</b>	<b>WP3</b>	<b>Total Person-Months</b>
1 - ULGSHK	21.00	18.00	10.00	49.00
2 - UNKO	6.00	21.00	10.00	37.00
3 - MUA	6.00	21.00	10.00	37.00
4 - CENTER SCiDEV	20.00	9.00	4.00	33.00
5 - CCIS	12.00	5.00	4.00	21.00
6 - NASRI	12.00	6.00	6.00	24.00
7 - UOM	8.00	9.00	13.00	30.00
8 - UniBelgrade	5.00	5.00	5.00	15.00
9 - UNILE	8.00	4.00	4.00	16.00
<b>Total Person-Months</b>	98.00	98.00	66.00	262.00

## LIST OF DELIVERABLES

<b>Deliverables</b>						
<i>Grant Preparation (Deliverables screen) — Enter the info.</i>						
<i>The labels used mean:</i>						
<i>Public — fully open (⚠ automatically posted online)</i>						
<i>Sensitive — limited under the conditions of the Grant Agreement</i>						
<i>EU classified —RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision <a href="#">2015/444</a></i>						
<b>Deliverable No</b>	<b>Deliverable Name</b>	<b>Work Package No</b>	<b>Lead Beneficiary</b>	<b>Type</b>	<b>Dissemination Level</b>	<b>Due Date (month)</b>
D1.1	Partnership Agreements	WP1	1 - ULGSHK	R — Document, report	SEN - Sensitive	4
D1.2	Communication and Dissemination Plan	WP1	4 - CENTER SCiDEV	R — Document, report	SEN - Sensitive	3
D1.3	Quality assurance and MEL Plan	WP1	5 - CCIS	R — Document, report	SEN - Sensitive	3
D1.4	Website	WP1	1 - ULGSHK	DEC —Websites, patent filings, videos, etc	SEN - Sensitive	4
D1.5	Project Management Plan	WP1	1 - ULGSHK	R — Document, report	SEN - Sensitive	2
D2.1	Digital Literacies Accelerator Programme	WP2	8 - UniBelgrade	R — Document, report	SEN - Sensitive	5
D2.2	Study on results of WP2	WP2	3 - MUA	R — Document, report	SEN - Sensitive	15
D2.3	Sustainability plan	WP2	4 - CENTER SCiDEV	R — Document, report	SEN - Sensitive	7
D3.1	Manual for Digital Transformation Challenge	WP3	7 - UOM	R — Document, report	SEN - Sensitive	18
D3.2	Show casing the results of DTC	WP3	2 - UNKO	DEC —Websites, patent filings, videos, etc	SEN - Sensitive	22

### Deliverable D1.1 – Partnership Agreements

<b>Deliverable Number</b>	D1.1	<b>Lead Beneficiary</b>	1. ULGSHK
<b>Deliverable Name</b>	Partnership Agreements		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	4	<b>Work Package No</b>	WP1

<b>Description</b>
Partnership agreement signed between lead partner and all project partners

### Deliverable D1.2 – Communication and Dissemination Plan

<b>Deliverable Number</b>	D1.2	<b>Lead Beneficiary</b>	4. CENTER SCiDEV
<b>Deliverable Name</b>	Communication and Dissemination Plan		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	3	<b>Work Package No</b>	WP1

<b>Description</b>
Detailed plan for communication

### Deliverable D1.3 – Quality assurance and MEL Plan

<b>Deliverable Number</b>	D1.3	<b>Lead Beneficiary</b>	5. CCIS
<b>Deliverable Name</b>	Quality assurance and MEL Plan		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	3	<b>Work Package No</b>	WP1

<b>Description</b>
Detailed plan for ensuring quality and monitoring and evaluation

### Deliverable D1.4 – Website

<b>Deliverable Number</b>	D1.4	<b>Lead Beneficiary</b>	1. ULGSHK
<b>Deliverable Name</b>	Website		
<b>Type</b>	DEC — Websites, patent filings, videos, etc	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	4	<b>Work Package No</b>	WP1

<b>Description</b>
Website

### Deliverable D1.5 – Project Management Plan

<b>Deliverable Number</b>	D1.5	<b>Lead Beneficiary</b>	1. ULGSHK
<b>Deliverable Name</b>	Project Management Plan		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	2	<b>Work Package No</b>	WP1

<b>Description</b>
Project management plan including risk plan and mitigation

### Deliverable D2.1 – Digital Literacies Accelerator Programme

<b>Deliverable Number</b>	D2.1	<b>Lead Beneficiary</b>	8. UniBelgrade
<b>Deliverable Name</b>	Digital Literacies Accelerator Programme		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	5	<b>Work Package No</b>	WP2

<b>Description</b>
Digital Literacies Accelerator Programme that includes - mobility - workshops - online learning - mentoring public engagement

### Deliverable D2.2 – Study on results of WP2

<b>Deliverable Number</b>	D2.2	<b>Lead Beneficiary</b>	3. MUA
<b>Deliverable Name</b>	Study on results of WP2		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	15	<b>Work Package No</b>	WP2

<b>Description</b>
Presentation of results of the WP2, baseline and endline survey, organisation of workshops, mobility and events

### Deliverable D2.3 – Sustainability plan

<b>Deliverable Number</b>	D2.3	<b>Lead Beneficiary</b>	4. CENTER SCiDEV
<b>Deliverable Name</b>	Sustainability plan		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	7	<b>Work Package No</b>	WP2

<b>Description</b>
--------------------

Sustainability plan and list of stakeholders

**Deliverable D3.1 – Manual for Digital Transformation Challenge**

<b>Deliverable Number</b>	D3.1	<b>Lead Beneficiary</b>	7. UOM
<b>Deliverable Name</b>	Manual for Digital Transformation Challenge		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	18	<b>Work Package No</b>	WP3

**Description**

This will serve as a guide for the organisation of the project based learning and providing solutions to businesses

**Deliverable D3.2 – Show casing the results of DTC**

<b>Deliverable Number</b>	D3.2	<b>Lead Beneficiary</b>	2. UNKO
<b>Deliverable Name</b>	Show casing the results of DTC		
<b>Type</b>	DEC — Websites, patent filings, videos, etc	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	22	<b>Work Package No</b>	WP3

**Description**

In the website all the videos, presentations and other materials produced by students will be presented to be used by others

## LIST OF MILESTONES

<b>Milestones</b>					
<i>Grant Preparation (Milestones screen) — Enter the info.</i>					
<b>Milestone No</b>	<b>Milestone Name</b>	<b>Work Package No</b>	<b>Lead Beneficiary</b>	<b>Means of Verification</b>	<b>Due Date (month)</b>
1	Partnership Agreements	WP1	1-ULGSHK	Partnership agreement signed by lead partner and all project partners	1
2	Communication and Dissemination Plan	WP1	4-CENTER SCiDEV	Communication and Dissemination Plan - document agreed by all partners plus relevant annexes	3
3	Quality assurance and MEL Plan	WP1	5-CCIS	Detailed plan for ensuring quality and monitoring and evaluation	3
4	Website	WP1	4-CENTER SCiDEV	Website developed and up and running	4
5	Digital Literacies Accelerator Programme	WP2	8-UniBelgrade	Digital Literacies Accelerator Programme that includes - mobility - workshops - online learning - mentoring public engagement	4
6	Study on results of WP2	WP2	9-UNILE	Presentation of results of the WP2, baseline and endline survey, organisation of workshops, mobility and events	15
7	Manual for Digital Transformation Challenge	WP3	7-UOM	This will serve as a guide for the organisation of the project based learning and providing solutions to businesses	18
8	Show casing the results of DTC	WP3	2-UNKO	In the website all the videos, presentations and other materials produced by students will be presented to be used by others	22

## LIST OF CRITICAL RISKS

<b>Critical risks &amp; risk management strategy</b>			
<i>Grant Preparation (Critical Risks screen) — Enter the info.</i>			
<b>Risk number</b>	<b>Description</b>	<b>Work Package No(s)</b>	<b>Proposed Mitigation Measures</b>
1	Extension of the existing Covid 19 pandemic situations and effects of the team members in person meetings of medical events. (medium)	WP1, WP2, WP3	To reduce the effects of the pandemic restrictions we will develop an online meeting system. In case of individual medical situations, the team member will be replaced.
2	Unforeseen situations regarding the existing staff availability. (low)	WP1, WP2, WP3	In case of unforeseen situations, each member of the project implementation team should have a replacement. If one partner possesses the spare capacity, others will mitigate this situation quickly. The whole framework of the project is focused on solving emergent problems collectively and harmoniously.
3	Delays to achieve the project deliverables, according to the schedule. (low)	WP1, WP2, WP3	Monitoring of the current outputs in accordance with the expected results. Communication with team members in order to avoid delays. Effective monitoring of the project progress. The staff involved in the implementation of the project, must be aware of the importance of risks in the achievement of their objectives.
4	Weak dissemination of the project aims or drifting from objectives	WP1	Encouraging a better dissemination possibly allocating extra effort, if necessary
5	Weak interest and motivation among project partners	WP1, WP2, WP3	Encouraging partners in expressing their interests and sharing the work accordingly.
6	Weak communication among partners	WP1	systematic communication plan and culture to be discussed and agreed at the kick-off meeting and during the following ones.
7	Uncertainty regarding partners' roles	WP1	detailed workload with tasks and contributions assignment to be agreed during project meetings
8	Unsuccess in reaching project aims	WP1, WP2, WP3	effective quality management system in place during the overall project lifetime.



# **Erasmus+ Programme (ERASMUS)**

## **Application Form**

**Technical Description (Part B)**

**(ERASMUS Standard Budget-based + LS Type II)**

**Version 1.0**  
**25 February 2021**

### **Disclaimer**

This document is aimed at informing applicants for EU funding. It serves only as an example. The actual web forms and templates are provided in the Funding & Tenders Portal Submission System (and may contain certain differences). The applications (including annexes and supporting documents) must be prepared and submitted online via the Portal.





## **IMPORTANT NOTICE**

### **What is the Application Form?**

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

The Form consists of 2 parts:.

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

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

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


### **How to prepare and submit it?**


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

### **Character and page limits:**

- page limit normally 40 pages for calls for low value grants (60 000 or below); 120 pages for all other calls (unless otherwise provided for in the Call document/Programme Guide)
- supporting documents can be provided as an annex and do not count towards the page limit
- minimum font size — Arial 9 points
- page size: A4
- margins (top, bottom, left and right): at least 15 mm (not including headers & footers).

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

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

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

## TECHNICAL DESCRIPTION (PART B)

### COVER PAGE

*Part B of the Application Form must be downloaded from the Portal Submission System, completed and then assembled and re-uploaded as PDF in the system.*

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

<b>PROJECT</b>	
<b>Project name:</b>	<b>University to society collaborations for inclusive digital transformation in the Western Balkans</b>
<b>Project acronym:</b>	<b>U2SID</b>
<b>Coordinator contact:</b>	<b>Brikene Dionizi, University Luigj Gurakuqi, Shkodra, Albania</b>

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## PROJECT SUMMARY

### Project summary (in English)

The digital transformation must be done in an inclusive and safe manner and for this the role of university and their collaboration with civil society, business, policy, and media is of paramount relevance. Digital transformation cannot be safe without awareness raising and capacity building on privacy threats, data protection and digital literacy, thus leading to overall digital rights. **Project proposal's aim** is to foster inclusive digital transformation in the Western Balkans through increased collaboration between universities with other stakeholders such as businesses, policy makers, civil society, and media. The U2SID project supports the development and uptake of digital skills to make the digital transformation as comprehensive and inclusive as possible. The specific objectives of U2SID project are: To strengthen digital competences of teachers, students, and professionals through the development of a **Digital Literacies Acceleration Programme** as a collaborative programme among universities on one side and businesses, civil society, local decision makers and media on the other; To improve innovative teaching methods through piloting a **Digital Transformation Challenge** for students as a project-based and solution-oriented learning based on mentoring, coaching and placement at businesses, civil society, local decision makers and media; To **raise awareness** on the importance of **inclusive digitalisation** by including vulnerable target groups in the digitalization process. The U2SID is in line with the Call objectives in Strand 2 for building and strengthening partnerships for transformation in higher education. The project is in line with the aim of the call to contribute to the **innovation in higher education** to enhance relevance to labour market, regional development, and society by strengthening university to society collaborations and setting up a Digital Literacies Accelerator Programme and Digital Transformation Challenge. The project will impact the modernisation of HEIs which will not only **transfer knowledge** but also will **create economic and social value** through the transfer of their teaching and research results to the community and society at large. It will contribute to increased participation of HEIs located in **remote areas**, it is led by a university in the north of Albania that has had fewer opportunities in the Erasmus+ Programme. Moreover, it will impact a stronger link and collaboration between universities and other actors such as private sector, policy, civil society and media. Finally, it will increase **level of digital competence for students and staff** that will be used for the collaboration with businesses, civil society, policy for the digital transformation challenge and will be promoted by media.

## 1. RELEVANCE

### 1.1 Background and general objectives

#### Background and general objectives

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

*Describe the background and rationale of the project.*

*How is the project relevant to the scope of the call? How does the project address the general objectives of the call? What is the project's contribution to the priorities of the call (if applicable)?*

Historically, universities have held an important role in society, serving not only as centers of knowledge, research, and innovation, but also preparing generations of new entrants in the labor force. However, societal changes of the last century and rapid technological developments have led to an evolution of the labor market and have caused a shift in expectations towards universities. Additionally, socio-economic phenomena and adverse events, such as those caused by the COVID-19 pandemic and the climate emergency, are exerting further pressures on universities, urging them to transform and innovate.

Universities have responded to these pressures by embracing the so-called 'Third Mission', a concept that sees them as complex, multidisciplinary, and evolving actors, contributing not only to education and research, but also to social, economic, and cultural development. Universities also embraced the Triple Helix Model of cooperation among university, industry, and government, acting as intermediaries of innovation efforts and promoting a knowledge-based society. Considering the important role that civil society and media play in societal development, the Triple Helix Model was later expanded with additional

dimension, transforming into the Quadruple Helix, which includes university (science), government (policy), industry, and civil society and the media.

In Albania and Montenegro, universities face considerable challenges in terms of quality of research, transfer of knowledge, collaboration with external stakeholders, and generation of innovation with impact. Although, part of important EU schemes, universities in the country still struggle to effectuate meaningful collaboration with other actors in society and in generating added value in developmental process.

Mobilizing young digital savvy as game changers for decision-making and inclusion is crucial. Young people have higher digital skills, but at the same time they are more vulnerable to the dark side of digitalization so balancing protection and participation is very important. Marginalized youth and rural youth and other disadvantaged youth at the margin of society often lack digital skills or an internet connection thus impeding their access and opportunities for participation. It is important to fill in the gap by raising awareness of public institutions and other relevant stakeholders and fostering solidarity among youth to enable all to have digital access. In addition, it is essential to use digital tools to involve young people in civic life, local public sphere, and policy development. To this end, digital skills, literacies, and digital rights are crucial to tackle the dark side of digitalisation and empower youth participation. The future of learning, working and civic engagement is also online. Using digital tools for civic engagement can improve the quality of education at university level and can help prepare proactive, agile and critical thinkers as the young professionals for the future.

**The digital transformation must be done in an inclusive and safe manner and for this the role of university and their collaboration with civil society, business, policy, and media is of paramount relevance. Digital transformation cannot be safe without awareness raising and capacity building on privacy threats, data protection and digital literacy, thus leading to overall digital rights.**

**The overall aim of this project proposal (U2SID) is to foster inclusive digital transformation in the Western Balkans through increased collaboration between universities with other stakeholders such as businesses, policy makers, civil society, and media.**

The U2SID is in line with the Call objectives in Strand 2 for building and strengthening partnerships for transformation in higher education. More concretely, it is in line with the aim of the call to improve the quality of higher education in Montenegro and Albania as third countries not associated to the Erasmus programme. At the same time, by strengthening digital literacies of students, teachers and also professionals at local level the U2SID project enhances the relevance of the universities for the local and national labour market and regional development. In addition, the project supports the professional development of lecturers at university level by ensuring training, mentoring, and pairing with businesses, civil society and policy for increased digital literacies and improved teaching methods in the new normal of post COVID19. Finally, the U2SID project contributes to stimulate cooperation of institutions, capacity building and exchange of good practice at Western Balkans level, EU and Western Balkans and also at national level between different actors.

In regard to Strand 2, the project is in line with the aim of the call to contribute to the innovation in higher education to enhance relevance to labour market, regional development and society by strengthening university to society collaborations and setting up a Digital Literacies Accelerator and Mobility Programme.

## 1.2 Needs analysis and specific objectives

### Needs analysis and specific objectives

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

*Describe how the objectives of the project are based on a sound needs analysis in line with the specific objectives of the call.*

*What issue/challenge/gap does the project aim to address? The objectives should be clear, measurable, realistic and achievable within the duration of the project. For each objective, define appropriate indicators for measuring achievement (including a unit of measurement, baseline value and target value).*

A complete need analysis has been done for this project proposal based on the Erasmus+ USIA project that most of the partners are cooperating for some years now. Based on the knowledge, experience and results of that project, the consortium has identified key needs for this project proposal. In addition, the need analysis has been complementary with additional examination of the status of digital literacies in Albania and Montenegro also as shown by various EU report, Regional Cooperation Council and other national and regional reports.

This project proposal was codesigned by the project partners based on a specific youth policy and participation assessment conducted by project partner staff in 2020 and 2021. It is also informed by other relevant reports and data on youth in Albania, Montenegro and the wider Western Balkans and youth challenges in Europe in general. The project design was done by carefully considering the needs analysis and gaps in terms of youth participation, policy dialogue,

digital skills and literacies and particularly digital rights as an innovative approach to youth engagement in democratic processes in the digital world.

The Erasmus+ USIA research study shows that in Albania there is little collaboration between universities and other actors that is well-institutionalized, sustainable, funded, and promoted. Most of the existing collaborations take place with the business sector, followed by those with civil society and policy, and less so with the media. Most of the collaboration is established on an individual level, apart from collaboration with the policy sphere where most of the collaboration happens on an institutional level.

Findings from this research study indicate that the main factors that hinder university-to-society collaboration include low funding or research, lack of information and knowledge about university research activities, academic offer, and innovation. In addition, lack of strategy (by all actors) for pursuing collaborative projects in a sustainable manner and outdated curricula seem to be hindering factors in fostering university-to-society collaboration.

Most collaborations remain donor-dependent and are project-based, rather than forming a crucial part of the vision and strategy of involved actors. Limited drivers and incentives for researchers to engage in collaborations with other actors also affect the level and frequency of collaboration.

Additionally, universities are subject to rigid bureaucracies and procedures, which hinder their abilities to take advantage of collaborative opportunities. Particularly, it is imperative to ease and streamline procedures and regulations that govern issues, such as curricula updates and project administration. At the same time, universities must establish mechanisms for recognizing and rewarding research work carried out by their faculty members. These would greatly improve the capacity of universities to respond to external developments, including adaption to market needs and engagement with stakeholders outside academia.

Despite the overall low levels of collaboration between researchers and other stakeholders, respondents indicate several reasons to foster collaboration between the two groups as follows: (i) professional growth and increase in revenue: networking, knowledge acquisition, skills development, financial gains, exchange of experiences, mobility options, public exposure, and diversification of expertise; (ii) curricula development and improvement of teaching; (iii) students' internships and job fairs; (iv) contribution to regional development, community, and society at large (engaged university); and (v) research quality and communication to diverse audiences; Access to data, technology, decision making processes and real-life problems; research funds and joint projects; collaborative research; publication of applied and policy-oriented research; and, communication to external audiences and wider publics. This is a strong background and motivation for the project proposal.

In the region, the COVID-19 pandemic has expanded the notion of vulnerability. So, besides Roma and Egyptian youth, youth with disabilities, and youth in conflict with law or victims of crime, due to COVID-19, other youth groups at risk have emerged such as youth living in remote and rural areas, youth affected by the earthquake, and youth with health conditions or chronic diseases, unemployed youth, or NEET. They have inadequate access to social services, limited capacities, and opportunities to cope and adapt, and limited or no access to technologies. Youth and other groups are exposed to an increasing number of online media that use social media to distort the media system, generating (dis)information and click-bait ecosystems. This risk is heightened in the COVID-19 crisis context when time spent in social isolation increases, including on digital platforms. On the other hand, a lack of access to technology and the digital divide leaves economically vulnerable persons isolated in the COVID-19 crisis, and thus strengthening digital skills and literacies is crucial.

**Project proposal's aim:** To foster inclusive digital transformation in the Western Balkans through increased collaboration between universities with other stakeholders such as businesses, policy makers, civil society, and media.

The specific objectives of U2SID project are:

SO1 – To strengthen digital competences of teachers, students, and professionals through the development of a **Digital Literacies Acceleration Programme** as a collaborative programme among universities on one side and businesses, civil society, local decision makers and media on the other.

SO2 – To improve innovative teaching methods through piloting a **Digital Transformation Challenge** for students as a project-based and solution-oriented learning based on mentoring, coaching and placement at businesses, civil society, local decision makers and media.

SO3 – To **raise awareness** on the importance of **inclusive digitalisation** by including vulnerable target groups in the digitalization process.

#### Indicators

Specific objectives	Unit of measurement	Baseline	Target value
SO1 – To strengthen digital competences of teachers, students, and	Number of workshops, events and meetings organizing for	None of the partner universities has a Digital Literacies Acceleration	1 Digital Literacies Acceleration Programme



professionals through the development of a <b>Digital Literacies Acceleration Programme</b> as a collaborative programme among universities on one side and businesses, civil society, local decision makers and media on the other.	networking, peer to peer support and exchange of good practices Number of participants Number of staff	Programme as collaborative between university and other actors in society	set up at each partner university 50 university lecturers and staff trained part of the Digital Literacies Acceleration Programme 100 students trained within the programme 50 staff from business, civil society, business and media trained on digital literacies as part of the programme
SO2 – To improve innovative teaching methods through piloting a <b>Digital Transformation Challenge</b> for students as a project-based and solution-oriented learning based on mentoring, coaching and placement at businesses, civil society, local decision makers and media.	Number of teachers and students involved Number of challenges / projects proposed and presented Number of businesses involved Number of civil society organisations Number of media involved Number of policy actors Level of satisfaction with the programme	Currently some of the partners are doing policy challenges but not in an institutionalised way	Each partner university pilots at least 5 <b>Digital Transformation Challenge</b> with students and other actors as, project based learning, solution. About 50 students involved, about 20 staff involved from universities.
SO3 – To <b>raise awareness</b> on the importance of <b>inclusive digitalisation</b> by including vulnerable target groups in the digitalization process.	Number of stakeholders engaged Number of audiences reached Level of awareness on digital skills, literacies, and rights Level of awareness and support for inclusive digitalization	Ad hoc awareness raising	250 stakeholders engaged: media, civil society, business, policy makers 1000 youth reached and engaged through awareness raising campaign Level of awareness increased by 80% Level of support increased by 75%

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

#### Complementarity with other actions and innovation

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

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

*If your proposal is based on the results of one or more previous or ongoing projects, please provide precise references to these projects.*

Developing digital literacies of various groups in society is a priority for Western Balkans in light of the COVID19 and digitalisation process. In addition, increased collaboration between universities and other actors in society is needed and there is awareness about its added value. As such, there are existing initiatives that focus digital literacies and university collaboration with business and policy actors. The project will build upon the current context as already

detailed in the need analysis section. For instance, the project will build upon the good practices of USIA project. However, this will be complemented with innovative aspects.

First, By harnessing the potential of information and communication technologies and the European digital transition, the project seeks to empower youth to be proactive in policy and decision making. Their capacities will be developed to use digital tools to participate and to create alliances with media for awareness raising and advocacy.

Second, with the digital transition in Europe and considering the COVID-19 induced reality, a bigger emphasis is placed on digital skills and digital literacies. For instance, the European Commission has set targets in the European skills agenda and the digital education action plan to ensure that 70% of adults have basic digital skills by 2025. Also, the EU has established the Digital Skills and Jobs Coalition and other initiatives promote excellence in digital skills across different organisations, areas, and countries. There are many other policy areas that also feed into the Commission's work on digital skills. For example, the European strategy for data, the European industrial and small and medium-sized enterprise strategies, Digital Innovation Hubs, and the coordinated plan on artificial intelligence. However, digital skills are only recently becoming priority in Albanian policy making. The project partners and its activities will build upon this agenda and aim to create synergy and promote digital skills for youth in the participating countries in this project proposal. The project will add an innovative element by moving from digital skills to digital rights for youth as pillars of their participation in the digital democracy.

Also, the project will build on the work of the European Citizens Action Service regarding digital democracy and engagement of youth. The project will build upon its best practices and engage youth in digital platforms to co-produce specific solutions to issues including digital skills, literacies, and rights.

The project will contribute to strengthen the cross-border cooperation between Albania, Montenegro and Serbia in the field of higher education through mobility, exchange of good practices, peer to peer support and joint activities.

The results of the project can then be expanded to other countries in the Western Balkans with the final aim to create a Digital Literacies Acceleration Programme in the Western Balkans.

## 2. QUALITY

### 2.1 PROJECT DESIGN AND IMPLEMENTATION

#### 2.1.1 Concept and methodology

##### Concept and methodology

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

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

The project methodology is based on the following principles:

*Customising project to target group needs* – The project considers the needs and interests of target groups in designing all project activities. The mapping and need assessment exercise in the WP2 programme will serve to provide insights on how to best design upcoming activities that respond to concrete needs and priorities of the target groups regarding participation in digital democracy. More so, the design and set up of Digital Literacies Acceleration Programme will be co-designed with other actors so it will be collaborative. Project partners are part of Quadruple Helix networks and this will support the collaborative aspect as identified in need analysis.

*Participation and inclusiveness* - The action promotes participation and inclusiveness, open access to produced materials and knowledge sharing, collaborative practices, and links to communities in all its activities. The activities aim at empowering beneficiaries through an inclusive and participatory approach. The project will strive to support youth grassroots organisation and youth target groups in general to take ownership of initiatives and encourage them to take actions regarding policy dialogue in regard to digital rights. The primary drivers are then linked to target groups' commitment, willingness, and capacity to act. Participatory methods will ensure participation of the target groups and final beneficiaries using different techniques for creating of interest, mobilization, and recruitment of interested parties. Participatory techniques that will be used in the consultation process relate to techniques such as questionnaires, focused group discussions, round tables, and organising conclusions around problem tree analysis, SWOT analysis and other instruments for group decision making, voting, and prioritising.

*Knowledge transfer* – The capacity building programme of the project (WP2 & WP3) and the communication and awareness raising (WP1) are designed in such a way to ensure transfer of knowledge to target groups and relevant stakeholders. For instance, the result of WP2 will be published online in English with overview in local languages and made available to stakeholders during Policy Dialogue initiatives. More so, the action will measure the progress of capacity building

programme via a baseline and endline survey of all participants (WP2&3) in order to address relevant gaps if necessary and to ensure that target groups have effectively benefited from the training programme. All training materials and resources will be available online via open and free access. This offers opportunities to target groups and stakeholders to make use of the resources in the future and as needed. This ensures transfer of knowledge from programme countries to non associated ones.

*Local ownership* - The action ensures local ownership via the participation of various actors. In addition, the action targets a complex ecosystem of stakeholders and through their engagement and inclusion, it ensures local ownership of action outputs.

The action activities are conceptualised as *complementary to each other*. They follow a step-by-step logical approach and build upon each other. Each partner will participate in all project activities as per the project management plan. Each one of them will be charged to lead certain activities based on their expertise. The activities are grouped in four core Work Packages (WP):

WP1 - Management, quality assurance and monitoring

WP2 - Digital Literacies Acceleration Programme

WP3 - Digital Transformation Challenge

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

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

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

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

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

The project will adopt a management structure based on concepts developed and adopted during previous USIA supported project. The project will be structured so as to have both executive and distributed management systems in place. Overall, the project will be managed by the Coordinator- will be assisted in its management tasks by work packages (WP) leaders, and the Project Steering Committee (PSC). The PSC will meet 6 times during the course of the project. The decisions are taken with the majority of votes. Three of the steering group meetings will take place online. If there is a need expressed by the majority of the representatives, additional sessions will be arranged.

The structure of the project and its management is clear to the project consortium and it is designed to ensure that outputs deliver the objectives and series of key indicators which enables the project to progress to time and on budget.

As a general rule, the approach to project management in U2SID project will aim at a consensus building and promoting in order to ensure the maximum cooperation within the consortium. However, in the unlikely event that a conflict arises, a majority rules approach will be adopted so that the issue may be resolved through a fair and transparent decision-making process.

Decisions will be taken according to the majority of votes (one vote per consortium partner). Where possible, issues will be resolved at WP level; with each consortium partner participant in the WP allocated one vote. Where the issue could not be resolved at the WP level then the matter will be reported to the project manager and to PSC with appropriate supporting evidence, which may include a full report or a presentation of the main issues of contention.

All project members are agreeing in the management vision, project objectives and plan, and will be performing the tasks at their best and on time, committed to achieving them. The internal project governance is horizontal and based on the transparency and accountability of all project partners and members are guided by the Grant Agreement (partnership agreement, Erasmus+ Programme Guide).

A project management and risk plan will be designed to ensure that all parties involved are committed to delivery of a high-quality project, all roles and responsibilities are clearly agreed.

All partners will provide quarterly Progress Report. This will enable the coordinator to monitor the technical progress of the project in relation to work package plans, deliverable submission and project milestones as well as providing an overview of resources committed by all partners. Monitoring progress on achieving work plan objectives, the progress report is also a useful monitor in terms of financial reporting, and will complement the financial recording templates

The necessary proofs of expenditure/activity, will be sent to the coordinator as per the Reporting timetable, costs actually incurred in accordance with the estimated budget breakdown and followed by the audit trail.

Some areas for partners to consider implementing a high-quality project will include:



- Ensuring a strong and committed partnership is in place prior to project implementation.
- Ensuring that the training content is relevant to the needs of participants as well as meeting the objectives of the project.
- Ensuring that there are clear and appropriate monitoring arrangements in place.
- Ensuring that clear management strategies are in place, with appropriate personnel responsible for managing the project.
- Having clear financial reporting mechanisms and an appropriate accounting system in place to ensure all evidence of expenditure is recorded.
- Having quality control measures in place to allow to evaluate the impact and the progress of the project on an ongoing basis and ensure appropriate action is taken if required within the project budget and project time-frame.
- Having a (smart) dissemination plan in place to ensure that all parties disseminate project results to the relevant target groups, using appropriate channels at different stages of the project.
- Ensuring that participants are supported with relevant preparation and practical support available throughout the period of the project.

According to the project partner agreement, quality control will be exercised internally and externally.

Internally will be performed by all partners through regular self-evaluation and through internal project evaluation sheets. Moreover, an important role will be played by the oral feedback from the project members. Internal quality control serves the improvement of the project management and project implementation. It has an advisory character. Upon the results of self-evaluation and internal project surveys, the WP Quality assurance leader will present annually the results of internal quality control to the project consortium for reflection and improvement.

External monitoring of the project will be performed by the National Erasmus+ Office in Albania, External audit, the EACEA, and an external evaluation expert.

### 2.1.3 Project teams, staff and experts

Project teams and staff			
<p><i>Describe the project teams and how they will work together to implement the project.</i></p> <p><i>List the staff included in the project budget (budget category A) by function/profile (e.g. project manager, senior expert/advisor/researcher, junior expert/advisor/researcher, trainers/teachers, technical personnel, administrative personnel etc. and describe shortly their tasks. If required by the call, provide CVs of all key actors. If required by the Call document/Programme Guide.</i></p>			
Name and function	Organisation	Role/tasks	Professional profile and expertise
Brikene Dionizi – Lecturer at the Economic Faculty, member of Board of Administration	University of Shkoder	Monitor project progress, set duties and deadlines for team members. Solve issues that may arise. Manage the budget.	Graduated on 1998 in Business Administration at the University of Shkoder, took it PhD degree in Management on 2013 at the Agricultural University of Tirana. Author of 2 text books she actually is a lecturer at the Economic Faculty, University of Shkoder. With the focus on Business Management, Entrepreneurship and Quality Management she has served as guest lecturer in different international universities in Europe.
Erjole Barbullushi – Lecturer at the Economic Faculty	University of Shkoder	Do research, perform experiments and surveys, data analysis, derive conclusions, present results to committee, write reports papers and reviews and present findings	
		Do research, performs surveys, data analysis, derive conclusions, present results to	Graduated on Finance-Accounting at the University of Shkoder on 2005 and got



<p>Merise Rukaj Lecturer at the Faculty of Law</p> <p>Erard Curcija Head of the International Relations Office</p>	<p>University of Shkoder</p> <p>University of Shkoder</p>	<p>committee, write report papers and reviews, and present findings.</p> <p>Assist the manager in daily activities, prepare and edit reports, maintaining databases and filing systems, prepare communications</p>	<p>her PhD at the University of Tirana on 2016. Lecturer on Cost and Management Accounting, she has vast experiences as a guest lecturer in international universities in Europe. With a working experience in different private (and not only) organizations she is a good professional in accounting.</p> <p>Graduated in Law in 2012 at the University of Shkoder and took her PhD in Law in 2017 at the European University of Tirana. Lecturer at the University of Shkoder, Faculty of Law in Intellectual Property and European Law.</p> <p>Graduated in English and American Studies in 2002 and got Master Degree in International Relations on 2010. He acts as the Head of the International Relations Office at the University of Shkoder since 2009. During the years he has represented the University of Shkoder in international level as well as has been in charge for the implementation of different projects that has been implemented at the University.</p>
<p>Dr. Benita Stavre _ Deputy rector for the Research and IRO</p> <p>Ardian Cerava _ Erasmus+ Coordinator</p> <p>Prof.As.Dr. Jonela Spaho _ Dean</p>	<p>“Fan S. Noli” University</p> <p>“Fan S. Noli” University</p>	<p>Project coordinator</p> <p>Project Team</p> <p>Project Team</p>	<p>Linguistic Teaching</p> <p>Agribusiness</p>



<p>Prof.As.Dr. Sonela Stillo _ Dean</p> <p>Dr. Arto Adili _ Deputy Rector Curriculum</p>	<p>“Fan S. Noli” University</p> <p>“Fan S. Noli” University</p> <p>“Fan S. Noli” University</p>	<p>Project Team</p> <p>Project Team</p>	<p>Languages</p> <p>Digital Economy</p> <p>Mathematics, Informatics</p>
<p>Ph.D.Marsela Robo _Director of National Programs Directory</p>	<p>NASRI</p>	<p><b>Project manager</b></p> <ul style="list-style-type: none"> <li>▪Activity and resource planning</li> <li>▪Organizing and motivating project team</li> <li>▪Controlling time management</li> <li>▪Analysing and managing project risk</li> <li>▪Monitoring progress</li> <li>▪Managing reports and necessary documentation</li> <li>▪Drafting the job description for each member of the project group</li> <li>▪Assignment of staff tasks for each phase of the project</li> <li>▪Managing communication with partners</li> </ul> <p>Performs duties as a member of the Steering Comity</p>	<ul style="list-style-type: none"> <li>▪ <b>Education</b> <ul style="list-style-type: none"> <li>- PhD in “Education, University of Tirana</li> <li>- “Executive Master” in "Education"; University of Tirana</li> <li>- “Master of Science” in "Mathematics"; University of Tirana</li> </ul> </li> <li>▪ <b>Trainings</b> <p>Trainings, workshops, seminars, in Italy, Norway, UK, Netherland, Romania, Turkey, Belgrade, Austria, Albania, Germany, etc, for:</p> <ul style="list-style-type: none"> <li>- Project Management;</li> <li>- EU acquis and transposition of EU legislation in Higher Education and Scientific Research field;</li> <li>- EU Programs in Albania;</li> <li>- Screening Process-Chapter 25;</li> <li>- The acquis in Chapter 25 – Science and Research;</li> <li>- Quality Assurance in Higher Education;</li> <li>- Occupational Standards and Curriculum Development in Vocational Education and Training;</li> <li>- School management and administration;</li> <li>- Quality management;</li> <li>- Consumer Citizenship;</li> <li>- Human Rights;</li> <li>- Etc.</li> </ul> </li> <li>▪ <b>Work experience:</b> <ul style="list-style-type: none"> <li>- Director of National Programs Directory at National Agency for Scientific Research and Innovation (NASRI)</li> <li>- Head of Unit for Scientific Research, Development Policies and Strategies in Ministry of Education, Sport and Youth (MESY)</li> </ul> </li> </ul>

<p>Mirela Muca General Director</p>	<p>NASRI</p>	<p><b>Senior expert / advisor / researcher</b></p> <ul style="list-style-type: none"> <li>▪ Define work plan and methodology for conducting research</li> <li>▪ Define research question or topic and tools</li> <li>▪ Identify sources (Collect a list of potentially promising internal and/or external sources)</li> <li>▪ Evaluate reliability of sources (Try to evaluate the reliability of each potential source – for example, a peer-reviewed academic journal is often more reliable than a newspaper).</li> </ul> <p>Presentation of findings to partners and target groups.</p>	<ul style="list-style-type: none"> <li>- Head of Unit for Higher Education Policy and Quality, at Ministry of Education and Sport (MoES)</li> <li>- Expert for Curriculum Development and Teacher Training at National Vocational Education Training and Qualification Agency (NVETQA)</li> <li>- School Director at Tirana Education Directorate</li> <li>- Part-time lecturer, Tirana University, Faculty of Social Sciences, Department of Pedagogy – Psychology</li> <li>▪ <b>Project Management /Participation</b></li> <li>- ERASMUS+, USIA_University to Society Innomediaries in Albania: Co-Production of knowledge and research that matters”, Project Manager</li> <li>- ERASMUS + QainAL_ “Strategic support on strengthening the quality assurance structures at the private higher education institutions in Albania” - Project Manager</li> <li>- "The Challenges of Albanian Education and Sciences in the Front of the European Integration Process", European Commission &amp; Albanian Centre of Excellence – Researcher and Trainer</li> <li>- “ Career Advice” cooperation with MoES, MPCS - Trainer</li> <li>- "A clean, healthy citizen city", Albanian Centre of Excellence - Trainer</li> <li>- Twinning, “Self-evaluation in the school curricula, standards, evaluation, learning progress, quality of teaching, ethics”, AEDF - Project Manager</li> <li>- Twinning with the School, Germany.</li> <li>- "Creation and functioning of the school board" SOROS – Local expert</li> <li>- "Building a school sports corner" in cooperation with the Association of Builders - Project Manager</li> <li>- “Basics of Didactics in Vocational Education”, GIZ – Trainer of Trainers</li> </ul>
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		<ul style="list-style-type: none"> <li>- “Gender sensitive indicators in education”, Kultur Kontakt, Austria – International Expert &amp; Trainer</li> <li>- TAIEX, “Approximation of National Legislation with EU Acquis on Recognition of Professional Qualifications”, European Commission – Local Expert.</li> <li>▪ <b>Presentations, moderations, guest speaking</b> in over 30 international and national conferences</li> <li>▪ <b>Author and co-author of 3</b> Books, 20 Articles, 7 Research Studies</li> <li>▪ <b>Membership</b> in 5 professional bodies</li> </ul> <p><b>Expertise in:</b> Research, Higher Education, Vocational Education, Training, Curriculum Development and Evaluation, etc.</p> <ul style="list-style-type: none"> <li>▪ <b>EDUCATION AND TRAINING</b></li> <li>- MA Social Policies Diploma, University of Tirana faculty of Social Sciences ;</li> <li>- Bachelor &amp; MA – Economy Diploma, Faculty of Economy University of Tirana / Albania;</li> <li>- Certificate – Special training , Charles University in Prague Czech Republic, “Economies in countries in Transition”;</li> <li>- Certificate-Post University Course, University of KENT &amp; European Institute Social Services, “Welfare state, in EU countries”.</li> <li>▪ <b>WORK EXPERIENCE</b></li> <li>- General Director NASRI</li> <li>- General Director of Economic Development Department, Ministry of Economic Development, Tourism Trade and Entrepreneurship;</li> <li>- General Director of Albanian Institute of Statistics (INSTAT);</li> <li>- Executive Director National Centre for Social Studies.</li> <li>- Director of Statistics and Research Department, State Social Services-Agency/Ministry of Social Welfare.</li> </ul>
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<p>Lidiana Shahinaj _ Head of National Programs Unit</p>	<p>NASRI</p>	<p><b>Junior researcher</b></p> <ul style="list-style-type: none"> <li>- Conduct screening search</li> <li>- Keep track of references during research.</li> <li>- Collect data from different sources</li> <li>- Collects and analyse examples of good practice</li> <li>- Analyse data</li> </ul> <p><b>Junior researcher</b></p> <ul style="list-style-type: none"> <li>- Conduct screening search</li> <li>- Keep track of references during research.</li> <li>- Collect data from different sources</li> <li>- Collects and analyse examples of good practice</li> <li>- Analyse data</li> <li>- Writing drafts and the final version of the study.</li> </ul> <p>Prepare the ppt presentation</p> <p><b>Technical personnel</b></p>	<p>Publications.</p> <ul style="list-style-type: none"> <li>▪ <b>Education</b> <ul style="list-style-type: none"> <li>- M.Sc. in Mathematics - University of Tirana, Faculty of Natural Sciences, Albania</li> </ul> </li> <li>▪ <b>Work experience</b> <ul style="list-style-type: none"> <li>- Head of Innovation and Technology Unit - National Agency for Scientific Research and Innovation</li> <li>- Coordinator - Ministry for Innovation and Public Administration</li> <li>- Expert in Electronic and Postal Communication Unit- National Agency for Information Society</li> <li>- Data Management - Saipem spa, Grupo ENI, Milan, Italy</li> <li>- Expert in IT department - Raiffeisen Bank, Albania</li> </ul> </li> <li>▪ <b>Trainings</b> <ul style="list-style-type: none"> <li>- Project management, Tirana, Albania</li> <li>- Introduction with the European Commission, Tirana, Albania</li> <li>- Planification of medium term budget and its monitoring, Tirana, Albania</li> <li>- Drafting process of legislation in EU, Tirana, Albania</li> <li>- Disciplinary proceedings in the civil service, Tirana, Albania</li> <li>- Monitoring strategies, Tirana, Albania</li> <li>- Personal success, Tirana, Albania.</li> </ul> </li> <li>▪ <b>Project Participation</b> <ul style="list-style-type: none"> <li>Erasmus+, USIA “University to Society Innomediaries in Albania: Co-Production of knowledge and research that matters”, Researcher</li> </ul> </li> </ul> <p>▪ <b>Education</b></p> <ul style="list-style-type: none"> <li>- Master of Science “Information Technology and Innovation”, “Luarasi University”, Tirana, Albania</li> <li>- Erasmus Exchange Program, University of Applied Sciences, “Ludwigshafen on the Rhine”, Ludwigshafen, Germany</li> <li>- Bachelor's Degree “Business – Informatics” Faculty of Economics, “Aleksandër</li> </ul>
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<p>Gentiana Spahiu – Head of Innovation and Technology Unit</p>	<p>NASRI</p>	<ul style="list-style-type: none"> <li>▪ Provide technical and logistical support for the project</li> <li>▪ Performs data processing in excel format</li> <li>▪ Performs data analysing in excel format</li> <li>▪ Formats, according to standards, the reports and documentation produced within the project</li> <li>▪ Provides technical support in online project communications (online meetings, online webinars, etc);</li> </ul> <p>Assists the project manager, researcher and administrative staff.</p> <p><b>Administrative personnel</b></p> <ul style="list-style-type: none"> <li>▪ Prepares, updates and administers all project documentation</li> <li>▪ Provides all materials and items needed for the realization of the project and makes them available to staff</li> <li>▪ Compiles meeting agendas</li> <li>▪ Performs written, electronic and telephonic communications when required</li> <li>▪ Performs prints, scans, photocopies of documentation</li> <li>▪ Makes the connection and communication with the protocol office of the institution and ensures that the documents are recorded in time</li> </ul> <p>Assists project manager and staff when required</p> <p><b>Administrative personnel (Finance)</b></p>	<p>Xhuvani” University, Elba-san, Albania</p> <ul style="list-style-type: none"> <li>▪ <b>Work experience</b></li> <li>- Specialist, National Programs Unit, National Programs Directory, NASRI;</li> <li>- National Coordinator of CEEPUS for Albania</li> </ul> <p>WordPress Developer, Freelancer Part time Assistant Lecturer “Aleksandër Xhuvani”, University of Elbasan, Albania Assistant Instructor - “Front-end Development” Training, Tirana Centre of Technology, Tirana, Albania</p> <ul style="list-style-type: none"> <li>▪ <b>Trainings</b></li> <li>- “Front-end Development” Training, Tirana Centre of Technology, Tirana, Albania</li> <li>- WeDO5 Startups”, Training, The GoodStartups School, Online, Vienna</li> <li>- Conference “Women in Tech”, National Authority on Electronic Certification and Cyber Security, Tirana</li> <li>- Training “Cyber Security”, Advanced Level</li> <li>- Albanian School of Public Administration, Tirana, Albania</li> <li>- Rebus Training Integration and assessment of practical entrepreneurial skills in IT field " Palermo, Italy</li> </ul> <ul style="list-style-type: none"> <li>▪ <b>Project Participation</b></li> <li>Erasmus+USIA - “University to Society Innomediaries in Albania: Co-Production of knowledge and research that matters” Technical Staff</li> </ul> <ul style="list-style-type: none"> <li>▪ <b>Education</b></li> <li>Master of Science “Teaching”, Faculty of Education Science, “Luigj Gurakuqi” University of Shkodër</li> <li>▪ <b>Work Experience</b></li> </ul>
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<p>Tea Gjata_ Specialist at National Programs Unit</p>	<p>NASRI</p>	<ul style="list-style-type: none"> <li>▪Preparation, from the project budget chart, the NASRI's budget chart and costs budget calculation chart</li> <li>▪Managing records and receipts</li> <li>▪Perform financial transactions according to the project definitions</li> <li>▪Preparation of balance sheets</li> <li>▪Processing invoices</li> <li>▪Supporting the Manager and other member staff with tasks when required</li> </ul> <p>Preparation of financial reports and presentation to manager</p>	<ul style="list-style-type: none"> <li>- Administrative assistant of General Director, National Agency for Scientific Research and Innovation</li> <li>- Specialist, Cartography sector, Institute of Statistics, Tirana.</li> <li>▪ <b>Trainings</b></li> <li>- Certificate in the theoretical-practical seminar for creating, recording, classifying, servicing and storing documents, General Directory of Archives, Tirana</li> <li>- Certificate for "Italian Language", Vocational Training Center "Don Bosko", Tirana</li> <li>- Certificate for "Finance 5", Didactic center "Irisoft", Tirana.</li> <li>▪ <b>Project Participation</b></li> <li>- Erasmus+, USIA "University to Society Innomediaries in Albania: Co-Production of knowledge and research that matters", Administrative Staff</li> </ul>
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Prof. Assoc. Dr Nevila Xhindi Project Manager	MUA	Monitor project progress, set duties and deadlines for team members. Solve issues that may arise. Manage the budget.	She is actually the head of the International relation and Project development office at MUA. She has 27 years of experience in lecturing, research and publications in the academic sphere. She holds two PhDs, one in Human Geography from the University of Tirana in migration, planning a development and a second PhD Degree in Regional Development from Potsdam University in Germany. She was awarded a Fulbright/Humphrey scholarship to pursue her postgraduate studies at the Pennsylvania State University in the United States in the programme: Education Policy and Comparative Studies.
Dr. Rudina Qurku Finance Officer	MUA	Managing records and receipts, preparing financial statements and reports, developing an in-depth knowledge of financial issues	She has been awarded by the European Commission the Jean Monnet Chair for the first time in Albania and she is a European Experts for the Bologna Process (HERE). Her strong educational background and management experience in EU projects in the field of education will make her an asset to the project.
Dr. Ira Gjika Researcher	MUA	Do research, perform experiments and surveys, data analysis, derive conclusions, present results to committee, write reports papers and reviews and present findings.	PhD in Accounting, University of Tirana; Master Degree in Accounting; Bachelor in Accounting, University of Gjirokastra. Head of the department of Finance, Bank and Accounting. Long experience in teaching and researching, lecturing in both levels of studies: Bachelor and Master. Field of academic interest: Finance, accounting, financial reporting, auditing, financial management of businesses, research and development etc.
Dr. Teuta Xhindi		Assist the manager in daily activities, prepare and edit reports, maintaining databases and filing systems, prepare communications	Teaching experience in higher education, full courses: Operations management, Strategic Management, project management, Organizational behavior (since 1984 – ongoing). Management experience in business and non-profit organizations. Involvement in finance management, materials management, procurement, company administration.



Researcher	MUA		<p>Skills: communication, problem-solving skills, analytical skills, time management ability, critical thinking, adaptability.</p> <p>Field of academic interest (&amp; publications): operations management and improvement through innovation, quality management and ISO certification, digital platforms, labor market and remote work, digitalization and new professions.</p> <p>PhD in Mathematics, Polytechnic University of Tirana; Master Degree in Applied Mathematics, Polytechnic University of Tirana; Bachelor in Mathematics, University of Tirana; Bachelor in Business Administration, University of Shkodra. Long experience in teaching and engaged in different projects in the role of expert for analyzing the data.</p> <p>Master of Science in Economics, Epoka University; Bachelor in Economics, Epoka University. Teaching courses such as: Microeconomics, Macroeconomics, Introduction to Economics, Monetary Policy. Field of academic interest: Micro/macroeconomics; International Economics, Development and Growth</p>
Nerajda Feruni Administrative Staff	MUA		
	University of Salento		
Professor Slađana Benković, PhD.	University of Belgrade, Faculty of Organizational Sciences	Project manager, Senior Adviser and teacher	<p><b>Slađana Benković Ph.D.</b>, is a full professor at the <i>Faculty of Organizational Sciences, University of Belgrade, Serbia</i>. Professor Benković has taken part in numerous scientific and research projects in the field of business administration and financial management. Currently, she is engaged as a project leader in two projects that are co-funded by the Erasmus+ Programme (U-SIA: „<i>University to Society Innomediaries in Albania: Co-Production of knowledge and research that matters - U-SIA</i>“, and TPYCT: „<i>Financial Technology and digital innovation to modeRnise and develop cUrrricula of VietnameSe and Philippines UniversiTies – TRUST</i>“.</p>
Bojana Ivanović	University of Belgrade, Faculty of Organizational Sciences	Administrative personnel	



<p>Associate professor Miloš Milosavljević, PhD.</p>	<p>University of Belgrade, Faculty of Organization Sciences</p>	<p>Researcher, trainer and junior adviser</p>	<p>Bojana Ivanović Bovan, MSc, has more than 13 years of experiences as international relations officer at the University of Belgrade – Faculty of Organizational sciences. She works on various international activities, such as international projects, international cooperation between higher education institutions, international mobility of students and staff, organizing of international events, etc. She participated in realization of 17 international projects funded by different EU and other funds, such as Tempus programme, Erasmus+ programme, UNDP, USAID, LLP, both as an administrative and financial support and also as a member of project teams. She participated in organization of several international spring and summer schools in Serbia and abroad. She participated in many training for international staff on various universities in Germany, France, the Netherlands, Albania, Sweden, and Croatia.</p>
<p>Assistant Nemanja Milanović, MSc.</p>	<p>University of Belgrade, Faculty of Organization Sciences</p>	<p>Researcher and trainer</p>	<p>Miloš Milosavljević Ph.D. is an associate professor at the <b>Faculty of Organizational Sciences, University of Belgrade, Serbia</b>. Professor Milosavljević has published a number of scholarly papers related to entrepreneurial universities. He is currently involved in two Erasmus+ projects: U-SIA (<b>University to Society Innomediaries in Albania: Co-Production of knowledge and research that matters</b>) and TRUST (<b>Financial Technology and digital innovation to modernise and develop curricula of Vietnamese and Philippines Universities</b> “) and a USAID-backed project "<b>Venture an Idea</b>".</p>
<p>Assistant professor Lena Đorđević Milutinović, PhD.</p>	<p>University of Belgrade, Faculty of Organization Sciences</p>	<p>Researcher and Trainer</p>	<p>Nemanja Milanović is a teaching assistant at the Faculty of Organizational Sciences, University of Belgrade, Serbia. The fields of his interest include innovative financing models for start-ups and digital transformation of financial services, with special focus on insurance technologies. He participated in several university-business collaboration projects co-funded by the Erasmus+ Programme, Swiss Agency for Development and Cooperation and USAID. He is a project team member in a programme for strengthening bonds between academia and the private sector: “Building Innovation Funnel – Venture an Idea”, supported by Digital Serbia Initiative and USAID.</p>
<p>Assistant professor Radul Milutinović PhD.</p>	<p>University of Belgrade, Faculty of Organization Sciences</p>	<p>Researcher and trainer</p>	<p>Nemanja Milanović is a teaching assistant at the Faculty of Organizational Sciences, University of Belgrade, Serbia. The fields of his interest include innovative financing models for start-ups and digital transformation of financial services, with special focus on insurance technologies. He participated in several university-business collaboration projects co-funded by the Erasmus+ Programme, Swiss Agency for Development and Cooperation and USAID. He is a project team member in a programme for strengthening bonds between academia and the private sector: “Building Innovation Funnel – Venture an Idea”, supported by Digital Serbia Initiative and USAID.</p>



Assistant Milica Jovanović, MSc.	University of Belgrade, Faculty of Organization Sciences	Researcher and Trainer	<p><b>Lena Đorđević Milutinović, PhD</b> is an assistant professor at the <i>Faculty of Organizational Sciences, University of Belgrade, Serbia</i>. Professor Đorđević Milutinović has taken part in a few scientific and research projects in the field of business administration. Currently, she is engaged as a team member in the project that is co-funded by the Erasmus+ Programme „<i>University to Society Innomediaries in Albania: Co-Production of knowledge and research that matters - U-SIA</i>“. She had been a team member of the project: „<i>FINancial management, Accounting and Curricula development for capacity building of public administration - FINAC</i>“, also co-funded by the Erasmus+ Programme.</p> <p><b>Radul Milutinović, Ph.D.</b>, is an assistant professor at the <i>Faculty of Organizational Sciences, University of Belgrade, Serbia</i>. Radul has published numerous scientific papers in the fields of managing innovation and innovation projects. Currently, he is engaged as a team member in two projects: the first, co-funded by the Erasmus+ Programme U-SIA: „<i>University to Society Innomediaries in Albania: Co-Production of knowledge and research that matters</i>“ and the second, supported by the U. S. Agency for International Development (USAID) "<i>Building Innovation Funnel-Venture an Idea</i>" (DSI/BIF/2021/001), international project Digital Serbia Initiative and the Faculty of Organizational Sciences with partners.</p>
Assistant Željko Spasenić MSc.	University of Belgrade, Faculty of Organization Sciences	Researcher and Trainer	
Associate professor Dragana Makajić-Nikolić PhD.	University of Belgrade, Faculty of Organization Sciences	Researcher and Trainer	
Professor Marija Kuzmanović PhD.	University of Belgrade, Faculty of Organization Sciences	Researcher and Trainer	



		<p><b>Željko Spasenić MsC</b>, is a teaching assistant and PhD candidate at the <i>Faculty of Organizational Sciences, University of Belgrade, Serbia</i>. He has huge experience as credit risk manager in international banks. Currently, she is engaged as a project team member in two projects that are co-funded by the Erasmus+ Programme (U-SIA: <i>„University to Society Innomediaries in Albania: Co-Production of knowledge and research that matters - U-SIA“</i>, and TPYCT: <i>„Financial Technology and digital innovation to modeRnise and develop cUrricula of VietnameSe and Philippines UniversiTies – TRUST“</i>.</p> <p><b>Dragana Makajić-Nikolić Ph.D.</b> is an associate professor at the Department of Operations Research and Statistics and Vice Dean for Postgraduate Studies at the <i>Faculty of Organizational Sciences, University of Belgrade, Serbia</i>. Professor Makajić-Nikolić has taken part in numerous scientific and research projects in the field of business analytics. Currently, she is engaged in three projects that are co-funded by the Erasmus+ Programme (<i>„Financial Technology and digital innovation to modeRnise and develop cUrricula of VietnameSe and Philippines UniversiTies – TRUST“</i>, <i>„Information Security Services Education in Serbia – ISSES“</i>, and <i>„Advanced Data Analytics in Business – ADA“</i>).</p> <p><b>Marija Kuzmanović Ph.D.</b>, is a full professor at the Faculty of Organizational Sciences, University of Belgrade, Serbia. She was acting as the Assistant Minister for International Cooperation and European Integration in the Ministry of Education, Science and Technological Development and was the representative of the Republic of Serbia in the Erasmus+ Committee. Professor Kuzmanović has participated in numerous research projects in the field of business analytics. She was a member of the working group in the Erasmus+ project "Implementation of Dual Education in Higher Education of Serbia – Dua lEdu". She is currently a member of two Erasmus+ projects ("Financial Technology and Digital Innovation for Modernization and Curriculum Development of Vietnamese and Philippine Universities - TRUST" and</p>
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			"Advanced Business Data Analytics - ADA").
Dr. Blerjana Bino	SCIDEV		Blerjana is a project manager with expertise in social inclusion and human rights. She has completed her doctoral studies in Media and Communication Studies. She holds a Master of Science in Politics and Communication from the London School of Economics and Political Science in UK. She has completed a research fellowship at the Communication and Media Research Institute (CAMRI) at the University of Westminster under a Civil Society Scholar Award (2015) and a research stay at Department of Political Sciences and Sociology, University of Salzburg as a Sigma Agile Fellow (2014). She has been involved in the development and management of various research and capacity-building projects funded by US Agencies, European Commission, and others. She was part of the International Visitor Leadership Programme in 2016.
Dr. Fabjan Lleshaj	SCIDEV		+ With extensive experience in local governance and particularly in the transformed territorial and administrative landscape of Albania will conduct the research on the interactions between CSOs and local government and particularly councils;
Orkidea Xhaferaj	SCIDEV		+ He avails of an already established network of partners and contact access points in 61 municipalities in Albania thanks to his experience with STAR II Project/DLDP and Ministry of Interior during 2005 and 2010.  + A knowledge advocate with extensive experience in the public and private sector; + Has held number of different positions in the field of public policy and policymaking, international development, communications and content development, and capacity building in higher education, and public policy; + A deep understanding of public policy, interaction between knowledge producers and policy makers, and how central government institutions function and exercise their duties;
Dr. Erjon Curraj	SCIDEV		+ Her professional experience is complemented by her studies in Public Administration and Business Informatics, where she holds, respectively, a master's degree of Public

Blerina Fani	SCIDEV		<p>Administration from the Hertie School of Governance in Berlin and a BSc from the University of Tirana.</p> <ul style="list-style-type: none"><li>+Professional experience in strategic business development and entrepreneurship with focus on VET and employment.</li><li>+Thorough understanding of ICT and innovation in Albania.</li><li>+More than 15 years professional experienced with IT Systems and Infrastructure: IT Security; Automation, Data Centres, Business Intelligence, Knowledge Management Systems etc.</li><li>+Digital transformation project management including development, implementation, risk management; quality assurance, monitoring, evaluation, change action plan and change management;</li></ul>
Alida Goxharaj	SCIDEV		<ul style="list-style-type: none"><li>+ Has an extensive experience and understanding of the legislation on notification and public consultation of legal initiatives, the right to information as well as their corresponding practices and instruments, implementing a number of projects and cooperating with a few civil society organizations working on the same topics;</li><li>+ Of particular interest in this regard is her involvement in the working group of the justice reform, which was one of the biggest experiences of CSO involvement in decision making.</li></ul> <p>Finance Manager</p>
Msc. Juljana Sokoli	CCIS		<p>Juljana Sokoli holds a master degree on European Studies from the University of Tirana and has an educational background in English Translation and Interpretation. Ms Sokoli is experienced as an English, Italian and Albanian interpreter, a foreign language lecturer and a project coordinator for local and international NGOs in Albania such as CRS and the UMCOR. She is highly engaged in educational activities not only as a lecturer, but also as a manager in educational settings. Ms Sokoli has received trainings in topics such as communication and interculturality, diversity awareness, participation and community etc. Ms Sokoli is now working with the Center to develop various projects.</p>
Msc. Artan Xhindi			





<p>Ma. Gertjan Veshaj</p>		<p>Holds a Master degree on Leadership and managing of human resources from the European University of Tirana and also graduated as a lawyer at the Faculty of Law at the University of Shkodra . Mr. Xhindi has a vast experience and is an expert on Public Administration. He has numerous experiences in different public institutions in Albania in the capacity as the head of unit at the National Examination Centre for Evaluation of student Achievement, Inspector at the office of Commissioner for Protection from Discrimination, also in international organizations such as USAID. Mr. Xhindi has received trainings in topics such as Human rights and non-discrimination of Roma and Egyptian minorities, Protection from discrimination based on gender, ethnicity, sexual orientation and disability, Introduction with public administration, Capacity building of the National Agency for Evaluation of student Achievements in Albania. Mr. Xhindi is now working as an expert on different projects.</p> <p>Received his Master’s Degree in Political Sociology from the University of Tirana, Faculty of Social Sciences, Department of Political Sciences, in 2006. He’s a graduate of University of Bari Italy, Faculty of Political Sciences, with a concentration in Public Administration (1997-2002). From 2002, he is lecturer of “Public Administration”, “Albanian Public Administration” and “Politics in Transitions” on Bachelor and Master’s level, at the University of Tirana and later at Mediterranean University of Albania. Member on 3 COST Networks (European Cooperation in Science and Technology) for research and innovation. His extensive experience for more than 15 years lies in various international projects, for which he has received certificates of appreciation from the United Nations Organization and the Municipalities where these projects have been implemented. His working experience is very much connected to the public administration. Mr. Veshaj has worked for many years in different leading positions of the Higher Public Administration in the country in both political and administrative position. He has been a board member of various state and private companies, and in some of them has held the position of the Chair of the</p>
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				Board. Some late publications are: Paper on “New Perspective on Education and Heritage”, Central European University, Hungary, 2019. Paper on “Sustainable Development and Employment Policies in Albania”, Mediterranean University of Tirana, Albania, 2018.
Nataša Krivokapić	University of Montenegro	of	<i>project manager/researcher</i>	Professor of Methodology of Social Research
Goran Ćeranić	University of Montenegro	of	<i>Senior researcher</i>	Professor of Sociology of Entrepreneurship
Predrag Živković	University of Montenegro	of	<i>Junior researcher</i>	Professor of Sociology of Globalisation
Rade Šarović	University of Montenegro	of	<i>Junior researcher</i>	Professor of Sociology of Sustainable development
Valentina Ndou	University of Salento	Manager	Valentina Ndou is Aggregate Professor of Management Science and Engineering at the Department of Engineering for Innovation - University of Salento (Lecce, Italy). She has more than 20 years of experience with European , international and national research projects. She has extensive experience in teaching and education in subjects related to ebusiness, Digital transformation, Entrepreneurship education, project management, innovative management of Tourism systems, developing countries. She has been project manager and responsible in different international projects such as Interreg Italia-Albanna-Montenegro (2018-2021). She serves as expert for project evaluation for different science and research funds (e.g. Lithuania council of science, Serbia science fund); she served as senior international consultant of UN IOM organization for assisting Albanian ministry of education	

			<p>and sports and the office of negotiation in the EU approximation process by conducting research and reporting she has authored more than 50 papers published on leading international journals such as Technology Forecasting &amp; Social Change, Management Science; Current issues in tourism. Co-author and co-editor of different books. She is appointed as advisory expert of International Academic council of World Tourism Forum Institute. She is member of the scientific committee of the Contamination Lab of the University of Salento, the extra-curricular laboratory that aims of spreading the culture of entrepreneurship in young students. She served as mentor for different development of innovative entrepreneurial projects, leading them toward obtaining awards (such as Startcup Puglia award 2018 or 'Best Ecological Transition Project' in 2022). Scientific responsible of the collaboration between the Department of Engineering for Innovation - University of Salento and some Universities in Albania (e.g. Epoka University). Supervisor of many PhD and MSc students for their thesis.</p>
<p>Gianluca ELIA</p>	<p>University of Salento</p>	<p>Researcher</p>	<p>Gianluca Elia is Associate Professor of Management Science and Engineering at the Department of Engineering for Innovation - University of Salento (Lecce, Italy). More than twenty years of experience in teaching and research concerning digital transformation, technology entrepreneurship,</p>

			<p>knowledge management, collective intelligence, corporate entrepreneurship. Authors of more than 150 papers, 50 of which published on leading international journals such as Technology Forecasting &amp; Social Change, IEEE Transactions on Engineering Management, Industrial Marketing &amp; Management, Computers in Human Behavior, Business Horizons, Journal of Knowledge Management, Business Strategy and The Environment, Journal of Intellectual Capital. Co-author and co-editor of five books. Associate Editor of Computers Application in Engineering Education (Wiley), and International Journal of Knowledge and Learning (Inderscience). In 2014-2015, Research Affiliate at the Center for Collective Intelligence of MIT Sloan (USA), and in 2014 Visiting Researcher at PKU - Peking University (China). Scientific responsible of numerous research projects at national and international level, including a Euro-Mediterranean program on digital innovation that involved Italy, Morocco, Tunisia, and Jordan. Member of the List of Experts at the Italian Ministry of University and Research, and of the List of Evaluators for Marie Skłodowska-Curie Action – Individual Fellowships (MSCA-IF) European projects. Co-founder of the TIE Living Lab (Technology Innovation Ecosystem Living Lab), included in the European Network of Living Lab (ENoLL).</p>
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			<p>which aims to promote and support Open Innovation and User-driven Innovation approaches for the development of Technology Entrepreneurship. Scientific responsible of the collaboration between the Department of Engineering for Innovation - University of Salento and the Project Management Institute – Southern Italy Chapter (PMI-SIC), and UN-ICC (United Nations – International Computing Center). Supervisor of many PhD and MSc students for their thesis.</p>
Alessandro Margherita	University of Salento	Researcher	<p>Associate Professor at the Department of Engineering for Innovation of the University of Salento (Italy). Research Partner at ENGIN/UFSC Federal University of Santa Catarina (Brazil). Innovation Manager at the Italian Ministry of Economic Development (MISE). Academic Editor at PlosOne. About twenty years of teaching, research and consulting experience at national and international level in both academic and industrial contexts. My activity is strongly curiosity-driven, with a focus on topics such as digital and organizational transformation, collective intelligence systems, technology entrepreneurship, and human resource analytics. I have published about 90 research works in international conferences and journals such as Technological Forecasting &amp; Social Change, Human Resource Management Review, Expert Systems with Applications, Business Process</p>

			<p>Management Journal and Business Horizons. I am also the author of 5 manuals on business engineering, process management and project management for students and practitioners. I have been a visiting scholar at the Center for Digital Business of MIT Sloan (USA), a research affiliate at the Center for Collective Intelligence of MIT Sloan (USA), and a visiting researcher at the PKU - Peking University in Beijing (China).</p>
Gioconda Mele	University of Salento	Researcher	<p>Gioconda Mele, PHD, is a research fellow and lecturer in Innovation Management at the Department of Engineering for Innovation – University of Salento (Italy) . After a degree in Economics at University of Salento, she took her Master degree in “Business Innovation and Leadership” and her PhD in “e-business” at eBMS-ISUFI. Her main research areas concern Entrepreneurship Education &amp; Entrepreneurial University, Business Models Innovation &amp; Circular Economy, social media Big Data Analytics for value creation, with particular focus on Smart Tourism Destinations. Recently, she is also actively involved in research projects related to the topics of technology-based entrepreneurship by focusing on understanding the role of entrepreneurial universities and centers for developing skills and competencies as well as for economic growth of the territory. From 2018 to 2021 she was teaching facilitator, mentor and member of the scientific committee of the Contamination Lab of the</p>

			<p>University of Salento, the extra-curricular laboratory that aims of spreading the culture of entrepreneurship in young students. She was member of the scientific committee and coordinator of the "Circle-In - Web Academy", an e-learning training for promoting the development of entrepreneurial skills in the field of Circular Economy. She is author of several publications in international journals and proceedings of international conferences, and volumes and monographs focused on Innovation Management &amp; Entrepreneurship.</p>
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**Outside resources (subcontracting, seconded staff, etc)**

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

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

Subcontracting will be done for equipment and expertise through open calls, transparent selection process.

**2.1.4 Cost effectiveness and financial management**

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

*Describe the measures adopted to ensure that the proposed results and objectives will be achieved in the most cost-effective way.*

*Indicate the arrangements adopted for the financial management of the project and, in particular, how the financial resources will be allocated and managed within the consortium.*

**⚠ Do NOT compare and justify the costs of each work package, but summarize briefly why your budget is cost effective.**

All partners will provide quarterly Progress Report. This will enable the coordinator to monitor the technical progress of the project in relation to work package plans, deliverable submission and project milestones as well as providing an overview of human resources committed by all partners. Monitoring progress on achieving work plan objectives, the progress report is also a useful monitor in terms of financial reporting, and will complement the financial recording templates

The coordinator will transfer the part of the Erasmus+ grant contribution corresponding to each individual beneficiary in a dedicated project bank account.

The sound adjustments of costs take place if necessary are communicated to the project consortium and the project officer of the EACEA.

The rules of financial management are explained to the operative managers and contact persons of the project partners (other project members if necessary).

The necessary proofs of expenditure/activity, will be sent to the coordinator as per the Reporting timetable, costs actually incurred in accordance with the estimated budget breakdown and followed by the audit trail.

The coordinator shall provide the beneficiaries with the appropriate reporting forms for the declaration of expenses/activities and the respective instructions for their completion.

The coordinator is responsible for submitting in due time to the Executive Agency all reports and financial statements as required in the Grant Agreement. For this purpose and in a timely manner, the beneficiaries commit to provide the coordinator with all necessary information and, if applicable, copies of supporting documents needed for drawing up reports, financial statements and any other documents required in the Grant Agreement.

Indicators: Timely and correctly submitted reporting documents to the coordinator, positive feedback on the financial management in the interim progressive report and in the final report, the certificate of the financial auditor upon the project end.

The day-to-day financial management of the project will be led by the financial coordinator.

## 2.1.5 Risk management

<b>Critical risks and risk management strategy</b>			
<p><i>Describe critical risks, uncertainties or difficulties related to the implementation of your project, and your measures/strategy for addressing them. Indicate for each risk (in the description) the impact and the likelihood that the risk will materialise (high, medium, low), even after taking account the mitigating measures.</i></p> <p><i>Note: Uncertainties and unexpected events occur in all organisations, even if very well-run. The risk analysis will help you to predict issues that could delay or hinder project activities. A good risk management strategy is essential for good project management.</i></p>			
Risk No	Description	Work package No	Proposed risk-mitigation measures
1	Extension of the existing Covid 19 pandemic situations and effects of the team members in person meetings of medical events. (medium)	All the WP's	To reduce the effects of the pandemic restrictions we will develop an online meeting system. In case of individual medical situations, the team member will be replaced.
2	Unforeseen situations regarding the existing staff availability. (low)	All the WP's	In case of unforeseen situations, each member of the project implementation team should have a replacement. If one partner possesses spare capacity, this situation will be mitigated quickly by others. The whole framework of the project is focused on solving emergent problems collectively and harmoniously.
3	Delays to achieve the project deliverables, according to the schedule. (low)	All the WP's	Monitoring of the current outputs in accordance with the expected results. Communication with team members in order to avoid delays. Effective monitoring of the project progress. The staff involved in the implementation of the project, must be aware of the importance of risks in the achievement of their objectives.
4	Weak dissemination of the project aims or drifting from objectives	WP6	Encouraging a better dissemination possibly allocating extra effort, if necessary
5	Weak interest and motivation among project partners	All the WP's	Encouraging partners in expressing their interests and sharing the work accordingly.
6	Weak communication among partners	WP1	systematic communication plan and culture to be discussed and agreed at the kick-off meeting and during the following ones.



7	Uncertainty regarding partners' roles	WP1	detailed workload with tasks and contributions assignment to be agreed during project meetings.
8	Unsuccess in reaching project aims	All the WP's	effective quality management system in place during the overall project lifetime.
9	Possible delays in the work plan because of inexperienced partners	All the WP's	give the less experienced partners concrete support in case of difficulties by teaming up with experienced ones.
10	Possible conflicts among partners	WP1	foster team building opportunities as for formal and informal exchange in order to build mutual trust and respect. Ensuring transparency as much as possible in order to keep all partners involved.
11	Diverging between project requirements and project outputs	WP1	extensive research and analysis at project start, frequent feedback loops, project standards catalogue.
12	Weak number of trainers involved in the training activities	WP2 & 3	involve target groups in project activities at an early stage; develop and deliver broad information on the training course during the initial phase of the project; organise online events to inform on the purpose of the course and the respective benefits.
13	Weak outreach of target groups, low number of participants in online events	WP2 & 3	Leverage of large existing networks and multipliers, increase using marketing actions.
14	Weak number of participants in the piloting phase	WP3	start involving target groups and other stakeholders on the project and the envisaged training offer in the first project stage.
15	Weak visibility of project	All	Comprehensive and effective media strategy, using diverse channels, appropriate linking marketing places, with continuous loops of feedback between dissemination leader and other Consortium members.
16	Uncertainty regarding the project impact	All	comprehensive and effective impact assessment system in place.

## 2.2 PARTNERSHIP AND COOPERATION ARRANGEMENTS

### 2.2.1 Consortium set-up

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

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

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

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

The consortium is set up by University Luigj Gurakuqi in Shkodra in the north of Albania, with strong commitment, previous collaboration among partners, strong role at local level, but with limited experience in Erasmus+ Programme. There two other university partners in Albania: Mediterranean University of Albania that will bring in experience in managing Erasmus+ projects and University F S Korce that is in the southeast of Albania, strong local engagement but limited participation in Erasmus+. In addition to three universities, in Albania there are three other partners: Public agency of National Agency for Scientific Research and Innovation, one think tank SCiDEV and one CSOs (CCIS) to work with remote areas and vulnerable groups. In Montenegro, given the size of the education system, we are partnering with the University of Montenegro, the largest and most prominent university in Montenegro. Finally, there are two programme countries universities: University of Belgrade of Serbia and University of Salento of Italy.

So, this consortium emphasis widening participation of those institutions with fewer opportunities in Erasmus+ (University Shkodra, University Korca) while at the same time ensuring experienced universities with expertise in Erasmus such as University of Serbia, University of Montenegro. In addition, the consortium is an example of the quadruple helix model of cooperation as it brings together universities, public institutions and civil society. It also fosters regional cooperation by including Serbia, Albania and Montenegro as well as Italy as strategic partner.

Roles and responsibilities:

University of Shkodra – lead partner, in charge of WP1 & 2, contributor to all WPs

Mediterranean University of Albania – partner, contributor to all WPs

University of Korca – partner, contributor to all WPs

National Agency for Scientific Research and Innovation - partner, contributor to all WPs

SCiDEV and CCIS – partners, responsible for communication, awareness raising and contributors to all WPs

University of Montenegro – partner, in charge of WP3, contributor to all WPs

University of Serbia – partner, contributor to all WPs, particularly WP2, 3

Universiy of Salento - partner, contributor to all WPs, particularly WP2, 3

## 2.2.2 Consortium management and decision-making

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

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

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

The internal project governance is horizontal and based on the transparency and accountability of all project partners and members, guided by the Grant Agreement (including project application), partnership agreement, Erasmus+ Programme Guide and project management and risk plan.

Clear guidelines will be given at the Kick off meeting about Partnership Agreements and opening of bank accounts for partners. The State universities and public institutions involved in the project had to follow specific administrative procedures for opening of bank accounts, which take long time.

The procedure of signing partnership agreements will be completed with first six month of the project, as well as the respective amounts of the first pre-financing 50%.

U2SID the project communication adheres to the KISS principle (*keep it simple and straightforward*). The project members freely, openly, transparently and respectfully will communicate between themselves and with the coordinator. The information and updates will be communicated in English and without delays as soon as possible via the project functional email address.

The contact list of the project members will be structured and available from the very beginning of the project. All important communication will be documented centrally in the online workspace and internally for reporting or auditing purposes at the coordinating institution. The operative communication channels will be working e-mails of project members (primary), online conferencing (Zoom, Google Meet), Whatsapp, Viber and Messenger (upon extremely urgent request).

Networking and mutual exchange of ideas and suggestions will take place regularly during bilateral meetings, peer to peer trainings, project conference, other events and during social dinners after the project workshops.

All partners will be reporting quarterly. This has enable the coordinator to monitor the technical progress of the project in relation to work package plans, deliverable submission and project milestones as well as providing an overview of resources committed by all

partners. Internal Monitoring Chart will be developed by the Quality assurance partner on achieving work plan objectives, the progress report is also a useful monitor in terms of activities and financial reporting, and complements the financial recording templates.

U2SID project aims at a consensus building and promoting in order to ensure the maximum cooperation within the consortium. However, in the unlikely event that a conflict arises, a majority rules approach will be adopted so that the issue may be resolved through a fair and transparent decision-making process. Decisions will be taken according to the majority of votes (one vote per consortium partner)

### 3. IMPACT

#### 3.1 Impact and ambition

##### Impact and ambition

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

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

The U2SID will build and strength partnerships for transformation in higher education. The will contribute to the **innovation in higher education** to enhance relevance to labour market, regional development, and society by strengthening university to society collaborations and setting up a Digital Literacies Accelerator Programme and Digital Transformation Challenge. The project will impact the modernisation of HEIs which will not only **transfer knowledge** but also will **create economic and social value** through the transfer of their teaching and research results to the community and society at large. It will contribute to increased participation of HEIs located in **remote areas**, it is led by a university in the north of Albania that has had fewer opportunities in the Erasmus+ Programme. More over, it will impact a stronger link and collaboration between universities and other actors such as private sector, policy, civil society and media. Finally, it will increase **level of digital competence for students and staff** and professionals.

##### *Target groups of the project*

- 100 students and young people up to 30 years old who will benefit from the Programme and capacity building and mobility as well as awareness raising
- 50 lecturers who will benefit from the Programme and capacity building and mobility as well as awareness raising
- 50 local actors from business, civil society, policy and media
- Local media
- public at large

#### 3.2 Communication, dissemination and visibility

##### Communication, dissemination and visibility of funding

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

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

This project will pay particular attention to dissemination strategy by concentrating on communication of project activities and results, promotion and awareness raising, capitalisation on experience and knowledge sharing to target groups and relevant stakeholders. During the first phase of the project, a communication strategy will be set up under the coordination of partner SCiDEV with support of SHARE. The strategy will reflect: (1) the overall project objective and the expected outputs; (2) the overall external and internal communication audience; (3) and be SMART (Sustainable, Measurable, Achievable, Realistic and Time-bound). The external environment assessment affecting communication is performed using the PESTEL (Political Social, Economic, Environmental, and Legal environments) tool. This tool enables identification of key societal drivers which open new opportunities for more effective and efficient communication. The project communication will have two pillars: Internal communication objectives - to ensure open, clear, timely, and transparent communication among project partners and with the donor; External communication objectives: to raise awareness about the project objectives among a range of stakeholders;

to inform at an ongoing base about project activities; to inform, raise awareness and increase knowledge of a range of stakeholders about project outputs and their use; to encourage actions and attitude change of a range of stakeholders as a result of achieved project outputs.

Project partners are committed to ensuring full project visibility to foster knowledge and information sharing, inclusiveness, and participation. The project adopts an integrated communication and visibility approach that integrates a variety of channels: face to face meetings and event; online meetings and events; mainstream media; digital and social media; printed promotional materials; online promotional materials. It will combine these channels in an integrated manner to provide clarity, consistency, and maximum communications impact. As such the project will use of a combination of media drivers, which deliver the message to the final target audience. Each element of the communication strategy mix integrates with the other communication tools so that a unified message is consistently reinforced at each contact point with the target audience.

A dissemination strategy will be designed at the beginning of the project and consulted with PMT and approved in SC. It will include communication aims for internal and external communication, audiences, key messages and harnessing the potential of digital media to promote the project results and activities.

The project will *disseminate results in an effective and attractive* way among young people involved in youth organisations, but also to stakeholders and public at large. First, the project will harness the potential of online social media to reach young people.

All project materials, outputs, deliverables, results and activities will be *open access and free to use* online. Most materials will be in English and some with overview in local languages. The project materials, documents and media will be made freely available and promoted without discrimination based on the previous experience and good practices of all partners in this regard. All partners promote knowledge sharing, openness and exchange and such principles will be included in dissemination strategy and implementation.

### 3.3 Sustainability and continuation

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

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

*What will need to be done? Which parts of the project should be continued or maintained? How will this be achieved? Which resources will be necessary to continue the project? How will the results be used?*

*Are there any possible synergies/complementarities with other (EU funded) activities that can build on the project results?*

The entire project is designed with a *sustainability built-in strategy* and to strengthen sustainability, the project activities have been developed based on the following approach: first, the project is in line with key national strategies and policies. Second, the project expects to have an active participation of youth and relevant stakeholders including state and non state actors. Third, the sustainability will be also enhanced by ensuring coordination and synergies with other initiatives. Fourth, the project activities are designed in such a way to ensure sustainability. For instance, the capacity building program will increase knowledge and competences of target groups. Also, the Accelerator programme ensures sustainability by capitalisation on experience, sharing information and knowledge. In the same way, the communication and dissemination plan will also serve for sharing lessons learnt and best practices, thus contributing to project sustainability.

The awareness raising campaign and communication plan will boost its visibility to reach as many stakeholders as possible. The project will engage stakeholders in a deliberate way.

*Financial sustainability:* Operating of the online platform will be achieved using the own fund and resources of project partners. Other majors follow up activities will be implemented in collaboration with donors. The partners possess a lot of toolkits and information that will become available under the workshops and sessions for support to business ideas and start up program. The partners will initiate and support also other projects for replication and upgrade of this action and will potentially ensure financial sustainability through other donors, and not only EU funding. Project partners will channel additional organizational and donor funds to provide continuous services in the same area.

*Institutional Sustainability:* Sustainability of the action will be ensured through increase of knowledge of the target groups, and through spill over of the knowledge towards peers, friends, and colleagues and towards more stakeholders through webinars and online library and towards public at large through visibility actions. Another element of institutional sustainability relies in the increase of competences of policy makers. The lead partner and the co-applicants are proposed as a consortium that is devoted around youth, digital democracy, digital rights and policy dialogue and capacity building and will provide for an infrastructure that will retain for future projects and secure additional funds on the issue. In that regard, the partners will keep ongoing relationship with all the

stakeholders in this action and will continue to provide necessary expertise and, logistic support to grassroots organisations after the project.

## 4. WORK PLAN, WORK PACKAGES, TIMING AND SUBCONTRACTING

### 4.1 Work plan

#### Work plan

*Provide a brief description of the overall structure of the work plan (list of work packages or graphical presentation (Pert chart or similar)).*

#### **WP1 –Management, quality assurance and MEL and communication**

University of Shkodra will manage the entire project by setting up clear procedures and frameworks in place. Partnership Agreements will be signed with project partners and ongoing monitoring will be ensured as well as risk mitigation and cost-effective budgeting.

- Kick Off Meeting
- Partnership Agreements
- Steering Committee
- Reporting
- Monitoring, evaluation, learning
- Knowledge Management and outreach
- Quality assurance (online surveys pre and post event, focus groups, in-depth interviews, review of documents)
- Communication and outreach
- Sustainability plan

#### **WP2 – Digital Literacies Accelerator Programme**

WP2 is the core work programme of the project including sustainability plan.

- 2.1 – Development of Digital Literacies Accelerator Programme by University of Belgrade and University of Salento
- 2.2 – Organisation of mobility for training for staff and students
- 2.3 – Collaborative training with lecturers and professionals from civil society, business, and policy on digital literacies
- 2.4 – Hands on training for students on digital literacies
- 2.5 – Promotion and engagement of stakeholders
- 2.6 – Evaluation of competences

#### **WP3 – Digital Transformation Challenge**

WP3 is the core work programme of the project that puts in practice the competences gained in WP2.

- 3.1 – Open call for Digital Transformation Challenge
- 3.2 – Students and lecturers are paired up, mentoring, and coaching for the project-based learning
- 3.3 – Presentation of problems by business, civil society, policy makers to the group of students and lecturers
- 3.4 – Students and lecturers work on the solution to the challenge through project-based learning, solution oriented and digital transformation that is inclusive
- 3.5 – Public events to present the students solutions and selection of best ideas

### 4.2 Work packages and activities

## WORK PACKAGES

*This section concerns a detailed description of the project activities.*

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

*Projects should normally have a minimum of 2 work packages. WP1 should cover the management and coordination activities (meetings, coordination, project monitoring and evaluation, financial management, progress reports, etc.) and all the activities which are cross-cutting and therefore difficult to assign to another specific work package (do not try splitting these activities across different work packages). WP2 and further WPs should be used for the other project activities. You can create as many work packages as needed by copying WP1. The last WP should be dedicated to Impact and dissemination*

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

*Work packages covering financial support to third parties (⚠ only allowed if authorised in the Call document/Programme Guide) must describe the conditions for implementing the support (for grants: max amounts per third party; criteria for calculating the exact amounts, types of activity that qualify (closed list), persons/categories of persons to be supported and criteria and procedures for giving support; for prizes: eligibility and award criteria, amount of the prize and payment arrangements).*

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

### Work Package 1

#### Work Package 1: [Project management, quality assurance, MEL, communication]

**Duration:**

M1 – M24

**Lead Beneficiary:**

1-University of Shkodra

#### Objectives

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

University of Shkodra will manage the entire project by setting up clear procedures and frameworks in place. Partnership Agreements will be signed with project partners and ongoing monitoring will be ensured as well as risk mitigation and cost-effective budgeting.

- Kick Off Meeting
- Partnership Agreements
- Steering Committee
- Reporting
- Monitoring, evaluation, learning
- Knowledge Management and outreach
- Quality assurance (online surveys pre and post event, focus groups, in-depth interviews, review of documents)
- Communication and outreach

○ Project management					
<p><b>Activities (what, how, where) and division of work</b></p> <p><i>Provide a concise overview of the work (planned tasks). Be specific and give a short name and number for each task.</i></p> <p><i>Show who is participating in each task: Coordinator (COO), and if applicable Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP) and others, indicating <b>in bold</b> the task leader.</i></p> <p><i>Add information on other participants' involvement in the project e.g. subcontractors, in-kind contributions.</i></p> <p><b>Note:</b></p> <p><i>In-kind contributions: In-kind contributions for free are cost-neutral, i.e. cannot be declared as cost. Please indicate the in-kind contributions that are provided in the context of this work package.</i></p> <p><i>The coordinator remains fully responsible for the coordination tasks, even if they are delegated to someone else. Coordinator tasks cannot be subcontracted. If there is subcontracting, please also complete the table below.</i></p>					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T1.1	Partnership agreements and project initiation	Coordinator will draft and agree with all project partners the Partnership Agreement containing specific details about the role of the partner, tasks, budget, instalments, financial and narrative reporting, and other requirements based on Grant Agreement and Programme Guide. The project will set up a Steering Committee in the very first month of the project to ensure quality management of the project, representation, and inclusiveness of all partners. Each partner will be represented by one Main Contact in the Steering Committee and decision about project implementation will be taken there. Risks will be discussed with Steering Committee as well as ensuring project impact and sustainability.	Uni Shkodra All partners	COO  BEN	
T1.2	Kick off meeting	Organisation of the project kick off meeting with all project partners in the second month of the project implementation	Uni Shkodra All partners	COO  BEN	



T1.3	Communication and dissemination strategy and plan	Project will have Facebook and Instagram to be aligned with young people preferences. It will be updated regularly. Project website with information about the project, resources and relevant actors and publications and opportunities for youth engagement.	SCIDEV All partners	COO  BEN	Subcontracting
T 1.4	Quality Assurance Plan	Detailed quality assurance plan by CCIS to monitor and evaluation the project results and competences gained	CCIS All partners	COO  BEN	
T1.5	MEL	Assessing risk, mitigations, doing regular monitoring, evaluation, and learning	CCIS All partners	COO  BEN	
T 1.6	Awareness Raising and Engagement	SCiDEV will oversee coordinating the dissemination and visibility by aligning with EU rules on Erasmus+ visibility and ensuring open access, knowledge sharing and inclusiveness. The strategy will define how internal and external communication will be achieved.	SCIDEV All partners	COO  BEN	Subcontracting
T 1.7	Reporting	Based on Grant Agreement and Programme Guide, USH will set up clear procedure for narrative and financial reporting, including providing guidance to partners about expenditure, financial and accounting, templates, how to report activities, outputs and outcomes.	Uni Shkodra All partners	COO  BEN	
T 1.8	Knowledge Management and outreach	Capitalise on the results, knowledge and outreach to ensure sharing, collaboration and sustainability	SCIDEV All partners	COO  BEN	

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

*Milestones are control points in the project that help to chart progress. Use them only for major outputs in complicated projects. Otherwise leave the section on milestones empty.*

*Means of verification are how you intend to prove that a milestone has been reached. If appropriate, you can also refer to indicators.*

**Deliverables** are project outputs which are submitted to show project progress (any format). Refer only to major outputs. Do not include minor sub-items, internal working papers, meeting minutes, etc.

*It is recommended to limit the number of deliverables to max 10-15 for the entire project. You may be asked to further reduce the number during grant preparation.*

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

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

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

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Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D1.1	Partnership Agreements	1	All	[R — Document, report]	[SE — Sensitive]	M4	Partnership agreement lead partner and partners
D1.2	Communication and Dissemination Plan	1	All	[R — Document, report]	[SE — Sensitive]	M3	Detailed plan for communication
D1.3	Quality assurance and MEL Plan	1	All	[R — Document, report]	[SE — Sensitive]	M3	Detailed plan for ensuring quality and monitoring and evaluation
D1.4	Website	1	All	Website	[SE — Sensitive]	M4	Website to disseminate and share results and knowledge
D1.5	Project Management Plan	1	All	[R — Document, report]	[SE — Sensitive]	M2	Project management plan

<b>Work Package 2: [Digital Literacies Accelerator Programme ]</b>					
<b>Duration:</b>	M4 – M15	<b>Lead Beneficiary:</b>	1-Uni Shkodra, All partners		
<b>Objectives</b>					
<i>List the specific objectives to which this work package is linked.</i>					
WP2 is the core work programme of the project. 2.1 – Development of Digital Literacies Accelerator Programme by University of Belgrade and University of Salento 2.2 – Organisation of mobility for training for staff and students 2.3 – Collaborative training with lecturers and professionals from civil society, business, and policy on digital literacies 2.4 – Hands on training for students on digital literacies 2.5 – Promotion and engagement of stakeholders 2.6 – Evaluation of competences					
<b>Activities (what, how, where) and division of work</b>					
<i>Provide a concise overview of the work (planned tasks). Be specific and give a short name and number for each task.</i>					
<i>Show who is participating in each task: Coordinator (COO), and if applicable Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP) and others, indicating <b>in bold</b> the task leader.</i>					
<i>Add information on other participants' involvement in the project e.g. subcontractors, in-kind contributions.</i>					
<b>Note:</b>					
<i>In-kind contributions: In-kind contributions for free are cost-neutral, i.e. cannot be declared as cost. Please indicate the in-kind contributions that are provided in the context of this work package.</i>					
<i>The coordinator remains fully responsible for the coordination tasks, even if they are delegated to someone else. Coordinator tasks cannot be subcontracted. If there is subcontracting, please also complete the table below.</i>					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T2.1	Development of Digital Literacies Accelerator Programme	EU partners will develop the programme on digital literacies based on specific needs identified in a pre-evaluation survey of lecturers in partner universities and other CSOs and public agency and students	Uni Belgrade Uni Salento All	COO COO BEN	No

T2.2	Organisation of mobility for training for staff and students	1 workshop 5 days in Belgrade with staff and students 1 workshop 5 days in Salento with staff and students	Uni Belgrade Uni Salento All	COO COO BEN	No
T2.3	Collaborative training with lecturers and professionals from civil society, business, and policy on digital literacies	1 workshop in Podgorica with lecturers and professionals from civil society, business, and policy on digital literacies for digital literacies 1 workshop in Shkodra with lecturers and professionals from civil society, business, and policy on digital literacies for digital literacies 1 workshop in Korca with lecturers and professionals from civil society, business, and policy on digital literacies for digital literacies 1 workshop in Tirana with lecturers and professionals from civil society, business, and policy on digital literacies for digital literacies	Uni Shkodra All	COO BEN	No
T2.4	Hands on training for students on digital literacies	1 workshop in Podgorica for students for digital literacies 1 workshop in Shkodra for students for digital literacies 1 workshop in Korca for students for digital literacies 1 workshop in Tirana for students for digital literacies	Uni Shkodra All	COO BEN	No
T2.5	Promotion and engagement of stakeholders	Digital campaign Online events Media appearance Roundtables	Uni Shkodra and SCiDEV ALL	COO BEN	Yes
T2.6	Evaluation of competences	Baseline and endline survey and study report	SCiDEV ALL	COO BEN	No

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

*Milestones are control points in the project that help to chart progress. Use them only for major outputs in complicated projects. Otherwise leave the section on milestones empty.*

*Means of verification are how you intend to prove that a milestone has been reached. If appropriate, you can also refer to indicators.*

**Deliverables** are project outputs which are submitted to show project progress (any format). Refer only to major outputs. Do not include minor sub-items, internal working papers, meeting minutes, etc.

*It is recommended to limit the number of deliverables to max 10-15 for the entire project. You may be asked to further reduce the number during grant preparation.*

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

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

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

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Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D2.1	Digital Literacies Accelerator Programme	2	All	[R — Document, report]	[SE — Sensitive]	M5	Digital Literacies Accelerator Programme that includes <ul style="list-style-type: none"> <li>- mobility</li> <li>- workshops</li> <li>- online learning</li> <li>- mentoring</li> </ul> public engagement
D2.2	Study on results of WP2	2	All	[R — Document, report]	[SE — Sensitive]	M15	Presentation of results of the WP2, baseline and endline survey, organisation of workshops, mobility and events

D2.3	Sustainability plan	2	ALL	[R — Document, report]	[SE — Sensitive]	M7	SCiDEV will develop sustainability plan and list of stakeholders.
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### Work Package 3: [Digital Transformation Challenge ]

**Duration:** M16 – M24      **Lead Beneficiary:** 1-University of Montenegro

**Objectives**

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

WP3 is the core work programme of the project that puts in practice the competences gained in WP2.

- 3.1 – Open call for Digital Transformation Challenge
- 3.2 – Students and lecturers are paired up, mentoring, and coaching for the project-based learning
- 3.3 – Presentation of problems by business, civil society, policy makers to the group of students and lecturers
- 3.4 – Students and lecturers work on the solution to the challenge through project-based learning, solution oriented and digital transformation that is inclusive
- 3.5 – Public events to present the students solutions and selection of best ideas

**Activities (what, how, where) and division of work**

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

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

Add information on other participants' involvement in the project e.g. subcontractors, in-kind contributions.

**Note:**

In-kind contributions: In-kind contributions for free are cost-neutral, i.e. cannot be declared as cost. Please indicate the in-kind contributions that are provided in the context of this work package.

The coordinator remains fully responsible for the coordination tasks, even if they are delegated to someone else. Coordinator tasks cannot be subcontracted. If there is subcontracting, please also complete the table below.

Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	

T3.1	Open call for Digital Transformation Challenge	All partner universities open up call for applications for students across disciplines to join the Digital Transformation Challenge and particularly students part of training in WP2 so as they can be paired and work on concrete challenges with solutions with mentoring by lecturers and in collaboration with business, civil society and policy makers.	Uni Montenegro All	COO BEN	No
T3.2	Students and lecturers are paired up, mentoring, and coaching for the project-based learning	Students across disciplines to join the Digital Transformation Challenge and particularly students part of training in WP2 so as they can be paired and work on concrete challenges with solutions with mentoring by lecturers and in collaboration with business, civil society and policy makers.	Uni Montenegro All	COO BEN	No
T3.3	Presentation of problems by business, civil society, policy makers to the group of students and lecturers	Each university organises event to present the problems to be addressed by the DTC	Uni Montenegro All	COO BEN	No
T3.4	Students and lecturers work on the solution to the challenge through project-based learning, solution oriented and digital transformation that is inclusive	Students across disciplines to join the Digital Transformation Challenge and particularly students part of training in WP2 so as they can be paired and work on concrete challenges with solutions with mentoring by lecturers and in collaboration with business, civil society and policy makers	Uni Montenegro All	COO BEN	No
T3.5	Public events to present the students solutions and selection of best ideas	Each university organises public events to present the results	Uni Montenegro & MUA & Korca All	COO BEN	No

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

*Milestones are control points in the project that help to chart progress. Use them only for major outputs in complicated projects. Otherwise leave the section on milestones empty.*

*Means of verification are how you intend to prove that a milestone has been reached. If appropriate, you can also refer to indicators.*

***Deliverables** are project outputs which are submitted to show project progress (any format). Refer only to major outputs. Do not include minor sub-items, internal working papers, meeting minutes, etc.*

*It is recommended to limit the number of deliverables to max 10-15 for the entire project. You may be asked to further reduce the number during grant preparation.*

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

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

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

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Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D3.1	Manual for Digital Transformation Challenge	3	All	[R — Document, report]	[SE — Sensitive]	M18	This will serve as a guide for the organisation of the project based learning and providing solutions to businesses
D3.2	Show casing the results of DTC	3	All	] [DEC — Websites, patent filings, videos, etc]	[SE — Sensitive]	M22	In the website all the videos, presentations and other materials produced by students will be presented to be used by others



<b>Staff effort per participant</b>				
<i>Fill in the effort per work package and Beneficiary/Affiliated Entity.</i>				
<i>Please indicate the number of person/months over the whole duration of the planned work.</i>				
<i>Identify the work-package leader for each work package by showing the relevant person/month figure in <b>bold</b>.</i>				
Participant	WP1	WP2	WP3	Total Person-Months
University of Shkodra	21	18	10	39
University of Korca	6	21	10	37
Mediterranean University of Albania	6	21	10	37
SCiDEV	20	9	4	28
CCIS	12	5	4	19
NASRI	12	6	6	24
University of Montenegro	8	9	13	27
University of Belgrade	5	5	5	14
University of Salento	8	4	4	17
<b>Total Person-Months</b>	98	98	66	262

**Events meetings and mobility****Events meetings and mobility**

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

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

Event No (continuous numbering linked to WP)	Participant	Description					Attendees
		Name	Type	Area	Location	Duration (days)	Total
E1.1	9 Partners	Kick off meeting	Event	Project kick off, launch and stakeholders engagement	Shkodra, Albania	3	40
E1.2	University of Shkodra University of Korca Mediterranean University of Albania University of Montenegro NASRI SCiDEV CCIS	Mobility: Digital Literacies Acceleration Programme – Workshop in Belgrade	Training and workshop on digital literacies in Belgrade	Staff and students training on digital literacies	Belgrade Serbia	5	30
E1.3	University of Shkodra University of Korca Mediterranean University of Albania University of Montenegro NASRI SCiDEV CCIS	Mobility: Digital Literacies Acceleration Programme – Workshop in Salento	Training and workshop on digital literacies in Belgrade	Staff and students training on digital literacies	Salento Italy	5	30

E 1.4	All partners	Digital Literacies Acceleration Programme	Event	Knowledge sharing	Tirana, Albania	2	50
E 1.5	All partners	Digital Transformation Challenge	Workshop	Staff and students training	Podgorica, Montenegro	5	40
E1.6	All partners	Final Event	Event	Presentation of results	Korca, Albania	3	40

### 4.3 Timetable

Timetable (projects up to 2 years)																								
<i>Fill in cells in beige to show the duration of activities. Repeat lines/columns as necessary.</i>																								
<b>Note:</b> Use the project month numbers instead of calendar months. Month 1 marks always the start of the project. In the timeline you should indicate the timing of each activity per WP.																								
ACTIVITY	MONTHS																							
	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18	M 19	M 20	M 21	M 22	M 23	M 24
1.1 Partnership agreements and project initiation																								
1.2 Kick off meeting																								
1.3 Communication and dissemination strategy and plan																								
1.4 MEL																								
1.5 Quality Assurance Plan																								
1.6 Awareness Raising and Engagement																								

1.7 Reporting																																				
1.8 Knowledge Management and outreach																																				
2.1 – Development of Digital Literacies Accelerator Programme																																				
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2.5 Promotion and engagement of stakeholders																																				
2.6 – Evaluation of competences																																				
3.1 – Open call for Digital Transformation Challenge																																				
3.2 – Students and lecturers are paired up, mentoring, and coaching for the project-based learning																																				
3.3 – Presentation of problems by business, civil society, policy makers to the group of students and lecturers																																				



		promotion materials, organisation of events	2.5 3.5 University of Shkodra CCIS SCiDEV		promotional materials and organisation of public events – no inhouse expertise	committee, specific and clear ToRs and technical specifications
<b>Other issues:</b> <i>If subcontracting for the project goes beyond 30% of the total eligible costs, give specific reasons.</i>			Not applicable			



## 5. OTHER

### 5.1 Ethics

#### Ethics (if applicable)

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

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

**Gender mainstreaming** - Assessing the different implications for women and men alongside all planned inputs and actions taken in all areas and levels of intervention as foreseen in the project will ensure deliverables that are gender sensitive and reflect gender equality considerations. More so, the action promotes high standards of equality and gender despite of sex, race, ethnicity, religion or other possible grounds. **Standards of ethnic balance** in presence of ethnic communities and the right of minorities will be maintained. This **human rights approach** will look for and lead to recommendations on establishing mechanisms responding to the deprived and vulnerable to fulfil their rights and ways to seek proper redress.

### 5.2 Security


#### Security

Not applicable.

## 6. DECLARATIONS

#### Double funding

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

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

YES/NO

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

YES

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

YES

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

If your project requires a higher maximum amount per third party than the threshold amount set in the Call document/Programme Guide, justify and explain why this is necessary in order to fulfil your project's objectives.

Not applicable

## ANNEXES

### LIST OF ANNEXES

#### Standard

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

CVs (annex 2 to Part B) — *mandatory, if required in the Call document/Programme Guide*

Annual activity reports (annex 3 to Part B) — *not applicable*

List of previous projects (annex 4 to Part B) — *mandatory, if required in the Call document/Programme Guide*

#### Special

Other annexes — *mandatory, if required in the Call document/Programme Guide*



**LIST OF PREVIOUS PROJECTS**

<b>List of previous projects</b>					
<i>Please provide a list of your previous projects for the last 4 years.</i>					
Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER)	Amount (EUR)	Website (if any)
University of Belgrade	2020-1-IS01-KA203-065833; Projectification and Sustainable Governance of Projects; ERASMUS+;	01.09.2020- 31.08.2023	PARTNER	186.120,00 EUR	
University of Belgrade	2020-1-HR01-KA202-077771; Challenges and practices of teaching economic disciplines in era of digitalization Acronym: DIGI4Teach ERASMUS+;	1.11.2020.- 30.4.2022.	PARTNER	89.500,00 EUR	
University of Belgrade	621684-EPP-1-2020-1-IT-EPPKA2-SSA-B; Skill Training Alliance For the Future European Rail system – STAFFER; ERASMUS+	01.11.2020.- 31.10.2024.	PARTNER	3.999.446,00 EUR	
University of Belgrade	2020-1-PL01-KA203-081999, Rediscovering New Europe- On Wheels summer school for Balkan/Central and Eastern Europe trans-border history and politics; ERASMUS+	01.12.2020.- 31.03.2023.	PARTNER	271.343,00 EUR	
University of Belgrade	2020-1-HR01-KA203-077777; Accelerating the transition towards Edu 4.0. in HEIs; ERASMUS+	2.11.2020.- 1.5.2023.	PARTNER	296.845,00 EUR	
University of Belgrade	2020-1-MT01-KA203-074246;Upgrading the Skill's of Linguistics and Language Students; ERASMUS+;	01.09.2020.- 31.08.2023.	PARTNER	449.910,00 EUR	
University of Belgrade	2020-1-SK01-KA203-078263; Developing a new curriculum in Global Migration, Diaspora and Border Studies in East-Central Europe ERASMUS+;	01.09.2020- 31.08.2023.	PARTNER	398.265,00 EUR	
University of Belgrade	2020-1-FR01-KA203-080184 ;Advanced Virtual and Augmented Reality Toolkit for Learning - AVATAR ERASMUS+;	01.09.2020.- 31.08.2023.	PARTNER	357.023,00 EUR	
University of Belgrade	618997-EPP-1-2020-1-AL-EPPKA2-CBHE-JP;;,University to Society Innomediaries in Albania: Co-Production of knowledge and research that matters ERASMUS+;	15.01.2021.- 14.01.2023.	PARTNER	861.570,00 EUR	



University of Belgrade	KA204-BD094B57; Preventing smoking, alcohol and internet addictions among the adolescents: A Family oriented approach for adult learners and educators“; ERASMUS+;	01.11.2019.- 31.10.2022.	PARTNER	279.074,00 eur	
University of Belgrade	2020-1-RS01-KA204-065410,, Development of Competences of Spanish Language Teachers for Early Language Education in the Digital Age ERASMUS+;	02.11.2020.- 01.11.2022.	PARTNER	58.261,00 EUR	
University of Belgrade	2020-1-ES01-KA201-082504;A community for exploring and sharing uses of evidence-based teaching strategies ERASMUS+;	01.12.2020.- 31.07.2023.	PARTNER	267.297,00 EUR	
University of Belgrade	2020-1-DE01-KA203-005715;Modernising European Legal Education; ERASMUS+	01.09.2020.- 31.08.2023.	PARTNER	423.388,00 EUR	
University of Belgrade	2020-1-RS01-KA226-HE-094538; Effective teaching for student engagement & success in digital learning environment; ERASMUS+	01.03.2021- 28.02.2023.	COORDINATOR	103.440,00 EUR	
University of Belgrade	2020-1-RS01-KA226-HE-094555; DIGITAL EDUCATION IN VETERINARY STUDIES; ERASMUS+	01.03.2021.- 31.05.2022.	COORDINATOR	112.204,00 EUR	
University of Belgrade	2020-1-RS01-KA226-HE-094550;Repository of Open Educational Resources for Laboratory Support in Engineering and Natural Science; ERASMUS+	01.03.2021- 28.02.2023.	PARTNER	143.295,00 EUR	
University of Belgrade	2020-1-DE01-KA226-HE-005776; Digitilasing mobility and international networks with open education;ERASMUS+	01.03.2021.- 28.02.2023.	PARTNER	291.878,00 EUR	
University of Belgrade	2020-1-SK01-KA226-HE-094271; Germanistik Digital; ERASMUS+	01.05.2021.- 30.04.2023.	PARTNER	140.700,00 EUR	
University of Belgrade	2020-1-RS01-KA226-HE-094538;Enhancing of Heritage Awareness and Sustainability of Built Environment in Architectural and Urban Design Higher;ERASMUS+	01.11.2020.- 31.08.2023.	COORDINATOR	246.922,00 EUR	
University of Belgrade	2020-FR01-KA203-080673;Developing Applied Foreign Languages Skills;ERASMUS+	01.09.2020.- 31.08.2023.	PARTNER	260.670,00 EUR	



University of Belgrade	2020-1-SK01-KA203-078349;Enhance skills and competences to boost ecological innovation in automotive industry;ERASMUS+	01.09.2020-31.08.2023.	PARTNER	371.385,00 EUR	
University of Belgrade	2019-1-TRO1-KA202-077190;Shepherd bridge; ERASMUS+	01.11.2019.-31.10.2021.	PARTNER	187.501,00 EUR	
University of Belgrade	2019-1-RS01-KA203-000901;STEM in Heritage Sciences; ERASMUS+	15.10.2019.-14.10.2022.	COORDINATOR	322.424,00 EUR	
University of Belgrade	610225-EPP-1-2019-1-HREPPKA2-CBHE-JP ;Business driven problem – based learning for academic excellence in geoinformatics-GEOBIZ;ERASMUS +	15.11.2019.-14.11.2022.	PARTNER	989.055,00 EUR	
University of Belgrade	2019-1-MK01-KA202-0060311;Development of Professional Courses in Sustainable Water Management;ERASMUS+	01.10.2019.-31.08.2022.	PARTNER	327.178,00 EUR	
University of Belgrade	2019-1-RO01-KA203-063878; CREATIVE DANUBE: INNOVATIVE TEACHING FOR INCLUSIVE DEVELOPMENT IN SMALL AND MEDIUM-SIZED DANUBIAN CITIES ( DANUBIAN_SMCs);ERASMUS+	12.12.2019.-31.08.2022.	PARTNER	327.178,00 EUR	
University of Belgrade	610256-EPP-1-2019-1-IT-EPPKA2-CBHE-JP; Financial Technology and digital innovation to modernise and develop curricula of Vietnamese and Philippines Universities / TRUST;ERASMUS+	15.01.2020.-14.01.2023.	PARTNER	871.947,00 EUR	
University of Belgrade	2018-1-RS01-KA203-000432; Innovative Teaching Approaches in development of Software Designed Instrumentation and its application in real-time systems;ERASMUS+	31.10.2018.-30.11.2019.	PARTNER	98.476,00 EUR	
University of Belgrade	2018-1-RS01-KA203-000428;Business Opportunity Support System upgrade for strengthening European innovation ecosystem;ERASMUS+	1.10.2018-31.07.2020.	COORDINATOR	135.926,00 EUR	
University of Belgrade	598403-EPP-1-2018-1-RS-EPPKA2-CBHE-JP ;Soil Erosion and Torrential Flood	15.11.2018.-14.11.2021.	COORDINATOR	865.070,00 EUR	

	Prevention: Curriculum Development at the Universities of Western Balkan Countries SETOF;ERASMUS+				
University of Belgrade	598434-EPP-1-2018-1-RS-EPPKA2-CBHE-JP Strengthening Teaching Competences in Higher Education in Natural and Mathematical Sciences TeCOMP;ERASMUS+	15.11.2018-14.11.2021.	PARTNER	941.370,00 EUR	
University of Belgrade	598444-EPP-1-2018-1-HR-EPPKA2-CBHE-JP-UBHarmonization and Innovation in PhD Study Programs for Plant Health in Sustainable Agriculture“HARISA;ERASMUS+	15.01.2019-14.01.2022.	PARTNER	967.614,00 EUR	
University of Belgrade	598596-EPP-1-2018-1-RS-EPPKA2-CBHE-JP Interdisciplinary short cycle programs in public policy making and analysis“ PPMA,ERASMUS +	15.11.2018-14.11.2021.	PARTNER	966.460,00 EUR	
University of Belgrade	598829-EPP-1-2018-1-RS-EPPKA2-CBHE-JP „Advanced Data Analytics in Business“ ADA,ERASMUS+	15.11.2018-14.11.2021.	PARTNER	750.609,00 EUR	
University of Belgrade	598698-EPP-1-2018-1-FI-EPPKA2-CBHE-JP „Professional Development of Vocation Education Teachers with European Practices“ Pro-VET;ERASMUS+	15.11.2018-14.11.2021.	PARTNER	934.440,00 EUR	
University of Belgrade	586029-EPP-1-2017-1-RS-EPPKA2-CBHE-SP Implementation of Dual Education in Higher Education of Serbia – Dual Edu, ERASMUS+	15.10.2017.-14.10.2020.	COORDINATOR	992.310,00 EUR	
University of Belgrade	585927-EPP-1-2017-1-RS-EPPKA2-CBHE-JP, Strengthening Capacities for Higher Education of Pain Medicine in Western Balkan Countries-HEPMP;ERASMUS+	15.10.2017.-14.10.2020.	COORDINATOR	950.019.00 EUR	
University of Belgrade	585716-EPP-1-2017-1-AT-EPPKA2-CBHE-JP;Boosting the Telecommunications Engineer Profile to Meet Modern Society and Industry needs – BENEFIT;ERASMUS+	15.10.2017.-14.10.2020.	PARTNER	967.265,00 EUR	



University of Belgrade	Improving Academic and Professional Education Capacity in Serbia in the Area of Safety & Security (by Means of Strategic Partnership with EU – ImpreS; ERASMUS+	15.10.2017-14.10.2020.	PARTNER	997.300,00 EUR	
University of Belgrade	586474-EPP-1-2017-1-RS-EPPKA2-CBHE-JP Information Security Services Education in Serbia – ISSES;ERASMUS+	15.10.2017.-14.10.2020.	PARTNER	806.405,00 EUR	
University of Belgrade	2017-1-PT01-KA203-035840;Supporting UNiversity STudents At Risk of dropping out; ERASMUS+	01.09.2017.-31.08.2020.	PARTNER	307.886,00 EUR	
University of Belgrade	2017-1-ES01-KA204-038155; Accessible Online environment for encouraging autonomous English language learning aimed at people with disabilities; ERASMUS+	01.09.2017.-29.02.2020	PARTNER	218.062,00 EUR	
University of Belgrade	Curricula Development in the Fields of  Reproductive Biology/Assisted Reproductive  Technologies and Regenerative Medicine in Serbia – ART REM;ERASMUS +	15.10.2017-14.10.2020.	PARTNER	870.667,00 EUR	
University of Belgrade	2020-1-IS01-KA203-065833; Projectification and Sustainable Governance of Projects; ERASMUS+;	01.09.2020-31.08.2023	PARTNER	186.120,00 EUR	
University of Belgrade	2020-1-HR01-KA202-077771; Challenges and practices of teaching economic disciplines in era of digitalization Acronym: DIGI4Teach ERASMUS+;	1.11.2020.-30.4.2022.	PARTNER	89.500,00 EUR	
University of Belgrade	621684-EPP-1-2020-1-IT-EPPKA2-SSA-B; Skill Training Alliance For the Future European Rail system – STAFFER; ERASMUS+	01.11.2020.-31.10.2024.	PARTNER	3.999.446,00 EUR	
University of Belgrade	2020-1-PL01-KA203-081999, Rediscovering New Europe- On Wheels summer school for Balkan/Central and Eastern Europe trans-border history and politics; ERASMUS+	01.12.2020.-31.03.2023.	PARTNER	271.343,00 EUR	
University of Belgrade	2020-1-HR01-KA203-077777; Accelerating the transition towards Edu 4.0. in HEIs; ERASMUS+	2.11.2020.-1.5.2023.	PARTNER	296.845,00 EUR	



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University of Belgrade	2020-1-ES01-KA201-082504;A community for exploring and sharing uses of evidence-based teaching strategies ERASMUS+;	01.12.2020.-31.07.2023.	PARTNER	267.297,00 EUR	
University of Belgrade	2020-1-DE01-KA203-005715;Modernising European Legal Education;ERASMUS+	01.09.2020.-31.08.2023.	PARTNER	423.388,00 EUR	
University of Belgrade	2020-1-RS01-KA226-HE-094538; Effective teaching for student engagement & success in digital learning environment; ERASMUS+	01.03.2021-28.02.2023.	COORDINATOR	103.440,00 EUR	
University of Belgrade	2020-1-RS01-KA226-HE-094555; DIGITAL EDUCATION IN VETERINARY STUDIES; ERASMUS+	01.03.2021.-31.05.2022.	COORDINATOR	112.204,00 EUR	
University of Belgrade	2020-1-RS01-KA226-HE-094550;Repository of Open Educational Resources for Laboratory Support in	01.03.2021-28.02.2023.	PARTNER	143.295,00 EUR	



	Engineering and Natural Science; ERASMUS+				
University of Belgrade	2020-1-DE01-KA226-HE-005776; Digitilasing mobility and international networks with open education;ERASMUS+	01.03.2021.-28.02.2023.	PARTNER	291.878,00 EUR	
University of Belgrade	2020-1-SK01-KA226-HE-094271; Germanistik Digital; ERASMUS+	01.05.2021.-30.04.2023.	PARTNER	140.700,00 EUR	
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University of Belgrade	610256-EPP-1-2019-1-IT-EPPKA2-CBHE-JP; Financial Technology and digital	15.01.2020.-14.01.2023.	PARTNER	871.947,00 EUR	



	innovation to modernise and develop curricula of Vietnamese and Philippines Universities / TRUST;ERASMUS+				
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University of Belgrade	586029-EPP-1-2017-1-RS-EPPKA2-CBHE-SP Implementation of Dual Education in Higher Education of Serbia – DualEdu,ERASMUS+	15.10.2017.- 14.10.2020.	COORDINATOR	992.310,00 EUR	
University of Belgrade	585927-EPP-1-2017-1-RS-EPPKA2-CBHE-JP, Strengthening Capacities for Higher Education of Pain Medicine in Western Balkan Countries- HEPMP;ERASMUS+	15.10.2017.- 14.10.2020.	COORDINATOR	950.019,00 EUR	
University of Belgrade	585716-EPP-1-2017-1-AT-EPPKA2-CBHE-JP;Boosting the Telecommunications Engineer Profile to Meet Modern Society and Industry needs – BENEFIT;ERASMUS+	15.10.2017.- 14.10.2020.	PARTNER	967.265,00 EUR	
University of Belgrade	Improving Academic and Professional Education Capacity in Serbia in the Area of Safety & Security (by Means of Strategic Partnership with EU – ImpreS;ERASMUS+	15.10.2017- 14.10.2020.	PARTNER	997.300,00 EUR	
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University of Belgrade	2017-1-PT01-KA203-035840;Supporting UNiversity STudents At Risk of dropping out;ERASMUS+	01.09.2017.- 31.08.2020.	PARTNER	307.886,00 EUR	
University of Belgrade	2017-1-ES01-KA204-038155; Accessible Online environment for encouraging autonomous English language learning aimed at people with disabilities;ERASMUS+	01.09.2017.- 29.02.2020	PARTNER	218.062,00 EUR	
University of Belgrade	Curricula Development in the Fields of  Reproductive Biology/Assisted Reproductive  Technologies and Regenerative Medicine in Serbia – ART REM;ERASMUS +	15.10.2017- 14.10.2020.	PARTNER	870.667,00 EUR	

List of previous projects

Please provide a list of your previous projects for the last 4 years.

Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER)	Amount (EUR)	Website (if any)
U-SIA	"University to Society Infomediaries in Albania: Co-Production of knowledge and research that matters" / U-SIA; 618997-EPP-1-2020-I-AL-EPPKA2-CBHE-JP	15.01.2021 14.01.2023	BEN	109710	<a href="https://usia.al/">https://usia.al/</a>
MARDS	"Reforming doctoral studies in Montenegro and Albania – good practice paradigm" MARDS, 598465-EPP-1-2018-1-ME-EPPKA2-CBHE-SP (2018 – 2479/ 001-001)	15.11.2018 14.11.2021	BEN	115 715	<a href="https://www.mards.ucg.ac.me/workflow.html">https://www.mards.ucg.ac.me/workflow.html</a>
Valeux	Virtual Albanian Eurpoean Universities Exchange -VALEU-X, Nr: 2019 - 1976/001 – 001, 610360-EPP-1-2019-1-DE-EPPKA2-CBHE-JP.	15.01.2020 14.01.2023	BEN	74 335	<a href="https://valeu-x.eu/">https://valeu-x.eu/</a>
FOST INNO	Fostering tourism innovation system in Adriatic-Ionian Region (FOST INNO)" Adriatic-Ionian Programme INTERREG V-B Transnational 2014-2020; 381	01.01.2018 30.04.2020	BEN	165 282.14	<a href="https://fostinno.adri.oninterreg.eu/">https://fostinno.adri.oninterreg.eu/</a>

TEAVET	“Developing teacher competencies for a comprehensive VET system in Albania Teavet, 586300-EPP-1-2017-1-ES-EPPKA2-CBHE-SP	10.11.2017 15.12.2020	BEN	60 365	
T@SK	‘Towards increased Awareness, responsibility and shared quality in Social Work’ T@sk, 585626-EPP-1-2017-1-IT-EPPKA2-CBHE-JP, 2017 – 2881 / 001 – 001	15.10.2017 15.12.2020	BEN	114 609	<a href="https://www.taskproject.eu/">https://www.taskproject.eu/</a>
SUCCESS	Sustainable University - Enterprise Cooperation for Improving Graduate Employability (SUCCESS). 618975-EPP-1-2020-1-BA-EPPKA2-CBHE-JP; 01-230-1/2020	15.11.2020 14.11.2023	BEN	72 115	
IDEA	“Inclusive tertiary Education in Western Balkans – IDEA” Capacity – Development in pursuit of Equity and Accessibility of HEIs in the Western Balkans for Students with Disabilities and/or Learning Difficulties”; 618859- EPP-1-2020-1-AL-EPPKA2-CBHE-JP.	15.01.2021 14.01.2024	BEN	78 902	
ENTRAL	Entrepreneurial skills for a Modern Education in	16.12.2020 14.01.2024	BEN	56 350	



	Albania, EntrAL; 617886-EPP-1- 2020-1-FI-EPPKA2- CBHE-SP				
FINAC	FINanacial management, Accounting and Controlling curricula development for capacity building of public administration / FINAC reference 573534-EPP-1- 2016-1-RS- EPPKA2-CBHE-JP- E+CBHE	15.10.2016 14.10.2019	BEN	93 006	
REACH	Improving REsearch capacities of Albanian higher education institutions in conservation and restoration of Cultural Heritage 610390-EPP-1- 2019-1-AL- EPPKA2-CBHE-SP – REACH	15.01.2020 14.01.2023	BEN	116 340	

**List of previous projects**

Please provide a list of your previous projects for the last 4 years.

Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER)	Amount (EUR)	Website (if any)
University of Salento	NEST - NETworking for Smart Tourism development”, progettualità finanziata dal programma INTERREG ITALIA-AlbaniaMontenegro, prima call progetti ordinari (Project Code: NEST – 91/1st)	2018- 2021	Partner	136850/800000	<a href="https://nest.italy-albania-montenegro.e">https://nest.italy-albania-montenegro.e</a>
University of Salento	CIRCLE-IN - Promoting Circular Economy Investments and Policies’ nell’ambito del progetto	2018-2021	Partner	140000/780000	<a href="https://circle-in.eu/?lang=en">https://circle-in.eu/?lang=en</a>



	Interreg Italia – Grecia. ” (Project Code 5002953)				
University of Salento	Contamination Lab Prot. CL16CWFNBS	2018-2021	Partner	300.000	<a href="https://www.facebook.com/clabsalento">https://www.facebook.com/clabsalento</a>
University of Salento	EM4FIT “Entrepreneurial Management for Fostering Innovation and Talents” (European Union’s Horizon 2020 Research and Innovation Programme, Marie Skłodowska-Curie Action,	2020-2024	Partner	92000/681800	<a href="https://em4fit.sdu.dk/">https://em4fit.sdu.dk/</a>
University of Salento	Project 2019-1-IT02-KA107-061483 to promote training visits and exchanges in Albania, China and Kazakistan (Programme Erasmus+ 2014-2020 Action KA107 - International Credit Mobility	2019-2022	COORDINATOR	161 308	<a href="https://international.unisalento.it/departments/engineering/e-ka107-mobility-project-china">https://international.unisalento.it/departments/engineering/e-ka107-mobility-project-china</a> <a href="https://www.dista.unisalento.it/erasmus_ka107_international_credit_mobility">https://www.dista.unisalento.it/erasmus_ka107_international_credit_mobility</a> <a href="https://www.studiumanistici.unisalento.it/137">https://www.studiumanistici.unisalento.it/137</a>
<b>University of Salento</b>	<i>HUMANWISE (a HUMAN resources ANalytics Dashboard to support post-emergency Workforce policy design, Industry continuity, and System resiliencE)</i>	21-06-21 / 21-12-21	Scientific Coordinator	67115	NA

**List of previous projects**

Please provide a list of your previous projects for the last 4 years.

Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER)	Amount (EUR)	Website (if any)
University of Montenegro/ Faculty of Philosophy	Preparing Future Teachers on the Western Balkan-Education for democracy and Human Rights; Council of Europe and The European Wergeland Centre	November 2019- march 2022			<a href="https://www.living-democracy.com/">https://www.living-democracy.com/</a>
University of Montenegro/ Faculty of Philosophy	Research on homelessness in Montenegro	May 2020-December 2022		20 000 €	



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**List of previous projects**

Please provide a list of your previous projects for the last 4 years.

Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER)	Amount (EUR)	Website (if any)
MUA	External Actions of the EU IPA 2014/AL/18, “Young towards Europe”, Supporting to Civil Society Organizations for the Implementation of capacity Building Actions to Increase Policy Dialogue and Awareness of European Integration Process		Coo		
Regione Veneto and MUA	294 “Manufacturing education and training”, IPA- INTERREG Adrion Programme 2014 - 2020				
MUA	2016-1400/049-001 “Empower zone ahead” Erasmus + Programme: Capacity Building in the field of youth		COO		
Center For Change Management, Skopje and MUA	IPA/2017/395-121 “Microenterprise development project for women in the cross-border area”, IPA CBC Macedonia Albania				
MUA	2017-2267/044-001, “Social right in your hand”, Erasmus + Programme:		COO		

	Capacity Building in the field of youth A6: Erasmus+: Sport, Youth and EU Aid Volunteers (EACEA)				
Uni Lodz Poland	2018-1-PL01- KA107-048416 Erasmus + ICM				
MUA	618997-EPP-1- 2020-1-AL- EPPKA2-CBHE-JP “University to Society Innomediaries in Albania: Co- Production of knowledge and research that matters”, Erasmus+ CBHE		COO		

**List of previous projects**

Please provide a list of your previous projects for the last 4 years.

Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER)	Amount (EUR)	Website (if any)
NASRI	Erasmus+ Capacity Building in Higher Education Project  “University to Society Innomediaries in Albania: Co-Production of knowledge and research that matters” / U-SIA.  Project No. 618997-EPP-1-2020-1-AL-EPPKA2-CBHE-JP	15/01/2021-15/01/2023	BEN	NASRI budget: EUR 41,385.00  (Project Budget: EUR 861,570.00)	<a href="https://usia.al/">https://usia.al/</a>
[name]					





<b>HISTORY OF CHANGES</b>		
<b>VERSION</b>	<b>PUBLICATION DATE</b>	<b>CHANGE</b>
1.0	25.02.2021	Initial version (new MFF).

Proposal Info			
Proposal ID	Call for Proposal	Topic	Type of Action
SEP-210839305	ERASMUS-EDU-2022-CBHE	ERASMUS-EDU-2022-CBHE-STRAND-2	ERASMUS-LS

**Objectives**

- Improve the quality of higher education in third countries not associated to the Erasmus+ programme and enhance its relevance for the labour market and society
- Improve the level of competences, skills and employability potential of students in HEIs in the third countries not associated to the Erasmus+ programme by developing new and innovative education programmes
- Promote inclusive education, equality, equity, non-discrimination and the promotion of civic-competences in higher education in the third countries not associated to the Erasmus+ programme
- Enhance the teaching, assessment mechanisms for HEI staff and students, quality assurance, management, governance, inclusion, innovation, knowledge base, digital and entrepreneurial capacities, as well the internationalisation of HEIs in the third countries not associated to the Erasmus+ programme
- Increase the capacities of HEI, bodies in charge of higher education and competent authorities of third countries not associated to the Erasmus+ programme to modernise their higher education systems, particularly in terms of governance and financing, by supporting the definition, implementation and monitoring of reform processes
- Improve the training of teachers and continuous professional development in order to impact the longer term quality of the education system in the third countries not associated to the Erasmus+ programme
- Stimulate cooperation of institutions, capacity building and exchange of good practice
- Foster cooperation across different regions of the world through joint initiatives

**MISSING**

Region 1 - Western Balkans

Boost linkages between the academic, research and private sector, with education programmes addressing current and future skills needs of local labour markets, thereby achieving economies that work for all and contributing to the green transition

**Regions involved in the project**

Define the type of the project :

- National project
- Multi-country project
- Cross-regional project

**Project implementation**

Number of higher education institutions (universities) located in remote regions/area 2

Number of newcomer/less experienced coordinating higher education institutions (universities) to the CBHE action

not yet involved in CBHE projects 1

Coordinating HEI - involved in 1 to 3 CBHE projects 1

Coordinating HEI - involved in 4 or more CBHE projects 0

Number of newcomer/less experienced partner higher education institutions (universities) to the CBHE action

not yet involved in CBHE projects 2

Partner HEI - involved in 1 to 3 CBHE projects 2

Partner HEI - involved in 4 or more CBHE projects 2

**People with fewer opportunities**

Is your project addressing people with fewer opportunities?

- Yes
- No

- People with disabilities
- People with health problems
- People suffering from social and economic barriers
- People suffering from discrimination because of gender, age, ethnicity, culture, religion, beliefs, sexual orientation
- People facing geographical barriers
- Refugees, migrants and internally displaced people

Number of students/staff/other target groups with fewer opportunities to be involved in the project 50

**Target groups from the third country(ies) not associated to the Erasmus+ programme involved in the project**

Number of students following the courses/study programmes (at Bachelor, Master, PhD level) 300

Number of students to be trained/involved in the mobility (studying) 100

Number of students/staff females to be involved in the project 60

Number of students/staff with practical placements 20

Number of academic staff to be trained 60

Number of university administrative staff to be trained 30

Number of staff from Ministries and other public authorities to be trained 20

Number of people to be trained that are not enrolled in HEIs 40

#### Higher Education Institutions (HEI) - Cooperation agreement(s)

---

Is the project going to establish any cooperation agreement(s) with relevant stakeholders?

Yes  No

HEIs not involved in the project

Associations, civil society organisations and NGOs

Public organisations

Local authorities in the third countries not associated to the Erasmus+ programme

Private sector

Social enterprises

Research institutions

Others

#### Higher Education Institutions (HEI) - Courses/Study programmes/Placements/Structures

---

Number of new courses 2

Number of new study programmes 0

New joint study programmes

New interdisciplinary study programmes

Number of updated courses 8

Number of updated study programmes 4

Updated joint study programmes

Updated interdisciplinary study programmes

Number of study programmes with practical placements 8

Number of new or modernised structures/units/centres/hubs to be created 4

Number of new or modernised labs 4

#### Impact at the Higher Education sector

---

Does the proposal intend to impact the Higher Education (HE) sector in the participating third countries not associated to the Erasmus+ programme?

Yes  No

New national policies or legislative framework in HE

New regional policies or legislative framework in HE

Contribution to the creation of a regional HE area (facilitate national and cross-border recognition, support mobility of teachers, learners and workers)

Include the active participation of students in governance and reform of the HE system

Strengthen the links between education, research and innovation

Contribute to the reform of higher education policies that respond to societal and labour market needs

Develop schemes that facilitate the employability of graduates

#### Other sources of funding

---

Does the proposal complement other local/national/international sources of funding?

Yes  No

Sources of financial (/logistic) support for sustaining the project result from:

Partner HEIs

HEIs not involved in the project

Local authorities in the third countries not associated to the Erasmus+ programme

Associations, civil society organisations and NGOs

Private sector

Social enterprises

Research institutions

European Union

Other sources of funding

**ANNEX 2****ESTIMATED BUDGET (LUMP SUM BREAKDOWN) FOR THE ACTION**

Forms of funding	Estimated EU contribution			
	Estimated eligible lump sum contributions (per work package)			Maximum grant amount <sup>1</sup>
	WP1 Project management, quality assurance, MEL, communication	WP2 Digital Literacies Accelerator Programme	WP3 Digital Transformation Challenge	
	Lump sum contribution	Lump sum contribution	Lump sum contribution	d = a + b + c
	a	b	c	
1 - ULGSHK	46 052.00	24 681.00	8 767.00	79 500.00
2 - UNKO	13 572.00	28 458.00	5 970.00	48 000.00
3 - MUA	13 570.00	27 214.00	6 616.00	47 400.00
4 - CENTER SCiDEV	23 136.00	14 079.00	4 785.00	42 000.00
5 - CCIS	18 463.00	12 127.00	6 560.00	37 150.00
6 - NASRI	6 628.00	6 448.00	4 124.00	17 200.00
7 - UOM	14 941.00	13 165.00	14 294.00	42 400.00
8 - UniBelgrade	13 237.00	15 308.00	10 655.00	39 200.00
9 - UNILE	27 183.00	10 004.00	8 613.00	45 800.00
<b>Σ consortium</b>	<b>176 782.00</b>	<b>151 484.00</b>	<b>70 384.00</b>	<b>398 650.00</b>

<sup>1</sup> The 'maximum grant amount' is the maximum grant amount fixed in the grant agreement (on the basis of the sum of the beneficiaries' lump sum shares for the work packages).

**ANNEX 3**

**ACCESSION FORM FOR BENEFICIARIES**

**UNIVERSITETI FAN S NOLI KORCE (UNKO)**, PIC 973496366, established in SHETITORJA RILINDASIT, KORCE 7001, Albania,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101083131 — U2SID** ('the Agreement')

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

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

**ANNEX 3**

**ACCESSION FORM FOR BENEFICIARIES**

**MESDHEU EDUCATION SHPK (MUA)**, PIC 890250966, established in NJESIA BASHKIAKE 7, BULEVARDI GJERGJ FISHTA 52, TIRANA 1023, Albania,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101083131 — U2SID** ('the Agreement')

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

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

**ANNEX 3**

**ACCESSION FORM FOR BENEFICIARIES**

**QENDRA SHKENCE DHE INOVACION PER ZHVILLIM (CENTER SCiDEV)**, PIC 896720769, established in RR MARKO POCARI NR 3 NJESIA BASHKIAKE, TIRANA, Albania,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101083131 — U2SID** ('the Agreement')

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

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

**ANNEX 3**

**ACCESSION FORM FOR BENEFICIARIES**

**QENDRA PER STUDIME KRAHASUESE DHE NDERKOMBETARE (CCIS)**, PIC 931721861, established in RRUGA ELBASANIT PALLATI FILIPEU APT. 4E, TIRANA 1001, Albania,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101083131 — U2SID** ('the Agreement')

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

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary



**ANNEX 3**

**ACCESSION FORM FOR BENEFICIARIES**

**AGJENCIA KOMBETARE E KERKIMIT SHKENCOR DHE INOVACIONIT (NASRI)**, PIC 911084335, established in RRUGA PAPA "GJON PALI" II NR.3, TIRANA 1001, Albania,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101083131 — U2SID** ('the Agreement')

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

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

**ANNEX 3**

**ACCESSION FORM FOR BENEFICIARIES**

**JAVNA USTANOVA UNIVERZITET CRNE GORE PODGORICA (UOM)**, PIC 999836328,  
established in CETINJSKA 2, PODGORICA 81000, Montenegro,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101083131 — U2SID** ('the Agreement')

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

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

**ANNEX 3**

**ACCESSION FORM FOR BENEFICIARIES**

**UNIVERZITET U BEOGRADU (UniBelgrade)**, PIC 999641843, established in STUDENTSKI TRG 1, BEOGRAD 11000, Serbia,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101083131 — U2SID** ('the Agreement')

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

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

**ANNEX 3**

**ACCESSION FORM FOR BENEFICIARIES**

**UNIVERSITA DEL SALENTO (UNILE)**, PIC 999863585, established in PIAZZA TANCREDI 7, LECCE 73100, Italy,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101083131 — U2SID** ('the Agreement')

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

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

FINANCIAL STATEMENT FOR THE ACTION FOR REPORTING PERIOD [NUMBER]

EU contribution												
Eligible lump sum contributions (per work package)												Requested EU contribution
WP1 [name]	WP2 [name]	WP3 [name]	WP4 [name]	WP5 [name]	WP6 [name]	WP7 [name]	WP8 [name]	WP9 [name]	WP10 [name]	WP [XX]		
[ Lump sum contribution// Financing not linked to costs]	[ Lump sum contribution// Financing not linked to costs]	[ Lump sum contribution// Financing not linked to costs]	[ Lump sum contribution// Financing not linked to costs]	[ Lump sum contribution// Financing not linked to costs]	[ Lump sum contribution// Financing not linked to costs]	[ Lump sum contribution// Financing not linked to costs]	[ Lump sum contribution// Financing not linked to costs]	[ Lump sum contribution// Financing not linked to costs]	[ Lump sum contribution// Financing not linked to costs]	[ Lump sum contribution// Financing not linked to costs]	[ Lump sum contribution// Financing not linked to costs]	
Forms of funding												
Status of completion	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	PARTIALLY COMPLETED	PARTIALLY COMPLETED	COMPLETED	NOT COMPLETED	
	a	b	c	d	e	f	g	h	i	j	k	$l = a + b + c + d + e + f + g + h + i + j + k$
1 – [short name beneficiary]												
1.1 – [short name affiliated entity]												
2 – [short name beneficiary]												
2.1 – [short name affiliated entity]												
X – [short name associated partner]												
Total consortium												

The consortium hereby confirms that:

The information provided is complete, reliable and true.

The lump sum contributions declared are eligible (in particular, the work packages have been completed and the work has been properly implemented and/or the results were achieved; see Article 6).

The proper implementation of the action/achievement of the results can be substantiated by adequate records and supporting documentation that will be produced upon request or in the context of checks, reviews, audits and investigations (see Articles 19, 21 and 25).

## ANNEX 5

### SPECIFIC RULES

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

##### **Rights of use of the granting authority on results for information, communication, publicity and dissemination purposes**

The granting authority also has the right to exploit non-sensitive results of the action for information, communication, dissemination and publicity purposes, using any of the following modes:

- **use for its own purposes** (in particular, making them available to persons working for the granting authority or any other EU service (including institutions, bodies, offices, agencies, etc.) or EU Member State institution or body; copying or reproducing them in whole or in part, in unlimited numbers; and communication through press information services)
- **distribution to the public** in hard copies, in electronic or digital format, on the internet including social networks, as a downloadable or non-downloadable file
- **editing** or **redrafting** (including shortening, summarising, changing, correcting, cutting, inserting elements (e.g. meta-data, legends or other graphic, visual, audio or text elements extracting parts (e.g. audio or video files), dividing into parts or use in a compilation
- **translation** (including inserting subtitles/dubbing) in all official languages of EU
- **storage** in paper, electronic or other form
- **archiving** in line with applicable document-management rules
- the right to authorise **third parties** to act on its behalf or sub-license to third parties, including if there is licensed background, any of the rights or modes of exploitation set out in this provision
- **processing**, analysing, aggregating the results and **producing derivative works**
- **disseminating** the results in widely accessible databases or indexes (such as through ‘open access’ or ‘open data’ portals or similar repositories, whether free of charge or not.

The beneficiaries must ensure these rights of use for the whole duration they are protected by industrial or intellectual property rights.

If results are subject to moral rights or third party rights (including intellectual property rights or rights of natural persons on their image and voice), the beneficiaries must ensure that they

comply with their obligations under this Agreement (in particular, by obtaining the necessary licences and authorisations from the rights holders concerned).

### **Access rights for the granting authority, EU institutions, bodies, offices or agencies and national authorities to results for policy purposes**

The beneficiaries must grant access to their results — on a royalty-free basis — to the granting authority, other EU institutions, bodies, offices or agencies, for developing, implementing and monitoring EU policies or programmes.

Such access rights are limited to non-commercial and non-competitive use.

The access rights also extend to national authorities of EU Member States or associated countries, for developing, implementing and monitoring their policies or programmes in this area. In this case, access is subject to a bilateral agreement to define specific conditions ensuring that:

- the access will be used only for the intended purpose and
- appropriate confidentiality obligations are in place.

Moreover, the requesting national authority or EU institution, body, office or agency (including the granting authority) must inform all other national authorities of such a request.

### **Access rights for third parties to ensure continuity and interoperability**

Where the call conditions impose continuity or interoperability obligations, the beneficiaries must make the materials, documents and information and results produced in the framework of the action available to the public (freely accessible on the Internet under open licences or open source licences).

## **COMMUNICATION, DISSEMINATION AND VISIBILITY (— ARTICLE 17)**

### **Additional communication and dissemination activities**

The beneficiaries must engage in the following additional communication and dissemination activities:

- **present the project** (including project summary, coordinator contact details, list of participants, European flag and funding statement and project results) on the beneficiaries' **websites** or **social media accounts**
- for actions involving public **events**, display signs and posters mentioning the action and the European flag and funding statement
- upload the public **project results** to the Erasmus+ Project Results platform, available through the Funding & Tenders Portal.

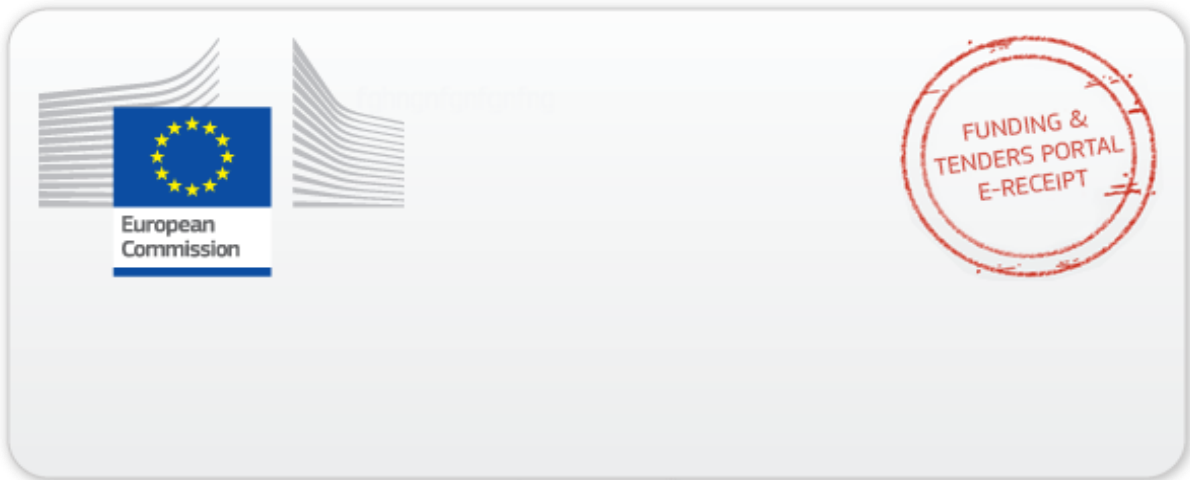
## **SPECIFIC RULES FOR CARRYING OUT THE ACTION (— ARTICLE 18)**

### **EU restrictive measures**

The beneficiaries must ensure that the EU grant does not benefit any affiliated entities, associated partners, subcontractors or recipients of financial support to third parties that are

subject to restrictive measures adopted under Article 29 of the Treaty on the European Union or Article 215 of the Treaty on the Functioning of the EU (TFEU).





This electronic receipt is a digitally signed version of the document submitted by your organisation. Both the content of the document and a set of metadata have been digitally sealed.

This digital signature mechanism, using a public-private key pair mechanism, uniquely binds this eReceipt to the modules of the Funding & Tenders Portal of the European Commission, to the transaction for which it was generated and ensures its full integrity. Therefore a complete digitally signed trail of the transaction is available both for your organisation and for the issuer of the eReceipt.

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