



Education, Audiovisual and Culture Executive Agency

Erasmus+: Higher Education - International Capacity Building

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

**Mixed financing (reimbursement based on percentage of eligible costs and lump sum(s) and/or unit contribution(s))**

**AGREEMENT NUMBER – 2015 - 3674 / 001 - 001**

**Project reference number - 561592-EPP-1-2015-1-FR-EPPKA2-CBHE-JP**

The **Education, Audiovisual and Culture Executive Agency** (hereinafter referred to as “the Agency”), acting under powers delegated by the European Commission (hereinafter referred to as “the Commission”) represented for the purposes of signature of this Agreement by Mr Ralf Rahders Head of Unit Erasmus+: Higher Education - International Capacity Building,

on the one part,

**and**

**UNIVERSITE LUMIERE LYON 2**  
86 RUE PASTEUR,  
F - 69365 LYON CEDEX 07,

hereinafter referred to as “the coordinator”, represented for the purposes of signature of this Agreement by **Jean-Luc MAYAUD**, the legal representative,

and the beneficiaries listed in Annex IV

duly represented by the coordinator by virtue of the mandates included in Annex IV for the signature of this Agreement, hereinafter referred to collectively as “the beneficiaries”, and individually as “beneficiary” for the purposes of this Agreement where a provision applies without distinction between the coordinator or another beneficiary,

on the other part,

Whereas the Commission has taken the decision C(2013) 8550 of 04.12.2013 authorising the use of lump sums, reimbursement on the basis of unit costs and flat-rate financing under the Erasmus+ Programme and the decision C(2014) 6158 of 03.09.2014 authorising the use of reimbursement on the basis of unit costs for Erasmus+ Programme-International dimension of higher education financed by Heading 4 funds;

HAVE AGREED

to the Special Conditions (hereinafter referred to as “the Special Conditions”) and the following Annexes:

- Annex I Description of the action
- Annex II General Conditions (hereinafter referred to as “the General Conditions”)
- Annex III Estimated budget of the action
- Annex IV List of beneficiaries and Mandates provided to the coordinator by the other beneficiaries
- Annex V Model Technical implementation report(s)
- Annex VI Model Financial statement(s)
- Annex VII Guidance notes – Report of Factual Findings on the Final Financial Report – Type II
- Annex VIII Model terms of reference for the operational verification report: not applicable

which form an integral part of this Agreement, hereinafter referred to as "the Agreement".

The terms set out in the Special Conditions shall take precedence over those set out in the Annexes.

The terms of Annex II "General Conditions" shall take precedence over the other Annexes.

## SPECIAL CONDITIONS

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

A European Union grant is awarded, under the terms and conditions set out in the Special Conditions, the General Conditions and the other Annexes to the Agreement, for the action entitled **Establishing Modern Master-level Studies in Information Systems** ("the action") as described in Annex I.

With the signature of the Agreement, the beneficiaries accept the grant and agree to implement the action, acting on their own responsibility.

### ARTICLE I.2 – ENTRY INTO FORCE OF THE AGREEMENT AND DURATION OF THE ACTION

**I.2.1** The Agreement shall enter into force on the date on which the last party signs.

**I.2.2** The action shall run for **36 months** as of **15-10-2015** ("the starting date of the action") and shall end on **14-10-2018**.

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

The grant shall be of a **maximum amount of EUR 767.509,00** and shall take the form of:

- (a) **The reimbursement of 100 % of the eligible costs of the action ("reimbursement of eligible costs"), which are:**
  - (i) **actually incurred ("reimbursement of actual costs") for the following categories of costs indicated in Annex III: Equipment costs, Costs for Subcontracting**
  - (ii) *reimbursement of unit costs: not applicable*
  - (iii) *reimbursement of lump sum costs: not applicable*
  - (iv) *declared on the basis of a flat-rate of 7 % of the eligible direct costs ("reimbursement of flat rate costs") to cover the indirect costs: not applicable*
- (b) **Unit contribution: reimbursement of unit costs for the following categories of costs indicated in Annex III: Staff Costs, Travel Costs and Costs of Stay**
- (c) *Lump sum[s] contribution: not applicable*
- (d) *Flat-rate contribution: not applicable.*

### ARTICLE I.4 – ADDITIONAL PROVISIONS ON REPORTING, PAYMENTS AND PAYMENT ARRANGEMENTS

#### I.4.1 Reporting periods, payments and additional supporting documents

In addition to the provisions set out in Articles II.23 and II.24, the following reporting and payment arrangements shall apply:

- Upon entry into force of the Agreement, a pre-financing payment of 50 % of the maximum amount specified in Article I.3 shall be paid to the coordinator.

#### **Progress report on implementation of the action**

- By way of derogation from Article II.23.1 paragraph 3, a progress report on implementation of the action as specified in Annex V shall be submitted at the latest half way through the eligibility period set out in Article I.2.2.

#### **Further pre-financing payment**

- By way of derogation from Article II.23.1 paragraph 3, a second pre-financing payment of 40 % of the maximum amount specified in Article I.3 shall be paid to the coordinator, subject to the following conditions:
  - o having used at least 70 % of the previous pre-financing instalment paid;
  - o the receipt of the Statement of the cost incurred and the Request for payment as specified in Annex VI;
  - o the receipt of the above-mentioned progress report on implementation of the action as specified in Annex V.

#### **Payment of the balance**

- Sole reporting period from **15-10-2015** to the end of the period set out in Article I.2.2.: the balance shall be paid to the coordinator, in accordance with Article II.23.2 (a) to (c) and all other accompanying documents mentioned under the section "Other supporting documents" of this Article.

#### **Other supporting documents**

The request for payment of the balance shall be accompanied by a certificate on the financial statements and underlying accounts ("Report of Factual Findings on the Final Financial Report – Type II") as set out in Annex VII. By way of derogation from Article II.23.2 (d) of the General Conditions, this certificate has to be provided in all cases independent from the amount indicated as total contribution in the form of reimbursement of actual costs as referred to in Article I.3 (a).

#### **I.4.2 Time limit for payments**

The time limit for the Agency to make the payment of the balance is 60 days.

#### **I.4.3 Language of requests for payments, technical reports and financial statements**

All requests for payments, technical reports and financial statements shall be submitted in English, French or German, preferably in the language of this Agreement, indicating the number of the Agreement and the Project reference number.

## **ARTICLE I.5 – BANK ACCOUNT FOR PAYMENTS**

All payments shall be made to the coordinator's bank account, denominated in euro<sup>1</sup>, as indicated below:

Name of bank: **TRESOR PUBLIC**

Address of branch: **HOTEL DES FINANCES:3, R DE LA CHARI,  
F - LYON**

Precise denomination of the account holder: **UNIVERSITE LUMIERE LYON 2  
AGENCECOMPTABLE**

Full account number (including bank codes): **IBAN\_ ONLY**

IBAN code: **FR7610071690000000100433266**

## **ARTICLE I.6 - DATA CONTROLLER AND COMMUNICATION DETAILS OF THE PARTIES**

### **I.6.1 Data controller**

The entity acting as a data controller according to Article II.6 shall be the person who is representing the Agency for the purposes of the signature of this Agreement.

### **I.6.2 Communication details of the Agency**

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

Education, Audiovisual and Culture Executive Agency  
Mr Ralf Rahders  
Unit A4 - Erasmus+: Higher Education - International Capacity Building  
BOUR 02/17  
1, Avenue du Bourget  
BE-1049 Brussels

E-mail address: [EACEA-EPLUS-CBHE-PROJECTS@ec.europa.eu](mailto:EACEA-EPLUS-CBHE-PROJECTS@ec.europa.eu)

### **I.6.3 Communication details of the beneficiaries**

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

Emmanuelle LOP  
UNIVERSITE LUMIERE LYON 2  
18 quai Claude Bernard,  
«  
F - 69365 Lyon

Any changes to these contact details shall be communicated in writing to the Agency following the provisions set out in Article II.2.

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<sup>1</sup> Except in the case of bank accounts in countries that do not accept euro transactions.

## **ARTICLE I.7 – ADDITIONAL PROVISIONS ON USE OF THE RESULTS (INCLUDING INTELLECTUAL AND INDUSTRIAL PROPERTY RIGHTS)**

In addition to the provisions of Article II.8 of the General Conditions, if the beneficiaries produce materials under the scope of the project, such materials must be made available for the public, in digital form, freely accessible through the Internet under open licenses.

The beneficiaries must also warrant that the Agency and the Commission has the rights to:

- communicate the results of the action by any other types of communication not specified in the General Conditions;
- edit or re-write in another way the results of the action, including shortening, summarising, modifying the content, correcting technical errors in the content;
- cut, insert meta-data, legends or other graphic, visual, audio or word elements in the results of the action;
- extract a part (e.g. audio or video files) of, divide into parts or compile the results of the action;
- prepare derivative works of the results of the action;
- translate, insert subtitles in, dub the results of the action in all official languages of EU;
- authorise or sub-licence the modes of exploitation set out above to third parties;

The Agency and the Commission shall have the rights of use specified in the General Conditions and set out above for the whole duration of the industrial or intellectual property rights concerned.

## **ARTICLE I.8 – SPECIAL PROVISIONS ON BUDGET TRANSFERS**

By way of derogation from the first subparagraph of Article II.22 of the General Conditions, the coordinator may, in agreement with the beneficiaries, when carrying out the action, adjust the estimated budget by transfers between categories of eligible costs, provided that this adjustment of expenditure does not affect the implementation of the action and the transfer between categories does not exceed 10% of the amount of each category of estimated eligible costs for which the transfer is intended, and without exceeding the total eligible costs indicated in Article I.3 (a).

## **ARTICLE I.9 – SETTLEMENT OF DISPUTES WITH NON EU BENEFICIARIES**

By way of derogation from Article II.18.2, where a beneficiary is legally established in a country other than a Member State of the European Union (the 'non EU beneficiary'), the Agency and/or the Union and/or the non EU beneficiary may bring before the Courts of Brussels any dispute between the Agency and/or the Union and the non EU beneficiary concerning the interpretation, application or validity of the Agreement, if such dispute cannot be settled amicably. In such case where one party (i.e. the Agency, the Union or the non EU beneficiary) has brought proceedings before the Courts of Brussels concerning the interpretation, application or validity of the Agreement, the other party may not bring a claim arising from the interpretation, application or validity of the Agreement in any other court than the Courts of Brussels already seized.

## **ARTICLE I.10 – OTHER SPECIAL CONDITIONS**

The following additional special conditions apply to this Agreement:

### **I.10.1 Additional provisions on award of contracts and subcontracting**

In addition to the provisions set out in Article II.9 and Article II.10 of the General Conditions, where the value of a contract awarded in accordance with those Articles is over EUR 25.000 and less than EUR 134.000, the beneficiaries shall launch a tendering procedure and obtain competitive offers from at least three suppliers and retain the one offering best value for money, observing the principles of

transparency and equal treatment of potential contractors and taking care to avoid conflicts of interests. Where the value of a contract awarded in accordance with those Articles exceeds EUR 134.000, national legislation will be applicable.

The beneficiaries may not split the purchase of equipment into smaller contracts below the threshold. The co-ordinator must clearly document the tendering procedure and retain the documentation in particular for audit purposes in accordance with Article II.27 of the General Conditions.

### **I.10.2 Special provisions on the conversion of costs incurred in another currency into euro**

The co-ordinator shall submit the payment requests in accordance with Article I.4, including the underlying financial statements, in euros.

By way of derogation from Article II.23.4 of the General Conditions, any conversion into euro of actual costs incurred in other currencies shall be made by the beneficiary at the monthly accounting rate established by the Commission and published on its website ([http://ec.europa.eu/budget/contracts\\_grants/info\\_contracts/inforeuro/inforeuro\\_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/inforeuro_en.cfm)) applicable:

1. on the month of the first pre-financing for all costs incurred until the second pre-financing is received and
2. on the month of the receipt of the second pre-financing for all costs incurred until the end of the project.

### **I.10.3 Depreciation**

By way of derogation from Article II.19.2 (c) of the General Conditions, and considering the particular nature of the Erasmus+ Programme - Capacity Building in the field of higher education, the total purchase cost of the equipment will be taken into account by the Agency rather than the equipment's depreciation corresponding to the duration of the action and the rate of actual use for the purposes of the action. Depreciation costs shall be considered ineligible.

### **I.10.4 Ineligible costs**

In addition to Article II.19.4 of the General Conditions, the following costs are ineligible:

- equipment such as: furniture, motor vehicles of any kind, equipment for research and development purposes, telephones, mobile phones, alarm systems and anti-theft systems;
- costs of premises (purchase, rent, heating, maintenance, repairs etc.);
- costs linked to the purchase of real estate;
- expenses for activities - and related travel - that are not carried out in the project beneficiaries' country (see Annex IV), unless listed as an eligible activity in the Guidelines for the Use of the Grant or explicit prior authorisation has been granted by the Agency;
- depreciation costs (see Art.I.10.3).

### **I.10.5 Partnership agreement**

Detailed implementation modalities covering the various financial, technical and legal aspects of the project must be agreed upon by the beneficiaries and formalised in a partnership agreement to be signed by all beneficiaries at the beginning of the project.

This partnership agreement should be consistent with the provisions as laid out in this Agreement. The Agency provides a template with core elements that might help to draw this partnership agreement.

A copy of this partnership agreement will have to be provided to the Agency within 6 months of the signature of this Agreement. Where the beneficiaries have failed to submit this partnership agreement, the provisions set out in Article II.16.3.1 (c) of the General Conditions will apply.

#### **I.10.6 Penalties in the case of poor, partial or late implementation**

For the purpose of poor, partial or late implementation as provided for in Article II.25.4 of the General Conditions, and in a total of maximum 100 points, the reduction of the grant initially provided for will be of:

- 25% if the project scores at least 40 points and below 50 points;
- 35% if the project scores at least 30 and below 40 points;
- 55% if the project scores at least 20 and below 30 points;
- 75% if the project scores below 20 points.

#### **I.10.7 Meetings**

Representatives of the co-ordinator involved in the action must participate, if convened, in up to 2 meetings per year organised by the Agency. The corresponding travel and costs of stay may be covered by this Agreement.

#### **I.10.8 Dissemination and exploitation of results**

Beneficiaries of grants under the Erasmus+ programme have the duty to ensure that the work undertaken within the framework of this Agreement and the results accruing from it receive substantial visibility.

The co-ordinator must pay specific attention to the importance of dissemination, exploitation of results of the action and to their visibility at a transnational level.

In this respect, the coordinator must:

- create and maintain (at least during the project lifetime) a website for the action. The website must be kept up-to-date with at least: a description of the project, the contact details of the co-ordinator, the list of beneficiaries, mention of the European Union's financial support with the relevant logo (see Article I.10.9 below) and access to all results, as and when they become available.
- provide during the project lifetime the Agency and/or the Commission with the information requested in order to promote the Erasmus+ Programme and disseminate the results. This may include answering questionnaires and entering data into databases.

#### **I.10.9 Publicity obligations**

a) For the purpose of the application of Article I.10.8 and II.7 of this Agreement, relating to the publicity and use of the relevant logo, the beneficiaries shall follow the instructions available on the following Internet website: [https://eacea.ec.europa.eu/about-eacea/visual-identity\\_en](https://eacea.ec.europa.eu/about-eacea/visual-identity_en).

b) Obligations of the beneficiaries

Information requirements: The beneficiaries shall inform the public, press and media of the action (internet included); which must, in conformity with Article II.7, visibly indicate “with the support of the Erasmus+ Programme of the European Union” as well as the graphic logos.

Where the action, or part of the action, is a publication, the mention and graphic logos shall appear on the cover or the first pages following the editor's mention.

Use of signs and posters: If the action includes events for the public, signs and posters related to this action shall be displayed. This shall include the logos mentioned under point a).

Authorisation to use the logos described in point a) implies no right of exclusive use and is limited to this Agreement.

**I.10.10 Penalties in the case of non-compliance with publicity obligations**

The obligation to comply with the publicity provision set out in Article II.7 of the General Conditions constitutes a substantial obligation. Without prejudice to the right to terminate the grant, in case of failure to fulfil this obligation, the Agency may apply a 20% reduction of the grant initially provided for.

**I.10.11 Cooperation obligation**

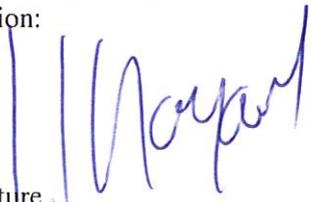
Considering that the Agency cooperates with some bodies for the management of the Erasmus+ Programme, in particular with the EU Delegations and for those countries concerned the National Erasmus+ Offices (NEO), the beneficiaries shall provide these bodies with all the information relevant for the implementation of the tasks entrusted to them and shall grant access to their sites, premises and documents for any question relating to the action.

**I.10.12 Regional coverage**

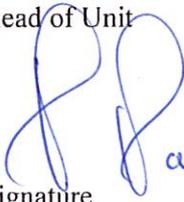
In accordance with EU policy, this Agreement shall not apply to the geographic areas that came under the administration of the State of Israel after 5<sup>th</sup> June 1967. This position should not be construed as prejudicing Israel's principled position on this matter. Accordingly, the Parties agree that the application of this Agreement is without prejudice to the status of those areas.

**SIGNATURES**

For the coordinator  
Jean-Luc MAYAUD  
Function:

Signature   
Done at Lyon....., date 15/12/15.....

For the Agency  
Ralf RAHDERS  
Head of Unit

Signature   
Done at Brussels, ..... 2. 12. 2015

In duplicate in English





# **ANNEX I**

## **Description of the action**



KA2 - Cooperation  
Capacity

**Erasmus+**

***Application Form***

**Selection: 2015**

for innovation and the exchange of good practices -  
**Building in the field of Higher Education**

**Call for Proposal EAC/A04/2014**

**Establishing Modern Master-level Studies in Information  
Systems / MASTIS**

**561592-EPP-1-2015-1-FR-EPPKA2-CBHE-JP**

**DETAILED DESCRIPTION OF THE PROJECT**

*(To be attached to the eForm)*

**E.1. Why does the consortium wish to undertake this project?**

*Please outline the motivation behind your project, clearly identifying the specific needs or problem/s which it intends to solve. Explain how the project proposal fits within the development strategies of the Partner Countries involved and how it addresses the priorities defined at national / regional level. Also explain why this/these problem/s were selected instead of others. In particular, explain how the area of intervention has been explored to guarantee that the project is offering something new compared to the existing situation. Where applicable, explain any synergy with other EU initiatives should be highlighted (limit 5000 characters).*

Information systems (IS) are the basis of a global rapidly changing economy. All major organizations manage their processes through enterprise information systems. Professional & private communication have to use modern information, emergent mobile technologies & social media platforms. We have to prepare our students to be managers with unique abilities for making strategic decisions about the information systems development and use. They have to know how to identify the potential for innovation originating from IS to understand how to design and implement business processes to increase company productivity, quality and sustainability. The main project idea is to develop Master degree programme in IS, which provides graduates with the skills that necessary in a fast-changing digital world. Euro Commission declared informatisation & development of the information society as the main priorities in the Europe 2020 Strategy. The Strategy emphasizes sound economy development based on knowledge & innovation in the field of education, research/innovation, digital society. "Strategy of Reforms 2020" announced by the President of Ukraine, Law on "The Basic Principles of Information Society in Ukraine 2007-2015" indicate state support for new IT sectors of the economy, implementation of ICT into all life & business areas. The new Ukrainian government and the IT industry are launching a plan that will allow Ukraine to become a major provider of IT technologies for Europe by 2020. The decision of Montenegro to join the EU has given a further boost to the development of the national innovation & education. The government developed the Strategy for Scientific Research Activities (2008-2016), started the modernization of the education system, IT sphere.

The Ministry of Science of Montenegro has worked out an Action Plan to improve enrolment and quality for higher education. But academic standards and quality of specialists training in Montenegro need to be raised further to meet Bologna agreements. The links between science, research, education, and industry in Montenegro are weak. The ICT infrastructure has been growing at a fast pace in Montenegro. A strategy for information society development for the period 2009-2013 was created with the aim to strengthen ICT infrastructure, promote access to modern technologies, and facilitate the use of ICT. The new "Law on Higher Education" of Ukraine (2014) enables implementation of the main ideas of Bologna process & competence approach: 3-cycle system including PhD level; academic standards should comply with NQF as the basis for academic standards and curricula development; curricula should be developed on the basis of competence approach using learning outcomes (ECTS implementation). Ukrainian & Montenegrin HEIs continue to offer conservative academic education, teaching IS-related courses using old methodology and ignoring real business demands. This situation requires new synergy, which could be achieved through proper combination of curricula, courses & skills, and expertise transfer from the industry to the teaching staff & students. So, there is a great demand in curricula modernization in order to follow the newest trends in IS & teaching approaches and methodologies as well as fill the gaps in current IT students education.

The rapidly changing nature of the IS discipline implies that IS Programmes cannot afford a drawn-out or ponderous change lifecycle if they wish to remain relevant to industry needs. In contrast to programmes in more static disciplines, IS programmes must nimbly adapt to changes in the marketplace, including timely integration of contemporary curricular recommendations.

Over the years, IS educators have developed a series of IS model curricula to assist programs with curriculum design and implementation. To achieve greater flexibility and meet the changing demands of the IS profession, the task force behind MASTIS proposes a curriculum model based on two foundational

parts: IS core topics and career track electives. Some of them are in IS 2010 Curriculum ACM.

IS 2010 Curriculum ACM, grounded on the expected requirements of the industry, represents the views of organizations employing graduates, and is supported by other IS-related organizations. Thus, all universities would anticipate that IS programs have at least begun to incorporate IS 2010 elements into their curricula.

So, MPIS Degree Profile & Curriculum will be developed on the Tuning methodology and grounded on the requirements of business representatives, graduates, National Agencies for Quality Assurance in Higher Education, academic staff & other stakeholders. It will be flexible and adoptable; it will consist of modules that will allow to make up the curriculum for 120 ECTS. Master of Science in IS study programme will be completely taught in English. The multidisciplinary/interdisciplinary MPIS will consist of courses in Business Process Management, Statistics, Data Science as core and Social Sciences, Political Science, Communication, Law, Science and Technology Studies, Organization Science as elective part providing a unique environment for studies and research.

A mechanism for regular MPIS DP & Curriculum adaptation according to the changing requirements as well as recommendations for modern methods and techniques of courses' teaching, e-learning components & MOOCs (gamification, working in real projects with companies, etc.) will be developed. Special attention will be paid to finding the ways for enhancing the contacts between partner universities, research networks and businesses based on the ERDIS network.

Positive experience obtained by partners in international projects & Double-Degree Diploma Programmes development, working in international teams & educational institutions will ensure MASTIS sustainability.

*Please describe briefly how your project proposal was prepared (e.g., capitalising on previous experiences, based on achieved outcomes in former projects, following previous cooperation amongst the consortium members, etc.) (limit 1000 characters).*

Consortium members participated in a number of projects with the aim of developing new practice oriented Master Programmes according to the Bologna requirements in the area of innovation, market development and eBusiness. They received experience in ECTS implementation & degree recognition, development of didactic methods, tools and a collection of case studies based on real business tasks, has significant practical value for the teaching process. Some projects were dedicated to e-learning platform, e-components, distance learning methodology creation. Retraining of lecturers on new courses increased their level and quality of study programmes. Academic, business and research network supported by the government and the wider public was created to enhance students' employability and entrepreneurs' skills.

Educational network was developed by partners in order to personalize education, achieve educational tasks and enable continuous studying during life.

The former projects outcomes will foster development/modernization of the Master Programme in Information Systems with account taken of PC&EU Universities and companies' requirements.

*If your proposal is based on the results of one or more previous projects / networks, please provide precise references to this / these project(s) / network(s) in the table below.*

<b>Reference number</b>	530349-TEMPUS-1-2012-1-FR-TEMPUS-JPHE		
<b>Project dates</b> <i>(year started and completed)</i>	2012 - 2015	<b>Programme or initiative</b>	<b>Programme</b>
<b>Title of the project</b>	Inter-university Start-up centers for students' innovations development & promotion		
<b>Coordinating organisation</b>	Montpellier 2, France		
<b>Website</b>	<a href="http://sucsid.competence.in.ua/">http://sucsid.competence.in.ua/</a>		

**Password / login if necessary for website**

*Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/copyright issues are to be dealt with (limit 1000 characters).*

The main idea of the project is to increase business activity and creativity of university students; to provide information support of their start-up projects within the frames of Start-up Centers established at the universities in Ukraine, Belarus and Moldova; to organise interactive international information and analytical network for innovation projects and ideas support, WEB-portal for Start-Up Centers communication and e-platform for distance learning; to provide Start-up Crash Tests to evaluate the strength of innovation ideas, to develop methodology and teaching materials for 5 courses including e- learning components; to include these courses in engineering and SC curricula and in Start-up Centre training activities for students, teachers, LLL. Business relations expansion is mutually beneficial for both students and employers because it allows to increase creativity and practical value of university graduates, and provide an influx of new ideas into innovation business in PCs.

<b>Reference number</b>	APR 10/805		
<b>Project dates</b> <i>(year started and completed)</i>	2010 - 2014	<b>Programme or initiative</b>	International Bureau of the German Federal Ministry of Education and Research (BMBF)
<b>Title of the project</b>	Networked Service Society		
<b>Coordinating organisation</b>	University of Münster		
<b>Website</b>	<a href="http://www.networkedservicesociety.net">http://www.networkedservicesociety.net</a>		
<b>Password / login if necessary for website</b>			
<i>Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/copyright issues are to be dealt with (limit 1000 characters).</i>			
<p>The Networked Service Society (NSS) project was aimed at establishing and strengthening long-term collaboration structures with institutions in the Asian-Pacific region. The consortium was formed by such ERCS member institutions as the University of Münster (WWU, Germany), Queensland University of Technology (QUT, Australia), Ulsan National Institute of Science and Technology (UNIST, Korea), and the University of Waikato (Hamilton, New Zealand). Focussed on the education aspect, which is relevant for this endeavour, opportunities for undergraduate and graduate student mobility were developed between UNIST, QUT and the University of Waikato. Additionally, a student exchange agreement between UNIST and WWU was established in 2012.</p> <p>One of the main outcomes of the NSS project in terms of institutionalization of the partnership between QUT and WWU was the establishment of a Joint PhD program between the two universities (Program). The experiences from shaping agreements and programmes will positively add to the outcomes of MASTIS.</p>			

<b>Reference number</b>	JEP 27208-2006		
<b>Project dates</b> <i>(year started and completed)</i>	2007-2010	<b>Programme or initiative</b>	<b>Programme</b>
<b>Title of the project</b>	Double Master - WWU and Higher School of Economics (HSE)		
<b>Coordinating organisation</b>	University of Münster		

<b>Website</b>	<a href="https://www.wi.uni-muenster.de/prospective-students/double-master-degree">https://www.wi.uni-muenster.de/prospective-students/double-master-degree</a>		
<b>Password / login if necessary for website</b>			
<i>Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/copyright issues are to be dealt with (limit 1000 characters).</i>			

The Project aim was to develop a new practice-oriented Master programme in Business Informatics for Russian universities according to the Bologna requirements. The Double Master Degree Programme between the Department of Information Systems at the University of Münster (WWU) in Germany and the two departments at the National Research University - Higher School of Economics (NRU-HSE) in Russia, was developed in this project and provides German and Russian students with the opportunity to study one year of their Master studies in Russia and another year at the WWU.

After successful completion of studies, the students obtain both a Master Degree in Information Systems at the WWU and either a Master Degree in Business Informatics (if you choose to study in Moscow) or a Master Degree in Business Informatics and Applied Mathematics (if you choose to study in Nizhny Novgorod) at NRU-HSE.

The activities completed in this project can be compared with the activities planned in the MASTIS project.

Needs were identified and a curriculum was developed and finally implemented. The MASTIS project can benefit from the experience gained in this EU project.

<b>Reference number</b>	T029B06 - TEMPUS		
<b>Project dates (year started and completed)</b>	2007 - 2008	<b>Programme or initiative</b>	<b>Programme</b>
<b>Title of the project</b>	Development of Strategy of UA Students International Mobility using the ECTS Opportunities		
<b>Coordinating organisation</b>	Dresden University of Technology, Germany		
<b>Website</b>	-		
<b>Password / login if necessary for website</b>			
<i>Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/copyright issues are to be dealt with (limit 1000 characters).</i>			
The strategy developed in the project enables the Ukrainian students to perform their educational activity within Ukrainian and European Universities requirements: to choose the EU Universities non-degree courses corresponding to their preferences. The project forms the basis for VNTU and EU Universities joint Master degree collaboration using the ECTS opportunities.			

<b>Reference number</b>	530576-TEMPUS-1-2012-1-SE-TEMPUS-SMHES		
<b>Project dates (year started and completed)</b>	2012 - 2015	<b>Programme or initiative</b>	<b>Programme</b>
<b>Title of the project</b>	National Education Framework for Enhancing IT Students Innovation Entrepreneurship		
<b>Coordinating organisation</b>	Linnaeus University, Sweden		
<b>Website</b>	<a href="http://tempus.nung.edu.ua/">http://tempus.nung.edu.ua/</a>		
<b>Password / login if necessary for website</b>			
<i>Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/copyright issues are to be dealt with (limit 1000 characters).</i>			
The Project goals and objectives were: National Standards for Software Engineering Master Education that include new courses on innovation and entrepreneurship; development of the Virtual Innovative			

Space that creates a sense of community among Ukrainian students, researchers and IT professionals and promotes their creativity and innovation; establishment of a set of guidelines and recommendations for adoption on a national scale for university - company cooperation with a focus on student innovation and entrepreneurship. The Project results will foster Curricula development taking into consideration Ukrainian, EU Universities, and IT companies requirements.

Reference number	0P13.5.1.01.0016 (ISARR)		
Project dates (year started and completed)	2009-2011	Programme or initiative	Programme
Title of the project	Kooperationslehrgang		
Coordinating organisation	University of Klagenfurt		
Website	<a href="http://kooperationslehrgangen.fov.uni-mb.si/">http://kooperationslehrgangen.fov.uni-mb.si/</a>		
Password / login if necessary for website			
<i>Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/copyright issues are to be dealt with (limit 1000 characters).</i>			
<p>The project aimed at a bilingual international inter-university cooperative course development and implementation. The implemented course aims to provide further education in cross-border cooperation projects management in the area of innovation, market development and eBusiness. The course was organized in three semesters at three locations in Austria and Slovenia (Klagenfurt, Kranj, Dravograd). Lectures were delivered in two languages (Slovenian and German) by professors from the Alpen-Adria University of Klagenfurt, Faculty of Organizational Sciences of University of Maribor and guest lecturers. After completing their studies and successfully passing examinations, the participants obtained certificates and the title of Manager of Business Cooperation. Course can be upgraded with another year of study, obtaining a MBA degree. The programme is accredited in the Alpen-Adria University of Klagenfurt.</p>			

Reference number			
Project dates (year started and completed)	2013-2013	Programme or initiative	programme
Title of the project	Creative Way to Practical Knowledge		
Coordinating organisation	Slovene Human Resources Development and Scholarship Fund		
Website	<a href="http://www.sklad-kadri.si/en/">http://www.sklad-kadri.si/en/</a>		
Password / login if necessary for website			
<i>Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/copyright issues are to be dealt with (limit 1000 characters).</i>			
<p>The aim of the project was to use innovative, problem-based approach for team problem solution and to support competencies development, practical knowledge and experiences acquisition by the students by including them in the projects undertaken in direct partnership of higher education institutions and business. With the help of mentors from the educational and business spheres, the students developed their innovativeness, creative thinking and other skills that will enable their smoother transition from education to employment.</p>			

Reference number	V5-0647(B)		
Project dates (year started and completed)	2002-2004	Programme or initiative	Slovenia Competitiveness

			2001-2006, R&D programme
<b>Title of the project</b>	Didactical Aspects of ICT in Decision Knowledge Management		
<b>Coordinating organisation</b>	Universty of Maribor, Faculty of Organizational Sciences		
<b>Website</b>	<a href="http://lopes1.fov.uni-mb.si/CRP/crp.htm">http://lopes1.fov.uni-mb.si/CRP/crp.htm</a>		
<b>Password / login if necessary for website</b>			
<i>Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/copyright issues are to be dealt with (limit 1000 characters).</i>			
<p>The purpose of the project was to provide school practice methodology of new content related to the use of ICT in decision-making processes that occur in different courses, as well as in solving problems of the young people. Methodology of decision-making skills management is based on a synergy between human ( teachers, students , parents) and ICT, which brings new value in the field of teaching and learning , as well as problem solution. Didactic methods, tools and a collection of decision problem examples, which are directly useful in the teaching process and beyond it, were developed. The openness of the models and examples encourage participants to upgrade them and create new ones.</p>			

<b>Reference number</b>	J5-5535 (B)		
<b>Project dates</b> <i>(year started and completed)</i>	2013-2016	<b>Programme or initiative</b>	Research Agency of Republic of Slovenia, Basic Research programme
<b>Title of the project</b>	Development of Information Literacy of University Students as Support for Solving Authentical Science Problems		
<b>Coordinating organisation</b>	University of Ljubljana, Faculty of National Sciences and Engineering		
<b>Website</b>			
<b>Password / login if necessary for website</b>			
<i>Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/copyright issues are to be dealt with (limit 1000 characters).</i>			
<p>An important contribution towards information literacy(IL) uniformity in higher education institutions is the introduction of standards and criteria developed by renowned organizations, such Information Literacy Competency Standards for Higher Education, with authorized Slovene translation. Despite the efforts made to integrate IL standards into higher education, students are often developing IL skills superficially, without the ability to use them in authentic problems solution in their specific academic fields. IL competences and skills often remain at lower cognitive levels, which does not permit the application of higher cognitive categories of knowledge, such as the use of knowledge, analysis, synthesis and evaluation - the levels that are necessary to solve real problems in the face of multidisciplinary challenges. The model will integrate IL competency standards into problem based learning (PBL), and it will be implemented on the basis of a selected learning management system, such as Moodle or Sakai.</p>			

<b>Reference number</b>	NNA-2008/10007		
<b>Project dates</b> <i>(year started and completed)</i>	2008-2011	<b>Programme or initiative</b>	SIU
<b>Title of the project</b>	Learning Together: Joint Teaching, Research and Student Exchange between University of Agder and University of Nebraska at Omaha		

Password / login if necessary for website

Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/copyright issues are to be dealt with (limit 1000 characters).

The main results achieved include joint course development and teaching between Norway (UiA) and the US (UNO), a smooth flow of mutual student exchange, and expanded scope of collaboration in terms of the number of departments and faculties involved from both partners.

The three "Educational and Cultural Immersion Programmes" arranged through the project period were very successful in exposing the students to academic and social life at the partner institutions, to stimulate interest in further international experience later in their studies. Several of the participants in these programmes have returned to the partner institution on semester exchange.

The experience gained in international collaboration in terms of study programme development and provision and student and faculty exchange.

Reference number			
Project dates (year started and completed)	From July 16, 2009	Programme or initiative	Programme
Title of the project	Project for the establishment of the Korea-Ukraine IT Education Center (UKECIT) at the National Technical University of Ukraine "Kyiv Polytechnic Institute"		
Coordinating organisation	NTUU KPI , Korea International Cooperation Agency (KOICA)		
Website	<a href="http://korean.asu.kpi.ua">http://korean.asu.kpi.ua</a>		
Password / login if necessary for website			
Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/copyright issues are to be dealt with (limit 1000 characters).			
<p>Training programs in the fields of Grid-Computing and System on Chip (SOC) were developed and agreed by Korean experts. 7 NTUU KPI instructors were trained in the Republic of Korea according to the invitation program for Ukrainian teachers NTUU KPI.</p> <p>Training activities in SoC: subjects "Statistical Foundations Electronics", "Electronic Design Automation", "Fundamentals of Electronics on FPGA", "Electronic Design", "Computer-Aided Design System on a Chip" . Training activities in Grid-Computing: subjects " Technologies of Distributed and Parallel Programming", "Theory of Algorithms", "IP Telephony".</p> <p>International Summer School "Achievements and Applications of Contemporary Informatics, Mathematics and Physics" (AACIMP-2012, 2013,2014) .</p> <p>Qualifications of teachers and specialists in the fields of "Grid Technologies and Grid-Computing" and "IP Telephony" were improved.</p>			

Reference number	517138-TEMPUS-1-2011-1-CZ-TEMPUS-JPCR		
Project dates (year started and completed)	2011-2014	Programme or initiative	Programme
Title of the project	EU-PC Double Degree Master Program in Automation / Mechatronics (MPAM)		
Coordinating organisation	Technical University of Liberec,Czech Republic		
Website	<a href="http://mpam-tempus.eu/">http://mpam-tempus.eu/</a>		

Password / login if necessary for website

Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/copyright issues are to be dealt with (limit 1000 characters).

Project specific objective is to harmonize the RU and UA Master Programmes in the direction of Automation with the EU Master Programmes in Mechatronics and provide students of four Russian and four Ukrainian Universities with the opportunity to study the Joint EU-PC Master Program in Automation/Mechatronics both in the Russian/Ukrainian and EU Universities. Project implementation significantly increased the popularity of the Automation specialities among PC students, increased possibility of the graduates' job placement and supplied the international labour market with the highly qualified engineers.

Reference number	Tempus JEP-27247-2006		
Project dates (year started and completed)	2007-2009	Programme or initiative	Programme
Title of the project	CLIP Services for Education and Individual Students Development		
Coordinating organisation	University of Nice-Sophia Antipolis		
Website	<a href="http://riit.ksu.ks.ua/index.php?q=en/node/215">http://riit.ksu.ks.ua/index.php?q=en/node/215</a>		
Password / login if necessary for website			
Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/ copyright issues are to be dealt with (limit 1000 characters).			
<p>Creation of a united infrastructure of Kherson universities for students' access to electronic resources. Creation of Kherson educational network, aimed at personalization of education, achievement of educational tasks and creation of the ability to study continuously during life.</p> <p>Creation of organizational units responsible for training, evaluation and updating program features and description of courses in Kherson Universities.</p>			

Reference number	Tempus JEP-27237-2006		
Project dates (year started and completed)	2007-2009	Programme or initiative	Programme
Title of the project	CC4U2 Computer Science Educational Program for Ukrainian Universities		
Coordinating organisation	University of Nice-Sophia Antipolis		
Website	<a href="http://riit.ksu.ks.ua/index.php?q=en/node/215">http://riit.ksu.ks.ua/index.php?q=en/node/215</a>		
Password / login if necessary for website			
Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/ copyright issues are to be dealt with (limit 1000 characters).			
<p>Improvement of students' training in "Computer Science" based on the experience of European establishments and Ukrainian participants of the project (rebuilding and updating of educational program of training Bachelors in Computer Sciences - Master programme creation).</p> <p>Retraining of lecturers in new disciplines, learning methodology and rating procedures.</p> <p>Establishment of mechanisms of mutual Academic acknowledgements between Ukrainian and European universities and students mobility fostering.</p>			

Tempus TACIS IB JEP\_26239\_2005

Reference number

<b>Project dates</b> <i>(year started and completed)</i>	2006-2008	<b>Programme or initiative</b>	<b>Programme</b>
<b>Title of the project</b>	ECDL for Ukrainian administrators		
<b>Coordinating organisation</b>	University of Nice-Sophia Antipolis		
<b>Website</b>	<a href="http://riit.ksu.ks.ua/index.php?q=en/node/215">http://riit.ksu.ks.ua/index.php?q=en/node/215</a>		
<b>Password / login if necessary for website</b>			
<i>Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/ copyright issues are to be dealt with (limit 1000 characters).</i>			
Implementation of training based on ECDL (European Certificate of Computer User) standards in local state administrations of Kherson region.			

<b>Reference number</b>	544343 -TEMPUS-1-2013-1-LT- TEMPUS-SMHES		
<b>Project dates</b> <i>(year started and completed)</i>	2013-2016	<b>Programme or initiative</b>	<b>Programme</b>
<b>Title of the project</b>	Education for Leadership, Intelligence and Talent Encouraging (ELITE)		
<b>Coordinating organisation</b>	Kaunas University of Technology, Lithuania		
<b>Website</b>	<a href="http://www.elite-project.eu/">http://www.elite-project.eu/</a>		
<b>Password / login if necessary for website</b>			
<i>Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/copyright issues are to be dealt with (limit 1000 characters).</i>			
<p>The project aim is to strengthen role of Ukrainian HEIs in implementation of Public Policy on Human Resources Development (HRD) as engines for society progress through realization of services for leadership and organizational development (L&amp;OD). The main project objectives are to develop conceptual and informational background to strengthen universities' role in implementation of Public HRD Policy as engines for society progress through realization of services for L&amp;OD, to create infrastructure (staff, capacities, equipment, software, informational resources) for effective realization by universities services for L&amp;OD, to develop methodological and learning environment (content, methods, tools) for effective realization by universities services for L&amp;OD in 3 pilot spheres (education (ED), public service (PS), entrepreneurship (EN)), to realize measures on political, legal, organizational and public support of universities' role in implementation of public HRD policy as engines for society progress through realization of services for L&amp;OD.</p>			

<b>Reference number</b>	544202-TEMPUS -1-2013-1-AT-TEMPUS-JPHES		
<b>Project dates</b> <i>(year started and completed)</i>	2013-2016	<b>Programme or initiative</b>	<b>Programme</b>
<b>Title of the project</b>	Berufliche und unternehmerische Selbständigkeit durch Entrepreneurship-Erziehung und Gründungsberatung (BUSEEG)		
<b>Coordinating organisation</b>	Vienna University of Economics and Business, Austria		
<b>Website</b>	<a href="http://www.elite-project.eu/">http://www.elite-project.eu/</a>		
<b>Password / login if necessary for website</b>			
<i>Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/copyright issues are to be dealt with (limit 1000 characters).</i>			

The project main idea is development and implementation of lifelong learning concept for sustainable promotion of vocational and entrepreneurial initiative in Russia and Ukraine through entrepreneurship education and start-up advice on university and vocational school level in cooperation with the teacher training centers, regional chambers of commerce and education ministries.

<b>Reference number</b>	517138-TEMPUS-1-2011-1-CZ-TEMPUS-JPCR		
<b>Project dates</b> <i>(year started and completed)</i>	2011-2014	<b>Programme or initiative</b>	<b>Programme</b>
<b>Title of the project</b>	EU-PC Double Degree Master Program in Automation / Mechatronics (MPAM)		
<b>Coordinating organisation</b>	Technical University of Liberec, Czech Republic		
<b>Website</b>	<a href="http://mpam-tempus.eu">http://mpam-tempus.eu</a>		
<b>Password / login if necessary for website</b>			
<i>Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/copyright issues are to be dealt with (limit 1000 characters).</i>			
<p>The project is in line with the principles of the Bologna process which aims at creating an European Area for Higher Education through a common new degree system, a European dimension to quality assurance and the recognition of degrees and study periods abroad. Project wider objective is to harmonize the Russian and Ukrainian engineering education with the EU one and provide mutual degree recognition through development and introduction the Double Degree Master Program in Automation/Mechatronics. Project specific objective is to harmonize the RU and UA Master Programs in direction "Automation" with the EU Master Programs in Mechatronics and provide students of four Russian and four Ukrainian Universities with the opportunity to study the Joint EU-PC Master Program in Automation/Mechatronics both in the Russian/Ukrainian and EU Universities since September 2013 and to obtain Double Master Degree: the Russian/Ukrainian Master degree in Automation and Master Degree of one of the EU States participated in the project, for example of the Czech Republic, in Mechatronics.</p>			

<b>Reference number</b>	FP7-ICT-2013-11- 619347		
<b>Project dates</b> <i>(year started and completed)</i>	2014 -2017	<b>Programme or initiative</b>	<b>Programme</b>
<b>Title of the project</b>	ENHANCED GOVERNMENT LEARNING - EAGLE; Project reference:, Small-scale collaborative project (STREP)		
<b>Coordinating organisation</b>	Dublin City University , Ireland		
<b>Website</b>	<a href="http://www.eagle-fp7.eu/">http://www.eagle-fp7.eu/</a>		
<b>Password / login if necessary for website</b>			
<i>Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/copyright issues are to be dealt with (limit 1000 characters).</i>			
<p>Public administrations (PA) need to cope with various challenges: new regulations, an aging workforce and the need for adopting their ICT. Technology-enhanced learning (TEL) represents thus a sensible option notably for rural local governments (RLG) that need to keep up with such changing environments, but do have limited access to training courses. EAGLE's main objective is to equip employees in RLG with a holistic training solution based on Open Educational Resources (OER) and Open Source (OS) tools, supporting learning of critical transversal skills such as ICT literacy and professional management of change situations. EAGLE outcomes include an innovative change management model for a learning- enhanced work process, a proficiency-based cross-device OER curriculum, and contextualization tools for multilingual collaboration. These integrate in the novel EAGLE OER Open Learning platform that includes a new OER ontology for public administration and combines open data and learning platforms feeding</p>			

into user services, argumentation technology tool and semantic search. Our solution will thus support OS business models for the benefit of technology and e-learning providers. It will be built on existing OS tools and frameworks, IEEE OER standards and the CKAN open data standards.

Reference number	544482-TEMPUS-1-2013-1-IT-TEMPUS-JPHES		
Project dates (year started and completed)	2013 -2016	Programme or initiative	Programme
Title of the project	BLENDING ACADEMIC AND ENTREPRENEURIAL KNOWLEDGE IN TECHNOLOGY ENHANCED LEARNING - BAEKTEL		
Coordinating organisation	University Basilicata, Italy		
Website	<a href="http://www.baektel.eu/">http://www.baektel.eu/</a>		
Password / login if necessary for website			
<i>Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/copyright issues are to be dealt with (limit 1000 characters).</i>			
<p>The wider objective of this project is to foster partnerships between higher education (HE) institutions and enterprises by blending academic and entrepreneurial knowledge within BAEKTEL, an OER (Open Educational Resources) network, where course materials by HE institutions and best practice examples by enterprise experts will be published in different languages, ultimately promoting the concepts of lifelong learning and virtual mobility.</p>			

Reference number	TEMPUS SM 511126-2010		
Project dates (year started and completed)	2010 -2013	Programme or initiative	Programme
Title of the project	Enhancing the quality of distance learning at Western Balkan higher education institutions - DL@WEB;		
Coordinating organisation	University of Kragujevac , Serbia		
Website	<a href="http://www.dlweb.kg.ac.rs/">http://www.dlweb.kg.ac.rs/</a>		
Password / login if necessary for website			
<i>Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/copyright issues are to be dealt with (limit 1000 characters).</i>			
<p>The DL@WEB project has been designed to improve the quality and relevance of distance education (DL) at Western Balkan higher education institutions and to enable easier inclusion of partner country institutions into European Higher Education Area. The main project objective is to improve, develop and implement accreditation standards, guidelines and procedures for quality assurance of DL study programs at national system levels in WB countries. Those standards will assimilate the quality of DL courses offered by higher education institutions in WB countries. Developed standards would be incorporated into existing legal and sublegal acts at the national levels and also at the HE institutional levels, in University regulatory documents.</p>			

Reference number	2°ord./0023/0		
Project dates (year started and completed)	2012 - 2015	Programme or initiative	IPA Adriatico
Title of the project	NEXT: A collaborative platform to support the transfer of research and technology; Project code: 2°ord./0023/0		

Coordinating organisation

Marche Regional Authority - Innovation, Research and  
Competitiveness of productive sectors Unit, ITALY

Website

[http:// www.proiect-next.eu/en/](http://www.proiect-next.eu/en/)

Password / login if necessary for website

Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/copyright issues are to be dealt with (limit 1000 characters).

NEXT intends to create a collaborative platform to support innovation and technology transfer in the Countries of the Adriatic area. The project is promoted by 11 partners from six Countries: Italy, Croatia, Albania, Bosnia and Herzegovina, Serbia and Montenegro and the representatives of different interests and positions of the actors of innovation: Universities, Regional Development Agencies, Chamber of Economy and Local Authorities.

Unlike other similar initiatives, the distinctive and effective innovation that distinguishes NEXT is an original mix of virtual services (online platform for information sharing, access to common services, etc.) and material services/products provided directly to partners, SMEs, research and technology transfer centers, institutions. The services/products offered by the NEXT project - the following are the main ones take into account these considerations. The NEXT project arises from the considerations on the role of innovation, transnational networks and cooperation as levers of national economic development and, more generally, of the increase in competitive capacity of enterprises through better connections with the innovation circuits.

Reference number	551984-EM-1-2014-1-ES-ERA MUNDUS-EMA21		
Project dates (year started and completed)	2014 - 2018	Programme or initiative	Erasmus Mundus Program
Title of the project	GREEN TECH WB: Steps of integration: Mutual visits of European and WB universities for the purpose of promoting entrepreneurship and ICT based education (with University of Vigo, Spain);		
Coordinating organisation	University of Vigo, Spain		
Website	<a href="http://green-tech-wb.uvigo.es/">http://green-tech-wb.uvigo.es/</a>		
Password / login if necessary for website			
Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/copyright issues are to be dealt with (limit 1000 characters).			
Green-Tech-WB is and Erasmus Mundus action focused on partner countries in lot number 2: Albania, Bosnia & Herzegovina, Kosovo, Montenegro & Serbia. GREEN-TECH-WB mobility includes 153 grants (28 for Europeans and 125 for WB) around the triangle: cooperation in higher education, research and innovation and under the umbrella of the thematic field of green technologies. GREEN-TECH-WB promotes European HEIs as centres of excellence in learning and research around green technologies and drives this excellence to Western Balkan countries in order to contribute to their better governance and social cohesion, as well as to further connect the region to the global economy.			

Reference number			
Project dates (year started and completed)	From 2005	Programme or initiative	Programme
Title of the project	Ukrainian-French Master Double Diploma Program MBA "Business Informatics" with University Lyon 2		

Coordinating organisation	KhNUE, Lyon 2
Website	http://french.hneu.net
Password / login if necessary for website	
<p><i>Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership/copyright issues are to be dealt with (limit 1000 characters).</i></p> <p>This Double Diploma Master Programme is in the TOP 10 Master Programmes in Business Intelligence in France. Over the period of 10 years, 148 graduates have obtained Master Degree diplomas of two universities. The main objective of the programme is to train managers capable of business problem solving and business management with the help of information technologies. Graduates' activity presupposes decision making, corporate system management, business activity organization and optimization. On-site enterprise training and project carried out under the supervision of professors are the essentials of the programme.</p>	

*Please copy and paste tables as necessary.*

## **E.2. Rationale for the setting-up of the consortium**

*Please explain why the selected partners are best suited to participate in this European project. Describe innovative and or complementary skills, expertise and competences within the consortium directly relating to the planned project activities. If associated partners are involved, please explain their role in the project and the added value to the consortium (limit 3000 characters).*

The partnership includes EU universities with internationally recognized expertise in the field of IS and creation of high quality educational services, experience in running joint degree programs, and high degree of integration into international scholarly networks and collaboration with business.

The project applicant ULL2 carries a vision of the evolution of the global market in information technologies and of the associated educational needs; has a skills in Masters Double Diploma with P10 development & coordinate.

Others EU Partners have longtime cooperation in ERCIS network. P2 has an extensive network of international exchange programs, strong cooperation with the Italian Chapter of AIS in applied research in IS.

P2, P3, P4, P6, P7 combining excellence in didactic offer, a strong tie with the industry and research experience, will contribute to the development of the MSc, e-learning components & MOOCs creating.

P3 is a head of ERCIS provide contacts to industry partners; contribute to the curriculum development.

P3,P5 will continuously disseminate project results in conferences, workshops & scientific journals.

P4 has an experience in EU Projects, ran first cycle study program in IS. KTU will work on curricula adapting to the Bologna requirements, courses & e-components,

P4, P5 will organise training PC academic staff and trainers, supporting web-portal.

P5 will meet with national and regional companies to identify competencies and employment needs.

P6, P7 offers study Programs in IS, contributes to IS research, will contribute to innovative approaches to learning.

P6 aims at contributing to curricula development, learning and assessment, including internationally targeted on-line courses.

PC partners were chosen for their capacity to create a master's degree & geographical location in all regions to increase cohesion and interaction inside the network. P17 & P18 are small universities committed to achieve international visibility. The local education teams (P10-P15) specialised in IS, have experience in EU projects, curricula development, e-learning. Their interests to develop multidisciplinary MPIS & to increase competitiveness are central to the project success

PC Partners have links with local IT business (P20-P25). Great networking of P19, P25, P26, P30 will work on the project's ideas & results dissemination. Also contributes to the EU-PC relationship and cooperation for the project sustainability.

Ministries of Education (P24 & P16) will contribute to analysis of learning approaches and provide useful

support for sustainability & dissemination of project results.

The EU & PC non-university partners will bring to the consortium the taste of the world of practice and enhance the networking capacity.

The strength of the MASTIS resides in the quality of the development team, consisting in EU academic staff with long experience in IS education, together with faculty members of PC universities many of them with studies abroad and solid practice in IS education. This team will be supported by ERCIS academic & industrial network, business associations, companies, local authorities as an associated partner. Furthermore, quality in delivery will be enhanced by common efforts of multinational and interdisciplinary teams. The European dimension in the cooperation in education in IS implies not only a guaranty of a common level of knowledge & skills for the graduates, but also assures a high quality level of teaching and the sustainability in education.

### **E.3. European added value**

*Please describe the benefits of and need for European cooperation. Please describe also why the results cannot be achieved through national, regional or local funding (limit 1000 characters).*

European added-value of the project is training specialists in the field of information systems that will be in demand in the global labour market. That is provided by:

(1) The development of curriculum in the area of information systems will be based on common requirements for both PC and EU in accordance with the Bologna process principles and new developments in the field of information technology. This will provide the possibility of obtaining double Master diplomas and students mobility.

(2) Updating courses and learning materials and using educational methods, techniques and formats (as in EU) on the basis of the competence-oriented approach will facilitate the acceptance of education abroad.

The universities and institutions participating in the MASTIS project will have the chance to establish long life contacts and will have the possibility to initiate different forms of European cooperation in the area of teaching information systems. Creation a Double Diploma between universities of the network. The project will allow enhance European educational and scientific space by involving there business representatives, teaching staff, master and PhD students from Ukraine and Montenegro.

Similar results cannot be achieved within the framework of national, regional or local funding due to the lack of curriculum development financing.

### **E.4. Innovative character**

*Indicate what the project is offering that is new and what are the main innovating elements (limit 2000 characters).*

Innovativeness of the project lies in DP & curriculum development, which is based on the stakeholders' key competencies identification (business representatives, IT-associations, graduates, students, student and scientific communities, professors of the EU and PC HEIs, Ukrainian National Agency for Quality Assurance in Higher Education). This gives a better understanding of the content, new methods and approaches to teaching in the field of information systems & allow to increase specialists' competitiveness and employability on the European (as well as Ukrainian & Montenegro) labour market. Master of Science in IS study programme will completely teach in English.

MASTIS methodology is based on innovative education technologies that provide 1) Degree Profile & curriculum based on IS competence profile & learning outcome; 2) students' professional-social development within training process; 3) involving students into professional environment by organizing multidisciplinary project teamwork using e-learning tools. Methodology is developing by PC team using best EU universities practices & advances in target field.

Another innovating element of the project is strengthen of Business-to-Universities (B2U) contacts - involvement of enterprises in the educational process at all stages: real business case studies at the teoretical teaching stage (trainings, master-classes, etc.), real internship for students in the companies and research practice (at research departments, organisations and universities), involvement of business

representatives in Master diploma topics selection, consultation, participation in jury on the defense of Master theses). Developed in collaboration with EU & PC partners e-learning components, MOOCs will be available for all stakeholders. Innovativeness consists in DP & curriculum revision mechanism based on the interaction with the IT- business representatives, graduates, students and other stakeholders, which enables to increase learning outcomes and curriculum flexibility and adoptability in the fluid IT industry & education sphere. The materials developed for Information Systems Master Programme can also be used as a platform for training / retraining, PhD, LLL.

## **PART F - Quality of the project design and implementation**

### **F.1. Aims and objectives**

*Please define the concrete aims and objectives of the project and describe the ways in which the situation set out under the previous section (Part E) will be changed (limit 3000 characters).*

The main aim of the project is to improve Master Programme in Information Systems according to the needs of the modern society; to bring the universities closer to changes in global labour market and world education sphere; to enable them to stay responsive to employers' needs; to give students an idea of various job profiles in the IS domain; to ensure employability throughout graduates' professional and soft skills.

Specific objectives of the project:

- (1) Improvement of Master Programme in IS according to the needs of the global labour market.
- (2) Revision the current Degree Profile & curricula in IS. DP & Curricula revision will be implemented in accordance with the Bologna recommendations for what concerns aspects such as the length, the allocation of transferable credits, the learning outcomes and the compatibility with the National qualification framework (NQF).
- (3) Development, implementation and accreditation of new competence- and experience-oriented curricula including ECTS based on Tuning methodology. Preparation of accreditation applications and accreditation by the relevant Ministries.
- (4) Development of innovative academic environment for IS Programme as a platform for training/retraining, PhD, LLL.
- (5) Provision/modernisation of labs infrastructure for IS.

So, problems addressed by the project:

1. Great differentiation in the themes, approaches, methods and tools of teaching IS & IT at PC HEIs. Therefore, it is necessary to develop unified basic core of IS & IT courses, to adapt and implement new teaching approaches and materials in order to standardize teaching process and provide the possibility of further certification for PC HEIs students.
2. The high rate of IT industry development as well as permanent change of requirements of business to IS graduates. Consequently, it is necessary to develop and regular modernize MASTIS curriculum based on the identified competencies and business requirements. Must be used a single space of services, tools, software for constructing the flexible courses and for reducing the cost of purchasing, maintenance and operation of hard & software for universities due to the use cloud services.
3. Lack of business involvement in the creation and adaptation of training courses at the PC universities. It is necessary to create an effective network of business partners and universities, as well as to develop a mechanism for their participation in the DP & curriculum revision & updating, educational content & case-studies development, internship & job search supporting.
4. Lack of experience in sharing best IS & IT teaching methods & materials between universities. In order to ensure this exchange must be created PC & EU HEIs network as a common web-platform for e-courses, videos, webinars. MASTIS will enable the PC & EU Universities to modernise education in the field of IS based on the student-oriented principals, strong university-enterprise cooperation and modern approaches to the education. It will give the PC Universities an opportunity to prepare competitive specialists for Ukrainian and Montenegrin labour market.

### **F.2. Project activities and Methodology**

*Please define the activities proposed and the working methodology (project activities/developments including educational and training content and pedagogical approach) to be used for achieving the objectives, including major milestones, measurable indicators, etc. (limit 6000 characters).*

Prominence of knowledge in the current global economy requires it to be able to exploit an outstanding educational system. Present-day challenges for the economic system demonstrate that there is more than ever a great need to develop & implement flexible modular MSc and further education programs in

technology. MASTIS will support PC HE transformation according to Tuning methodology and contribute to its modernization. The project mission is to give knowledge through teaching in a practice-oriented student-friendly multidisciplinary educational environment. Ministries of Education of Ukraine & Montenegro will provide the assistance in implementation of MPIS. This will make it easier to create & approve new IS MSc programme and to upgrade courses for PhD & LLL programmers.

Educational and training content.

Proposed MPIS is 2-year (120 ECTS) programme developed according to the competencies approach in the frames of Bologna process & Tuning methodology that will be adapted to particular PC HEIs conditions. The main feature of this methodology is that MSc programme will be based on academic & professional Degree Profiles (DP), competences, learning outcomes and time-based ECTS credits.

Learning outcomes defined in terms of generic and professional competences will be the key elements of MPIS DP & curriculum creation. According to student-oriented approach the necessity to measure student workload will be considered as well. We will be driven by Tuning methodology top generic competences: ability for abstract thinking; analysis & synthesis; ability to apply knowledge in practical situations; subject area knowledge & understanding, understanding of the profession; ability to identify, pose & solve problems.

In order to modernize MPIS, professional competences will be developed on the basis on European framework for ICT Professionals, Skills Framework for the Information Age, EU&PC National qualification frameworks, qualifications framework for the European Higher Education Area (QF- EHEA) and the European Qualifications Framework for Lifelong Learning (EQF - LLL).

The following modules are planned in the framework of education modularization:

- 1) Business Process Management (Process Analysis, Process Implementation, Process Management) - 30 ECTS,
- 2) Data Science (Business Intelligence, Big Data, Business Analytics) - 30 ECTS,
- 3) Elective professional courses proposed by University according to current national, regional labor market needs - 30 ECTS. Elective courses developed by each partner will be open at distance for the students of the network. The assessment will be done by partner university proposing the course. These elective courses will be included in the Master Degree accreditation,
- 4) Internship & MSc thesis - 30 ECTS. Students select a topic, perform an independent research under the supervisor guidance. The thesis should integrate research findings in several disciplines and clearly demonstrate student's ability to identify the problem and offer well-grounded solutions.

The developed MSc programme will include a detailed information package, curriculum, list of courses & teaching materials on relevant topics. Case studies, graphs and other materials will be catalogued, stored on-line and made available for teaching purposes. Professional training labs equipped by specific hard- & software will be established at each PC HEI for students training, educational projects teamwork and self- study.

To support the MSc programme development & introduction, EU partners will arrange training sessions in EU on curriculum design & university management including quality assurance, promotion, communication tools, work with alumni & employers and international academic cooperation.

Teaching materials, exercises, case studies and knowledge assessment will be developed for each course. Each module includes description of course aims; glossary; lists of used & recommended literatures- introduction & summary; hyperlinks; questions & tasks for self-control; answer keys; soft competences training, case studies from real business. Full circle is crowned by multidisciplinary project teamwork. The list of the courses, credits, content will be developed by academic partners in collaboration with IT business representatives. Course materials with presentations, lectures, e- & video components, self- control are expected to be indicators of progress.

Courses can be flexibly used for MSc, PhD & LLL in the context of concrete needs.

All teaching components will be translated in English.

20 MSc, PhD, LLL students trained at 8 PC & documents certifying their competence gained within project pilot phase can be considered as indicators of progress.

International meetings & workshops will be organized for MASTIS results discussion & dissemination and focus on postgraduate students, teachers, researchers, professionals, Ministry of Education representatives.

The described approach will help to establish LLL environment, e.g. vocational training, distance learning,

e-learning, and to set up co-operation with relevant organizations in the field of IS.

Pedagogical approach.

MASTIS training methodology will be student centred and based on the newest EU & PC standards of Higher education and multidisciplinary project teamwork supported by e-learning tools. Training process will be orientated to students' self-development.

Education style of MPIS will include learning & teaching approaches and assessment methods.

Teaching strategies and methods will include modern approaches like: teacher guided, self-directed study, problem based learning, task based learning, research based learning, learning through laboratory practice, reflective learning, work placements, group work, individual study and autonomous learning.

Training are combining lectures, practical exercises or experiments, case works, simulations, modelling field trips, project work, professional or research internship, Master thesis.

The assessment criteria will be defined for the MPIS and its units and will include: oral and written examinations, practice, critical incident analyses, case studies, essays, presentations, reports, continuing assessments, examinations and project work, portfolio and self- or peer reflection.

It is expected to involve students into practical activity on the bases of partnership with EU & PC enterprises; organizing series of International video conferences with participation of EU professors & professionals; developing bases for sustainable exchange program for PhD students by organizing thematic research groups that can integrate into European Research Area.

### **F.3. Budget and cost effectiveness**

*Please describe the strategy adopted to ensure that the proposed results and objectives will be achieved in the most economical way and on time. Explain the principals of budget allocation amongst partners. Indicate the arrangements adopted for financial management and what co-financing modalities are planned (limit 3000 characters).*

To ensure economic efficiency, the project relies on clear allocation of responsibilities among partners according to their competencies, and on avoidance of redundant participation except in knowledge sharing activities (surveys, program definition, workshops).

Project budget formed on the principles of minimization of cost and resources used, and on balanced distribution of funds between EU and PC:

(1) Working hours for curricula & courses preparation and pilot training were calculated based on the ECTS provisions. In WP3 the time needed for this activity is the minimum term for the new MSc courses development and training.

(2) Using Office 365 Education (E3), sharing e-components, webinars, workshops will be saving the costs at 8 PC universities.

(3) Teamwork in on-line mode will allow saving costs for WP coordinators meetings.

(4) Labor-intensive works will be executed by partners, having minimal staff rates to ensure equal budget allocation amongst partners.

(5) A list of necessary equipment and software have been discussed and agreed with PC universities, and will be purchased partially in the frames of co-financing.

(6) The number of mobilities are kept to the necessary minimum. Travel costs will be reduced by combining trips to visit academic & industry partners from the same city and combining trips needed for different activities. Travel costs allocation reflects the nature of activities performed by partners; distances and Erasmus+recommended daily rates were considered for travel costs calculations.

(7) Training materials publishing costs were minimized by use of e-resources.

(8) Special software will be used to develop and get evaluation data, and to provide self-evaluation.

(9) Multipurpose events with combined activities will be organized.

(10) Equipment requests have been discussed with PC university partners to ensure that only the equipment essential for the project implementation is applied.

(11) Regular financial control and reporting will assure that the project follows the allocated budget. Any deviation will be reported in time and appropriate measures will be taken.

(12) The work package leader (supervisor) will directly report about the current financial situation to the coordination team. The program coordinator is responsible for financial control of every partner.

Overall management will be provided by University Lyon2. The coordinator, Prof. Jean-Hugues CHAUCHAT, is highly experienced in managing international projects, for example, Ukrainian-French Master and Tempus project SUCSID - "Inter-university Start-up centers for students' innovations development & promotion". Team of Lyon2 will ensure the highest quality administrative and financial management and will serve as an interface between the EC and consortium members.

For financial management efficiency enhancement external financial experts will be hired.

#### **F.4. Quality control and Monitoring**

*Please explain what mechanisms have been put in place for ensuring the quality of the project and how the evaluation will be carried out. Please define the specific quality measures established, as well as the benchmarks and indicators foreseen to verify the outcome of the action. Make sure that the information in this section is consistent with the project Logical Framework Matrix (limit 3000 characters).*

Monitoring of a project is a process of regular information gathering on its implementation process to ensure the highest quality standards.

Control and monitoring of the project quality should be carried out by the project coordinator, a group of internal experts (contact persons from the partner universities), a group of external experts (IT-business and National Methodical Commission's representatives), as well as academic staff and students.

For regular evaluation, it is planned to select the team of project evaluators.

The external evaluation should be carried out once a year.

The internal evaluation should be carried out twice a year.

Every 6 months the team of project evaluators including the project coordinator and one expert from each member of the consortium will meet to discuss the results of the project.

To ensure efficient project evaluators' team work, the responsibilities will be allocated among them for project quality monitoring. The team of project evaluators should develop a methodology for project results evaluation as well as the project progress monitoring.

For the quality assessment of the project, criteria of the curriculum quality, criteria of graduates knowledge quality, indicators of demand for graduates in the labour market should be developed.

For the quality assessment of the project implementation, criteria and assessment tools of measures implemented under the project and questionnaires for the project participants and external independent experts should be developed.

In addition, the program should include the schedule for monitoring project quality and the allocation of responsibilities between external and internal experts for conducting project assessment.

For supporting evaluation process professional tests & questionnaires is planned to be designed. The evaluation process should be aimed for defining level of:

- (1) individual cognitive & personal development;
- (2) evaluating level of training material & training sessions.

The results are planned to be presented in the format of histograms, comparative tables, profiles of the training materials, training sessions and personal development in the context of training aims.

According to the results of the project, quality assessment will be carried out writing reports generalizing results for providing quality assurance in IS education and publishing evaluation digest.

Quality Assurance establishes clear roles and responsibilities to be shared by all partners to ensure the quality of activities, methodologies, risk management, communications/relationships, regular reporting, and results obtained.

### **G.1. Expected impact of the project**

*Please explain who will use these project outputs / products / results and how the consortium will reach them. Describe how the target groups (including participating institutions, stakeholders) will be reached and involved during the life of the project and how the project will benefit the target group at local, regional, national and or European level. Please structure your description according to the different levels of impact and stakeholders (limit 3000 characters).*

The project results are aimed at the following main target groups: PC universities teaching staff, Master and PhD students, LLL trainees, PC & EU HEIs in general, business representatives, alumni, associated partners.

During the project lifetime, target groups will be involved in the project through the set of dissemination activities such as:

- experience-sharing roundtable discussions, personal contacts, institutions periodicals & websites, promotion materials are mostly aimed at the staff and students of the institution participating in the project;
- international e-workshops, webinars, seminars & video conferences for students & teachers will be used mostly in order to inform HEIs institutions not participating in the project;
- national and regional media, non-partner institutions periodicals, social media are proposed for disseminating information to business representatives, LLL trainees and the wider society.

Project website as well as web-portal for stakeholders network are expected to be effective dissemination tools for all target groups.

The expected impact of the project can be divided into four levels.

At the LOCAL LEVEL project will let PC HEIs to become more flexible, decentralised and independent and to improve the teaching environment. Students will benefit from the project implementation because of the changes in teaching practices and possibility to obtain high-quality and relevant knowledge.

PC HEIs teachers will get an access to the high-quality teaching materials and will have an opportunity to improve their teaching skills.

The next impact at local level will affect employers. This impact connect with possibility to obtain prospective employees with a set of knowledge and skills focused on business needs, to save resources for retraining newly hired staff, to select the best students according to internship results.

The main expected project impact at the REGIONAL LEVEL is an enhancement of university-enterprise cooperation. Business representatives as well as academic staff will benefit from this cooperation because business will get an ability to affect directly the quality of IT professionals and teachers will have an opportunity to actualize teaching materials and their own skills based on professional relationships with industry.

In both partner countries (at the NATIONAL LEVEL) the project will strengthen existing collaborations between business (IT industry employers and non-IT industry representatives where IT-specialists are needed) and universities. Both PC HEIs in general and business representatives will benefit from it because in global sense it will affect the development of national IT industry due to saturation of the labour market with quality IT professionals.

The next impact at national level will be achieved through standardization of education programs in the field of IS. Curriculum standardization will benefit not only PC HEIs in general and their teachers (which will get an opportunity to share teaching experience and disseminate the best practices), but also students (by increase their academic mobility). Besides, curriculum standardization and new teaching methods & technique implementation will increase the level of graduates' employability and will affect, in turn, development of PC IT industry.

At the EUROPEAN LEVEL the impact of the project will take the form of university-enterprise networking inside the partner countries and in Europe in general.

University-enterprise cooperation at the EU level will be enhanced by involving the ERCIS members (European Research Center for IS - is an international network of scientists, conducting cooperative research in the field of IS).

The project will allow enhance European educational and scientific space by involving there business representatives, teaching staff, master and PhD students from Ukraine and Montenegro.

*Please describe how the target groups (including participating institutions, stakeholders) will be reached after the project is finished (limit 3000 characters).*

The following activities will be sustained after the end of the project and will enable to reach target groups:

(1) Project activities (networking, curricula modernization, teaching materials updating) will continue with the involvement of at least one expert from each PC HEI. Project partners agree to provide the necessary human resources.

(2) Given the strong relevance of the MASTIS agenda to the everyday work of the PC HEIs, HEIs and key stakeholders will continue their collaboration via the web-portal in the form of loose multinational networks. PC HEIs agree to organize one event per year in each PC in order to sustain and develop this collaboration. Such event may be funded through fees for participants outside the consortium. It can also be organized as a MASTIS session in the framework of another event focused on related topics. The latter option would minimize travel expenses and other expenses for the organization and logistics of this sustainability event. Such events can be expected to have wide target groups involving not just internal and external stakeholders, but also the broader public, the media, persons involved in similar projects and researchers. Therefore, such events will be streamed live on the Internet.

(3) The project website (featuring the key project outputs), web-portal for stakeholder network as well as other web-based communication channels (Facebook and YouTube) will be maintained by the leading organization for at least 5 years beyond the project lifetime. All partner institutions can contribute to regular updates.

(4) After the end of the project, PC HEIs will organize MPIS DP & curriculum revision session once a year and involve HEIs, companies, graduates and students in them. PC HEIs agree to provide the necessary resources.

5) For 5 years after the end of the project the trained methodologists from PC HEIs will organize at least one multiplication training per year for academic staff from universities beyond the MASTIS consortium. PC HEIs agree to provide the necessary resources.

## Overview of short and long term impact indicators

*Please add rows as necessary according to indicators*

Short term impact	Target groups/potential beneficiaries	Quantitative indicators	Qualitative indicators
The ability to affect directly the quality of IT professionals	Business representatives.	Number of business representatives involved into teaching process and curricula analysing & modernizing	
Provision of professional relationships between academic staff and business representatives	Teaching staff. Business representatives.	Number of academic staff involved into professional relationships with business	
Improvement of the teaching environment	PC HEIs.		Equipment purchased & IT labs created in PC HEIs
Possibility for PC HEIs to become	PC HEIs.		Approaches of flexible and fast curriculum and

more flexible, decentralised and independent			teaching materials updating provided in PC HEIs
Improvement of the PC HEIs academic staff teaching skills	Teaching staff.	12 trainers from each PC HEI were trained and got certificates	
Provision of teachers with high- quality teaching materials for courses within the MPIS curriculum	Teaching staff.		Teacher handbooks & knowledge assessment system developed
Great choice of places for Master internships	Master students.	Number of companies interested in providing students with places for Master internships	Improved quality of Master thesis and internship reports
Obtaining high- quality and relevant knowledge in the field of information systems; provision of students with quality teaching materials	Master students. PhD students. LLL trainees.		Web portal with teaching materials & e-learning components launched; information package for each course published
Possibility for employers to obtain prospective employees with a set of knowledge and skills focused on business needs, to save resources for retraining newly hired staff, to select the best students according to internship results	Business representatives.		Improved level of graduates' practical knowledge and skills
Changes to teaching practices	Teaching staff. Master students. PhD students. LLL trainees.		Modernized knowledge assessment system, new teaching methods & techniques, e-learning components are used by PC HEIs academic staff.

Long term impact	Target groups/potential beneficiaries	Quantitative indicators	Qualitative indicators
Enhancement of university- enterprise cooperation in the partner countries and in Europe in general	PC HEIs. Teaching staff. Business representatives (IT industry employers and non-IT industry representatives where	Number of participants involved in networking	

	IT-specialists are needed)		
Integration into the European educational and scientific space	Teaching staff. Master students. PhD students.	Number of PC HEIs teachers & students involved into European educational network & scientific research	
Standardization of education programs for Masters, PhD, LLL in the field of information systems	PC HEIs. Teaching staff. Master students.		Increase of teaching staff and Master students' academic mobility
Opportunity to share teaching experience and disseminate the best practices	PC HEIs. Teaching staff.	Number of dissemination events & publications; number of teaching materials on the web portal	
Improvement of the graduates' employability	Master students. LLL trainees.	Number of graduates who work in their specialty	
Improved level of PhD students' IT- skills will contribute to the development of the next generation of teaching staff	PC HEIs. PhD students.	Number of PhD students who were trained and got certificates	
Development of national IT industry due to saturation of the labour market with quality IT professionals	Business representatives.	Percentage of MPIS graduates who work in their specialty	

## G.2. Dissemination and exploitation strategy

*Please explain how the dissemination will be organised and how exploitation activities will ensure optimal use of the results within the project's lifetime and after. Explain the roles, responsibilities and target groups (limit 3000 characters).*

Project results dissemination will aim at the following target groups: university teaching staff, HEIs managers, Master and PHD students, LLL, business representatives (IT industry employers and representatives of non-IT industries, in which IT-specialists are needed), Agency for Quality of Education, national and local governments and the society. Y. Rashkevich (P12) & I. Zolotaryova (P10) as Members of the Ukrainian Higher Education Reform Experts Team will share MASTIS results on all EU & PC meetings dedicated to the reforms in higher education. Project results dissemination will be achieved through the set of activities to enhance the project sustainability.

Project results dissemination program includes:

1) Dissemination strategy for facilitating project experience transfer & implementation in order to increase HE system level in the PC and enhance cooperation between PC HEIs and IT industry employers. Dissemination strategy will facilitate dissemination of project experience on:

- new curriculum & teaching materials for IS Masters training,
- DP & curriculum revision mechanism,
- approaches to IS Masters training, learning and assessment modernization.

Dissemination strategy will be developed during the Kick-off meeting by the project dissemination team

and approved by the Steering Committee.

#### 2) Project dissemination team.

A dissemination team will include one person from each Consortium member and will work under the supervision of the WP6 leader.

The dissemination team will ensure project visibility and networking by results dissemination in each PC and will be in constant touch over the Internet to set tasks and join efforts.

#### 3) Dissemination & sustainability plan.

Dissemination & sustainability plan will be drafted and synchronized with other activities by the dissemination team and approved by the Steering Committee.

4) Dissemination tools, including wide outreach activities during the project through partner and nonpartner institutions periodicals, national and regional media, social media, project website, web-portal for stakeholders network (it will be used for project stakeholders networking and sharing teaching materials); printed information (promotion materials, guidelines, recommendations, reports etc.), international e-workshops, webinars, seminars & conferences for students, teachers, LLL trainees, business representatives, HEIs managers & wider society; electronic media; personal contacts.

5) Effective quality control mechanisms to ensure accuracy, relevancy and representativeness of the disseminated information.

In order to share information and knowledge internally amongst their own staff and students, partners will organize experience sharing roundtable discussions twice a year, use partner institutions periodicals & websites and printed & electronic promotion materials.

The associated partners' great network (P19, P25, P29, P30) will work on the project's ideas & results dissemination. P8 will lead dissemination & exploitation activities. P14 is responsible for project results dissemination in Ukraine, P17 - for dissemination in Montenegro.

### G.3. Sustainability

*Explain how the impact of this project will be sustained beyond its lifetime. Please list the outcomes that you consider sustainable and describe the strategy to ensure their long lasting use beyond the project's life - financially, institutionally and policy level. Also explain how the results will be mainstreamed and multiplied in the sector of activity and in the participating institutions. Describe the strategy foreseen to attract co-funding and other forms of support for the project (limit 2000 characters).*

Project results sustainability are based on activities and outcomes throughout the project lifetime. The following results of the project are considered sustainable: MPIS curriculum; teaching materials; MPIS DP & curriculum revision mechanism; joint Double Diploma Master programme; IT environment in PC HEIs; web portal for stakeholders; network of EU-PC universities & employers.

To ensure project outcome sustainability beyond project life after EU funding, it is planned:

- 1) to work out long-term action plan to ensure project implementation and continuation;
- 2) to implement modernized curriculum, teaching materials for Masters of IS, PhD students and LLL;
- 3) to accredit IS Master programme at the national level;
- 4) to continue curricula and teaching materials updating beyond the project based on the feedback from the employers;
- 5) to achieve MPIS recognition among decision makers of PC HEIs and IT-industry representatives;
- 6) to develop joint Double Diploma Master programme in IS and implement it in PC universities;
- 7) to create IT environment (labs) in PC HEIs for continual use of it in the educational process;
- 8) to launch a web portal, which will be a tool of promotion and continuous updating of the MPIS educational content;
- 9) to adapt the individual modules from MPIS curriculum for training LLL and representatives of IT industry;
- 10) to strengthen business-universities contacts by (a) organizing and developing network of PC & EU universities, IT-industry, local authorities (P25, P26), professional associations (P19, P29); this network will be open for new members during and after the project lifetime; (b) involving experts from IT-industry in dissemination and teaching activities and MPIS DP&curriculum revision; (c) organizing joint university- industry workshops and seminars for potential partners attraction to projects implementation; (d) creating a system of feedback from employers and graduates concerning the ongoing relevance of

curriculum to IT-business needs; (e) expanding the choice of places for the students internship.

MPIS will be implemented and supported financially by PC HEIs at the institutional level and by Education Ministry of PCs (P16, P24) at the policy level.

Synergies with other initiatives related to MASTIS can be achieved through collaboration with:

- other HEIs implementing initiatives or projects focused on curriculum changes or MPIS teaching materials improvement;
  - initiatives launched by public bodies (P25, P26), national governments (P26), student organizations (P23) or businesses and focused on: (a) making higher education more relevant to the needs of the labour market, (b) HEIs graduates' employability Improvement, (c) business-universities cooperation increasing;
- Multiplier effects will be achieved mainly through multiplication trainings (for 5 years after the end of the project the trained methodologists from PC HEIs will organize at least one training per year for universities beyond the MASTIS consort

## LOGICAL FRAMEWORK MATRIX - LFM

<p><b>Wider Objective:1</b></p> <p><i>What is the overall broader objective, to which the project will contribute?</i></p> <ul style="list-style-type: none"> <li>To increase IS MSc employability by acceleration of integration between Universities and business.</li> </ul>	<p><b>Indicators of progress:</b></p> <p><i>What are the key indicators related to the wider objective?</i></p> <ul style="list-style-type: none"> <li>Not less than 90% of MPIS graduates work in IT; increased cooperation between HEIs and business environment.</li> </ul>	<p><b>How indicators will be measured:</b></p> <p><i>What are the sources of information on these indicators?</i></p> <ul style="list-style-type: none"> <li>Job placement statistics.</li> <li>Number of cooperation agreements.</li> </ul>	
<p><b>Specific Project Objectives:</b></p> <p><i>What are the specific objectives, which the project shall achieve?</i></p> <ul style="list-style-type: none"> <li>To modernize MPIS according to the Tuning methodology and needs of global labour market.</li> <li>To develop innovative academic environment for IS MSc, PhD, LLL.</li> </ul>	<p><b>Indicators of progress:</b></p> <p><i>What are the quantitative and qualitative indicators showing whether and to what extent the project's specific objectives are achieved?</i></p> <ul style="list-style-type: none"> <li>MPIS developed and implemented.</li> <li>12 academic staff, 20 MSc, PhD, LLL from each PC HEIs trained.</li> <li>25 organizations involved to network</li> </ul>	<p><b>How indicators will be measured:</b></p> <p><i>What are the sources of information that exist and can be collected? What are the methods required to get this information?</i></p> <ul style="list-style-type: none"> <li>MPIS Degree Profile, curriculum.</li> <li>Number of students &amp; LLL enrolled and graduated from MPIS.</li> <li>Cooperation agreements.</li> </ul>	<p><b>Assumptions &amp; risks:</b></p> <p><i>What are the factors and conditions not under the direct control of the project, which are necessary to achieve these objectives? What risks have to be considered?</i></p> <ul style="list-style-type: none"> <li>Political &amp; economic stability in PCs.</li> <li>Major delays in accessing the funds.</li> <li>Lack of feedback from business.</li> </ul>
<p><b>Outputs (tangible) and Outcomes (intangible):</b></p> <p><i>Please provide the list of concrete DELIVERABLES - outputs/outcomes (grouped in Workpackages), leading to the specific objectives: WP1. Stakeholders requirements to IS MSc; PC academic staff trained in EU; current MPIS curricula analyses. WP2. MPIS Degree Profile (DP); MPIS curriculum; teaching package; DP &amp; Curriculum revision mechanism. WP3. Teachers trained; web portal &amp; labs in PC HEIs; teaching materials; MSc, PhD, LLL trained. WP4. Evaluation program; quality internal reports; quality external reports. WP5. Dissemination &amp; sustainability strategy &amp; plan; dissemination events; B2U network. WP6. Management Board &amp; handbook; management &amp; financial reports.</i></p>	<p><b>Indicators of progress:</b></p> <p><i>What are the indicators to measure whether and to what extent the project achieves the envisaged results and effects?</i></p> <ul style="list-style-type: none"> <li>Requirements to IS MSc; 4 methodologists from each PC HEI trained; PC&amp;EU curricula analyzed.</li> <li>Competences &amp; learning outcomes formed; MPIS curriculum, DP &amp; curriculum revision mechanism, teacher handbooks &amp; knowledge assessment system developed.</li> <li>12 trainers, 20 MSc, PhD, LLL from each PC HEI trained; web portal launched; equipment purchased &amp; labs created in PC HEIs; e-learning components &amp; info package for each course.</li> <li>Evaluation program &amp; results.</li> <li>Number of dissemination events &amp; publications; number of organizations involved into networking.</li> <li>Management web-digests published.</li> </ul>	<p><b>How indicators will be measured:</b></p> <p><i>What are the sources of information on these indicators?</i></p> <ul style="list-style-type: none"> <li>Minutes of meetings; certificates for PC HEIs methodologists; analytical reports.</li> <li>Publication of MPIS Degree Profile, MPIS curriculum, teachers handbook, DP &amp; curriculum revision manual.</li> <li>Certificates for PC HEIs teachers; web portal attendance statistic; invoices for equipment; publication of information package for each course; certificates for PhD, LLL; IS Master Diplomas.</li> <li>Evaluation program &amp; results of project systematic assessment.</li> <li>Dissemination event participation statistics; events' reports; dissemination materials publications; cooperation agreements.</li> <li>Project handbook &amp; progress reports.</li> </ul>	<p><b>Assumptions &amp; risks:</b></p> <p><i>What external factors and conditions must be realised to obtain the expected outcomes and results on schedule?</i></p> <ul style="list-style-type: none"> <li>Risk of legislation changes in the field of PCs education systems.</li> <li>Bureaucratic barriers in PC HEIs.</li> <li>Changing in EU and PC visa policies.</li> <li>Insufficient commitment of PC HEI's administration and low level of HEIs management.</li> <li>Lack of mobility &amp; interest of HEIs academic staff &amp; administration &amp; students.</li> <li>Enterprises &amp; PC HEIs may not be ready to support MPIS financially after the end of the project lifetime.</li> <li>Lack of PC HEIs willingness to share their business environment relations with other HEIs.</li> </ul>

**Activities:**

What are the key activities to be carried out (grouped in Workpackages) and in what sequence in order to produce the expected results?

- WP1. Requirements Analysis
- 1.1. Identify requirements for IS MSc
  - 1.2. Workshops for PC methodologists
  - 1.3. Analyse current MPIS curricula
- WP2. DP & Curriculum development
- 2.1. Update MPIS Degree Profile
  - 2.2. Develop curriculum
  - 2.3. Modernize teaching approaches
  - 2.4. Develop Degree Profile & curriculum revision mechanism
- WP3. MPIS Capacity Building
- 3.1. Train academic staff
  - 3.2. Develop IT infrastructure
  - 3.3. Develop teaching materials
  - 3.4. Pilot teaching MSc, PhD, LLL
- WP4. Quality Assurance
- 4.1. Develop evaluation program
  - 4.2. Monitoring by Internal Experts
  - 4.3. Control by External Experts
- WP5. Dissemination and Exploitation
- 5.1. Create dissemination & sustainability plan
  - 5.2. Organize dissemination events
  - 5.3. Strengthen B2U contacts
- WP6. Project Management
- 6.1. Operational management
  - 6.2. Financial management

**Inputs:**

What inputs are required to implement these activities, e.g. staff time, equipment, mobilities, publications etc. ?

- WP1 Staff: 12d.-P1, 32d.-P2, 22d.-P3, 46d.-P4, 36d.-P5, 22d.-P6, 22d.-P7, 22d.-P8, 12d.-P9, 22d.-P10, 27d.-P11, 22d.-P12, 22d.-P13, 22d.-P14, 22d.-P15, 22d.-P17, 22d.-P18. Mobility: 32 flows (avg 6d. each).
- WP2&3 Staff: 14d.-P1, 14d.-P2, 24d.-P3, 36d.-P4, 34d.-P5, 24d.-P6, 24d.-P7, 24d.-P8, 4d.-P9, 150d.-P10, 170d.-P11, 135d.-P12, 150d.-P13, 135d.-P14, 135d.-P15, 135d.-P17, 135d.-P18. Mobility: 32 flows (avg 6d. each). Equip.: 20 Comps&26 licenses for each.
- WP4 Staff: 14d.-P1, 14d.-P2, 14d.-P3, 28d.-P4, 14d.-P5, 14d.-P6, 14d.-P7, 14d.-P8, 10d.-P9, 18d.-P10, 18d.-P11, 32d.-P12, 18d.-P13, 18d.-P14, 18d.-P15, 18d.-P17, 18d.-P18. Mobility: 78 flows (avg 4d. each).
- WP5 Staff: 4d.-P1, 8d.-P2, 8d.-P3, 12d.-P4, 12d.-P5, 8d.-P6, 8d.-P7, 8d.-P8, 8d.-P9, 28d.-P10, 18d.-P11, 18d.-P12, 18d.-P13, 28d.-P14, 18d.-P15, 28d.-P17, 18d.-P18. Mobility: 16 flows (avg 5d. each).
- WP6 Staff: 400d.-P1, 37d.-P2, 37d.-P3, 48d.-P4, 37d.-P5, 37d.-P6, 37d.-P7, 37d.-P8, 24d.-P9, 120d.-P10, 34d.-P11, 34d.-P12, 34d.-P13, 34d.-P14, 34d.-P15, 34d.-P17, 34d.-P18. Mobility: 44 flows (avg 4d. each).

**Assumptions, risks and pre-****conditions:**

What pre-conditions are required before the project starts? What conditions outside the project's direct control have to be present for the implementation of the planned activities?

- Consortium members & employers are willing to cooperate in training process and develop/ publish/ purchase curriculum & teaching materials.
- Ministries of Education of PCs & HEIs administration are interested, willing and able to support MPIS implementation.
- Availability of human resources in PC HEIs which have corresponding to MPIS knowledge and are flexible to learn new courses and apply new teaching methodologies.
- Students, academic staff, LLL and businesses are willing and able to participate in the project activities and networking.
- Interactive & e-learning approaches are used at PC HEIs.
- PC HEIs' administration & educational authorities are committed to the project goals and interested to create and support contacts with business.
- PC HEIs are ready to provide resources (premises etc.) for IT labs.

WORKPLAN for project year 3

Ref.nr/ Sub-ref nr	Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
	Title														
WP1/1		Identify requirements for IS MSc													
WP1/2		Workshops for PC methodologists													
WP1/3		Analyse current MPIS curricula													
WP2/1		Update MPIS Degree profile													
WP2/2		Develop curriculum													
WP2/3		Modernize teaching approaches													
WP2/4		Develop DP & curriculum revision mechanism	4				1X		1X		1X				
WP3/1		Train academic staff													
WP3/2		Develop IT infrastructure													
WP3/3		Develop teaching materials													
WP3/4		Pilot teaching MSc, PhD, LLL	9	1X		1X									
WP4/1		Develop evaluation program													
WP4/2		Monitoring by Internal Experts	4			1X	1=					1=	1X		
WP4/3		Control by External Experts	2				1X					1X			
WP5/1		Create dissemination & sustainability plan													
WP5/2		Organize dissemination events	4		1X		1X		1X			1X			
WP5/3		Strengthen B2U contacts	12	1X	1X	1X									
WP6/1		Operational management	12	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1X
WP6/2		Financial management	6	1X			1=				1X	1=		1=	1=

## **PART I - Special Mobility Strand**

*Applies ONLY to cooperation projects with partner countries from REGIONS 1, 2 and 3*

Projects may organise mobility activities of students, researchers and staff so far as they support/complement the other activities of the **Capacity Building** project and bring added value in the realisation of the project's objectives. Mobility activities do not constitute the main activities for Capacity Building.

### **I.1. Relevance of mobility activities**

*Please describe what kind of mobility activities are foreseen in the Special Mobility Strand, what are their objectives and expected results. Explain how the mobility activities of students, researchers and staff support/complement the other activities of the Capacity Building and bring added value in the realisation of the project's objectives (limit 3000 characters).*

### **I.2. Identification and selection of the participants**

*Please describe the procedures set up for identification and selection of participants for the mobility activity (limit 1000 characters).*

### **I.3. Preparation and support**

*Please describe the structure for preparation of the participants for the mobility activity, including specific training or course, linguistic preparation etc. Please explain the support provided in terms of accommodation, insurances, etc. Please explain the quality measures set up in the sending and receiving organisations for monitoring the mobility activity and measures to be taken if the results foreseen are not met (limit 2000 characters).*

### **I.4. Involvement of people with fewer opportunities**

*Does your project involve people with fewer opportunities?  YES  NO*

*IF YES, how many participants coming from which countries and organisations would fall under this category? Specify the type of situation of fewer opportunities these participants are facing (limit 2000 characters).*

*Please explain the nature of the support required and how it will be addressed, so that these persons can fully engage in the foreseen activities (limit 1000 characters).*

### **I.5. Recognition and validation of learning outcomes**

*Please explain how the project intends to recognise and validate the teaching and/or learning outcomes of the participants (limit 1000 characters).*

## CHECK LIST

Please make sure that you fully completed each part of this application form, as follows:

- PART D - Quality of the project team and the cooperation arrangements
- PART E - Project characteristics and relevance
- PART F - Quality of the project design and implementation
- PART G - Impact, dissemination and exploitation, sustainability
- Logical Framework Matrix
- Workplan
- PART H - Work packages
- PART I - Special Mobility Strand (where applicable)
- PART J - Other EU Grants

# **ANNEX II**

## **General Conditions**



**ANNEX II**  
**GENERAL CONDITIONS**

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## **PART A – LEGAL AND ADMINISTRATIVE PROVISIONS**

### **ARTICLE II.1 – GENERAL OBLIGATIONS AND ROLES OF THE BENEFICIARIES**

#### **II.1.1 General obligations and role of the beneficiaries**

The beneficiaries shall:

- (a) be jointly and severally responsible for carrying out the action in accordance with the terms and conditions of the Agreement;
- (b) be responsible for complying with any legal obligations incumbent on them jointly or individually;
- (c) make appropriate internal arrangements for the proper implementation of the action, consistent with the provisions of this Agreement; where provided for in the Special Conditions, those arrangements shall take the form of an internal co-operation agreement between the beneficiaries.

#### **II.1.2 General obligations and role of each beneficiary**

Each beneficiary shall:

- (a) inform the coordinator immediately of any change likely to affect or delay the implementation of the action of which the beneficiary is aware;
- (b) inform the coordinator immediately of any change in its legal, financial, technical, organisational or ownership situation or of its affiliated entities and of any change in its name, address or legal representative or of its affiliated entities;
- (c) submit in due time to the coordinator:
  - (i) the data needed to draw up the reports, financial statements and other documents provided for in the Agreement;
  - (ii) all the necessary documents in the event of audits, checks or evaluation in accordance with Article II.27;
  - (iii) any other information to be provided to the Agency according to the Agreement, except where the Agreement requires that such information is submitted directly by the beneficiary to the Agency.

#### **II.1.3 General obligations and role of the coordinator**

The coordinator shall:

- (a) monitor that the action is implemented in accordance with the Agreement;
- (b) be the intermediary for all communications between the beneficiaries and the Agency, except where provided otherwise in the Agreement, and, in particular, the coordinator shall:
  - (i) immediately provide the Agency with the information related to any change in the name, address, legal representative as well as in the legal, financial, technical, organisational or ownership situation of any of the beneficiaries or of its affiliated entities or to any event likely to affect or delay the implementation of the action, of which the coordinator is aware;

- (ii) bear responsibility for supplying all documents and information to the Agency which may be required under the Agreement, except where provided otherwise in the Agreement; where information is required from the other beneficiaries, the coordinator shall bear responsibility for obtaining and verifying this information before passing it on to the Agency;
- (c) make the appropriate arrangements for providing any financial guarantees required under the Agreement;
- (d) establish the requests for payment in accordance with the Agreement;
- (e) where it is designated as the sole recipient of payments on behalf of all of the beneficiaries, ensure that all the appropriate payments are made to the other beneficiaries without unjustified delay;
- (f) bear responsibility for providing all the necessary documents in the event of checks and audits initiated before the payment of the balance, and in the event of evaluation in accordance with Article II.27;
- (g) transfer to the beneficiaries, without delay, any document relating to the action or the grant.

The coordinator shall not subcontract any part of its tasks to the other beneficiaries or to any other party.

## **ARTICLE II.2 – COMMUNICATIONS BETWEEN THE PARTIES**

### **II.2.1 Form and means of communications**

Any communication relating to the Agreement or to its implementation shall be made in writing (in paper or electronic form), shall bear the number of the Agreement and shall be made using the communication details identified in Article I.6.

Electronic communications shall be confirmed by an original signed paper version of that communication if requested by any of the parties provided that this request is submitted without unjustified delay. The sender shall send the original signed paper version without unjustified delay.

Formal notifications shall be made by registered mail with return receipt or equivalent, or by equivalent electronic means.

### **II.2.2 Date of communications**

Any communication is deemed to have been made when it is received by the receiving party, unless the agreement refers to the date when the communication was sent.

Electronic communication is deemed to have been received by the receiving party on the day of successful dispatch of that communication, provided that it is sent to the addressees listed in Article I.6. Dispatch shall be deemed unsuccessful if the sending party receives a message of non-delivery. In this case, the sending party shall immediately send again such communication to any of the other addresses listed in Article I.6. In case of unsuccessful dispatch, the sending party shall not be held in breach of its obligation to send such communication within a specified deadline.

Mail sent to the Agency using the postal services is considered to have been received by the Agency on the date on which it is registered by the department identified in Article I.6.2.

Formal notifications made by registered mail with return receipt or equivalent, or by equivalent electronic means, shall be considered to have been received by the receiving party on the date of receipt indicated on the return receipt or equivalent.

## **ARTICLE II.3 – LIABILITY FOR DAMAGES**

- II.3.1** The Agency shall not be held liable for any damage caused or sustained by any of the beneficiaries, including any damage caused to third parties as a consequence of or during the implementation of the action.
- II.3.2** Except in cases of force majeure, the beneficiaries shall compensate the Agency for any damage sustained by it as a result of the implementation of the action or because the action was not implemented or implemented poorly, partially or late.

## **ARTICLE II.4 - CONFLICT OF INTERESTS**

- II.4.1** The beneficiaries shall take all necessary measures to prevent any situation where the impartial and objective implementation of the Agreement is compromised for reasons involving economic interest, political or national affinity, family or emotional ties or any other shared interest (“conflict of interests”).
- II.4.2** Any situation constituting or likely to lead to a conflict of interests during the implementation of the Agreement shall be notified to the Agency, in writing, without delay. The beneficiaries shall immediately take all the necessary steps to rectify this situation. The Agency reserves the right to verify that the measures taken are appropriate and may require additional measures to be taken within a specified deadline.

## **ARTICLE II.5 – CONFIDENTIALITY**

- II.5.1** The Agency and the beneficiaries shall preserve the confidentiality of any information and documents, in any form, which are disclosed in writing or orally in relation to the implementation of the Agreement and which are explicitly indicated in writing as confidential.
- II.5.2** The beneficiaries shall not use confidential information and documents for any reason other than fulfilling their obligations under the Agreement, unless otherwise agreed with the Agency in writing.
- II.5.3** The Agency and the beneficiaries shall be bound by the obligations referred to in Articles II.5.1 and II.5.2 during the implementation of the Agreement and for a period of five years starting from the payment of the balance, unless:
- (a) the party concerned agrees to release the other party from the confidentiality obligations earlier;
  - (b) the confidential information becomes public through other means than in breach of the confidentiality obligation through disclosure by the party bound by that obligation;
  - (c) the disclosure of the confidential information is required by law.

## **ARTICLE II.6 – PROCESSING OF PERSONAL DATA**

### **II.6.1 Processing of personal data by the Agency**

Any personal data included in the Agreement shall be processed by the Agency pursuant to Regulation (EC) No 45/2001 of the European Parliament and of the Council of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data.

Such data shall be processed by the data controller identified in Article I.6.1 solely for the purposes of the implementation, management and monitoring of the Agreement, without prejudice to possible transmission to the bodies charged with the monitoring or inspection tasks in application of Union law.

The beneficiaries shall have the right of access to their personal data and the right to rectify any such data. Should the beneficiaries have any queries concerning the processing of their personal data, they shall address them to the data controller, identified in Article I.6.1.

The beneficiaries shall have the right of recourse at any time to the European Data Protection Supervisor.

#### **II.6.2 Processing of personal data by the beneficiaries**

Where the Agreement requires the processing of personal data by the beneficiaries, the beneficiaries may act only under the supervision of the data controller identified in Article I.6.1, in particular with regard to the purpose of the processing, the categories of data which may be processed, the recipients of the data and the means by which the data subject may exercise his or her rights.

The access to data that the beneficiaries grant to their personnel shall be limited to the extent strictly necessary for the implementation, management and monitoring of the Agreement.

The beneficiaries undertake to adopt appropriate technical and organisational security measures having regard to the risks inherent in the processing and to the nature of the personal data concerned, in order to:

- (a) prevent any unauthorised person from gaining access to computer systems processing personal data, and especially:
  - (i) unauthorised reading, copying, alteration or removal of storage media;
  - (ii) unauthorised data input as well as any unauthorised disclosure, alteration or erasure of stored personal data;
  - (iii) unauthorised persons from using data-processing systems by means of data transmission facilities;
- (b) ensure that authorised users of a data-processing system can access only the personal data to which their access right refers;
- (c) record which personal data have been communicated, when and to whom;
- (d) ensure that personal data being processed on behalf of third parties can be processed only in the manner prescribed by the Agency;
- (e) ensure that, during communication of personal data and transport of storage media, the data cannot be read, copied or erased without authorisation;
- (f) design their organisational structure in such a way that it meets data protection requirements.

## **ARTICLE II.7 – VISIBILITY OF UNION FUNDING**

### **II.7.1 Information on Union funding and use of European Union emblem**

Unless the Agency requests or agrees otherwise, any communication or publication related to the action, made by the beneficiaries jointly or individually, including at conferences, seminars or in any information or promotional materials (such as brochures, leaflets, posters, presentations, etc.), shall indicate that the action has received funding from the Union and shall display the European Union emblem.

When displayed in association with another logo, the European Union emblem must have appropriate prominence.

The obligation to display the European Union emblem does not confer to the beneficiaries a right of exclusive use. The beneficiaries shall not appropriate the European Union emblem or any similar trademark or logo, either by registration or by any other means.

For the purposes of the first, second and third subparagraphs and under the conditions specified therein, the beneficiaries are exempted from the obligation to obtain prior permission from the Agency to use the European Union emblem.

### **II.7.2 Disclaimers excluding Agency and Commission responsibility**

Any communication or publication related to the action, made by the beneficiaries jointly or individually in any form and using any means, shall indicate that it reflects only the author's view and that the Agency and the Commission are not responsible for any use that may be made of the information it contains.

## **ARTICLE II.8 – PRE-EXISTING RIGHTS AND OWNERSHIP AND USE OF THE RESULTS (INCLUDING INTELLECTUAL AND INDUSTRIAL PROPERTY RIGHTS)**

### **II.8.1 Ownership of the results by the beneficiaries**

Unless stipulated otherwise in the Agreement, ownership of the results of the action, including industrial and intellectual property rights, and of the reports and other documents relating to it, shall be vested in the beneficiaries.

### **II.8.2 Pre-existing industrial and intellectual property rights**

Where industrial and intellectual property rights, including rights of third parties, exist prior to the conclusion of the Agreement, the beneficiaries shall establish a list which shall specify all rights of ownership and use of the pre-existing industrial and intellectual property rights and disclose it to the Agency at the latest before the commencement of implementation.

The beneficiaries shall ensure that they or their affiliated entities have all the rights to use any pre-existing industrial and intellectual property rights during the implementation of the Agreement.

### **II.8.3 Rights of use of the results and of pre-existing rights by the Agency and/or the Union**

Without prejudice to Articles II.1.1, II.3 and II.8.1, the beneficiaries grant the Agency and/or the Union the right to use the results of the action for the following purposes:

- (a) use for its own purposes, and in particular, making available to persons working for the Agency, the Union institutions, agencies and bodies and to Member States' institutions, as well as, copying and reproducing in whole or in part and in unlimited number of copies;

- (b) distribution to the public, and in particular, publication in hard copies and in electronic or digital format, publication on the internet, including on the Europa website, as a downloadable or non-downloadable file, broadcasting by any kind of technique of transmission, public display or presentation, communication through press information services, inclusion in widely accessible databases or indexes;
- (c) translation;
- (d) giving access upon individual requests without the right to reproduce or exploit, as provided for by Regulation (EC) No 1049/2001 of the European Parliament and of the Council of 30 May 2001 regarding public access to European Parliament, Council and Commission documents;
- (e) storage in paper, electronic or other format;
- (f) archiving in line with the document management rules applicable to the Agency and/or the Commission;
- (g) rights to authorise or sub-licence the modes of exploitation set out in points (b) and (c) to third parties.

Additional rights of use for the Agency and/or the Union may be provided for in the Special Conditions.

The beneficiaries shall warrant that the Agency and/or the Union has the right to use any pre-existing industrial and intellectual property rights, which have been included in the results of the action. Unless specified otherwise in the Special Conditions, those pre-existing rights shall be used for the same purposes and under the same conditions applicable to the rights of use of the results of the action.

Information about the copyright owner shall be inserted when the result is divulged by the Agency and/or the Union. The copyright information shall read: "© – year – name of the copyright owner. All rights reserved. Licenced to the European Union under conditions."

## **ARTICLE II.9 – AWARD OF CONTRACTS NECESSARY FOR THE IMPLEMENTATION OF THE ACTION**

**II.9.1** Where the implementation of the action requires the procurement of goods, works or services, the beneficiaries shall award the contract to the tender offering best value for money or, as appropriate, to the tender offering the lowest price. In doing so, they shall avoid any conflict of interests.

Beneficiaries acting in their capacity of contracting authorities within the meaning of Directive 2004/18/EC of the European Parliament and of the Council of 31 March 2004 on the coordination of procedures for the award of public work contracts, public supply contracts and public service contracts or contracting entities within the meaning of Directive 2004/17/EC of the European Parliament and of the Council of 31 March 2004 coordinating the procurement procedures of entities operating in the water, energy, transport and postal services sectors shall abide by the applicable national public procurement rules.

**II.9.2** The beneficiaries shall retain sole responsibility for carrying out the action and for compliance with the provisions of the Agreement. The beneficiaries shall ensure that any procurement contract contains provisions stipulating that the contractor has no rights vis-à-vis the Agency under the Agreement.

**II.9.3** The beneficiaries shall ensure that the conditions applicable to them under Articles II.3, II.4, II.5, II.8 and II.27 are also applicable to the contractor.

**ARTICLE II.10 – SUBCONTRACTING OF TASKS FORMING PART OF THE ACTION**

- II.10.1** A "subcontract" is a procurement contract within the meaning of Article II.9, which covers the implementation by a third party of tasks forming part of the action as described in Annex I.
- II.10.2** Beneficiaries may subcontract tasks forming part of the action, provided that, in addition to the conditions specified in Article II.9 and the Special Conditions, the following conditions are complied with:
- (a) subcontracting only covers the implementation of a limited part of the action;
  - (b) recourse to subcontracting is justified having regard to the nature of the action and what is necessary for its implementation;
  - (c) the estimated costs of the subcontracting are clearly identifiable in the estimated budget set out in Annex III;
  - (d) any recourse to subcontracting, if not provided for in Annex I, is communicated by the coordinator and approved by the Agency without prejudice to Article II.12.2;
  - (e) the beneficiaries ensure that the conditions applicable to them under Article II.7 are also applicable to the subcontractor.

**ARTICLE II.11 - FINANCIAL SUPPORT TO THIRD PARTIES**

- II.11.1** Where the implementation of the action requires giving financial support to third parties, the beneficiaries shall give such financial support in accordance with the conditions specified in Annex I, which shall at least contain:
- (a) the maximum amount of financial support, which shall not exceed EUR 60 000 for each third party except where the financial support is the primary aim of the action as specified in Annex I;
  - (b) the criteria for determining the exact amount of the financial support;
  - (c) the different types of activity that may receive financial support, on the basis of a fixed list;
  - (d) the definition of the persons or categories of persons which may receive financial support;
  - (e) the criteria for giving the financial support.
- II.11.2** By way of derogation from Article II.11.1, in case the financial support takes the form of a prize, the beneficiaries shall give such financial support in accordance with the conditions specified in Annex I, which shall at least contain:
- (a) the conditions for participation;
  - (b) the award criteria;
  - (c) the amount of the prize;
  - (d) the payment arrangements.

- II.11.3** The beneficiaries shall ensure that the conditions applicable to them under Articles II.3, II.4, II.5, II.7, II.8 and II.27 are also applicable to the third parties receiving financial support.

#### **ARTICLE II.12 – AMENDMENTS TO THE AGREEMENT**

- II.12.1** Any amendment to the Agreement shall be made in writing.
- II.12.2** An amendment may not have the purpose or the effect of making changes to the Agreement which would call into question the decision awarding the grant or be contrary to the equal treatment of applicants.
- II.12.3** Any request for amendment shall be duly justified and shall be sent to the other party in due time before it is due to take effect, and in any case one month before the end of the period set out in Article I.2.2, except in cases duly substantiated by the party requesting the amendment and accepted by the other party.
- II.12.4** A request for amendment on behalf of the beneficiaries shall be submitted by the coordinator. If a change of coordinator is requested without its agreement, the request shall be submitted by all other beneficiaries.
- II.12.5** Amendments shall enter into force on the date on which the last party signs or on the date of approval of the request for amendment.

Amendments shall take effect on a date agreed by the parties or, in the absence of such an agreed date, on the date on which the amendment enters into force.

#### **ARTICLE II.13 – ASSIGNMENT OF CLAIMS FOR PAYMENTS TO THIRD PARTIES**

- II.13.1** Claims for payments of the beneficiaries against the Agency may not be assigned to third parties, except in duly justified cases where the situation warrants it.

The assignment shall only be enforceable against the Agency if it has accepted the assignment on the basis of a written and reasoned request to that effect made by the coordinator on behalf of the beneficiaries. In the absence of such acceptance, or in the event of failure to observe the terms thereof, the assignment shall have no effect on the Agency.

- II.13.2** In no circumstances shall such an assignment release the beneficiaries from their obligations towards the Agency.

#### **ARTICLE II.14 – FORCE MAJEURE**

- II.14.1** "*Force majeure*" shall mean any unforeseeable exceptional situation or event beyond the parties' control, which prevents either of them from fulfilling any of their obligations under the Agreement, which was not attributable to error or negligence on their part or on the part of subcontractors, affiliated entities or third parties involved in the implementation and which proves to be inevitable in spite of exercising all due diligence. Any default of a service, defect in equipment or material or delays in making them available, unless they stem directly from a relevant case of force majeure, as well as labour disputes, strikes or financial difficulties cannot be invoked as *force majeure*.
- II.14.2** A party faced with *force majeure* shall formally notify the other party without delay, stating the nature, likely duration and foreseeable effects.
- II.14.3** The parties shall take the necessary measures to limit any damage due to *force majeure*. They shall do their best to resume the implementation of the action as soon as possible.
- II.14.4** The party faced with *force majeure* shall not be held to be in breach of its obligations under the Agreement if it has been prevented from fulfilling them by *force majeure*.

## ARTICLE II.15 – SUSPENSION OF THE IMPLEMENTATION OF THE ACTION

### II.15.1 Suspension of the implementation by the beneficiaries

The coordinator, on behalf of the beneficiaries, may suspend the implementation of the action or any part thereof, if exceptional circumstances make such implementation impossible or excessively difficult, in particular in the event of *force majeure*. The coordinator shall inform the Agency without delay, giving all the necessary reasons and details and the foreseeable date of resumption.

Unless the Agreement or the participation of a beneficiary is terminated in accordance with Article II.16.1, II.16.2 or points (c) or (d) of Article II.16.3.1, the coordinator shall, once the circumstances allow resuming the implementation of the action, inform the Agency immediately and present a request for amendment of the Agreement as provided for in Article II.15.3.

### II.15.2 Suspension of the implementation by the Agency

II.15.2.1 The Agency may suspend the implementation of the action or any part thereof:

- (a) if the Agency has evidence that a beneficiary has committed substantial errors, irregularities or fraud in the award procedure or in the implementation of the Agreement or if a beneficiary fails to comply with its obligations under the Agreement;
- (b) if the Agency has evidence that a beneficiary has committed systemic or recurrent errors, irregularities, fraud or breach of obligations under other grants funded by the Union or the European Atomic Energy Community which were awarded to that beneficiary under similar conditions, provided that those errors, irregularities, fraud or breach of obligations have a material impact on this grant; or
- (c) if the Agency suspects substantial errors, irregularities, fraud or breach of obligations committed by a beneficiary in the award procedure or in the implementation of the Agreement and needs to verify whether they have actually occurred.

II.15.2.2 Before suspending the implementation the Agency shall formally notify the coordinator of its intention to suspend, specifying the reasons thereof, and, in the cases referred to in points (a) and (b) of Article II.15.2.1, the necessary conditions for resuming the implementation. The coordinator shall be invited to submit observations on behalf of all beneficiaries within 30 calendar days from receipt of this notification.

If, after examination of the observations submitted by the coordinator, the Agency decides to stop the suspension procedure, it shall formally notify the coordinator thereof.

If no observations have been submitted or if, despite the observations submitted by the coordinator, the Agency decides to pursue the suspension procedure, it may suspend the implementation by formally notifying the coordinator thereof, specifying the reasons for the suspension and, in the cases referred to in points (a) and (b) of Article II.15.2.1, the definitive conditions for resuming the implementation or, in the case referred to in point (c) of Article II.15.2.1, the indicative date of completion of the necessary verification.

The coordinator shall inform the other beneficiaries immediately. The suspension shall take effect five calendar days after the receipt of the notification by the coordinator or on a later date, where the notification so provides.

In order to resume the implementation, the beneficiaries shall endeavour to meet the notified conditions as soon as possible and shall inform the Agency of any progress made in this respect.

Unless the Agreement or the participation of a beneficiary is terminated in accordance with Articles II.16.1, II.16.2 or points (c), (i) or (j) of Article II.16.3.1, the Agency shall, as soon as it considers that the conditions for resuming the implementation have been met or the necessary verification, including on-the-spot checks, has been carried out, formally notify the coordinator thereof and invite the coordinator to present a request for amendment of the Agreement as provided for in Article II.15.3.

### **II.15.3 Effects of the suspension**

If the implementation of the action can be resumed and the Agreement is not terminated, an amendment to the Agreement shall be made in accordance with Article II.12 in order to establish the date on which the action shall be resumed, to extend the duration of the action and to make any other modifications that may be necessary to adapt the action to the new implementing conditions.

The suspension is deemed lifted as from the date of resumption of the action agreed by the parties in accordance with the first subparagraph. Such a date may be before the date on which the amendment enters into force.

Any costs incurred by the beneficiaries, during the period of suspension, for the implementation of the suspended action or the suspended part thereof, shall not be reimbursed or covered by the grant.

The right of the Agency to suspend the implementation is without prejudice to its right to terminate the Agreement or the participation of a beneficiary in accordance with Article II.16.3 and its right to reduce the grant or recover amounts unduly paid in accordance with Articles II.25.4 and II.26.

Neither party shall be entitled to claim compensation on account of a suspension by the other party.

## **ARTICLE II.16 – TERMINATION OF THE AGREEMENT**

### **II.16.1 Termination of the Agreement by the coordinator**

In duly justified cases, the coordinator, on behalf of all beneficiaries, may terminate the Agreement by formally notifying the Agency thereof, stating clearly the reasons and specifying the date on which the termination shall take effect. The notification shall be sent before the termination is due to take effect.

If no reasons are given or if the Agency considers that the reasons exposed cannot justify the termination, it shall formally notify the coordinator, specifying the grounds thereof, and the Agreement shall be deemed to have been terminated improperly, with the consequences set out in the fourth subparagraph of Article II.16.4.

### **II.16.2 Termination of the participation of one or more beneficiaries by the coordinator**

In duly justified cases, the participation of any one or several beneficiaries in the Agreement may be terminated by the coordinator, acting on request of that beneficiary or those beneficiaries, or on behalf of all the other beneficiaries. When notifying such termination to the Agency, the coordinator shall include the reasons for the termination of the participation, the opinion of the beneficiary or beneficiaries the participation of which is terminated, the date on which the termination shall take effect and the proposal of the remaining beneficiaries relating to the reallocation of the tasks of that beneficiary or those beneficiaries or, where relevant, to the nomination of one or more replacements which shall succeed that beneficiary or those beneficiaries in all their rights and obligations under the Agreement. The notification shall be sent before the termination is due to take effect.

If no reasons are given or if the Agency considers that the reasons exposed cannot justify the termination, it shall formally notify the coordinator, specifying the grounds thereof, and the participation shall be deemed to have been terminated improperly, with the consequences set out in the fourth subparagraph of Article II.16.4.

Without prejudice to Article II.12.2, an amendment to the Agreement shall be made, in order to introduce the necessary modifications.

### **II.16.3 Termination of the Agreement or the participation of one or more beneficiaries by the Agency**

**II.16.3.1** The Agency may decide to terminate the Agreement or the participation of any one or several beneficiaries participating in the action, in the following circumstances:

- (a) if a change to the beneficiary's legal, financial, technical, organisational or ownership situation is likely to affect the implementation of the Agreement substantially or calls into question the decision to award the grant;
- (b) if, following the termination of the participation of any one or several beneficiaries, the necessary modifications to the Agreement would call into question the decision awarding the grant or would result in unequal treatment of applicants;
- (c) if the beneficiaries do not implement the action as specified in Annex I or if a beneficiary fails to comply with another substantial obligation incumbent on it under the terms of the Agreement;
- (d) in the event of *force majeure*, notified in accordance with Article II.14, or in the event of suspension by the coordinator as a result of exceptional circumstances, notified in accordance with Article II.15, where resuming the implementation is impossible or where the necessary modifications to the Agreement would call into question the decision awarding the grant or would result in unequal treatment of applicants;
- (e) if a beneficiary is declared bankrupt, is being wound up, is having its affairs administered by the courts, has entered into an arrangement with creditors, has suspended business activities, is the subject of any other similar proceedings concerning those matters, or is in an analogous situation arising from a similar procedure provided for in national legislation or regulations;
- (f) if a beneficiary or any related person, as defined in the second subparagraph, have been found guilty of professional misconduct proven by any means;
- (g) if a beneficiary is not in compliance with its obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which it is established or in which the action is implemented;
- (h) if the Agency has evidence that a beneficiary or any related person, as defined in the second subparagraph, have committed fraud, corruption, or are involved in a criminal organisation, money laundering or any other illegal activity detrimental to the Union's financial interests;

- (i) if the Agency has evidence that a beneficiary or any related person, as defined in the second subparagraph, have committed substantial errors, irregularities or fraud in the award procedure or in the implementation of the Agreement, including in the event of submission of false information or failure to submit required information in order to obtain the grant provided for in the Agreement; or
- (j) if the Agency has evidence that a beneficiary has committed systemic or recurrent errors, irregularities, fraud or breach of obligations under other grants funded by the Union or the European Atomic Energy Community which were awarded to that beneficiary under similar conditions, provided that those errors, irregularities, fraud or breach of obligations have a material impact on this grant.

For the purposes of points (f), (h) and (i), "any related person" shall mean any natural person which has the power to represent the beneficiary or to take decisions on its behalf.

**II.16.3.2** Before terminating the Agreement or the participation of any one or several beneficiaries, the Agency shall formally notify the coordinator and, as may be the case, the beneficiary(ies) concerned of its intention to terminate, specifying the reasons thereof and inviting the coordinator, within 45 calendar days from receipt of the notification, to submit observations on behalf of all beneficiaries and, in the case of point (c) of Article II.16.3.1, to inform the Agency about the measures taken to ensure that the beneficiaries continue to fulfil their obligations under the Agreement.

If, after examination of the observations submitted by the coordinator, the Agency decides to stop the termination procedure, it shall formally notify the coordinator thereof.

If no observations have been submitted or if, despite the observations submitted by the coordinator, the Agency decides to pursue the termination procedure, it may terminate the Agreement or the participation of any one or several beneficiaries by formally notifying the coordinator thereof, specifying the reasons for the termination.

In the cases referred to in points (a), (b), (c), (e) and (g) of Article II.16.3.1, the formal notification shall specify the date on which the termination takes effect. In the cases referred to in points (d), (f), (h), (i) and (j) of Article II.16.3.1, the termination shall take effect on the day following the date on which the formal notification was received by the coordinator.

#### **II.16.4 Effects of termination**

Where the Agreement is terminated, payments by the Agency shall be limited to the amount determined in accordance with Article II.25 on the basis of the eligible costs incurred by the beneficiaries and the actual level of implementation of the action on the date when the termination takes effect. Costs relating to current commitments, which are not due for execution until after the termination, shall not be taken into account. The coordinator shall have 60 days from the date when the termination of the Agreement takes effect, as provided for in Articles II.16.1 and II.16.3.2, to produce a request for payment of the balance in accordance with Article II.23.2. If no request for payment of the balance is received within this time limit, the Agency shall not reimburse or cover any costs which are not included in a financial statement approved by it or which are not justified in a technical report approved by it. In accordance with Article II.26, the Agency shall recover any amount already paid, if its use is not substantiated by the technical reports and, where applicable, by the financial statements approved by the Agency.

Where the participation of a beneficiary is terminated, the beneficiary concerned shall submit to the coordinator a technical report and, where applicable, a financial statement covering the period from the end of the last reporting period according to Article I.4 for which a report has been submitted to the Agency to the date on which the termination takes effect. The technical report and the financial statement shall be submitted in due time to allow the coordinator to draw up the corresponding payment request. Only those costs incurred by the beneficiary concerned up to the date when termination of its participation takes effect shall be reimbursed or covered by the grant. Costs relating to current commitments, which were not due for execution until after the termination, shall not be taken into account. The request for payment for the beneficiary concerned shall be included in the next payment request submitted by the coordinator in accordance with the schedule laid down in Article I.4.

Where the Agency, in accordance with point (c) of Article II.16.3.1, is terminating the Agreement on the grounds that the coordinator has failed to produce the request for payment and, after a reminder, has still not complied with this obligation within the deadline set out in Article II.23.3, the first subparagraph shall apply, subject to the following:

- (a) there shall be no additional time period from the date when the termination of the Agreement takes effect for the coordinator to produce a request for payment of the balance in accordance with Article II.23.2; and
- (b) the Agency shall not reimburse or cover any costs incurred by the beneficiaries up to the date of termination or up to the end of the period set out in Article I.2.2, whichever is the earlier, which are not included in a financial statement approved by it or which are not justified in a technical report approved by it.

In addition to the first, second and third subparagraphs, where the Agreement or the participation of a beneficiary is terminated improperly by the coordinator within the meaning of Articles II.16.1 and II.16.2, or where the Agreement or the participation of a beneficiary is terminated by the Agency on the grounds set out in points (c), (f), (h), (i) and (j) of Article II.16.3.1, the Agency may also reduce the grant or recover amounts unduly paid in accordance with Articles II.25.4 and II.26, in proportion to the gravity of the failings in question and after allowing the coordinator, and, where relevant, the beneficiaries concerned, to submit their observations.

Neither party shall be entitled to claim compensation on account of a termination by the other party.

## **ARTICLE II.17 – ADMINISTRATIVE AND FINANCIAL PENALTIES**

**II.17.1** By virtue of Articles 109 and 131(4) Regulation (EU, EURATOM) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and with due regard to the principle of proportionality, a beneficiary which has committed substantial errors, irregularities or fraud, has made false declarations in supplying required information or has failed to supply such information at the moment of the submission of the application or during the implementation of the grant, or has been found in serious breach of its obligations under the Agreement shall be liable to:

- (a) administrative penalties consisting of exclusion from all contracts and grants financed by the Union budget for a maximum of five years from the date on which the infringement is established and confirmed following a contradictory procedure with the beneficiary; and/or
- (b) financial penalties of 2% to 10% of the value of the contribution the beneficiary concerned is entitled to in accordance with the estimated budget set out in Annex III.

In the event of another infringement within five years following the establishment of the first infringement, the period of exclusion under point (a) may be extended to 10 years and the range of the rate referred to in point (b) may be increased to 4% to 20%.

**II.17.2** The Agency shall formally notify the beneficiary concerned of any decision to apply such penalties.

The Agency is entitled to publish such decision under the conditions and within the limits specified in Article 109(3) of Regulation (EU, EURATOM) No 966/2012.

An action may be brought against such decision before the General Court of the European Union, pursuant to Article 263 Treaty on the Functioning of the European Union ("TFEU").

#### **ARTICLE II.18 – APPLICABLE LAW, SETTLEMENT OF DISPUTES AND ENFORCEABLE DECISION**

**II.18.1** The Agreement is governed by the applicable Union law complemented, where necessary, by the law of Belgium.

**II.18.2** Pursuant to Article 272 TFEU, the General Court or, on appeal, the Court of Justice of the European Union, shall have sole jurisdiction to hear any dispute between the Agency and/or the Union and any beneficiary concerning the interpretation, application or validity of this Agreement, if such dispute cannot be settled amicably.

**II.18.3** By virtue of Article 299 TFEU, for the purposes of recoveries within the meaning of Article II.26 or financial penalties, the Commission may adopt an enforceable decision to impose pecuniary obligations on persons other than States. An action may be brought against such decision before the General Court of the European Union pursuant to Article 263 TFEU.

## **PART B – FINANCIAL PROVISIONS**

### **ARTICLE II.19 – ELIGIBLE COSTS**

#### **II.19.1 Conditions for the eligibility of costs**

"Eligible costs" of the action are costs actually incurred by the beneficiary which meet the following criteria:

- (a) they are incurred in the period set out in Article I.2.2, with the exception of costs relating to the request for payment of the balance and the corresponding supporting documents referred to in Articles II.23.2 and I.4.1;
- (b) they are indicated in the estimated budget of the action set out in Annex III;
- (c) they are incurred in connection with the action as described in Annex I and are necessary for its implementation;
- (d) they are identifiable and verifiable, in particular being recorded in the accounting records of the beneficiary and determined according to the applicable accounting standards of the country where the beneficiary is established and with the usual cost accounting practices of the beneficiary;
- (e) they comply with the requirements of applicable tax and social legislation; and
- (f) they are reasonable, justified, and comply with the principle of sound financial management, in particular regarding economy and efficiency.

#### **II.19.2 Eligible direct costs**

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

To be eligible, direct costs shall comply with the conditions of eligibility set out in Article II.19.1.

In particular, the following categories of costs are eligible direct costs, provided that they satisfy the conditions of eligibility set out in Article II.19.1 as well as the following conditions:

- (a) the costs of personnel working under an employment contract with the beneficiary or an equivalent appointing act and assigned to the action, comprising actual salaries plus social security contributions and other statutory costs included in the remuneration, provided that these costs are in line with the beneficiary's usual policy on remuneration; those costs may also include additional remunerations, including payments on the basis of supplementary contracts regardless of the nature of those contracts, provided that they are paid in a consistent manner whenever the same kind of work or expertise is required, independently from the source of funding used;

The corresponding salary costs of personnel of national administrations are eligible to the extent that they relate to the cost of activities which the relevant public authority would not carry out if the action concerned were not undertaken;

- (b) costs of travel and related subsistence allowances, provided that these costs are in line with the beneficiary's usual practices on travel and do not exceed the scales approved annually by the Commission;

- (c) the depreciation costs of equipment or other assets (new or second-hand) as recorded in the accounting statements of the beneficiary, provided that the asset has been purchased in accordance with Article II.9 and that it is written off in accordance with the international accounting standards and the usual accounting practices of the beneficiary; the costs of rental or lease of equipment or other assets are also eligible, provided that these costs do not exceed the depreciation costs of similar equipment or assets and are exclusive of any finance fee;

Only the portion of the equipment's depreciation, rental or lease costs corresponding to the period set out in Article I.2.2 and the rate of actual use for the purposes of the action may be taken into account. By way of exception, the Special Conditions may provide for the eligibility of the full cost of purchase of equipment, where justified by the nature of the action and the context of the use of the equipment or assets.

- (d) costs of consumables and supplies, provided that they are purchased in accordance with Article II.9 and are directly assigned to the action;
- (e) costs arising directly from requirements imposed by the Agreement (dissemination of information, specific evaluation of the action, audits, translations, reproduction), including the costs of requested financial guarantees, provided that the corresponding services are purchased in accordance with Article II.9;
- (f) costs entailed by subcontracts within the meaning of Article II.10, provided that the conditions laid down in that Article are met;
- (g) costs of financial support to third parties within the meaning of Article II.11, provided that the conditions laid down in that Article are met;
- (h) duties, taxes and charges paid by the beneficiary, notably value added tax (VAT), provided that they are included in eligible direct costs, and unless specified otherwise in the Agreement.

### **II.19.3 Eligible indirect costs**

"Indirect costs" of the action are those costs which are not specific costs directly linked to the implementation of the action and can therefore not be attributed directly to it. They may not include any costs identifiable or declared as eligible direct costs.

To be eligible, indirect costs shall represent a fair apportionment of the overall overheads of the beneficiary and shall comply with the conditions of eligibility set out in Article II.19.1.

Unless otherwise specified in the Article I.3, eligible indirect costs shall be declared on the basis of a flat rate of 7% of the total eligible direct costs.

### **II.19.4 Ineligible costs**

In addition to any other costs which do not fulfill the conditions set out in Article II.19.1, the following costs shall not be considered eligible:

- (a) return on capital;
- (b) debt and debt service charges;
- (c) provisions for losses or debts;
- (d) interest owed;
- (e) doubtful debts;
- (f) exchange losses;

- (g) costs of transfers from the Agency charged by the bank of a beneficiary;
- (h) costs declared by a beneficiary in the framework of another action receiving a grant financed from the Union budget (including grants awarded by a Member State and financed from the Union budget and grants awarded by other bodies than the Agency for the purpose of implementing the Union budget); in particular, indirect costs shall not be eligible under a grant for an action awarded to a beneficiary which already receives an operating grant financed from the Union budget during the period in question;
- (i) contributions in kind from third parties;
- (j) excessive or reckless expenditure;
- (k) deductible VAT.

## **ARTICLE II.20 – IDENTIFIABILITY AND VERIFIABILITY OF THE AMOUNTS DECLARED**

### **II.20.1 Reimbursement of actual costs**

Where, in accordance with Article I.3(a)(i), the grant takes the form of the reimbursement of actual costs, the beneficiary must declare as eligible costs the costs it actually incurred for the action.

If requested to do so in the context of the checks or audits described in Article II.27, the beneficiary must be able to provide adequate supporting documents to prove the costs declared, such as contracts, invoices and accounting records. In addition, the beneficiary's usual accounting and internal control procedures must permit direct reconciliation of the amounts declared with the amounts recorded in its accounting statements as well as with the amounts indicated in the supporting documents.

### **II.20.2 Reimbursement of pre-determined unit costs or pre-determined unit contribution**

Where, in accordance with Article I.3(a)(ii) or (b), the grant takes the form of the reimbursement of unit costs or of a unit contribution, the beneficiary must declare as eligible costs or as requested contribution the amount obtained by multiplying the amount per unit specified in Article I.3(a)(ii) or (b) by the actual number of units used or produced.

If requested to do so in the context of the checks or audits described in Article II.27, the beneficiary must be able to provide adequate supporting documents to prove the number of units declared. However, the beneficiary does not need to identify the actual eligible costs covered or to provide supporting documents, notably accounting statements, to prove the amount declared per unit.

### **II.20.3 Reimbursement of pre-determined lump sum costs or pre-determined lump sum contribution**

Where, in accordance with Article I.3(a)(iii) or (c), the grant takes the form of the reimbursement of lump sum costs or of a lump sum contribution, the beneficiary must declare as eligible costs or as requested contribution the global amount specified in Article I.3(a)(iii) or (c), subject to the proper implementation of the corresponding tasks or part of the action as described in Annex I.

If requested to do so in the context of the checks or audits described in Article II.27, the beneficiary must be able to provide adequate supporting documents to prove the proper implementation. However, the beneficiary does not need to identify the actual eligible costs covered or to provide supporting documents, notably accounting statements, to prove the amount declared as lump sum.

#### **II.20.4 Reimbursement of pre-determined flat-rate costs or pre-determined flat-rate contribution**

Where, in accordance with Article I.3(a)(iv) or (d), the grant takes the form of the reimbursement of flat-rate costs or of a flat-rate contribution, the beneficiary must declare as eligible costs or as requested contribution the amount obtained by applying the flat rate specified in Article I.3(a)(iv) or (d).

If requested to do so in the context of the checks or audits described in Article II.27, the beneficiary must be able to provide adequate supporting documents to prove the eligible costs or requested contribution to which the flat rate applies. However, the beneficiary does not need to identify the actual eligible costs covered or to provide supporting documents, notably accounting statements, for the flat rate applied.

#### **II.20.5 Reimbursement of costs declared on the basis of the beneficiary's usual cost accounting practices**

Where, in accordance with Article I.3(a)(v), the grant takes the form of the reimbursement of unit costs declared on the basis of the beneficiary's usual cost accounting practices, the beneficiary must declare as eligible costs the amount obtained by multiplying the amount per unit calculated in accordance with its usual cost accounting practices by the actual number of units used or produced. If requested to do so in the context of the checks or audits described in Article II.27, the beneficiary must be able to provide adequate supporting documents to prove the number of units declared.

Where, in accordance with Article I.3(a)(v), the grant takes the form of the reimbursement of lump sum costs declared on the basis of the beneficiary's usual cost accounting practices, the beneficiary must declare as eligible costs the global amount calculated in accordance with its usual cost accounting practices, subject to the proper implementation of the corresponding tasks or part of the action. If requested to do so in the context of the checks or audits described in Article II.27, the beneficiary must be able to provide adequate supporting documents to prove the proper implementation.

Where, in accordance with Article I.3(a)(v), the grant takes the form of the reimbursement of flat-rate costs declared on the basis of the beneficiary's usual cost accounting practices, the beneficiary must declare as eligible costs the amount obtained by applying the flat rate calculated in accordance with its usual cost accounting practices. If requested to do so in the context of the checks or audits described in Article II.27, the beneficiary must be able to provide adequate supporting documents to prove the eligible costs to which the flat rate applies.

In all three cases provided for in the first, second and third subparagraphs, the beneficiary does not need to identify the actual eligible costs covered, but it must ensure that the cost accounting practices used for the purpose of declaring eligible costs are in compliance with the following conditions:

- (a) the cost accounting practices used constitute its usual cost accounting practices and are applied in a consistent manner, based on objective criteria independent from the source of funding;
- (b) the costs declared can be directly reconciled with the amounts recorded in its general accounts; and

- (c) the categories of costs used for the purpose of determining the costs declared are exclusive of any ineligible cost or costs covered by other forms of grant in accordance with Article I.3.

Where the Special Conditions provide for the possibility for the beneficiary to request the Agency to assess the compliance of its usual cost accounting practices, the beneficiary may submit a request for assessment, which, where required by the Special Conditions, shall be accompanied by a certificate on the compliance of the cost accounting practices ("certificate on the compliance of the cost accounting practices").

The certificate on the compliance of the cost accounting practices shall be produced by an approved auditor or, in case of public bodies, by a competent and independent public officer.

The certificate shall certify that the beneficiary's cost accounting practices used for the purpose of declaring eligible costs comply with the conditions laid down in the fourth subparagraph and with the additional conditions which may be laid down in the Special Conditions.

Where the Agency has confirmed that the usual cost accounting practices of the beneficiary are in compliance, costs declared in application of these practices shall not be challenged *ex post*, provided that the practices actually used comply with those approved by the Agency and that the beneficiary did not conceal any information for the purpose of their approval.

## **ARTICLE II.21 – ELIGIBILITY OF COSTS OF ENTITIES AFFILIATED TO THE BENEFICIARIES**

Where the Special Conditions contain a provision on entities affiliated to the beneficiaries, costs incurred by such an entity are eligible, provided that they satisfy the same conditions under Articles II.19 and II.20 as apply to the beneficiary, and that the beneficiary the entity is affiliated to ensures that the conditions applicable to him under Articles II.3, II.4, II.5, II.7, II.9, II.10 and II.27 are also applicable to the entity.

## **ARTICLE II.22 – BUDGET TRANSFERS**

Without prejudice to Article II.10 and provided that the action is implemented as described in Annex I, beneficiaries are allowed to adjust the estimated budget set out in Annex III by transfers between themselves and between the different budget categories, without this adjustment being considered as an amendment of the Agreement within the meaning of Article II.12.

By way of derogation from the first subparagraph, should beneficiaries want to modify the value of the contribution that each of them is entitled to as referred to in point (b) of Article II.17.1 and point (c) of Article II.26.3, the coordinator shall request an amendment in accordance to Article II.12.

The first two subparagraphs do not apply to amounts which, in accordance with Article I.3(b) or (c), take the form of a unit or lump sum(s) contribution(s).

## **ARTICLE II.23 – TECHNICAL AND FINANCIAL REPORTING – REQUESTS FOR PAYMENT AND SUPPORTING DOCUMENTS**

### **II.23.1 Requests for further pre-financing payments and supporting documents**

Where, in accordance with Article I.4.1, the pre-financing shall be paid in several instalments and where Article I.4.1 provides for a further pre-financing payment subject to having used all or part of the previous instalment, the coordinator may submit a request for a further pre-financing payment once the percentage of the previous instalment specified in Article I.4.1 has been used.

Where, in accordance with Article I.4.1, the pre-financing shall be paid in several instalments and where Article I.4.1 provides for a further pre-financing payment at the end of a reporting period, the coordinator shall submit a request for a further pre-financing payment within 60 days following the end of each reporting period for which a new pre-financing payment is due.

In both cases, the request shall be accompanied by the following documents:

- (a) a progress report on implementation of the action (“technical report on progress”);
- (b) a statement on the amount of the previous pre-financing instalment used to cover costs of the action (“statement on the use of the previous pre-financing instalment”), drawn up in accordance with Annex VI; and
- (c) where required by Article I.4.1, a financial guarantee;
- (d) an updated report on the distribution of the Union financial contribution between the beneficiaries, including amounts and dates of transfer.

#### **II.23.2 Requests for interim payments or for payment of the balance and supporting documents**

The coordinator shall submit a request for an interim payment or for payment of the balance within 60 days following the end of each reporting period for which, in accordance with Article I.4.1, an interim payment or the payment of the balance is due.

This request shall be accompanied by the following documents:

- (a) an interim report (“interim technical report”) or, for the payment of the balance, a final report on implementation of the action (“final technical report”), drawn up in accordance with Annex V; the interim or final technical report must contain the information needed to justify the eligible costs declared or the contribution requested on the basis of unit costs and lump sums where the grant takes the form of the reimbursement of unit or lump sum costs or of a unit or lump sum contribution in accordance with Article I.3(a)(ii), (iii), (b) or (c), as well as information on subcontracting as referred to in Article II.10.2(d);
- (b) an interim financial statement (“interim financial statement”) or, for the payment of the balance, a final financial statement (“final financial statement”); the interim or final financial statements must include a consolidated statement as well as a breakdown of the amounts claimed by each beneficiary and its affiliated entities; they must be drawn up in accordance with the structure of the estimated budget set out in Annex III and with Annex VI and detail the amounts for each of the forms of grant set out in Article I.3 for the reporting period concerned;
- (c) only for the payment of the balance, a summary financial statement (“summary financial statement”); this statement must include a consolidated financial statement and a breakdown of the amounts declared or requested by each beneficiary and its affiliated entities, aggregating the financial statements already submitted previously and indicating the receipts referred to in Article II.25.3.2 for each beneficiary and its affiliated entities; it must be drawn up in accordance with Annex VI;
- (d) where required by Article I.4.1 or for each beneficiary for which the total contribution in the form of reimbursement of actual costs as referred to in Article I.3(a)(i) is at least EUR 750 000 and which requests a reimbursement in that form of at least EUR 325 000 (when adding all previous reimbursements in that form for which a certificate on the financial statements has not been submitted), a certificate on the financial statements and underlying accounts (“certificate on the financial statements”);

This certificate shall be produced by an approved auditor or, in case of public bodies, by a competent and independent public officer and drawn up in accordance with Annex VII. It shall certify that the costs declared in the interim or final financial statement by the beneficiary concerned or its affiliated entities for the categories of costs reimbursed in accordance with Article I.3(a)(i) are real, accurately recorded and eligible in accordance with the Agreement. In addition, for the payment of the balance, it shall certify that all the receipts referred to in Article II.25.3.2 have been declared; and

- (e) where required by Article I.4.1, an operational verification report (“operational verification report”), produced by an independent third party approved by the Agency and drawn up in accordance with Annex VIII.

This report shall state that the actual implementation of the action as described in the interim or final report complies with the conditions set out in the Agreement.

- (f) an updated report on the distribution of the Union financial contribution between the beneficiaries, including amounts and dates of transfer.

The coordinator shall certify that the information provided in the request for interim payment or for payment of the balance is full, reliable and true. It shall also certify that the costs incurred can be considered eligible in accordance with the Agreement and that the request for payment is substantiated by adequate supporting documents that can be produced in the context of the checks or audits described in Article II.27. In addition, for the payment of the balance, it shall certify that all the receipts referred to in Article II.25.3.2 have been declared.

### **II.23.3 Non-submission of documents**

Where the coordinator has failed to submit a request for interim payment or payment of the balance accompanied by the documents referred to above within 60 days following the end of the corresponding reporting period and where the coordinator still fails to submit such a request within 60 days following a written reminder sent by the Agency, the Agency reserves the right to terminate the Agreement in accordance with Article II.16.3.1(c), with the effects described in the third and the fourth subparagraphs of Article II.16.4.

### **II.23.4 Currency for requests for payment and financial statements and conversion into euro**

Requests for payment and financial statements shall be drafted in euro.

Beneficiaries with general accounts in a currency other than the euro shall convert costs incurred in another currency into euro at the average of the daily exchange rates published in the C series of *Official Journal of the European Union*, determined over the corresponding reporting period. Where no daily euro exchange rate is published in the *Official Journal of the European Union* for the currency in question, conversion shall be made at the average of the monthly accounting rates established by the Commission and published on its website ([http://ec.europa.eu/budget/contracts\\_grants/info\\_contracts/inforeuro/inforeuro\\_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/inforeuro_en.cfm)), determined over the corresponding reporting period.

Beneficiaries with general accounts in euro shall convert costs incurred in another currency into euro according to their usual accounting practices.

## **ARTICLE II.24 – PAYMENTS AND PAYMENT ARRANGEMENTS**

### **II.24.1 Pre-financing**

The pre-financing is intended to provide the beneficiaries with a float.

Without prejudice to Articles II.24.5 and II.24.6, where Article I.4.1 provides for a pre-financing payment upon entry into force of the Agreement, the Agency shall pay to the coordinator within 30 days following that date or, where required by Article I.4.1, following receipt of the financial guarantee.

Where payment of pre-financing is conditional on receipt of a financial guarantee, the financial guarantee shall fulfill the following conditions:

- (a) it is provided by a bank or an approved financial institution or, at the request of the coordinator and acceptance by the Agency, by a third party;
- (b) the guarantor stands as first-call guarantor and does not require the Agency and/or the Commission to have recourse against the principal debtor (i.e. the beneficiary concerned); and
- (c) it provides that it remains in force until the pre-financing is cleared against interim payments or payment of the balance by the Agency and, in case the payment of the balance is made in the form of a debit note, three months after the debit note is notified to a beneficiary. The Agency shall release the guarantee within the following month.

#### **II.24.2 Further pre-financing payments**

Without prejudice to Articles II.24.5 and II.24.6, on receipt of the documents referred to in Article II.23.1, the Agency shall pay to the coordinator the new pre-financing instalment within 60 days.

Where the statement on the use of the previous pre-financing instalment submitted in accordance with Article II.23.1 shows that less than 70% of the previous pre-financing instalment paid has been used to cover costs of the action, the amount of the new pre-financing to be paid shall be reduced by the difference between the 70% threshold and the amount used.

#### **II.24.3 Interim payments**

Interim payments are intended to reimburse or cover the eligible costs incurred for the implementation of the action during the corresponding reporting periods.

Without prejudice to Articles II.24.5 and II.24.6, on receipt of the documents referred to in Article II.23.2, the Agency shall pay to the coordinator the amount due as interim payment within the time limit specified in Article I.4.2.

This amount shall be determined following approval of the request for interim payment and of the accompanying documents and in accordance with the fourth, fifth and sixth subparagraphs. Approval of the request for interim payment and of the accompanying documents shall not imply recognition of the regularity or of the authenticity, completeness and correctness of the declarations and information it contains.

Without prejudice to any ceiling set out in Article I.4.1 and to Articles II.24.5 and II.24.6, the amount due as interim payment shall be determined as follows:

- (a) where, in accordance with Article I.3(a), the grant takes the form of the reimbursement of eligible costs, the amount obtained by application of the reimbursement rate specified in that Article to the eligible costs of the action approved by the Agency for the concerned reporting period and the corresponding categories of costs, beneficiaries and affiliated entities; if Article I.4.1 specifies another reimbursement rate, this other rate shall be applied instead;
- (b) where, in accordance with Article I.3(b), the grant takes the form of a unit contribution, the amount obtained by multiplying the unit contribution specified in that Article by the actual number of units approved by the Agency for the concerned reporting period and for the corresponding beneficiaries and affiliated entities;

- (c) where, in accordance with Article I.3(c), the grant takes the form of a lump sum contribution, the lump sum specified in that Article for the corresponding beneficiaries and affiliated entities, subject to approval by the Agency of the proper implementation during the concerned reporting period of the corresponding tasks or part of the action in accordance with Annex I;
- (d) where, in accordance with Article I.3(d), the grant takes the form of a flat-rate contribution, the amount obtained by applying the flat rate referred to in that Article to the eligible costs or to the contribution accepted by the Agency for the concerned reporting period and the corresponding beneficiaries and affiliated entities.

Where Article I.3 provides for a combination of different forms of grant, these amounts shall be added.

Where Article I.4.1 requires that the interim payment clears all or part of the pre-financing paid to the beneficiaries, the amount of pre-financing to be cleared shall be deducted from the amount due as interim payment, as determined in accordance with the fourth and fifth subparagraphs.

#### **II.24.4 Payment of the balance**

The payment of the balance, which may not be repeated, is intended to reimburse or cover after the end of the period set out in Article I.2.2 the remaining part of the eligible costs incurred by the beneficiaries for its implementation. Where the total amount of earlier payments is greater than the final amount of the grant determined in accordance with Article II.25, the payment of the balance may take the form of a recovery as provided for by Article II.26.

Without prejudice to Articles II.24.5 and II.24.6, on receipt of the documents referred to in Article II.23.2, the Agency shall pay the amount due as the balance within the time limit specified in Article I.4.2.

This amount shall be determined following approval of the request for payment of the balance and of the accompanying documents and in accordance with the fourth subparagraph. Approval of the request for payment of the balance and of the accompanying documents shall not imply recognition of the regularity or of the authenticity, completeness and correctness of the declarations and information it contains.

The amount due as the balance shall be determined by deducting, from the final amount of the grant determined in accordance with Article II.25, the total amount of pre-financing and interim payments already made.

#### **II.24.5 Suspension of the time limit for payment**

The Agency may suspend the time limit for payment specified in Articles I.4.2 and II.24.2 at any time by formally notifying the coordinator that its request for payment cannot be met, either because it does not comply with the provisions of the Agreement, or because the appropriate supporting documents have not been produced, or because there is doubt about the eligibility of the costs declared in the financial statement.

The coordinator shall be notified as soon as possible of any such suspension, together with the reasons thereof.

Suspension shall take effect on the date when notification is sent by the Agency. The remaining payment period shall start to run again from the date on which the requested information or revised documents are received or the necessary further verification, including on-the-spot checks, is carried out. Where the suspension exceeds two months, the coordinator may request a decision by the Agency on whether the suspension is to be continued.

Where the time limit for payment has been suspended following the rejection of one of the technical reports or financial statements provided for by Article II.23 and the new report or statement submitted is also rejected, the Agency reserves the right to terminate the Agreement in accordance with Article II.16.3.1(c), with the effects described in Article II.16.4.

#### **II.24.6 Suspension of payments**

The Agency may, at any time during the implementation of the Agreement, suspend the pre-financing payments, interim payments or payment of the balance for all beneficiaries, or suspend the pre-financing payments or interim payments for any one or several beneficiaries:

- (a) if the Agency has evidence that a beneficiary has committed substantial errors, irregularities or fraud in the award procedure or in the implementation of the grant, or if a beneficiary fails to comply with its obligations under the Agreement;
- (b) if the Agency has evidence that a beneficiary has committed systemic or recurrent errors, irregularities, fraud or breach of obligations under other grants funded by the Union or by the European Atomic Energy Community which were awarded to that beneficiary under similar conditions, provided that those errors, irregularities, fraud or breach of obligations have a material impact on this grant; or
- (c) if the Agency suspects substantial errors, irregularities, fraud or breach of obligations committed by a beneficiary in the award procedure or in the implementation of the Agreement and needs to verify whether they have actually occurred.

Before suspending payments, the Agency shall formally notify the coordinator of its intention to suspend payments, specifying the reasons thereof and, in the cases referred to in points (a) and (b) of the first subparagraph, the necessary conditions for resuming payments. The coordinator shall be invited to make any observations on behalf of all beneficiaries within 30 calendar days from receipt of this notification.

If, after examination of the observations submitted by the coordinator, the Agency decides to stop the procedure of payment suspension, the Agency shall formally notify the coordinator thereof.

If no observations have been submitted or if, despite the observations submitted by the coordinator, the Agency decides to pursue the procedure of payment suspension, it may suspend payments by formally notifying the coordinator, specifying the reasons for the suspension and, in the cases referred to in points (a) and (b) of the first subparagraph, the definitive conditions for resuming payments or, in the case referred to in point (c) of the first subparagraph, the indicative date of completion of the necessary verification.

The coordinator shall inform the other beneficiaries immediately. The suspension of payments shall take effect on the date when the notification is sent by the Agency.

In order to resume payments, the beneficiaries shall endeavour to meet the notified conditions as soon as possible and shall inform the Agency of any progress made in this respect.

The Agency shall, as soon as it considers that the conditions for resuming payments have been met or the necessary verification, including on-the-spot checks, has been carried out, formally notify the coordinator thereof.

During the period of suspension of payments and without prejudice to the right to suspend the implementation of the action in accordance with Article II.15.1 or to terminate the Agreement or the participation of a beneficiary in accordance with Article II.16.1 and Article II.16.2, the coordinator is not entitled to submit any requests for payments and supporting documents referred to in Article II.23 or, where the suspension concerns the pre-financing payments or interim payments for one or several beneficiaries only, any requests for payments and supporting documents relating to the participation of the concerned beneficiary or beneficiaries in the action.

The corresponding requests for payments and supporting documents may be submitted as soon as possible after resumption of payments or may be included in the first request for payment due following resumption of payments in accordance with the schedule laid down in Article I.4.1.

#### **II.24.7 Notification of amounts due**

The Agency shall formally notify the amounts due, specifying whether it is a further pre-financing payment, an interim payment or the payment of the balance. In the case of payment of the balance, it shall also specify the final amount of the grant determined in accordance with Article II.25.

#### **II.24.8 Interest on late payment**

On expiry of the time limits for payment specified in Articles I.4.2, II.24.1 and II.24.2, and without prejudice to Articles II.24.5 and II.24.6, the beneficiaries are entitled to interest on late payment at the rate applied by the European Central Bank for its main refinancing operations in euros ("the reference rate"), plus three and a half points. The reference rate shall be the rate in force on the first day of the month in which the time limit for payment expires, as published in the C series of the *Official Journal of the European Union*.

The first subparagraph shall not apply where all beneficiaries are Member States of the Union, including regional and local government authorities and other public bodies acting in the name and on behalf of the Member State for the purpose of this Agreement.

The suspension of the time limit for payment in accordance with Article II.24.5 or of payment by the Agency in accordance with Article II.24.6 may not be considered as late payment.

Interest on late payment shall cover the period running from the day following the due date for payment, up to and including the date of actual payment as established in Article II.24.10. The interest payable shall not be considered for the purposes of determining the final amount of grant within the meaning of Article II.25.3.

By way of derogation from the first subparagraph, when the calculated interest is lower than or equal to EUR 200, it shall be paid to the coordinator only upon request submitted within two months of receiving late payment.

#### **II.24.9 Currency for payments**

Payments by the Agency shall be made in euro.

#### **II.24.10 Date of payment**

Payments by the Agency shall be deemed to be effected on the date when they are debited to the Commission's account.

#### **II.24.11 Costs of payment transfers**

Costs of the payment transfers shall be borne in the following way:

- (a) costs of transfer charged by the bank of the Agency and/or the Commission shall be borne by the Agency and/or the Commission;

- (b) costs of transfer charged by the bank of a beneficiary shall be borne by the beneficiary;
- (c) all costs of repeated transfers caused by one of the parties shall be borne by the party which caused the repetition of the transfer.

#### **II.24.12 Payments to the coordinator**

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

### **ARTICLE II.25 – DETERMINING THE FINAL AMOUNT OF THE GRANT**

#### **II.25.1 Calculation of the final amount**

Without prejudice to Articles II.25.2, II.25.3 and II.25.4, the final amount of the grant shall be determined as follows:

- (a) where, in accordance with Article I.3(a), the grant takes the form of the reimbursement of eligible costs, the amount obtained by application of the reimbursement rate specified in that Article to the eligible costs of the action approved by the Agency for the corresponding categories of costs, beneficiaries and affiliated entities;
- (b) where, in accordance with Article I.3(b), the grant takes the form of a unit contribution, the amount obtained by multiplying the unit contribution specified in that Article by the actual number of units approved by the Agency for the corresponding beneficiaries and affiliated entities;
- (c) where, in accordance with Article I.3(c), the grant takes the form of a lump sum contribution, the lump sum specified in that Article for the corresponding beneficiaries and affiliated entities, subject to approval by the Agency of the proper implementation of the corresponding tasks or part of the action in accordance with Annex I;
- (d) where, in accordance with Article I.3(d), the grant takes the form of a flat-rate contribution, the amount obtained by applying the flat rate referred to in that Article to the eligible costs or to the contribution accepted by the Agency for the corresponding beneficiaries and affiliated entities.

Where Article I.3 provides for a combination of different forms of grant, these amounts shall be added.

#### **II.25.2 Maximum amount**

The total amount paid to the beneficiaries by the Agency may in no circumstances exceed the maximum amount specified in Article I.3.

Where the amount determined in accordance with Article II.25.1 exceeds this maximum amount, the final amount of the grant shall be limited to the maximum amount specified in Article I.3.

#### **II.25.3 No-profit rule and taking into account of receipts**

**II.25.3.1** The grant may not produce a profit for the beneficiaries, unless specified otherwise in the Special Conditions. "Profit" shall mean a surplus of the receipts over the eligible costs of the action.

**II.25.3.2** The receipts to be taken into account are the consolidated receipts established, generated or confirmed on the date on which the request for payment of the balance is drawn up by the coordinator, which fall within one of the following two categories:

- (a) income generated by the action; or
- (b) financial contributions specifically assigned by the donors to the financing of the eligible costs of the action reimbursed by the Agency in accordance with Article I.3(a)(i).

- II.25.3.3** The following shall not be considered as receipts to be taken into account for the purpose of verifying whether the grant produces a profit for the beneficiaries:
- (a) financial contributions referred to in point (b) of Article II.25.3.2, which may be used by the beneficiaries to cover costs other than the eligible costs under the Agreement;
  - (b) financial contributions referred to in point (b) of Article II.25.3.2, the unused part of which is not due to the donors at the end of the period set out in Article I.2.2.
- II.25.3.4** The eligible costs to be taken into account are the consolidated eligible costs approved by the Agency for the categories of costs reimbursed in accordance with Article I.3(a).
- II.25.3.5** Where the final amount of the grant determined in accordance with Articles II.25.1 and II.25.2 would result in a profit for the beneficiaries, the profit shall be deducted in proportion to the final rate of reimbursement of the actual eligible costs of the action approved by the Agency for the categories of costs referred to in Article I.3(a)(i). This final rate shall be calculated on the basis of the final amount of the grant in the form referred to in Article I.3(a)(i), as determined in accordance with Articles II.25.1 and II.25.2.

#### **II.25.4 Reduction for poor, partial or late implementation**

Without prejudice to the right to terminate the Agreement referred to in Article II.16 and without prejudice to the right of the Agency to apply penalties referred to in Article II.17, if the action is not implemented or is implemented poorly, partially or late, the Agency may reduce the grant initially provided for, in line with the actual implementation of the action according to the terms laid down in the Agreement.

### **ARTICLE II.26 – RECOVERY**

#### **II.26.1 Recovery at the time of payment of the balance**

Where the payment of the balance takes the form of a recovery, the coordinator shall repay the Agency the amount in question, even if it has not been the final recipient of the amount due.

#### **II.26.2 Recovery after payment of the balance**

Where an amount is to be recovered in accordance with Articles II.27.6, II.27.7 and II.27.8, the beneficiary concerned by the audit or OLAF findings shall repay the Agency the amount in question. Where the audit findings do not concern a specific beneficiary, the coordinator shall repay the Agency the amount in question, even if it has not been the final recipient of the amount due.

Each beneficiary shall be responsible for the repayment of any amount unduly paid by the Agency as a contribution towards the costs incurred by its affiliated entities.

#### **II.26.3 Recovery procedure**

Before recovery, the Agency shall formally notify the beneficiary concerned of its intention to recover the amount unduly paid, specifying the amount due and the reasons for recovery and inviting the beneficiary to make any observations within a specified period.

If no observations have been submitted or if, despite the observations submitted by the beneficiary, the Agency decides to pursue the recovery procedure, the Agency may confirm recovery by formally notifying to the beneficiary a debit note (“debit note”), specifying the terms and the date for payment.

If payment has not been made by the date specified in the debit note, the Agency shall recover the amount due:

- (a) by offsetting it against any amounts owed to the beneficiary concerned by the Union or the European Atomic Energy Community (Euratom) (“offsetting”); in exceptional circumstances, justified by the necessity to safeguard the financial interests of the Union, the Agency may recover by offsetting before the due date; the beneficiary’s prior consent shall not be required; an action may be brought against such offsetting before the General Court of the European Union pursuant to Article 263 TFEU;
- (b) by drawing on the financial guarantee where provided for in accordance with Article I.4.1 (“drawing on the financial guarantee”);
- (c) by holding the beneficiaries jointly and severally liable up to the value of the contribution that the beneficiary held liable is entitled to receive. This contribution shall be that indicated in the estimated budget breakdown as set out in Annex III as last amended;
- (d) by taking legal action in accordance with Article II.18.2 or with the Special Conditions or by adopting an enforceable decision in accordance with Article II.18.3.

For the purposes of point (c) of the third subparagraph, the beneficiaries shall not be jointly and severally liable for financial penalties which could be imposed on any defaulting beneficiary in accordance with Article II.17.

#### **II.26.4 Interest on late payment**

If payment has not been made by the date set out in the debit note, the amount due shall bear interest at the rate established in Article II.24.8. Interest on late payment shall cover the period running from the day following the due date for payment, up to and including the date when the Agency and/or the Commission actually receives payment in full of the outstanding amount.

Any partial payment shall first be appropriated against charges and interest on late payment and then against the principal.

#### **II.26.5 Bank charges**

Bank charges incurred in connection with the recovery of the sums owed to the Agency and/or the Commission shall be borne by the beneficiary concerned except where Directive 2007/64/EC of the European Parliament and of the Council of 13 November 2007 on payment services in the internal market amending Directives 97/7/EC, 2002/65/EC, 2005/60/EC and 2006/48/EC and repealing Directive 97/5/EC applies.

### **ARTICLE II.27 – CHECKS, AUDITS AND EVALUATION**

#### **II.27.1 Technical and financial checks, audits, interim and final evaluations**

The Agency and/or the Commission may carry out technical and financial checks and audits in relation to the use of the grant. It may also check the statutory records of the beneficiaries for the purpose of periodic assessments of lump sum, unit cost or flat-rate amounts.

Information and documents provided in the framework of checks or audits shall be treated on a confidential basis.

In addition, the Agency and/or the Commission may carry out interim or final evaluation of the impact of the action measured against the objective of the Union programme concerned.

Checks, audits or evaluations made by the Agency and/or the Commission may be carried out either directly by its own staff or by any other outside body authorised to do so on its behalf.

Such checks, audits or evaluations may be initiated during the implementation of the Agreement and for a period of five years starting from the date of payment of the balance. This period shall be limited to three years in case the maximum amount specified in Article I.3 is not more than EUR 60 000.

The check, audit or evaluation procedure shall be deemed to be initiated on the date of receipt of the letter of the Agency or the Commission announcing it.

#### **II.27.2 Duty to keep documents**

The beneficiaries shall keep all original documents, especially accounting and tax records, stored on any appropriate medium, including digitalised originals when they are authorised by their respective national law and under the conditions laid down therein, for a period of five years starting from the date of payment of the balance.

This period shall be limited to three years if the maximum amount specified in Article I.3 is not more than EUR 60 000.

The periods set out in the first and second subparagraphs shall be longer if there are on-going audits, appeals, litigation or pursuit of claims concerning the grant, including in the case referred to in Article II.27.7. In such cases, the beneficiaries shall keep the documents until such audits, appeals, litigation or pursuit of claims are closed.

#### **II.27.3 Obligation to provide information**

Where a check, audit or evaluation is initiated before the payment of the balance, the coordinator shall provide any information, including information in electronic format, requested by the Agency and/or Commission or by any other outside body authorised by it. Where appropriate, the Agency and/or the Commission may request such information to be provided directly by a beneficiary.

Where a check or audit is initiated after payment of the balance, such information shall be provided by the beneficiary concerned.

In case the beneficiary concerned does not comply with the obligations set out in the first and second subparagraphs, the Agency and/or the Commission may consider:

- (a) any cost insufficiently substantiated by information provided by the beneficiary as ineligible;
- (b) any unit, lump sum or flat-rate contribution insufficiently substantiated by information provided by the beneficiary as undue.

#### **II.27.4 On-the-spot visits**

During an on-the-spot visit, the beneficiaries shall allow Agency and/or the Commission staff and outside personnel authorised by the Agency and/or by the Commission to have access to the sites and premises where the action is or was carried out, and to all the necessary information, including information in electronic format.

They shall ensure that the information is readily available at the moment of the on-the-spot visit and that information requested is handed over in an appropriate form.

In case the beneficiary concerned refuses to provide access to the sites, premises and information in accordance with the first and second subparagraphs, the Agency and/or the Commission may consider:

- (a) any cost insufficiently substantiated by information provided by the beneficiary as ineligible;
- (b) any unit, lump sum or flat-rate contribution insufficiently substantiated by information provided by the beneficiary as undue.

#### **II.27.5 Contradictory audit procedure**

On the basis of the findings made during the audit, a provisional report (“draft audit report”) shall be drawn up. It shall be sent by the Agency and/or the Commission or its authorised representative to the beneficiary concerned, which shall have 30 days from the date of receipt to submit observations. The final report (“final audit report”) shall be sent to the beneficiary concerned within 90 days of expiry of the time limit for submission of observations, unless the observations submitted by the beneficiary lead to further audit work, checks or discussions by the Agency and/or the Commission or its authorised representative.

#### **II.27.6 Effects of audit findings**

On the basis of the final audit findings, the Agency and/or the Commission may take the measures which it considers necessary, including recovery at the time of payment of the balance or after payment of the balance of all or part of the payments made by it, in accordance with Article II.26.

In the case of final audit findings made after the payment of the balance, the amount to be recovered shall correspond to the difference between the revised final amount of the grant, determined in accordance with Article II.25, and the total amount paid to the beneficiaries under the Agreement for the implementation of the action.

#### **II.27.7 Correction of systemic or recurrent errors, irregularities, fraud or breach of obligations**

**II.27.7.1** The Agency and/or the Commission may take all measures which it considers necessary, including recovery at the time of payment of the balance or after payment of the balance of all or part of the payments made by it under the Agreement, in accordance with Article II.26, where the following conditions are fulfilled:

- (a) the beneficiary is found, on the basis of an audit of other grants awarded to it under similar conditions, to have committed systemic or recurrent errors, irregularities, fraud or breach of obligations that have a material impact on this grant; and
- (b) the final audit report containing the findings of the systemic or recurrent errors, irregularities, fraud or breach of obligations is received by the beneficiary within the period referred to in Article II.27.1.

**II.27.7.2** The Agency and/or the Commission shall determine the amount to be corrected under the Agreement:

- (a) wherever possible and practicable, on the basis of costs unduly declared as eligible under the Agreement.

For that purpose, the beneficiary concerned shall revise the financial statements submitted under the Agreement taking account of the findings and resubmit them to the Agency and/or the Commission within 60 days from the date of receipt of the final audit report containing the findings of the systemic or recurrent errors, irregularities, fraud or breach of obligations.

In the case of systemic or recurrent errors, irregularities, fraud or breach of obligations found after the payment of the balance, the amount to be recovered shall correspond to the difference between the revised final amount of the grant, determined in accordance with Article II.25 on the basis of the revised eligible costs declared by the beneficiary and approved by the Agency and/or by the Commission, and the total amount paid to the beneficiaries under the Agreement for the implementation of the action;

- (b) where it is not possible or practicable to quantify precisely the amount of ineligible costs under the Agreement, by extrapolating the correction rate applied to the eligible costs for the grants for which the systemic or recurrent errors or irregularities have been found.

The Agency and/or the Commission shall formally notify the extrapolation method to be applied to the beneficiary concerned, which shall have 60 days from the date of receipt of the notification to submit observations and to propose a duly substantiated alternative method.

If the Agency and/or the Commission accepts the alternative method proposed by the beneficiary, it shall formally notify the beneficiary concerned thereof and determine the revised eligible costs by applying the accepted alternative method.

If no observations have been submitted or if the Agency and/or the Commission does not accept the observations or the alternative method proposed by the beneficiary, the Agency and /or the Commission shall formally notify the beneficiary concerned thereof and determine the revised eligible costs by applying the extrapolation method initially notified to the beneficiary.

In the case of systemic or recurrent errors, irregularities, fraud or breach of obligations found after the payment of the balance, the amount to be recovered shall correspond to the difference between the revised final amount of the grant, determined in accordance with Article II.25 on the basis of the revised eligible costs after extrapolation, and the total amount paid to the beneficiaries under the Agreement for the implementation of the action; or

- (c) where ineligible costs cannot serve as a basis for determining the amount to be corrected, by applying a flat rate correction to the maximum amount of the grant specified in Article I.3 or part thereof, having regard to the principle of proportionality.

The Agency and/or the Commission shall formally notify the flat rate to be applied to the beneficiary concerned, which shall have 60 days from the date of receipt of the notification to submit observations and to propose a duly substantiated alternative flat rate.

If the Agency and/or the Commission accepts the alternative flat rate proposed by the beneficiary, it shall formally notify the beneficiary concerned thereof and correct the grant amount by applying the accepted alternative flat rate.

If no observations have been submitted or if the Agency and/or the Commission does not accept the observations or the alternative flat rate proposed by the beneficiary, the Agency and/or the Commission shall formally notify the beneficiary concerned thereof and correct the grant amount by applying the flat rate initially notified to the beneficiary.

In the case of systemic or recurrent errors, irregularities, fraud or breach of obligations found after the payment of the balance, the amount to be recovered shall correspond to the difference between the revised final amount of the grant after flat-rate correction and the total amount paid to the beneficiaries under the Agreement for the implementation of the action.

#### **II.27.8 Checks and inspections by OLAF**

The European Anti-Fraud Office (OLAF) shall have the same rights as the Agency and the Commission, notably right of access, for the purpose of checks and investigations.

By virtue of Council Regulation (Euratom, EC) No 2185/96 of 11 November 1996 concerning on-the-spot checks and inspections carried out by the Commission in order to protect the European Communities' financial interests against fraud and other irregularities and Regulation (EU, EURATOM) No 883/2013 of the European Parliament and the Council of 11 September 2013 concerning investigations conducted by the European Anti-Fraud Office (OLAF), OLAF may also carry out on-the-spot checks and inspections in accordance with the procedures laid down by Union law for the protection of the financial interests of the Union against fraud and other irregularities.

Where appropriate, OLAF findings may lead to recovery by the Agency and/or the Commission.

#### **II.27.9 Checks and audits by the European Court of Auditors**

The European Court of Auditors shall have the same rights as the Agency and the Commission, notably right of access, for the purpose of checks and audits.

# ANNEX III

## Estimated budget of the action

### Maximum Grant contribution to the project costs

	EUR
<b>I</b> STAFF COSTS	304.437,00
<b>II</b> TRAVEL COSTS	78.780,00
<b>III</b> COSTS OF STAY	175.920,00
<b>IV</b> EQUIPMENT	177.536,00
<b>V</b> SUBCONTRACTING	30.836,00
<b>TOTAL GRANT CONTRIBUTION (total I – V)</b>	<b>767.509,00</b>

**ANNEX IV**  
**List of beneficiaries**  
**and**  
**Mandates provided to the coordinator by the**  
**other beneficiaries**

## ANNEX IV - List of Beneficiaries

### 561592-EPP-1-2015-1-FR-EPPKA2-CBHE-JP

Co-beneficiary/Institutions	PIG	City	Country
AICA ASSOCIAZIONE ITALIANA PER L'INFORMATICA	951720157	Milano	IT
KAUNO TECHNOLOGIJOS UNIVERSITETAS	999844961	KAUNAS	LT
KHERSON STATE UNIVERSITY	933283658	Kherson	UA
LUISS LIBERA UNIVERSITA INTERNAZIONALE DEGLI	999914510	ROMA	IT
LULEA TEKNISKA UNIVERSITET	999876874	LULEA	SE
LVIV POLYTECHNIC NATIONAL UNIVERSITY	998579305	Lviv	UA
MINISTRY OF EDUCATION AND SCIENCE OF UKRAIN	938113773	Kyiv	UA
NACIONALNIY TEHNICHNIY UNIVERSITET UKRAINI K	998145715	KYIV	UA
NATIONAL TECHNICAL UNIVERSITY KHARKIV POLYI	984498009	KHARKIV	UA
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY C	941523323	Kharkiv	UA
UNIVERSITAT LIECHTENSTEIN	974688496	VADUZ	LI
UNIVERSITETET I AGDER	998822969	Kristiansand	NO
UNIVERSITY OF DONJA GORICA	948824319	Podgorica	ME
UNIVERZA V MARIBORU	999903646	MARIBOR	SI
UNIVERZITET MEDITERAN PODGORICA PRIVATNA L	990226053	PODGORICA	ME
VINNYTSIA NATIONAL TECHNICAL UNIVERSITY	950295421	Vinnytsia	UA
WESTFAELISCHE WILHELMS-UNIVERSITAET MUENS	999853691	MUENSTER	DE
Coordinator	PIG	City	Country
UNIVERSITE LUMIERE LYON 2	999855825	Lyon	FR



# MANDATE<sup>1</sup>

I, the undersigned,

**Giulio Occhini,**

representing,

**Associazione Italiana per l'Informatica ed il Calcolo Automatico [AICA]**  
non-governmental association  
registered in Italy, REA N. MI-1857883  
**piazzale Rodolfo Morandi 2, 20121 Milano, Italy**  
VAT number (P.IVA): 03720700156

hereinafter referred to as "the beneficiary",

for the purposes of the signature and the implementation of the grant agreement **Establishing Modern Master-level Studies in Information Systems (MASTIS)** (hereinafter referred to as "the grant agreement") with the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as "the Agency") hereby:

1. Mandate ;

University Lyon 2 (ULL2)  
Public university  
N° SIRET : 19691775100014 4  
**18 quai Claude Bernard, 69635 LYON Cedex 07**  
VAT number:FR 821 969 177 51  
represented by **Jean-Luc MAYAUD, President**  
(Hereinafter referred to as "the coordinator")

to sign in my name and on my behalf the grant agreement and its possible subsequent amendments with the Agency.

2. Mandate the coordinator to act on behalf of the beneficiary in compliance with the grant agreement.

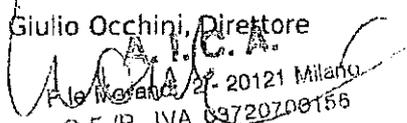
I hereby confirm that the beneficiary accepts all terms and conditions of the grant agreement and, in particular, all provisions affecting the coordinator and the other beneficiaries. In particular, I acknowledge that, by virtue of this mandate, the coordinator alone is entitled to receive funds from the Agency and distribute the amounts corresponding to the beneficiary's participation in the action.

I hereby accept that the beneficiary will do everything in its power to help the coordinator fulfil his obligations under the grant agreement, and in particular, to provide to the coordinator, on his request, whatever documents or information may be required.

I hereby declare that the beneficiary agrees that the provisions of the grant agreement, including this mandate, shall take precedence over any other agreement between the beneficiary and the coordinator which may have an effect on the implementation of the grant agreement.

This mandate shall be annexed to the grant agreement and shall form an integral part thereof.

SIGNATURE

Giulio Occhini, Direttore  
  
Piazzale Rodolfo Morandi 2 - 20121 Milano  
C.F./P. IVA 03720700156

Done at Milan, 27/1/2015



# MANDATE<sup>1</sup>

I, the undersigned,

**Prof. Sigitas Stanys, Vice-Rector for International Relations and Development,**

representing,

**Kaunas University of Technology (KTU)**  
Public Institution  
Registration number: 111950581  
**K. Donelaičio St. 73, LT-44029 Kaunas, Lithuania**  
VAT number: LT119505811

hereinafter referred to as "the beneficiary",

for the purposes of the signature and the implementation of the grant agreement *Establishing Modern Master-level Studies in Information Systems (MASTIS)* (hereinafter referred to as "the grant agreement") with the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as "the Agency") hereby:

## 1. Mandate

University Lyon 2 (ULL2)  
Public university  
N° SIRET : 19691775100014 4  
**18 quai Claude Bernard, 69635 LYON Cedex 07**  
VAT number: FR 821 969 177 51  
represented by **Jean-Luc MAYAUD, President**  
(Hereinafter referred to as "the coordinator")

to sign in my name and on my behalf the grant agreement and its possible subsequent amendments with the Agency.

## 2. Mandate the coordinator to act on behalf of the beneficiary in compliance with the grant agreement.

I hereby confirm that the beneficiary accepts all terms and conditions of the grant agreement and, in particular, all provisions affecting the coordinator and the other beneficiaries. In particular, I acknowledge that, by virtue of this mandate, the coordinator alone is entitled to receive funds from the Agency and distribute the amounts corresponding to the beneficiary's participation in the action.

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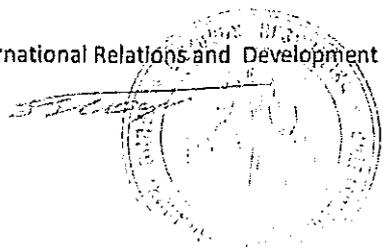
I hereby declare that the beneficiary agrees that the provisions of the grant agreement, including this mandate, shall take precedence over any other agreement between the beneficiary and the coordinator which may have an effect on the implementation of the grant agreement.

This mandate shall be annexed to the grant agreement and shall form an integral part thereof.

## SIGNATURE

Prof. Sigitas Stanys, Vice-Rector for International Relations and Development

[Signature and stamp]



Done at Kaunas, 29-01-2015

<sup>1</sup>One copy of this Annex shall be included for each beneficiary except for the coordinator.



U

# MANDATE<sup>1</sup>

I, the undersigned,

Prof. Nataliya TYUKHTENKO, Acting Rector,

representing,

{Kherson State University}{KSU}  
Public higher education institution  
official registration No: 02125609  
27, 40 rokiiv Zhovtnya St., Kherson, Ukraine 73000  
VAT number: 021256021033

hereinafter referred to as "the beneficiary",

for the purposes of the signature and the implementation of the grant agreement *Establishing Modern Master-level Studies In Information Systems (MASTIS)* (hereinafter referred to as "the grant agreement") with the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as "the Agency") hereby:

## 1. Mandate

University Lyon 2 (ULL2)  
Public university  
N° SIRET : 19691775100014 4  
18 qual Claude Bernard, 69635 LYON Cedex 07  
VAT number:FR 821 969 177 51  
represented by Jean-Luc MAYAUD, President  
(Hereinafter referred to as "the coordinator")

to sign in my name and on my behalf the grant agreement and its possible subsequent amendments with the Agency.

## 2. Mandate the coordinator to act on behalf of the beneficiary in compliance with the grant agreement.

I hereby confirm that the beneficiary accepts all terms and conditions of the grant agreement and, in particular, all provisions affecting the coordinator and the other beneficiaries. In particular, I acknowledge that, by virtue of this mandate, the coordinator alone is entitled to receive funds from the Agency and distribute the amounts corresponding to the beneficiary's participation in the action.

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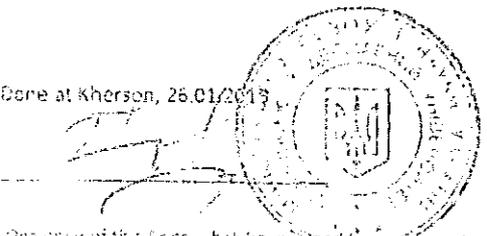
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This mandate shall be annexed to the grant agreement and shall form an integral part thereof.

## SIGNATURE

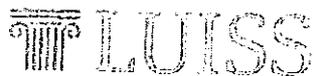
Prof. Nataliya TYUKHTENKO, Acting Rector

Done at Kherson, 26.01.2013



One copy of the Annex shall be retained by the beneficiary except for the coordinator





**MANDATE**

I, the undersigned,

**Giovanni Lo Storto,**

representing,

**Libera Università Internazionale degli Studi Sociali Guido Carli - LUISS**  
University  
Viale Pola n. 12  
00198 Roma  
VAT number: 01067231009

hereinafter referred to as "the beneficiary",

for the purposes of the signature and the implementation of the grant agreement **Establishing Modern Master-level Studies in Information Systems (MASTIS)** (hereinafter referred to as "the grant agreement") with the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as "the Agency")  
hereby:

**1. Mandate**

University Lyon 2 (ULL2)  
Public university  
N° SIRET : 19691775100014 4  
**18 quai Claude Bernard, 69635 LYON Cedex 07**  
VAT number: FR 821 969 177 51  
represented by **Jean-Luc MAYAUD, President**  
(Hereinafter referred to as "the coordinator")

to sign in my name and on my behalf the grant agreement and its possible subsequent amendments with the Agency.

**2. Mandate the coordinator to act on behalf of the beneficiary in compliance with the grant agreement.**

I hereby confirm that the beneficiary accepts all terms and conditions of the grant agreement and, in particular, all provisions affecting the coordinator and the other beneficiaries. In particular, I acknowledge that, by virtue of this mandate, the coordinator alone is entitled to receive funds from the Agency and distribute the amounts corresponding to the beneficiary's participation in the action.

I hereby accept that the beneficiary will do everything in its power to help the coordinator fulfil his obligations under the grant agreement, and in particular, to provide to the coordinator, on his request, whatever documents or information may be required.





I hereby declare that the beneficiary agrees that the provisions of the grant agreement, including this mandate, shall take precedence over any other agreement between the beneficiary and the coordinator which may have an effect on the implementation of the grant agreement.

This mandate shall be annexed to the grant agreement and shall form an integral part thereof.

**SIGNATURE**

Giovanni Lo Storto, General Manager

A handwritten signature in black ink, appearing to read "G. Lo Storto", is written over a horizontal line. The signature is enclosed within a hand-drawn oval.

Done at Rome, 27/01/2015



# MANDATE<sup>1</sup>

I, the undersigned,

Johan Sterte, Vice-chancellor - ,

representing,

**[LULEÅ TEKNISKA UNIVERSITET [LTU]**

Public university

No:2021 0028 4101

Luleå Tekniska Universitet, University Campus, Forsöen, SE 97187 LULEÅ, SWEDEN

VAT number:SE202100284101

hereinafter referred to as "the beneficiary",

for the purposes of the signature and the implementation of the grant agreement *Establishing Modern Master-level Studies in Information Systems* (MASTIS) (hereinafter referred to as "the grant agreement") with the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as "the Agency") hereby:

## 1. Mandate

University Lyon 2 (UCL2)

Public university

N° SIRET : 19691775100014 4

18 quai Claude Bernard, 69635 LYON Cedex 07

VAT number:FR 821 969 177 51

represented by Jean-Luc MAYAUD, President

(Hereinafter referred to as "the coordinator")

to sign in my name and on my behalf the grant agreement and its possible subsequent amendments with the Agency.

## 2. Mandate the coordinator to act on behalf of the beneficiary in compliance with the grant agreement.

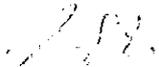
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I hereby declare that the beneficiary agrees that the provisions of the grant agreement, including this mandate, shall take precedence over any other agreement between the beneficiary and the coordinator which may have an effect on the implementation of the grant agreement.

This mandate shall be annexed to the grant agreement and shall form an integral part thereof.

SIGNATURE



Johan Sterte , Vice Chancellor

[Signature and stamp]

Done at Luleå , [date ] 2021 01 05



<sup>1</sup>One copy of this Annex shall be included for each beneficiary except for the coordinator.



# MANDATE<sup>1</sup>

I, the undersigned,

**YURIY BOBALO,**

representing,

Lviv Polytechnic National University LPNU  
State University/Public organisation  
02071010  
St. Bandera 12, Lviv 79013, Ukraine  
VAT number: 020710113025

hereinafter referred to as "the beneficiary",

for the purposes of the signature and the implementation of the grant agreement *Establishing Modern Master-level Studies in Information Systems (MASTIS)* (hereinafter referred to as "the grant agreement") with the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as "the Agency") hereby:

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VAT number: FR 821 969 177 51  
represented by **Jean-Luc MAYAUD, President**  
(Hereinafter referred to as "the coordinator")

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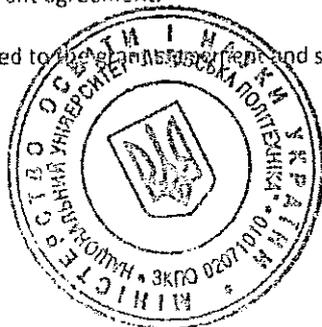
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This mandate shall be annexed to the grant agreement and shall form an integral part thereof.

SIGNATURE

BOBALO Yuriy, Rector

Done at Lviv, 29.01.2015





# MANDATE<sup>1</sup>

I, the undersigned,

**Andriy Hevko,**

representing,

**Ministry of Education and Science of Ukraine [MESU]**  
public body  
38621185  
**01135, Kyiv, prospect Peremogy, 10, UKRAINE**  
VAT number: non-payer

hereinafter referred to as "the beneficiary",

for the purposes of the signature and the implementation of the grant agreement *Establishing Modern Master-level Studies in Information Systems (MASTIS)* (hereinafter referred to as "the grant agreement") with the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as "the Agency") hereby:

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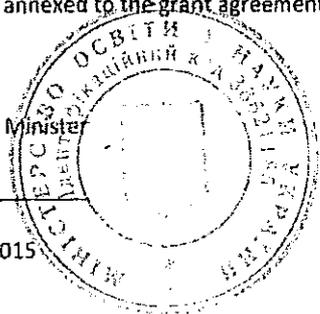
This mandate shall be annexed to the grant agreement and shall form an integral part thereof.

SIGNATURE

Andriy Hevko, Deputy Minister

\_\_\_\_\_

Done at Kyiv, 03/02/2015



<sup>1</sup> One copy of this Annex shall be included for each beneficiary except for the coordinator.



# MANDATE<sup>1</sup>

I, the undersigned,

**Academician Michael Zgurovsky, Rector,**

representing,

National Technical University of Ukraine "Kyiv Polytechnic Institute", NTUU "KPI"  
STATE Higher Education Institution  
02070921  
Peremohy prospect, 37 Kyiv, Ukraine, 03056  
VAT number: 020709226587

hereinafter referred to as "the beneficiary",

for the purposes of the signature and the implementation of the grant agreement *Establishing Modern Master-level Studies in Information Systems (MASTIS)* (hereinafter referred to as "the grant agreement") with the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as "the Agency") hereby:

1. Mandate

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Public university  
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18 quai Claude Bernard, 69635 LYON Cedex 07  
VAT number: FR 821 969 177 51  
represented by **Jean-Luc MAYAUD, President**  
(Hereinafter referred to as "the coordinator")

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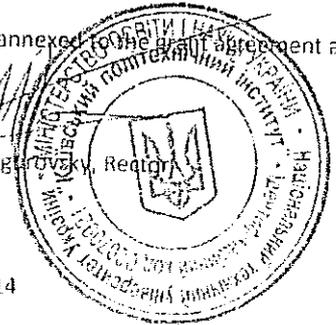
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This mandate shall be annexed to the grant agreement and shall form an integral part thereof.

SIGNATURE

Academician Michael Zgurovsky, Rector



Done at Kyiv, 28.01.2014



# MANDATE<sup>1</sup>

I, the undersigned,

**Prof. Leonid TOVAZHNYANSKYI, Rector,**

representing,

**National Technical University 'Kharkiv Polytechnic Institute', NTU 'KhPI'**  
Public  
02071180  
**Frunze Str, 21, Kharkiv, 61002, Ukraine**  
VAT number: 020711820397

hereinafter referred to as "the beneficiary".

for the purposes of the signature and the implementation of the grant agreement *Establishing Modern Master-level Studies in Information Systems (MASTIS)* (hereinafter referred to as "the grant agreement") with the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as "the Agency") hereby:

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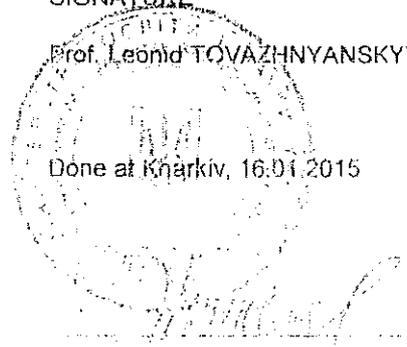
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This mandate shall be annexed to the grant agreement and shall form an integral part thereof.

SIGNATURE

Prof. Leonid TOVAZHNYANSKYI, Rector



Done at Kharkiv, 16.01.2015

<sup>1</sup> One copy of this Annex shall be sent, free of charge, to the Agency and kept for the coordinator



MANDATE<sup>1</sup>

I, the undersigned,

Prof. Volodymyr PONOMANENKO, Rector,

representing,

Simon Kuznets Kharkiv National University of Economics, *KhNUE*  
STATE Higher Education Institution  
02071211  
Lenina Ave, 9-A, Kharkiv, 61166, Ukraine  
VAT number: N/A

hereinafter referred to as "the beneficiary",

for the purposes of the signature and the implementation of the grant agreement *Establishing Modern Master-level Studies in Information Systems (MASTIS)* (hereinafter referred to as "the grant agreement") with the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as "the Agency") hereby:

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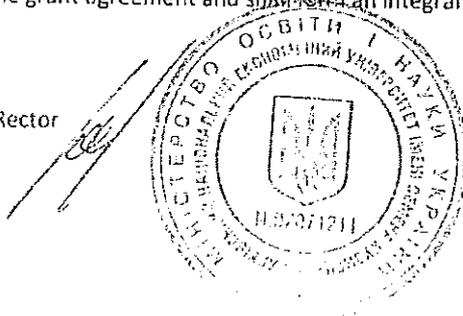
I hereby declare that the beneficiary agrees that the provisions of the grant agreement, including this mandate, shall take precedence over any other agreement between the beneficiary and the coordinator which may have an effect on the implementation of the grant agreement.

This mandate shall be annexed to the grant agreement and shall form an integral part thereof.

SIGNATURE

Prof. Volodymyr PONOMANENKO, Rector

Done at Kharkiv, 26.01.2015



<sup>1</sup>One copy of this Annex shall be included for each beneficiary except for the coordinator.



# MANDATE<sup>1</sup>

I, the undersigned,

**Prof. Dr. Jan vom Brocke,**

representing,

**University of Liechtenstein (uni.li)**  
Public university  
FL-0000.001.631-4  
Fuerst-Franz-Josef-Strasse, 9490 Vaduz, Principality of Liechtenstein  
VAT number:52159

hereinafter referred to as "the beneficiary",

for the purposes of the signature and the implementation of the grant agreement *Establishing Modern Master-level Studies in Information Systems (MASTIS)* (hereinafter referred to as "the grant agreement") with the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as "the Agency") hereby:

1. Mandate

**University Lyon 2 (ULL2)**  
Public university  
N° SIRET : 19691775100014 4  
1B quai Claude Bernard, 69635 LYON Cedex 07  
VAT number:FR 821 969 177 51  
represented by **Jean-Luc MAYAUD, President**  
(Hereinafter referred to as "the coordinator")

to sign in my name and on my behalf the grant agreement and its possible subsequent amendments with the Agency.

2. Mandate the coordinator to act on behalf of the beneficiary in compliance with the grant agreement.

I hereby confirm that the beneficiary accepts all terms and conditions of the grant agreement and, in particular, all provisions affecting the coordinator and the other beneficiaries. In particular, I acknowledge that, by virtue of this mandate, the coordinator alone is entitled to receive funds from the Agency and distribute the amounts corresponding to the beneficiary's participation in the action.

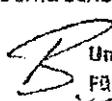
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This mandate shall be annexed to the grant agreement and shall form an integral part thereof.

SIGNATURE

Prof. Dr. Jan vom Brocke, Vice-Rector  
  
Universität Liechtenstein  
Fürst-Franz-Josef-Strasse  
9490 Vaduz, Liechtenstein  
Done at Vaduz, 6.2.2015

Dr. Bernd Schenk, Dep. Head of Institute  
  
Universität Liechtenstein  
Fürst-Franz-Josef-Strasse  
9490 Vaduz, Liechtenstein

<sup>1</sup>One copy of this Annex shall be included for each beneficiary except for the coordinator.



# MANDATE<sup>1</sup>

I, the undersigned,

**Tor A. Agedal,**

representing,

**The University of Agder (UiA)**  
Public University  
970 546 200 MVA  
Postboks 422, 4604 Kristiansand, NORWAY  
VAT number:970 546 200 MVA

UNIVERSITETET I AGDER  
Fakultet for økonomi og administrasjon

hereinafter referred to as "the beneficiary",

for the purposes of the signature and the implementation of the grant agreement *Establishing Modern Master-level Studies in Information Systems (MASTIS)* (hereinafter referred to as "the grant agreement") with the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as "the Agency") hereby:

1. Mandate

University Lyon 2 (ULL2)  
Public university  
N° SIRET : 19691775100014 4  
18 quai Claude Bernard, 69635 LYON Cedex 07  
VAT number:FR 821 969 177 51  
represented by **Jean-Luc MAYAUD, President**  
(Hereinafter referred to as "the coordinator")

to sign in my name and on my behalf the grant agreement and its possible subsequent amendments with the Agency.

2. Mandate the coordinator to act on behalf of the beneficiary in compliance with the grant agreement.

I hereby confirm that the beneficiary accepts all terms and conditions of the grant agreement and, in particular, all provisions affecting the coordinator and the other beneficiaries. In particular, I acknowledge that, by virtue of this mandate, the coordinator alone is entitled to receive funds from the Agency and distribute the amounts corresponding to the beneficiary's participation in the action.

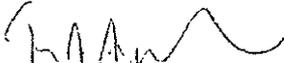
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<sup>1</sup>One copy of this Annex shall be included for each beneficiary except for the coordinator.



This mandate shall be annexed to the grant agreement and shall form an integral part thereof.



Tor A. Aagedal

University Director

Done at Kristiansand, 23.09.2015



**MANDATE<sup>1</sup>**

I, the undersigned,

[Veselin Vukotic, Phd, Rector],

representing,

University of Donja Gorica, **UDG**

[official legal status or form: Private institution

[official registration No: 8 - 0022734001]

[full official address: Donja Gorica bb, 81000, Podgorica, Montenegro

VAT number: 02779129

hereinafter referred to as "the beneficiary",

for the purposes of the signature and the implementation of the grant agreement *Establishing Modern Master-level Studies in Information Systems (MASTIS)* (hereinafter referred to as "the grant agreement") with the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as "the Agency") hereby:

1. Mandate

University Lyon 2 (ULL2)

Public university

[official registration No: 80008870752]

N° SIRET : 19691775100014 4

18 quai Claude Bernard, 69635 LYON Cedex 07

VAT number: FR 821 969 177 5

Represented by: **Jean-Luc MAYAUD, President**

hereinafter referred to as coordinator

to sign in my name and on my behalf the grant agreement and its possible subsequent amendments with the Agency.

2. Mandate the coordinator to act on behalf of the beneficiary in compliance with the grant agreement.

I hereby confirm that the beneficiary accepts all terms and conditions of the grant agreement and, in particular, all provisions affecting the coordinator and the other beneficiaries. In particular, I acknowledge that, by virtue of this mandate, the coordinator alone is entitled to receive funds from the Agency and distribute the amounts corresponding to the beneficiary's participation in the action.

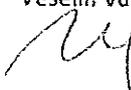
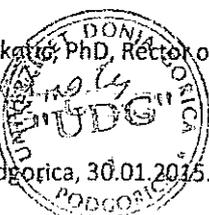
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I hereby declare that the beneficiary agrees that the provisions of the grant agreement, including this mandate, shall take precedence over any other agreement between the beneficiary and the coordinator which may have an effect on the implementation of the grant agreement.

This mandate shall be annexed to the grant agreement and shall form an integral part thereof.

SIGNATURE

Veselin Vukotic, Phd, Rector of the University of Donja Gorica

Done at Podgorica, 30.01.2015.



# MANDATE

I, the undersigned,

**prof. dr. Danjel Rebolj, rector,**

representing,

**University of Maribor (UM)**

Public institution

Registration number: 5000839000

Slomskov trg 15, SI-2000 Maribor

VAT number: SI 71674705

hereinafter referred to as "the beneficiary",

for the purposes of the signature and the implementation of the grant agreement *Establishing Modern Master level Studies in Information Systems (MASTIS)* (hereinafter referred to as "the grant agreement") with the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as "the Agency") hereby:

## 1. Mandate

**University Lyon 2 (ULL2)**

Public university

N° SIRET : 18991775100014 4

18 quai Claude Bernard, 69635 LYON Cedex 07

VAT number: FR 821 969 177 51

represented by **Jean-Luc MAYAUD, President**

(Hereinafter referred to as "the coordinator")

to sign in my name and on my behalf the grant agreement and its possible subsequent amendments with the Agency.

## 2. Mandate the coordinator to act on behalf of the beneficiary in compliance with the grant agreement.

I hereby confirm that the beneficiary accepts all terms and conditions of the grant agreement and, in particular, all provisions affecting the coordinator and the other beneficiaries. In particular, I acknowledge that, by virtue of this mandate, the coordinator alone is entitled to receive funds from the Agency and distribute the amounts corresponding to the beneficiary's participation in the action.

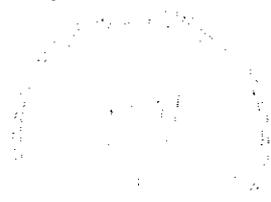
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I hereby declare that the beneficiary agrees that the provisions of the grant agreement, including this mandate, shall take precedence over any other agreement between the beneficiary and the coordinator which may have an effect on the implementation of the grant agreement.

This mandate shall be annexed to the grant agreement and shall form an integral part thereof.

SIGNATURE

prof. dr. Danjel Rebolj, rector



Done at Maribor,

29. 1. 2015





**MANDATE**

I, the undersigned,

**Nenad Vuković,**

representing,

**University Mediterranean Podgorica (UNIM)**  
Private university  
B-0016443/001  
Vaka Đurovića bb, 81000 Podgorica, Montenegro  
VAT number: n/a

hereinafter referred to as "the beneficiary",

for the purposes of the signature and the implementation of the grant agreement *Establishing Modern Master-level Studies in Information Systems (MASTIS)* (hereinafter referred to as "the grant agreement") with the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as "the Agency") hereby:

**1. Mandate**

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Public university  
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18 quai Claude Bernard, 69635 LYON Cedex 07  
VAT number: FR 821 969 177 51  
represented by **Jean-Luc MAYAUD, President**  
(Hereinafter referred to as "the coordinator")

to sign in my name and on my behalf the grant agreement and its possible subsequent amendments with the Agency.

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I hereby confirm that the beneficiary accepts all terms and conditions of the grant agreement and, in particular, all provisions affecting the coordinator and the other beneficiaries. In particular, I acknowledge that, by virtue of this mandate, the coordinator alone is entitled to receive funds from the Agency and distribute the amounts corresponding to the beneficiary's participation in the action.

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This mandate shall be annexed to the grant agreement and shall form an integral part thereof.

**SIGNATURE**

Nenad Vuković, Sector

Done at Podgorica, 29. 01. 2014.



# MANDATE<sup>1</sup>

I, the undersigned,

**Prof. Volodymyr V. GRABKO, Rector,**

representing,

**Vinnitsia National Technical University, VNTU**  
STATE Higher Education Institution  
02070693  
95, Khmelnytske shose, Vinnitsia, 21021, Ukraine  
VAT number:N/A

hereinafter referred to as "the beneficiary",

for the purposes of the signature and the implementation of the grant agreement *Establishing Modern Master-level Studies in Information Systems(MASTIS)*(hereinafter referred to as "the grant agreement") with the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as "the Agency") hereby:

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VAT number:FR 821 969 177 51  
represented by **Jean-Luc MAYAUD, President**  
(Hereinafter referred to as "the coordinator")

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This mandate shall be annexed to the grant agreement and shall form an integral part thereof.

SIGNATURE

Prof. Volodymyr V. GRABKO, Rector


Done at Vinnitsia, 29.01.2015

<sup>1</sup>One copy of this Annex shall be included for each beneficiary except for the coordinator.



# MANDATE<sup>1</sup>

I, the undersigned,

Jörg Becker,

representing,

Westfälische Wilhelms-Universität Münster, *WWU*  
Public Body  
999853691  
Schlossplatz 2, 48149 Münster  
VAT number: DE 126118759

hereinafter referred to as "the beneficiary",

for the purposes of the signature and the implementation of the grant agreement *Establishing Modern Master-level Studies In Information Systems (MASTIS)* (hereinafter referred to as "the grant agreement") with the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as "the Agency") hereby:

## 1. Mandate

University Lyon 2 (ULL2)  
Public university  
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18 quai Claude Bernard, 69635 LYON Cedex 07  
VAT number: FR 821 969 177 51  
represented by Jean-Luc MAYAUD, President  
(Hereinafter referred to as "the coordinator")

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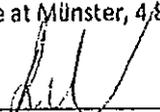
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This mandate shall be annexed to the grant agreement and shall form an integral part thereof.

## SIGNATURE

Prof. Dr. Dr. h.c. Dr. h.c. Jörg Becker, Rectorate - Vice-Rector for Strategic Planning and Quality Assurance

Done at Münster, 4.8.2015

  
\_\_\_\_\_



<sup>1</sup>One copy of this Annex shall be included for each beneficiary except for the coordinator.



# ANNEXES V and VI

## Model Technical implementation report(s) and Model Financial statement(s)

The implementation reports, summary reports for publication, financial statements and other documents must be submitted by the beneficiary in the language of the grant agreement in accordance with the templates, the instructions and guidelines for the use of the grant provided on the website of the Executive Agency:

[http://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space\\_en](http://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space_en)

Reports and Pre-financing		Deadlines
<b>By way of derogation from Article II.23.1 : Mid-term Report and Pre-financing payment:</b>	<ul style="list-style-type: none"> <li>• Report on implementation of the project (IR)</li> <li>• Summary report for publication</li> <li>• Statement of the costs incurred (Annex VI)</li> </ul>	<b>not later than half way through the eligibility period</b>
	<ul style="list-style-type: none"> <li>• Statement of the costs incurred (Annex VI)</li> <li>• Request for payment (Annex VI)</li> </ul>	<b>no specific deadline, but not before the submission of the report on implementation of the project</b>
<b>Final Report:</b>	<ul style="list-style-type: none"> <li>• Final report on implementation of the project (FR)</li> <li>• Summary report for publication</li> <li>• Financial statement and request for payment, including the financial tables for each budget heading</li> <li>• For all grants an external audit report on the action's financial statements and underlying accounts</li> </ul>	<b>two months after the end of the eligibility period</b>

Supporting documents (copies, not originals) to be submitted with the Final Report include:

- Invoices related to purchase of equipment where the cost exceeds EUR 25.000
- Invoices and contracts related to subcontractors whether academic or administrative (individuals, companies) if the cost exceeds EUR 25.000

# ANNEX VII

## **Guidance notes – Report of Factual Findings on the Final Financial Report – Type II**

As stated in Article I.4.1 of the Grant Agreement an external audit report on the action's financial statement and underlying accounts must be sent with the Final Report (see Annex IV).

You will find as guidance note the template "Audit Certificate on Final Financial Report" on the website of the Executive Agency:

[http://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space\\_en](http://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space_en)

## **ANNEX VIII**

**Model terms of reference for the operational  
verification report: not applicable**

