



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.



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.*

PROJECT	
Project name:	EUt+ Status and structure experience
Project acronym:	STYX
Coordinator contact:	Timothée TOURY, UTT

TABLE OF CONTENTS

TECHNICAL DESCRIPTION (PART B)	2
COVER PAGE	2
PROJECT SUMMARY	3
1. RELEVANCE	3
1.1 Background and general objectives	3
1.2 Needs analysis and specific objectives	7
1.3 Complementarity with other actions and innovation — European added value	7
2. QUALITY	8
2.1 PROJECT DESIGN AND IMPLEMENTATION	8
2.1.1 Concept and methodology	8
2.1.2 Project management, quality assurance and monitoring and evaluation strategy	9
2.1.3 Project teams, staff and experts	10
2.1.4 Cost effectiveness and financial management	15
2.1.5 Risk management	16
2.2 PARTNERSHIP AND COOPERATION ARRANGEMENTS	16
2.2.1 Consortium set-up	16
2.2.2 Consortium management and decision-making	17
3. IMPACT	19
3.1 Impact and ambition	19
3.2 Communication, dissemination and visibility	19
3.3 Sustainability and continuation	20
4. WORK PLAN, WORK PACKAGES, TIMING AND SUBCONTRACTING	21
4.1 Work plan	21
4.2 Work packages and activities	21
<i>Work Package 1</i>	22
<i>Work Package 2</i>	26
<i>Work Package 3</i>	30
<i>Overview of Work Packages (n/a for Lump Sum Grants)</i>	33
<i>Events meetings and mobility</i>	35
4.3 Timetable	35
4.4 Subcontracting	36

5. OTHER	38
5.1 Ethics.....	38
5.2 Security	38
6. DECLARATIONS	38

PROJECT SUMMARY

Project summary (in English)

The European University of Technology (EUT+) has explicitly stated its ambition to fully merge the eight member universities. This bid is addressing the global question of the implementation of the legal tool, services and processes to advance this trajectory toward this global merging.

We show that a single overarching structure would be very tricky to implement successfully, as already experimented by various university systems in Europe and abroad. With respect to its institutional trajectory, in this project, EUT+ will focus its efforts on two levels:

- The definition of common governance bodies and processes, with an increasing integrative trajectory;
- The setting up of an EGTC providing, initially, common services for the partners for what is most valuable to us: our data (data, data access and data management).

We are proceeding in a similar way to the European Union, which was built through the pooling of critical resources and balanced governance bodies with progressive integration.

The first level is to ensure that the various processes (decision, resource allocation, implementation) necessary to implement our project throughout our institutions become truly *embedded* within the day-to-day routine of the members. It is essential that EUT+ operations come to be not “one more thing to do”, but on the contrary are so fully and intimately integrated to our core mission that they make one with them. This cannot happen without a thorough work on processes.

The second level is to experiment with legal structures to pool part of the services which we decided to share at the level of EUT+.

As an answer to these two needs, our project has therefore two key objectives: (1) defining documentation and decision processes and flux within EUT+ bodies and with the partners, and proposing a trajectory to enable their evolution over time; (2) setting up an EGTC focused on services.

All results and analyses will be shared with policy-makers as well as other universities. Ministries of higher education of the Member States as well as other European universities are associated with this project and will be involved in workshops and deliverables.

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)?

EUT+ : a full merger as a long-term objective

The European Universities Initiative (EUI), launched by the European Union leaders at the Gothenburg Summit in 2017, is at the heart of the European Commission’s 2022 Strategy for Universities. According to the European Commission, “*European Universities*” have an ambitious mandate aimed to trigger unprecedented levels of institutionalised cooperation between higher education institutions, making it

*systemic, structural and sustainable*¹. Such a mandate opens the path for many different approaches, involving different degrees of institutional integration, from loose association to a full merger. Currently, amongst the 44 existing EUIs, the European University of Technology (EUT+) is the only alliance to have explicitly stated their ambition **to fully merge the eight member universities**².

Our choice to move towards a full merger is based on a careful assessment of cost and opportunity which concluded that it makes deep sense for our students, staff and stakeholders. As such, it is a way for our institutions to better fulfil their mission towards society in a European context.

Indeed, as comparatively small universities specialised in technology, we are facing limits in terms of critical mass in both education and research, attractiveness and capacity to provide the range of competencies required by our territory. A merger is a way to overcome such limits, thus making us more capable of fulfilling our core missions effectively. Together we can better serve our territories, offer greater opportunities to our staff and students and help build a stronger Europe.

Our approach is clearly outlined in our Mission Statement, published two years ago - and indeed it places an important emphasis on the institutional change entailed by our project. This Mission Statement therefore represents the direct foundation of the present application, in particular because of the reasons nb. 1, 2, 3, 7 and 8 in the list below:

Strength in Unity: Ten reasons to be one

Together we will lead a new European model for technology that thinks people first. We will be an inclusive space where everybody is equally welcome. We will identify synergies, achieve critical mass and develop new programmes. Together, we will:

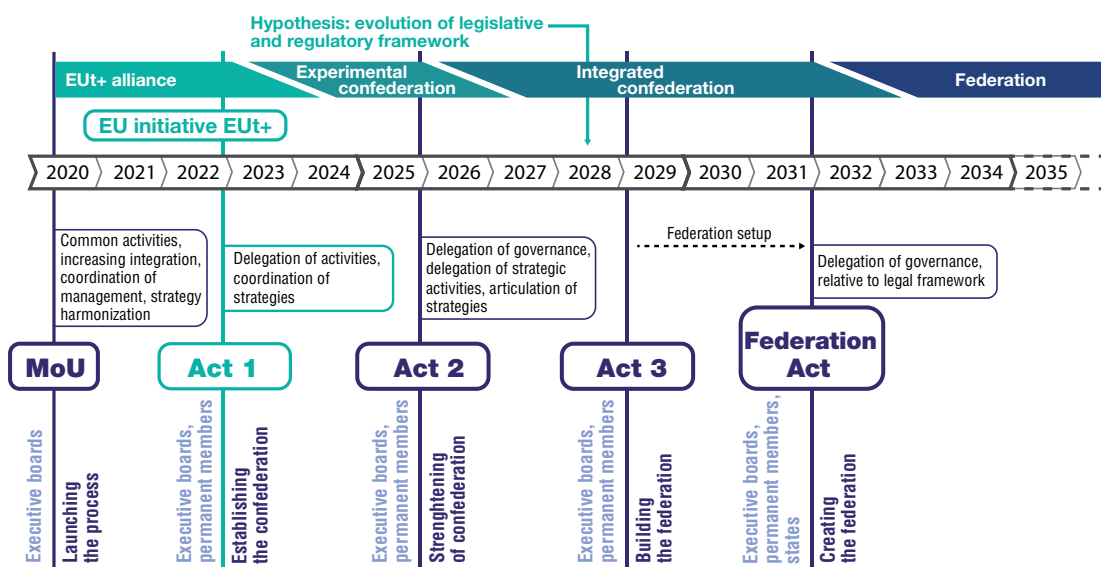
1. *reinforce Europe*. By targeting a fully integrated multicampus European University of Technology, we will lobby for an evolution of legal frameworks and reinforce the European area of higher education, research and innovation.
2. *forge a brand*. Our brands are important to our alumni and recognised by our economic partners but they are not immutable: our eight institutions have all been renamed in the past twenty years! By becoming campuses of the European University of Technology we will increase our recognition and visibility.
3. *increase research impact*. Institutional mergers enable the pooling of academic talent and infrastructure, increased financial and staffing resources, and opportunities for interdisciplinary research. Our research projects will be able to prioritise areas where the skills present in one partner institution benefit the regional priority of another one (for example cybersecurity in Troyes and Darmstadt will benefit Cyprus and Latvia).
4. *improve teaching quality*. By sharing our best practices and implementing a common quality assessment system we will improve teaching throughout our university. We will increase our academic offer and profile by pooling specialities (such as IoT or 3D printing) on different campuses. Together, we will create degrees in new fields.
5. *incentivize mobility*. By ensuring that all campuses share a common core curriculum and that each develops areas of expertise for the whole, we will both facilitate and encourage mobility, for students as well as for academic and non-academic staff. Mobility is one of our priorities because it is key to create a common identity.
6. *leverage cultural diversity*. We share a robust technological culture but also a great diversity in culture, language and experience. This diversity is an incredible added value to address global challenges.
7. *improve administrative processes*. Improving heterogeneous administrative and information systems and structures is a challenge for all institutions. Coming together with such an ambitious project is exactly what triggers the interest of the multinational IT company Atos to collaborate with us and help us overcome the complexities.

¹ [See](#) the official call documents and information sessions. The meaning of the expression “unprecedented levels of institutional cooperation” is left undefined and has been interpreted in different ways by each EUI. The same goes for the notion of “making it systematic, structural and sustainable”.

² This ambition is at the heart of the initial proposal and has been reiterated in various signed agreements between the eight rectors. It is mentioned in various articles such as those of Times Higher Education ([European University Alliance seeks Merger](#) and [Merge or Collaborate? EU university scheme needs two tracks](#))

8. *design a new governance structure.* Over the first 3 years, we will test different models of governance so as to ensure a wide circulation of ideas, and a full engagement of all communities. Being one university with eight campuses means finding the sweet spot that encourages a bottom-up, low hierarchy model whilst reinforcing synergies throughout the university.
9. *exemplify equality and inclusiveness.* The student body entering, participating in and completing higher education at all levels will reflect the diversity of our populations, and students, staff and stakeholders will experience true equality
10. *embed engagement and knowledge exchange* with society in our curriculum and our research. The challenges of digitalization and sustainability shall guide the further advancement of research, development and technology transfer as well as the design and development of new curricula for all partners alike.

Our timeline, reproduced below, explicitly paves the way to shift from an alliance to an experimental confederation. The present call offers us a unique opportunity to take stock of what we have learnt over the past couple of years, design our future model of governance and start setting-up the first new structures, in a context where we can share and learn from our European University Alliances peers.



Our answer to this call builds upon two studies that EU+ undertook during its first two years of existence. The first study consisted in a detailed evaluation, conducted by a specialised legal firm, of existing legal statuses. It concluded that the best existing legal status for us would be that of EGTC (see section 2.2.1). The second study provided a comparative study of university systems focusing on their models of governance. It underlies the structure of our current proposal and notably the decision to focus WP2 on connecting processes and WP3 on setting-up an EGTC with a clear service focus.

The guidelines of this call explicitly state that the aim of a European legal status is not to replace existing national legal status, which is coherent with the diversity of possible models which the initiative can embrace. However, in our specific case, our long-term ambition is precisely to replace our existing legal statuses with a European one, or at least, to ensure that national legal statuses are subordinate to the European one and preserved only in so far as they ease the technical implementation of deconcentrated management³.

³ Examples of this type of model in which a primary legal status exists but secondary ones are preserved include Oxford and Cambridge Universities where the colleges continue to exist but are no longer entitled to deliver degrees, as well as the recent *Établissement Public Expérimentaux* in France, such as the University Paris-Saclay that retains legal entities such as Centrale Supélec or ENS Paris Saclay within the larger university.

Of course, a full merger between public institutions in different European Union countries is impossible with the current legislative tools. Such an ambition would require an inter-state agreement similar to those that have enabled institutions such as the European Institute in Florence or the CERN to be created. It is a long-term goal, which can be reached only on the condition that we can demonstrate its added value. This requires to (1) integrate institutional functions as far as possible, asking member states for derogations to current laws when necessary, and (2) make full use of existing tools such as creating a common legal status.

This is what we have set up to do and what the present call will help us achieve. The direction which we are taking is informed by the lessons drawn for previous international experiences of university systems. Indeed, whereas the European University Initiative is completely new in its international span and ambition, examples of national university systems do exist and are particularly relevant to our enterprise.

Cautionary tales: what other experiences to build university systems can teach us

University Systems, such as European Universities, span a wide spectrum, ranging from fully integrated multicampus institutions (models such as Penn State or Toronto University) to loose networks (such as LERU or Universitas 21). They have widely different origins from a systemic state initiative to structure higher education (with the classical tripartite Californian system around UC California, State University of California and Community Colleges of California) to institutional initiatives aimed at solving a specific problem (the Boston Consortium negotiates prices of utilities and facilitates student access to libraries and courses for most Boston based universities and colleges).

This diversity shows under which conditions models work, and when they start to create internal tensions - in particular when the mission assigned to the university system clashes with that of the member institutions and/or is badly defined. In this context, it is important to pay attention to various cautionary tales. The crisis of the University of London at the beginning of the century, which led to the exit of Imperial College London and the downgrading of the missions of University of London (UCL and King's first starting delivering diploma in 2007), illustrates what happens when a network of universities with varying academic prestige starts to go beyond the sharing of services and tries to reach out to common degree granting and branding. Another interesting example is that of the University of California, which is formally a university with a President, the campuses being governed by a Chancellor, but in which the individual universities actually enjoy full academic autonomy⁴. But probably the most interesting case for us comes from the experience of the French ComUE since 2013: 27 were created in 2013 following the new law that required all institutions to define a territorial policy with a clear aim of increasing international visibility, etc. Yet 10 years later over two thirds of these ComUE have been shut down either because they were having a negative impact on the system (for example, the implementation of a common affiliation of scientific publications caused confusion and loss of visibility at an international level) or because they did not enable greater institutional integration (all mergers of French universities were led by the individual institutions rather than by the ComUE, which was excluded from the negotiation process).

These benchmarks explain why, despite our level of ambition, we did not rush into creating an overarching legal entity during our first couple of years of existence but focused instead on defining the precise functions and missions of such a structure before setting-it up to ensure that they are fully aligned with our ambition for a full merger. Before setting up governance structures and legal statutes, we needed to strengthen our common activities and processes.

Building from the bottom-up: creating trust, sharing processes, finding legal solutions

Over the past year, our eight rectors have met physically once a month as part of large scale events involving on average over 100 members of our universities for a period of one week each time. This has made it possible to build trust, ensure correct implementation of our trajectory for our European University and start launching concrete initiatives to integrate our respective governance. As an example, we now have cross-name members of our respective boards within the boards of our partner universities. We are currently preparing a list of requests to our national authorities to move one step further (for example by enabling us to align the composition of all eight boards and thus move towards a single EU+ level board) and have already initiated discussions with our respective ministries of higher education.

We are not creating a "umbrella" or "parallel" structure to run the European University. Our objective of eventually merging leads us to a twofold convergence process:

⁴ According to the official documents "UC's Office of the President (UCOP) is the systemwide headquarters of the University of California. UCOP operates as the nexus between the 10 campuses, 5 medical centers, ANR's research and extension network, 3 national laboratories, the Board of Regents, the Academic Senate, the state and federal governments, and the public. Together with the University's leadership, UCOP leads and manages activities that support the UC mission and strengthens the essential premise that UC is one University." In practice UC Berkeley or UCLA operate in complete independence from one another and from the central offices of UCOP.

- bottom-up: the partner universities themselves are evolving for a greater coordination, harmonisation and pooling;
- top-down: through its steering bodies, EUt+ is working to ensure the cohesion of the system and that it converges step by step. It also prefigures the later managing bodies of the European University.

This legal status has thus not been created to change the model of *governance* because change is being effectively driven from within our existing universities. This choice is important because it ensures a clear focus and avoids the pitfalls experienced by University Systems such as the French ComUE that officially embraced a wider role that brought them into conflict with the institutions that were their stakeholders. It, furthermore, enables us to concentrate on actions that bring clear added value to partners and thus reinforce the common trajectory.

However this new legal status does have an absolutely crucial role in terms of integration because it will integrate common services that will provide added value to all individual members and thus demonstrate the potential of a full merger. In the long-term it will become the hub of common services operating across our eight campuses - be these campuses independent universities (current situation), partly merged (initially any merger is likely to involve only a few of the members because it is dependent on member states agreeing) or fully merged (long-term).

We have thus defined a precise trajectory that combines the creation of a legal entity devoted to common infrastructure with the institutional integration that will lead to a full merger. By answering this call we plan to implement this ambition and propose a model that can successfully be followed by other European Universities either simply in order to better integrate common services or as part of a wider ambition to move towards a full merger.

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).

At the moment, with respect to its institutional trajectory, EUt+ has two main needs. The first need is to ensure that the various processes (decision, resource allocation, implementation) necessary to implement our project throughout our institutions become truly *embedded* within the day-to-day routine of the members. It is essential that EUt+ operations come to be not “one more thing to do”, but on the contrary are so fully and intimately integrated to our core mission that they make one with them. This cannot happen without a thorough work on processes. The second need is to experiment with legal structures to pool part of the services which we decided to share at the level of EUt+.

As an answer to these two needs, our project has therefore two key objectives: (1) defining documentation and decision processes and flux within EUt+ bodies and with the partners, and proposing a trajectory to enable their evolution over time, which is the focus of WP2; (2) setting up a EGTC focused on services, which is the focus of WP3.

WP2 explores not only institutionalised cooperation EU instruments, such as a possible legal status, but a wide range of other approaches such as cross-institutional representation on our respective boards, to ensure that existing bodies and decision-making processes within each existing university are integrated in larger scale EUt+ bodies and decision-making processes. This approach aims to address the issue highlighted in part 1.1 of university systems in which formal decisions are delegated to individual universities for implementation but where these typically do not actually put them into effect because the university system does not have the necessary legitimacy.

1.3 Complementarity with other actions and innovation — European added value

Complementarity with other actions and innovation

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

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

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

Our long-term aim of a full merger goes beyond the institutional cooperation that is currently being proposed at the EU level by European Universities, however it is perfectly aligned with the ambition of the European Commission as described in the European Commission's [European Strategy for Universities](#).

In its early years, EUt+ worked to find a balanced governance to move towards increasingly deep integration. A chief concern for us is to ensure that each step in the process is fully understood, embraced and accepted by the communities in all 8 institutions, to ensure an incremental, robust path to success. It has to be managed carefully as the progression is not time linear and spatially homogeneous.

It has two distinctive strands :

- On the one hand, it forms part of a number of experiments being carried out by existing European Universities who have created legal statuses such as UNA EUROPA, 1CORE or EUCOR. It distinguishes itself by focusing very precisely on one core function that is setting up common services on a model similar to that can be found in other domains: indeed, EGTCs were initially designed to operate common services between entities (usually public) from different European countries (this can be found in cross-border transport, for example). In this sense, our approach to an EGTC fulfils the objectives of university integration and remains basically appropriate to its primary objective of operating one or more common services for entities from different European countries.
- On the other hand, it proposes an in-depth analysis of decision-making processes in order to identify optimal modalities to enable greater integration but also to explore potential ways of greater community involvement and in particular of student involvement in decision-making bodies.

We understand that the greatest ambitions are made possible only if solid bonds strengthen over time because solid, tangible assets are pooled. Indeed, Europe's current strategic and political development began with the pooling of coal and steel. Within this momentum, we can now begin to formally work on structural elements and statutes that will drive the overall EUt+ process and the sharing of what is most valuable to us: our data and access to our data.

The project is fully integrated within our European University (Erasmus Funding "EUt+ European University of Technology 2020-2023") and closely integrated with other projects that are part of this European University (Namely European funded projects SwafS33 "EUt+ EXTRAS", HEI-Innovate Inno-EUT, three Erasmus+ strategical partnerships/innovation partnerships focused on creating common in education : Ethico, AEsthetico, LUDEIA, STEAM... as well as national funding by the partners in some countries..). It aims to explore and facilitate a full inter-states merger of public European universities.

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.

Methodology and work plan

The method proposed for the present project is straightforward and rests on three pillars:

- the first pillar (WP2) consists in systematically mapping and improving the processes which will enable us to carry our shared activities within a common framework throughout EUt+, and to do so in such a way that EUt+ activities are truly embedded in the usual day-to-day life of the institutions. To reach this stage where EUt+ is not an extra effort, but on the contrary the natural orientation of each of our 8 institutions requires an initial work of (i) mapping the processes; (ii) studying the feasibility of adapting these processes within the existing legal frameworks; (iii) identifying current legal obstacles to further mutualisation of processes and proposing a roadmap
- the second pillar (WP3) consists in setting up an EGCT, which corresponds to the recommendation emanating from the legal experts which we commissioned in 2020-2021. This EGCT will be set up likely under German law and, in our case, will focus on *services* to the community (by opposition with strategic responsibilities in the core missions of teaching, research, innovation and outreach). The EGCT is thus an instrument serving the strategic orientations decided by the governance of EUt+ rather than an end in itself.
- finally, the overall coordination of the project along with dissemination of results will be ensured by WP1. It is important to underline that this WP is strictly managerial and follows existing processes which have proven their worth over the past two years (in contrast WP2 aims to map and improve processes)

Coherence with the overall EUt+ project

As underlined in 1.1, EUt+ as a whole has set for itself the ambitious aim to work towards a full merger of its institutions. This aim needs to be reached step-by-step, in a pragmatic fashion. Since the beginning of the EUI project, our approach has thus consisted systematically in building governance *around our fields of shared activity*, to ensure that they always present a clear added value for our students and staff.

As mentioned previously, the proposal derives from a detailed legal evaluation by Taylor and Wessing that studied various possible approaches including creating an association, a European Company, a European Economic Interest Grouping or a European Grouping of Territorial Cooperation (EGTC). The study concluded that in terms of complexity and objectives, the EGTC would be the most useful instrument for EUt+ at this stage. However it also underlined the limits of this status in terms of overall governance and therefore the need for other types of approach that we aim to explore in WP2.

Readiness for implementation

The EGCT is ready for deployment: the legal study commissioned in 2020-2021 paved the way for this implementation. We need to refine the list of services and the priorities for deployment.

The first two years of EUt+ have focused on the deployment of shared education offering and the setting up of common research projects. We have therefore already accumulated a wealth of experience with respect to the concrete conditions which need to be set up to truly unify the direction of our 8 institutions, and the processes (decision-making, resource allocation, implementation structures) which are required for the long-term success of EUt+.

It should be noted that some deliverables are produced 2 or 3 months after the end of the task: this is deliberate, to include the time for validation by all the services, and for checking the data contained in them. By experience, we have noticed that, in some countries, the validation time of the data that will be made public in some deliverables can be long.

On the other hand, task T2.2 on the content of the EGTC formally starts before the establishment of the EGTC (T1.1). This is voluntary, as the preparation of the EGTC operative content starts before the finalization of the legal framework.

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 aspects of project management and quality control are fully integrated into processes EUt+ has built as part of the implementation of the current Erasmus+ and Horizon projects or planned as part of the upcoming calls. EUt+ has an operational quality assessment action plan which is designed to firstly ensure the quality and effectiveness of all its activities, in particular in the context of its institutional development and secondly that the experience gained can inspire and aid the member institutions to develop their own local systems.

The implementation of the current proposal will naturally be integrated into that existing framework: The EUt+ quality assessment system is based on scorecards to assess the quality of each activity and whether its results are in line with the initial objectives. This methodology takes into account the information associated with each task (Deliverable, process of execution, sub-tasks...), and assesses four main areas of the performance (as in a "traffic light system"). For each objective to be achieved (or action to be taken), the performance dashboard records:

- The level of progress according to the plan (three levels will be considered, as in: No delay reported/Just in time, nothing to report/significant delay;
- The level of alert to be triggered (the level of known risk): No unknown risk/Known but acceptable risk/High-level risk;
- The level of anticipation undertaken: what has been planned to solve or avoid a risk?: Risk avoidance report prepared /Compensation plan/Nothing planned.

This working methodology is accompanied by the deployment of a corrective action plan based on classic problem-solving techniques to be triggered if necessary and will form part of the overall plan for continuous improvement.

This framework stands directly under the authority of the EUt+ secretary general. Since the current proposal represents a key milestone in the realisation of EUt+' ultimate vision, UTT, who is the overall EUt+ project leader, takes on the task of implementing performant systems of management and quality assurance. Our German partner, Hochschule Darmstadt, will be in charge of the set up of the EGCT that will likely be under German law. The effort of mapping processes and proposing their evolution will be coordinated by the Technical University of Cartagena, but will naturally involve all 8 partners of EUt+.

For a project with a running duration of one year, the establishment of specific project-indicators besides the progress on the deliverables and a performant quality assurance system seems unnecessary. Indicators to measure community and stakeholder involvement for instance or other indicators measuring the overall advancement of the Initiative are already monitored as part of the standard EUt+ quality system.

2.1.3 Project teams, staff and experts

Project teams and staff			
<i>Describe the project teams and how they will work together to implement the project.</i>			
<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>			
Name and function	Organisation	Role/tasks	Professional profile and expertise
Timothée Toury Secretary General of EUt+	UTT	WP1 Leader WP2,3 participant	Timothée Toury is the Secretary General of the Alliance "EUt+ - European University of Technology". He has been Associate Professor at Université de technologie de Troyes since 2006. He has been Director of Academic Affairs of UTT (2012–2015) and First Vice-President of Université de Champagne from (2016–2017). He graduated from Ecole normale supérieure de Paris and Cachan (now ENS Paris-Saclay) where he obtained a PhD in

			<p>physics in 2005. He has been a research engineer for technology transfer at the CNRS. He has more than 45 international reviewed papers, international patents, book chapters... He has been leader of 5 and involved in 8 European, national and regional research projects. He is an expert for the French Commission des titres d'ingénieurs (ENAAE member), World Bank and AFD in university governance and higher education and pedagogy reform. He leads two CBHE European projects. He has been a member of numerous executive boards or steering committees of higher education institutions.</p> <p>He co-initiated the original idea and the vision of the EU+ initiative.</p>
<p>Christophe Collet</p> <p>Director of UTT</p>	UTT	WP1,2,3 Participant	<p>Christophe Collet is full Professor and Director of UTT since sept. 2022. Since 2001, he has been Professor at the University of Strasbourg, teaching in data analysis, signal processing, image segmentation and telecommunications. His research focuses on the applications of image processing to astronomy, medical MRI, sonar and remote sensing. He has led several research teams (1995-2001 at the French Naval Academy, 2013-2015 at the University of Strasbourg). From 2015 to 2021, he was director of an engineering school at the University of Strasbourg (Télécom Physique Strasbourg). Heavily invested in the development of international academic relations and transatlantic student mobility with double degree, he was visiting professor from 2010 to 2015 at the University of Houston, Texas, USA.</p>
<p>Myriam Maumy</p> <p>Delegated director for EU+</p>	UTT	WP1,2 participant	<p>Myriam Maumy is Associate Professor in Data Science at Université de Technologie de Troyes (France) since September 2020. Previously, she was for 16 years Assistant Professor in Statistics at the University of Strasbourg (France). Myriam Maumy has a PhD in Statistics from the University Pierre et Marie Curie (France) and a "Habilitation à Diriger des Recherches" in Statistical Modelling for the industrial world from the University of Strasbourg (France).</p>
<p>Rafael Toledo-Moreo</p> <p>Vice-rector for Internationalization and European University</p> <p>Delegate to Secretary General of EU+</p>	UPCT	WP2 Leader WP1,3 participant	<p>Rafael Toledo-Moreo received an M.S. degree in automation and electronics engineering from the Technical University of Cartagena (UPCT), Cartagena, Spain, in 2002 and a Ph.D. degree in computer science from the University of Murcia (UMU), Murcia, Spain, in 2006. Between 2008 and 2010 he worked for 1 year at the Laboratoire Central des Ponts et Chaussées (currently IFSTTAR) - Nantes, France, and he has been also a guest researcher at the University of Paris South XI, France. He is currently an Associate Professor with the Department of Electronics and Computer Technology at UPCT and Vice-rector for International Affairs and coordinator for the European University of Technology at UPCT. Dr. Toledo-Moreo has participated in more than 60 public and private research projects, many of them EU-funded, being responsible for a global budget of over 7Meuros. His main research fields of interest are space electronics and intelligent transportation systems. He has been the Principal Investigator of the infrared instrument control unit of the Euclid mission, an m-class cosmological mission of the European Space Agency. He has received two international research awards.</p>

Beatriz Miguel-Hernández Rector of UPCT	UPCT	WP1,2,3 Participant	Beatriz Miguel Herández is the rector of UPCT. She received a degree in Chemical Sciences, Universidad Autónoma de Madrid (1988), and a PhD in Chemical Sciences from the Universidad Autónoma de Madrid (1992). She is a University Professor in the Department of Chemical and Environmental Engineering of the UPCT since 2011. She has done her previous teaching and research work at the Universidad Autónoma de Madrid, University of Alberta (Canada) and Paul Sabatier University (France) in the areas of Physical Chemistry and Chemical Engineering. Author of 2 patents and evaluator of projects in calls for international R&D+i plans. She has five six-year research periods and one six-year transfer period. She served as Secretary (2005-2006) and Director (2006-2012) of the Department of Chemical and Environmental Engineering of the UPCT, has been a member of the accreditation committee for access to the Corps of University Professors in ANECA and Vice-Rector for Research of the UPCT (2016-2020).
Juan Ángel Pastor-Franco Vice-rector for Studies	UPCT	WP2	Juan Ángel Pastor-Franco received the degree in Telecommunications Engineer from the Polytechnic University of Madrid (1997) and PhD in Engineering from the UPCT (2002). Professor in the Department of Information and Communication Technologies Department (2010). His research activity is framed in the field of robotics, programming of real-time systems and the Internet of Things. He has co-directed six doctoral theses, participated in 27 national and European R+D+i projects funded in competitive calls, has published 47 papers in scientific journals, and is the author of one shared patent and five registered industrial property titles. He has been awarded two six-year research periods. He has held the positions of Head of the Department of Information and Communication Technologies of the UPCT (2014-2016), Head of the School of Telecommunication Engineering of the UPCT (2016-2020), and Vice-rector of Studies since then. In 2019, the Association of Telecommunications Engineers of the Region of Murcia awarded him the distinction of Engineer of the Year.
Arnd Steinmetz President of h_da	h_da	WP1,2,3 Participant	Arnd Steinmetz has been professor for multimedia technology and applications and was dean of the media department before becoming vice president for research and scientific infrastructure at h_da. As a member of the executive board, he heads the FHHRZ (Computing Center of the Universities of Applied Sciences in Hesse) and is a member of the steering committee of the Competence Center of Hessian Universities (CCH). In his new role as president since 2022 he continues to support the initiative and its potential for creating EUt+.
Sebastian Hohl Head of IT department of h_da	h_da	WP3 Participant	Sebastian Hohl is head of the IT department and in this also oversees the team working on the campus and research management system as well as all supporting systems.. The aim is to further integrate all university systems in a meaningful way and the enablement to exchange data on students and researchers not only between h_da's own systems for incoming and outgoing mobility, especially using instruments such as the European student card or ORCID, etc., but to support EUt+ with digital processes that work smoothly. Furthermore, the works include a central learning platform to give students more options and support. In addition, he has experience in the field of networking the IT systems between partner universities. This concerns, for

			example, the university system and the associated processes and interfaces.
Stefan Rühl Chief Digitalisation Officer of h_da	h_da	WP3 Participant	Stefan Rühl is professor of software engineering and databases at h_da. He has several years of experience in using new technologies to digitise in a sustainable way. He is particularly interested in modern software engineering and IT management. At the university, he is CIO for the department of computer science and strategic head of the Department's own IT department (IT Services) and has taken over the role as h_da's chief Digitalisation Officer looking after the development and integration of IT systems for education..
Janina Fengel Delegate to Secretary General of EUt+	h_da	WP1,2,3 Leader	After having studied business administration and many years working in industry, she started in 2003 at h_da as a research associate. When the graduate school was founded, she took over the management tasks. At the same time she joined the management team of h_da's centre for research and development and supported the creation of research centres at h_da and took on the implementation lead on the research information management system at h_da. She serves in the advisory board of HIS Hochschul-Informationen-System eG, a cooperative of higher education institutions for software for universities in Germany. To the project she will bring her expertise gained in designing, implementing and managing information management structures and management experiences.
John O Connor Delegate to Secretary General of EUt+	TUDublin	WP1,2,3 Leader	John O'Connor holds a BA in Design and an MA in Multimedia from the National College of Art and Design in Dublin, Ireland. He established a design practice before taking up an academic post in TU Dublin as Head of the School of Art and Design and later on Director and Dean of the College of Arts and Tourism where he led the development of an Arts Centre at the heart of the new city centre campus. He has won awards for his innovative teaching and focuses his research interest is in VR for education. He is now a member of the Secretary General's office for the European University of Technology.
Vasile Topa, Rector	UT Cluj- Napoca	WP1,2,3 participant	Vasile Topa is Rector of the Technical University of Cluj-Napoca (TUCN) and full professor at the Faculty of Electrical Engineering with over 30 years' experience in teaching, research and innovation, supervisor of over 20 doctoral students and more 200 scientific papers published in prestigious international journals and conferences. He is Director of the Research Centre in Applied Electromagnetism, former Head of Electrical & Measurements Department, former Director of the International Relations Office and Vice-Rector in charge with HR & financing of the TUCN. At the time being is president of the National Council for the Certification of University Titles, Diplomas and Certificates. He coordinated two educational Tempus Projects and several international research projects, e.g. INCO COPERNICUS, NATO, bilateral projects.
Ioan Marius Purcar Delegate to Secretary General of EUt+	UT Cluj- Napoca	WP1,2,3 participant	Marius Purcar Professor and PhD supervisor at Electrotechnics and Measurements Department of TUCN. He has more than 20 years of academic and research experience. He graduated his PhD in Electrical Engineering, in 2005 at Vrije Universiteit Brussel, Belgium. Both research and teaching are centred on Multiphysics modelling for advanced device and technology developments. He is or has

			been involved in research and institutional projects such as SET4CIP, iDev40, TRADE-IT, EUT+ etc.
Kārlis Valtiņš Delegate to Secretary General of EUT+	RTU	WP1,2,3 participant	<p>Kārlis Valtiņš is the Head of International Projects (IPU) and the International Education Research Centre (IERC) of Riga Technical University.</p> <p>During the last seven years, Kārlis Valtiņš has been steering and managing the implementation of 15 international projects, such as Erasmus Mundus, H2020, Erasmus+ KA107, Erasmus+ KA2, World Bank-funded projects as well as local and regional initiatives. In parallel, Mr Valtiņš has been an RTU researcher for science and society who has been doing science communication with regards to social sciences and social innovation.</p> <p>Mr Valtiņš is coordinating RTU's participation in EUT+ initiative.</p>
Igors Tipans Deputy Rector for international cooperation and foreign student affairs	RTU	WP1,2,3 participant	<p>Igors Tipans Deputy Rector for International Cooperation and Studies at Riga Technical University has more than 30 years of experience in EU and international education, has worked on the joint degree programme in Logistics and Supply chain management. Has contributed significantly to the framing and development of internationally recognized study programmes in Riga Technical University.</p>
Lubomir Dimitrov Principal representative of TU Sofia to EUT+	TUS	WP1,2,3 participant	<p>Lubomir Dimitrov is a full professor at the Faculty of Mechanical Engineering and the TUS Vice Rector for Education and Accreditation. He has been the leader of many national and international scientific projects (H2020) and educational initiatives (Tempus, Erasmus + KA1, KA2). After his graduation from Moscow Technological University, Russia, he specialised at Cambridge University, UK (2004), University of Cincinnati, USA (2001–2002), Saint Joseph's University, USA (1996), Dublin University, Ireland (1992–1993). He has been an assistant professor at the Department of Machine Elements (1986), then an Associate Professor since 2004 and Professor in the field of "Mechatronics". His main areas of teaching and research are: design of machines and machine parts, ERP systems and their application. He is the author of three textbooks and more than 150 scientific publications.</p>
Ivan Kralov Rector of TU Sofia	TUS	WP1,2,3 participant	<p>Professor Ivan Kralov is a full professor at the Faculty of Transport. Rector of the Technical University Sofia. Leader of many national and international scientific projects and educational initiatives. Graduated from TUS. (1994). PhD in Dynamics in Mechanical Engineering (Sofia, 1999). Specialized in Freiburg, Germany (2007). Doctor of Sciences in Dynamics (2019). Main areas of teaching and research: Mechanics, Dynamics of machines and systems, Noise and vibrations in Mechanical systems. Author of 2 textbooks and more than 80 scientific publications.</p>
Soteris Kalogirou Principal representative of Cyprus UT to EUT+	CUT	WP1,2,3 participant	<p>Prof. Soteris Kalogirou is the Chairman of the Department of Mechanical Engineering and Materials Sciences and Engineering of the Cyprus University of Technology, Limassol, Cyprus. He received his Ph.D. in Mechanical Engineering in 1995 and in 2011 he received the title of the Doctor of Science (D.Sc.). He is Fellow of the European Academy of Sciences and Founding Member of the Cyprus Academy of Sciences, letters, and Arts. He is internationally</p>

			recognised as an expert in renewable and particularly in solar energy systems.
--	--	--	--

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.


NA.

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.*

We typically operate on these projects with lean management, while taking care not to hamper the strategic thinking. In the case of this project, we are using the steering and management structure already in place for EUT+, keeping the same management and documentation tools as far as they are compatible. The teams know each other well, and the channels for exchanging and validating information are effective, both at the administrative, operational and political levels. This does not generate any additional costs or delays in implementation. The financial management is standard, as we do for projects such as "CBHE", "knowledge alliances"...

Partners with WPs operate them directly for the benefit of the Alliance. Most of the costs are staff costs, for the implementation and the analysis of the processes. Namely, some of the reflection and processes are already under development. It is thus a matter of staff cost to accelerate this development and to produce more significant results and analysis before the end of this project.

The other partners (not responsible of a WP) are partially supported in their participation in the reflection and design of the structure and processes.

We will use only two services: one for external and expert advice and analysis on our convergence process (12,000 €); one for legal advice on the structure of the EGTC and the comparison of the applicable national laws (35,000€). The integration of these competencies would be expensive and time consuming: in such a case, the use of external consultants is preferable.

Travel is planned, but in a relatively limited number. Occasional physical meetings are useful for sensitive issues and strong decisions. In this case, too, it is a complement to the travel already planned, to accelerate the process. Average costs are indicated for the travels, calculated according to the "unit cost" and will be completed by the partners.

2.1.5 Risk management

Critical risks and risk management strategy			
<p>Describe critical risks, uncertainties or difficulties related to the implementation of your project, and your measures/strategy for addressing them.</p> <p>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.</p> <p>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.</p>			
Risk No	Description	Work package No	Proposed risk-mitigation measures
1	Delays in setting up the EGTC	3	Sufficient human resources dedicated to the task, both internally within EUt+ and externally through external experts subcontracted specifically; Support strengthening of collaboration with local authorities
2	Disagreements between the partners on optimal processes	2	Involvement of all stakeholders (not only the governance of the universities) in the discussions; open approach with no predefined “best-solution”; majority decision-making model with no veto. Lean-based methodology.
3	Difficulty in engaging other European University Alliances in the best-practices discussing and sharing exercise	1	Organisation of 2 hybrid workshops to ensure a fruitful discussion setting
4	Confusion between WP 1 (project management) and WP2 (process mapping)	1	A clear definition of roles, whereby WP1 is exclusively concerned with the day to day management of the project and the dissemination of results, whilst WP2 maps processes and analyses scenarios

2.2 PARTNERSHIP AND COOPERATION ARRANGEMENTS

2.2.1 Consortium set-up

Consortium cooperation and division of roles (if applicable)
<p>Please address all guiding points presented in the Call document/Programme Guide under the award criterion ‘Quality of the partnership and the cooperation arrangements’.</p> <p>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?</p> <p>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.</p>
<p>The eight partners of the consortium are all members of the European University of Technology. They are fully engaged in a process of deep integration, leading to a future merger of their universities. As such the partners are involved in a number of Erasmus+ and Horizon Europe projects and have a long-standing experience of working together.</p>

This proposal is a priority for all eight partners because it will enable a fundamental step forward in terms of institutional strategy by enabling the creation of a legal structure focused on services and helping us identify optimal processes to steer our project forward. The eight rectors and their teams will therefore be personally implicated in implementing it.

The eight partners will be involved in all three WPs as they are in all existing WPs within all the projects linked to the creation of the European University of Technology.

The associate partners include other European Universities with whom we regularly collaborate and who have not answered this call but are interested to discuss and provide input on WP2 and WP3. Each of the alliances is following its own path, however all agree that some of the key outcomes of the project are likely to be directly relevant and to enable them to move forward.

The following European Universities have given their support and interest to this project (providing a letter of support): ERUA, EUniWell, EU-Connexus, EUGreen and UNITA. As UNITA is also applying to this call (but with a different approach), we are reciprocal associated partners. As these European Universities alliances have no PIC, they may be represented by one of their Members as formal associated partners (University of Extremadura for EU Green; Università degli Studi di Torino for UNITA, Universität zu Köln for EUniWell).

The Bulgarian, Cyprus, Latvian and French (DGESIP), Ministries of Higher Education and Research are formally supporting this application (providing a letter of support), very interested in the process of going toward a long-term merger and experimenting the further steps.

The mechanisms for doing this are well-known and do not require any other participants outside of the eight Universities that will be part of the process. We will likely select the German model of EGTC.

Our EGTC does, however, have a wider aim since it will become a structure that will host common services of eight universities that intend to merge and have already started a process to integrate their models of governance.

The EGTC will integrate specific expertise present in each of our individual institutions. In particular, the given previous experience regarding the creation of digital support for the process implementation across varying systems and in particular different partners and their diverse IT architectures for joint information management and service provision will benefit the formation and realisation of the EGTC for common information and services provision for EU+ as a whole.

For this reason, all actions taken and all activities will be discussed with a wider circle of participants and in particular with our respective ministries.

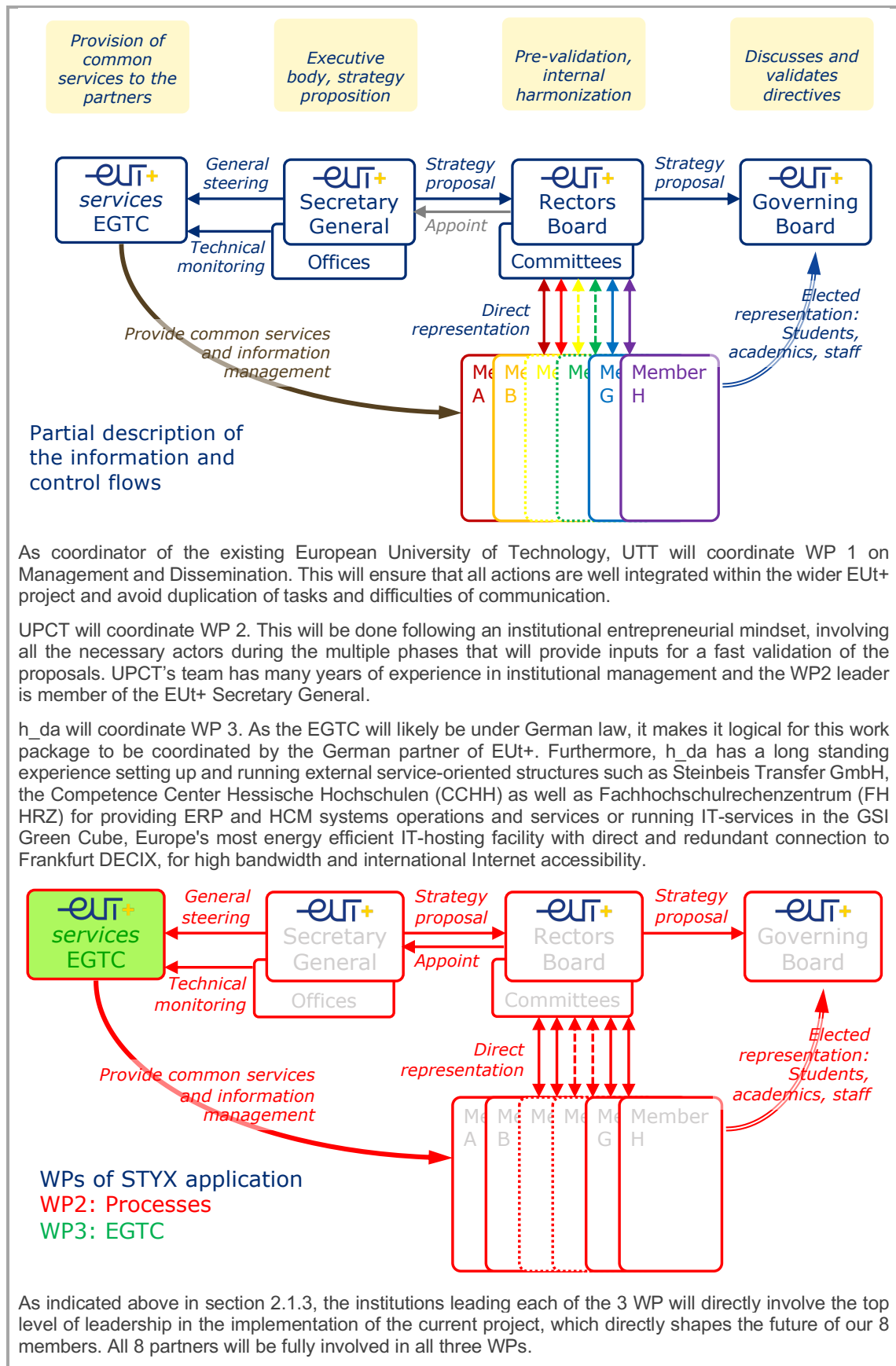
2.2.2 Consortium management and decision-making

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 current project is directly relevant to the implementation of EU+ as a whole. As such, the consortium management and decision-making process for the current project will simply follow the procedures established within the EU+ EUI initiative and which are represented in the schema below. The schema also indicates how the EGTC to be created will relate to the existing bodies and institutions.



Moreover, the involvement of the UTT is twofold: as a partner in the same way as the other partners, and as the institution hosting the Secretariat General, which is the effective leader of WP1, and of the general organization of this project.

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?

Given that overarching systems are extremely difficult to set up successfully (see section 1.1), we propose to experiment with a different, more balanced approach to governance. It originated in the analysis of governance systems in universities with largely autonomous entities, as well as in European institutions.

We thus wish to **provide an example of a gradual approach to convergence that considers both the legal and sociological aspects**. Indeed, a *legal* framework must be *sociologically* acceptable, especially in university systems, and vice-versa a common desire for convergence remains precarious until it has found a status (or an arrangement of legal statuses).

The proposal will enable us to **set up a legal entity (EGTC)** that will manage joint information and services for EUt+ partners, thus providing the operational underlying foundation for joint process development and implementation in other areas. It will also streamline the relation between this legal entity and the eight member universities to ensure full strategic alignment. The funding requested here will help to set up the EGTC, so as to complement the members' contribution in the beginning, but this EGTC will then be fully funded by the members and the other national and European funding raised to develop the services. Note that these pooled services are largely subtracted from the activities of the members: it is therefore mostly mutualization.

All the other bodies of the EUt+ governance are currently supported by the members of EUt+, partly helped by the European funding "European Universities".

Dissemination: our results will be public (except for personal or internal institutional data). This will include the technical and methodological elements as well as their analysis. They will be accessible without restriction to serve both universities and interested stakeholders. Critical issues or possible failures will also be analyzed and disseminated. This is the purpose of a complete task (T1.3) addressed to other universities, whether they are in a European Alliance or not, but also to the relevant ministries of the member states and to the European Commission. We wish not to be the only ones in this endeavour, but to play a pioneering role to share with others. This is reflected by the other Alliances that have joined us as associated partners, whether or not they apply to this call.

Sustainability: This project is a (necessary) step on a path towards a longer ambition, eventually merging our members universities. It is therefore a stage of convergence that will be continued in any case. Although our objective is ambitious, this step can also serve other alliances with a lower convergence goal.

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.

In the present case, there are two key target groups: The member states and the European Commission itself on the one hand, our peers benefiting from a European University Alliance on the other hand (including the Universities that are not benefiting a EUI funded project but engage in such an objective).

- **sharing questions, learnings and good practices with our peers**

- We propose to organise two workshops - one at the beginning of the project and one at the end of the project, with willing participants from other European University Alliances, to promote peer-learning.
- Workshop 1 will happen right at the beginning of the project and will be devoted to sharing questions, issues and problems. The objective will be to share the typical obstacles that various types of European University Alliances have to overcome in order to promote an efficient, economical, and sustainable implementation of their project.
- Workshop 2 will happen near the end of the project and will consist in sharing experiences with legal structures, placing an emphasis on (i) the finalities of various types of legal structures; (ii) pros and cons of various governance settings; (iii) the best fit between specific ambitions for the EUI and specific legal structures.

Generally speaking, the existing alliance forums (ForEU1-2) will be used as a (non-exclusive) basis for dissemination, as well as associations and networks (EUA...).

- **communicating conclusions and requests to the member states and the European Commission**

- one of the aims of the present project is to create a deliverable for the European Commission listing, in the specific case of EUt+, the current state of implementation as enabled by existing legal instruments, the problems effectively solved by the EGTC instrument, and the processes which cannot yet be satisfactorily installed in light of the current legal status.
- Communication to member states (mainly HER ministries) will be a critical point on which we will insist.

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 proposed EGTC, created thanks to the current project, will be fully funded by the member universities and likely run under German law. As such, whereas its setting up will be greatly facilitated by the present application, its sustainability does not require further support. Indeed, provisions for such a legal structure were already made at the time of our EUI applications, and all institutions agreed to support the creation and continuation of such a structure.

A number of activities that are currently being developed within the work packages of two European projects (European Universities and SWAFS) will be transferred to the EGTC which will have responsibility for running them. These activities will be funded by the member institutions who will benefit in two key aspects: by mutualising existing activities such as managing research platforms they will save resources and by coming together they will be able to fund actions that would not have been sustainable at the scale of a single institution.

In the mid-term, the EGTC will become a key instrument of a fully merged European University of Technology on a model similar to that exists for example in some national context (like Germany) where universities can delegate certain activities to a company that they manage.

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)).

The work package structure is very straightforward:

- WP1 deals with project management, coordination (ensuring the timely implementation of the project deliverables, organising the work), communication and the dissemination - in this case mostly sharing of results and findings with the Member states, European Commission and with other European University Alliances.
- WP2 focuses on the setting up of EUt+-wide processes to embed the EUI project within the basic structure of our institutions. It will consist of a detailed mapping of processes, a feasibility study and roadmap. It is the place of general organisation (technical and political) of EUt+.
- WP3 deals with the operational implementation of a EGTC legal structure which, in the case of EUt+, will be clearly focused on the delivery of services to the EUt+ community. It is the experimentation of the progressive pooling of what is most valuable to us: our data.

Work Package 1 - Project management and dissemination

Work Package 2 - sharing processes: feasibility study and

Work Package 3 - setting-up an EGTC with a clear service focus

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 and dissemination			
Duration:	M1 - M12	Lead Beneficiary:	UTT
Objectives			
<i>List the specific objectives to which this work package is linked.</i>			
<ul style="list-style-type: none"> ▪ Ensure the correct and timely implementation of the project ▪ Organise peer-learning activities with willing members of other European University Initiatives ▪ Communicate to the European Commission, in a synthetic fashion, the results of the findings of the project and the analysis of current obstacles to the EU+ project under current legal frameworks 			
Activities (what, how, where) and division of work			
<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 in bold the task leader.</i>			
<i>Add information on other participants' involvement in the project e.g. subcontractors, in-kind contributions.</i>			
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)	
T1.1	Project management	Distribution of tasks, coordination with the other partners including the leads of WP2 and WP3, monitoring of the correct implementation, logistic support for the activities.	UTT All the other partners	COO BEN	No
T1.2	Organisation of the peer-learning workshops with the European Universities	Reaching out to peer European Universities, setting up an agenda, launching invitations, creating minutes.	UTT All the other partners	COO BEN	No
T1.3	Preparation of a synthesis document for the European Commission and the members states	Elaboration of synthesis document summing up the current situation with respect to the limits of existing legal statuses to implement the EU+ project.	UTT All the other partners	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.

The labels used mean: Public — fully open (🚩 automatically posted online on the Project Results platforms) Sensitive — limited under the conditions of the Grant Agreement EU classified —RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision 2015/444 .							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
MS1	Peer-learning workshop #1	1	UTT	Physical workshop (with possibility of hybrid participation) with willing members of peer EUI in order to list questions, issues and overarching problems to be solved from the points of view of governance, structure and process for the implementation of EUI projects.		3	Workshop programs and minutes on the EUt+ website. List of participants.
MS2	Peer-learning workshop #2	1	UTT	Physical workshop (with possibility of hybrid participation) with willing members of peer EUI in order to identify existing solutions in terms of governance, legal structures and process - and how such solutions relate to the specific ambitions and scope of each of the EUI project.		10	Workshop programs and minutes on the EUt+ website. List of participants.
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	Report to the European Commission regarding current legal statuses and their use for the EUt+ project	1	UTT	R — Document, report	PU — Public	12	PDF and word document, English, downloadable from the EUt+ website

Estimated budget — Resources (n/a for prefixed Lump Sum Grants)

Participant	Costs													
	A. Personnel		B. Subcontracting	C.1a Travel			C.1b Accommodation	C.1c Subsistence	C.2 Equipment	C.3 Other goods, works and services	D.1 Financial support to third parties		E. Indirect costs	Total costs
UT Troyes	0.93 p.m	7,000 €		1 travels	2 persons travelling	460 €	731 €	506 €		12,000 €			1,448.79 €	22,145.79 €
UP Cartagena	0.33 p.m	2,000 €		1	1	230 €	365 €	253 €					199.36 €	3,047.36 €
h_darmstadt	0.27 p.m	2,000 €		1	1	230 €	365 €	253 €					199.36 €	3,047.36 €
TU Dublin	0.08 p.m	500 €		1	1	230 €	365 €	253 €					94.36 €	1,442.36 €
Riga TU	0.06 p.m	500 €		1	1	230 €	365 €	253 €					94.36 €	1,442.36 €
TU Sofia	0.10 p.m	500 €		1	1	230 €	365 €	253 €					94.36 €	1,442.36 €
Cyprus UT	0.08 p.m	500 €		1	1	230 €	365 €	253 €					94.36 €	1,442.36 €
UT Cluj-Napoca	0.08 p.m	500 €		1	1	230 €	365 €	253 €					94.36 €	1,442.36 €
Total	1.93 p.m	13,500 €	0	8 travels	9 persons	2,070 €	3,286 €	2,277 €	0	12,000 €	0	0	2,319.31 €	35,452.31 €

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

Work Package 2

Work Package 2: Mapping processes: feasibility study and roadmap			
Duration:	M1 - M12	Lead Beneficiary:	UPCT
Objectives			
<i>List the specific objectives to which this work package is linked.</i>			
<ul style="list-style-type: none"> ▪ Map describing the overarching internal processes that enable the progressive transformation of the EUt+ member universities into an multi-campus European University ▪ Specify a process system and development plan ▪ Design the architecture of the system, in particular interfaces and operation bodies ▪ Ensure a design review by all partners. <p>These objectives will be progressively achieved in an agile way. The experimental nature of the process encourages a lean-based approach, with quick validations of the proposal.</p>			
Activities (what, how, where) and division of work			
<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 in bold the task leader.</i>			
<i>Add information on other participants' involvement in the project e.g. subcontractors, in-kind contributions.</i>			
Note:			
<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>			

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)	
T2.1	Mapping of processes within and between EUt+ entities, existing formal and informal processes.	Mapping of current processes, both formal and informal. Definition of the processes immediately needed especially when pending or needing harmonisation	UPCT All the other partners	COO BEN	No
T2.2	Process flow analysis: fluidity and general balances, improvement, roadmap	Dedicated working sessions to qualitatively assess, the relevance, strengths, and weaknesses of the current processes . Identification of the lacking processes needed for the purposes of the EUt+ initiative, its growth and stability.	UPCT All the other partners	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.

The labels used mean:

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

Sensitive — limited under the conditions of the Grant Agreement

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

Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
MS1	Process system specification	1	UPCT	The processes needed for the transformation are identified, mapped to the existing internal ones, and a proposal for interfaces and operating bodies is in place.		8	Technical note.
MS2	Roadmap and review conclusions	1	UPCT	A roadmap for the process transformation is described, reviewed and agreed by the members of EUt+.		12	Analysis and review results.
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	Detailed description of processes and flows that structure EUt+	1	UPCT	R — Document, report	SEN — Sensitive	8	Technical document
D2.2	General principles of processes, juridical, technical and sociological analysis	1	UPCT	R — Document, report	PU — Public	12	Descriptive document presenting an analysis and roadmap

Estimated budget — Resources <i>(n/a for prefixed Lump Sum Grants)</i>										
Participant	Costs									
	A. Personnel	B. Subcontracting	C.1a Travel	C.1b Accommodation	C.1c Subsistence	C.2 Equipment	C.3 Other goods, works and services	D.1 Financial support to third parties	E. Indirect costs	Total costs

UT Troyes	0.53 p.m	4,000 €		1 travel	2 persons travelling	460 €	731 €	506 €					398.79 €	6,095.79 €
UP Cartagena	6.17 p.m	37,000 €		6	2	2,760 €	4,387 €	3,037 €					3,302.88 €	50,486.88 €
h_darmstadt	0.40 p.m	3,000 €		1	1	230 €	365 €	253 €					269.36 €	4,117.36 €
TU Dublin	0.33 p.m	3,000 €		1	1	230 €	365 €	253 €					269.36 €	4,117.36 €
Riga TU	0.50 p.m	3,000 €		1	1	230 €	365 €	253 €					269.36 €	4,117.36 €
TU Sofia	0.60 p.m	3,000 €		1	1	230 €	365 €	253 €					269.36 €	4,117.36 €
Cyprus UT	0.50 p.m	3,000 €		1	1	230 €	365 €	253 €					269.36 €	4,117.36 €
UT Cluj-Napoca	0.46 p.m	3,000 €		1	1	230 €	365 €	253 €					269.36 €	4,117.36 €
Total	9.49 p.m	59,000 €	0	13 travels	10 persons travelling	230 €	365 €	253 €	0	0	0	0	5,317.83 €	81,286.83 €

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

Work Package 3

Work Package 3: Setting up a common services EGTC					
Duration:	M1 - M12	Lead Beneficiary:	h_da		
Objectives					
<i>List the specific objectives to which this work package is linked.</i>					
<ul style="list-style-type: none"> ▪ Analysis of technical and legal options for defining a EUt+ common services entity as an EGTC ▪ Specification and roadmap for the EGTC installation as a base for joint information sharing ▪ Identification and iterative requirement analysis of joint information needs ▪ Roadmap for the provision of first information sharing by common databases (e.g. on module selection option for student mobility, student data exchange and use of ESC), joint software services (e.g. analysing potential for common research information reuse) and enabling of common communication infrastructures (common website, common communication platform, shared documents) ▪ Pilot of selected use cases as examples for feasibility 					
Activities (what, how, where) and division of work					
<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 in bold the task leader.</i>					
<i>Add information on other participants' involvement in the project e.g. subcontractors, in-kind contributions.</i>					
Note:					
<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)	

T3.1	Technical and legal installation of the EGTC	Final definition of the technical and legal specifications of the EGTC, final choice of the installation site and the national law that applies to it	h_da All the other partners	COO BEN	no
T3.2	Service implementation and analysis	Implementation on the first concrete cases and general analysis of the first operating elements	h_da All the other partners	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.

The labels used mean:

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

Sensitive — limited under the conditions of the Grant Agreement

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

Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS1	Installation guide for common services EGTC created	3	h_da	The installation procedures for the ECTG are described and analysed for review and agreement by the EU+ partners and start of process	9	Analysis and review
MS2	Roadmap for common services	3	h_da	A roadmap for the provision of common services is described, first pilot services are	12	Review against requirements

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	Installation guide for EGTC	3	h_da	R — Document, report	PU — Public	9	Report in English language with translation in other national language if needed
D3.2	Roadmap for common services provision	3	h_da	R — Document, report	PU — Public	12	Report in English language

Estimated budget — Resources *(n/a for prefixed Lump Sum Grants)*

Participant	Costs													
	A. Personnel		B. Subcontracting	C.1a Travel			C.1b Accommodation	C.1c Subsistence	C.2 Equipment	C.3 Other goods, works and services	D.1 Financial support to third parties		E. Indirect costs	Total costs
UT Troyes	0.53 p.m	4,000 €		2	2	920 €	1,462 €	1,012 €					517.58 €	7,911.58 €
UP Cartagena	0.50 p.m	3,000 €		2	2	920 €	1,462 €	1,012 €					447.58 €	6,841.58 €
h_darmstadt	7.07 p.m	53,000 €		2	2	920 €	1,462 €	1,012 €		35,000 € (legal advice on EGTC setup)			6,398.00 €	97,800.21 €

TU Dublin	0.33 p.m	3,000 €		1	1	230 €	365 €	253 €					269.36 €	4,117.36 €
Riga TU	0.50 p.m	3,000 €		1	1	230 €	365 €	253 €					269.36 €	4,117.36 €
TU Sofia	0.60 p.m	3,000 €		1	1	230 €	365 €	253 €					269.36 €	4,117.36 €
Cyprus UT	0.50 p.m	3,000 €		1	1	230 €	365 €	253 €					269.36 €	4,117.36 €
UT Cluj-Napoca	0.46 p.m	3,000 €		1	1	230 €	365 €	253 €					269.36 €	4,117.36 €
Total	10.49 p.m	75,000 €	0	11 travels	10 persons travelling	3,910 €	6,211 €	4,301 €	0	35,000 €	0	0	8,625.54 €	133,149.99 €
For certain Lump Sum Grants, see detailed budget table/calculator (annex 1 to Part B; see Portal Reference Documents).														

Overview of Work Packages (n/a for Lump Sum Grants)

Staff effort per work package						
Fill in the summary on work package information and effort per work package.						
Work Package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Start Month	End Month	Person-Months

1	Project management and dissemination	1	UTT	1	12	1,93
2	Mapping processes: feasibility study and roadmap	2	UCPT	1	12	9,49
3	Setting up a common services EGTC	3	h_da	1	12	10,49
					Total Person-Months	21,92

Staff effort per participant

Fill in the effort per work package and Beneficiary/Affiliated Entity.

Please indicate the number of person/months over the whole duration of the planned work.

*Identify the work-package leader for each work package by showing the relevant person/month figure in **bold**.*

Participant	WP1	WP2	WP3	Total Person-Months
UTT	0.93	0.53	0.53	2.00
UPCT	0.33	6.17	0.50	7.00
h_Da	0.27	0.40	7.07	7.73
RigaTU	0.08	0.50	0.50	1.08
TUDublin	0.06	0.33	0.33	0.72
TUSofia	0.10	0.60	0.60	1.30

CUT	0.08	0.50	0.50	1.08
UTCN	0.08	0.46	0.46	1.00
Total Person-Months	1,93	9,49	10,49	21.92

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	All EU+ partners representatives and representatives of associated partners	Peer-learning workshop #1	Physical workshop (with possibility of hybrid participation)	list questions, issues and overarching problems to be solved from the points of view of governance, structure and process for the implementation of EUI projects	expected Darmstadt, Germany	1.5	expected 25 (including EU+ members representatives and other alliances representatives)
E1.2	All EU+ partners representatives and representatives of associated partners	Peer-learning workshop #2	Physical workshop (with possibility of hybrid participation)	identify existing solutions in terms of governance, legal structures and process - and how such solutions relate to the specific ambitions and scope of each of the EUI project	expected Brussels, Belgium	1.5	expected 25 (including EU+ members representatives and other alliances representatives)

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>												
Note: Use the project month numbers instead of calendar months. Month 1 marks always the start of the project. In the timeline you should indicate the timing of each activity per WP.												
ACTIVITY	MONTHS											
	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12
Task 1.1 - Project management												
Task 1.2 - Organisation of the peer-learning workshops												
Task 1.3 - Preparation of a synthesis document												
Task 2.1 - Mapping of processes within and between EUt+ entities												
Task 2.2 - Process flow analysis: fluidity and general balances...												
Task 3.1 - Technical and legal installation of the EGTC												
Task 3.2 - Service implementation and analysis												

4.4 Subcontracting

<p>Subcontracting</p> <p><i>Give details on subcontracted project tasks (if any) and explain the reasons why (as opposed to direct implementation by the Beneficiaries/Affiliated Entities).</i></p> <p><i>Subcontracting — Subcontracting means the implementation of ‘action tasks’, i.e. specific tasks which are part of the EU grant and are described in Annex 1 of the Grant Agreement.</i></p>

<p>Note: Subcontracting concerns the outsourcing of a part of the project to a party outside the consortium. It is not simply about purchasing goods or services. We normally expect that the participants to have sufficient operational capacity to implement the project activities themselves. Subcontracting should therefore be exceptional. Include only subcontracts that comply with the rules (i.e. best value for money and no conflict of interest; no subcontracting of project coordination tasks).</p>						
Work Package No	Subcontract No (continuous numbering linked to WP)	Subcontract Name (subcontracted action tasks)	Description (including task number and BEN to which it is linked)	Estimated Costs (EUR)	Justification (why is subcontracting necessary?)	Best-Value-for-Money (how do you intend to ensure it?)
<p>Other issues: If subcontracting for the project goes beyond 30% of the total eligible costs, give specific reasons.</p>			<p>Insert text</p>			

5. OTHER


5.1 Ethics

Ethics (if applicable)
<p><i>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.</i></p> <p><i>Describe how you will ensure gender mainstreaming and children's rights in the project activities.</i></p>
NA.

5.2 Security

Security
Not applicable.

6. DECLARATIONS

Double funding	
Information concerning other EU grants for this project	YES/NO
<p> Please note that there is a strict prohibition of double funding from the EU budget (except under EU Synergies actions).</p>	
<p>We confirm that to our best knowledge neither the project as a whole nor any parts of it have benefitted from any other EU grant (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.</p>	YES
<p>We confirm that to our best knowledge neither the project as a whole nor any parts of it are (nor will be) submitted for any other EU grant (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.</p>	YES

Financial support to third parties (if applicable)
<p><i>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.</i></p>
NA.