



## EUROPEAN EDUCATION AND CULTURE EXECUTIVE AGENCY (EACEA)

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

### GRANT AGREEMENT

**Project 101128620 — TCCWB**

#### PREAMBLE

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

**on the one part,**

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

**and**

**on the other part,**

1. 'the coordinator':

**ODISEE (ODISEE)**, PIC 997590002, established in WARMOESBERG 26, BRUSSELS 1000, Belgium,

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

2. **JAVNA USTANOVA UNIVERZITET U ZENICI UNIVERSITAS STUDIORUM ZENICAENSIS (UNZE)**, PIC 971954454, established in FAKULTETSKA 3, ZENICA 72000, Bosnia and Herzegovina,

3. **UNIVERSITETI I SHKODRES LUIGJ GURAKUQI (UNSHK)**, PIC 948434088, established in L QEMAL STAFI RR VASIL SHANTO PARRUCE, SHKODER 0000, Albania,

4. **TURUN AMMATTIKORKEAKOULU OY (TURKU UAS)**, PIC 948193431, established in JOUKAHAISENKATU 3A, TURKU 20520, Finland,

5. **UNIVERZITET U ISTOCNOM SARAJEVU (UES)**, PIC 995607904, established in VUKA KARADZICA 30, ISTOCNO SARAJEVO 71123, Bosnia and Herzegovina,

6. **FONDACIJE FAMI (FAMI)**, PIC 883640707, established in VISEGRADSKA 24, SARAJEVO 71000, Bosnia and Herzegovina,

7. **SARAJEVO SUSRET KULTURA (SMOC)**, PIC 937845568, established in ALIPASINA 53, SARAJEVO 71000, Bosnia and Herzegovina,

8. **UNIVERZITET DZEMAL BIJEDIC U MOSTARU (UNMO)**, PIC 966318366, established in Sjeverni logor b.b., MOSTAR 88104, Bosnia and Herzegovina,

9. **UNIVERSITETI "EQREM ÇABEJ" I GJIROKASTRËS (EÇUG)**, PIC 949104067, established in "Studenti" Street, Gjirokaster 6001, Albania,

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

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

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

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

The Agreement is composed of:

Preamble

Terms and Conditions (including Data Sheet)

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

Annex 2 Estimated budget for the action

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

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

Annex 4 Model for the financial statements

Annex 5 Specific rules (if applicable)

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

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

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

## TERMS AND CONDITIONS

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## DATA SHEET

### 1. General data

Project summary:

Project summary
<p>Transcultural competencies in the Western Balkans (TCCWB) is a capacity building project that aims to support HEIs in Bosnia and Herzegovina (BiH) and Albania to develop material to enable nursing students in the region to deliver culturally congruent (nursing) care to all care recipients, including those with migration backgrounds or on the migratory routes through Europe. EU and non-EU countries have a shared responsibility to protect the rights of migrants on the move, regardless of their legal status. Transcultural competence will enable nurses to respect the human dignity and human rights of migrants. Cooperation between EU and non-EU countries is also important for facilitating the integration of migrants into their host societies. Understanding the differences between cultural values, peoples' morals, and national versus EU legislation can reduce the likelihood of ethical problems, disappointments, and illegal activities. The aim of these transcultural educational programs is to promote a more humane and sustainable approach to the nursing care and education of migrants. The goal for the programs is to ensure that nurses have the knowledge, attitude, and skills to treat the migrants fairly when providing basic healthcare services for them. In line with the regional priority to "support innovation and reform within the education sector that address the skills needs for the [...] labour market of tomorrow", the cocreation of a new study programme focused on transcultural competence, implemented in nursing curricula in beneficiary HEI in the WB will benefit both the educators and the students. This new curriculum will also support students in caring for new populations and people on the move, as well as students with migration backgrounds entering studying in WB.</p>

Keywords:

- Common values, civic engagement, participation

Project number: 101128620

Project name: Supporting development of TransCultural Competence for healthcare professionals in the Western Balkans

Project acronym: TCCWB

Call: ERASMUS-EDU-2023-CBHE

Topic: ERASMUS-EDU-2023-CBHE-STRAND-2

Type of action: ERASMUS Lump Sum Grants

Granting authority: European Education and Culture Executive Agency

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

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

Project end date: starting date + months of duration

Project duration: 36 months

Consortium agreement: Yes

### 2. Participants

List of participants:

N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
1	COO	ODISEE	ODISEE	BE	997590002	185 867.00
2	BEN	UNZE	JAVNA USTANOVA UNIVERZITET U ZENICI UNIVERSITAS STUDIORUM ZENICAENSIS	BA	971954454	49 687.00
3	BEN	UNSHK	UNIVERSITETI I SHKODRES LUIGJ GURAKUQI	AL	948434088	43 050.00
4	BEN	TURKU UAS	TURUN AMMATTIKORKEAKOULU OY	FI	948193431	210 228.00
5	BEN	UES	UNIVERZITET U ISTOCNOM SARAJEVU	BA	995607904	49 686.00



N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
6	BEN	FAMI	FONDACIJE FAMI	BA	883640707	38 592.00
7	BEN	SMOC	SARAJEVO SUSRET KULTURA	BA	937845568	33 472.00
8	BEN	UNMO	UNIVERZITET DZEMAL BIJEDIC U MOSTARU	BA	966318366	47 790.00
9	BEN	EÇUG	UNIVERSITETI "EQREM ÇABEJ" I GJIROKASTRËS	AL	949104067	41 628.00
<b>Total</b>						700 000.00

**Coordinator:**

– ODISEE (ODISEE)

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

Maximum grant amount (Annex 2)	Maximum grant amount (award decision)
700 000.00	700 000.00

**Grant form:** Lump Sum

**Grant mode:** Action grant

**Budget categories/activity types:** Lump sum contributions

**Cost eligibility options:** n/a

**Budget flexibility:** No

**4. Reporting, payments and recoveries****4.1 Continuous reporting** (art 21)

**Deliverables:** see Funding & Tenders Portal Continuous Reporting tool

**4.2 Periodic reporting and payments**

**Reporting and payment schedule** (art 21, 22):

Reporting					Payments	
Reporting periods			Type	Deadline	Type	Deadline (time to pay)
RP No	Month from	Month to				
					Initial prefinancing	30 days from entry into force/ financial guarantee (if required) – whichever is the latest
1	1	36	Periodic report	60 days after end of reporting period	Final payment	90 days from receiving periodic report

**Prefinancing payments and guarantees:**

Prefinancing payment		Prefinancing guarantee		
Type	Amount	Guarantee amount	Division per participant	
Prefinancing 1 (initial)	490 000.00	n/a	1 - ODISEE	n/a
			2 - UNZE	n/a
			3 - UNSHK	n/a
			4 - TURKU UAS	n/a
			5 - UES	n/a
			6 - FAMI	n/a
			7 - SMOC	n/a
			8 - UNMO	n/a
			9 - EÇUG	n/a

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

Mutual Insurance Mechanism (MIM): No

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

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

No-profit rule: n/a

Late payment interest: ECB + 3.5%

Bank account for payments:

BE15435413147130 KREDBEBB

Conversion into euros: n/a

Reporting language: Language of the Agreement

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

**4.4 Recoveries** (art 22)

**First-line liability for recoveries:**

Beneficiary termination: Beneficiary concerned

Final payment: Coordinator

After final payment: Beneficiary concerned

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

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

Joint and several liability of affiliated entities — n/a

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

**Applicable law** (art 43):

Standard applicable law regime: EU law + law of Belgium

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

Standard dispute settlement forum:

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

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

**6. Other**

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

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

Confidentiality (for X years after final payment): 5

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

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

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

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

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

## **CHAPTER 1 GENERAL**

### **ARTICLE 1 — SUBJECT OF THE AGREEMENT**

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

### **ARTICLE 2 — DEFINITIONS**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **CHAPTER 2 ACTION**

### **ARTICLE 3 — ACTION**

The grant is awarded for the action **101128620 — TCCWB** ('action'), as described in Annex 1.

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

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

## **CHAPTER 3 GRANT**

### **ARTICLE 5 — GRANT**

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

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

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

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

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

## 5.2 Maximum grant amount

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

## 5.3 Funding rate

Not applicable

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

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

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

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

## 5.5 Budget flexibility

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

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

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

## ARTICLE 6 — ELIGIBLE AND INELIGIBLE CONTRIBUTIONS

### 6.1 and 6.2 General and specific eligibility conditions

Lump sum contributions are eligible ('eligible contributions'), if:

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

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

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

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

### 6.3 Ineligible contributions

‘Ineligible contributions’ are:

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

### 6.4 Consequences of non-compliance

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

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

## CHAPTER 4 GRANT IMPLEMENTATION

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

#### **ARTICLE 7 — BENEFICIARIES**

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

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

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

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

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

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

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

(a) Each beneficiary must:

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

(b) The coordinator must:

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

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

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



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

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

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

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

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

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

## ARTICLE 8 — AFFILIATED ENTITIES

Not applicable

## ARTICLE 9 — OTHER PARTICIPANTS INVOLVED IN THE ACTION

### 9.1 Associated partners

Not applicable

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

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

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

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

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

### 9.3 Subcontractors

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

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

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

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

### 9.4 Recipients of financial support to third parties

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

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

## ARTICLE 10 — PARTICIPANTS WITH SPECIAL STATUS

### 10.1 Non-EU participants

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

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

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

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

## 10.2 Participants which are international organisations

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

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

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

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

## 10.3 Pillar-assessed participants

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

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

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

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

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

and use the following specific rules, for:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **12.1 Conflict of interests**

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

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

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

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

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

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

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

### **13.1 Sensitive information**

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

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

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

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

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

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

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

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

The confidentiality obligations no longer apply if:

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

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

### **13.2 Classified information**

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

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

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

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

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

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

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

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

## **ARTICLE 14 — ETHICS AND VALUES**

### **14.1 Ethics**

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

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

### **14.2 Values**

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

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

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

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

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

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

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

## **ARTICLE 15 — DATA PROTECTION**

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

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

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

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

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

They must ensure that personal data is:

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

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

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



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

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

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

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

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

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

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

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

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

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

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

### **16.2 Ownership of results**

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

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

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

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

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

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

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

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

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

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

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

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

#### 16.5 Consequences of non-compliance

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

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

## ARTICLE 17 — COMMUNICATION, DISSEMINATION AND VISIBILITY

### 17.1 Communication — Dissemination — Promoting the action

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

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

### 17.2 Visibility — European flag and funding statement

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



Funded by the  
European Union



Co-funded by the  
European Union



Funded by the  
European Union



Co-funded by the  
European Union

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **SECTION 3 GRANT ADMINISTRATION**

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

#### **19.1 Information requests**

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

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

## 19.2 Participant Register data updates

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

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

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

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

## 19.4 Consequences of non-compliance

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

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

## ARTICLE 20 — RECORD-KEEPING

### 20.1 Keeping records and supporting documents

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

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

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

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

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

## 20.2 Consequences of non-compliance

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

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

## ARTICLE 21 — REPORTING

### 21.1 Continuous reporting

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

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

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

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

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

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

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

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

The financial part of the periodic report includes:

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

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

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

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

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

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

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

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

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

The financial statements must be drafted in euro.

### **21.4 Reporting language**

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

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

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

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

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

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

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

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

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

The cost of payment transfers will be borne as follows:

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

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

## 22.2 Recoveries

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

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

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

In case of enforced recoveries (see Article 22.4):

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

## 22.3 Amounts due

### 22.3.1 Prefinancing payments

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

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

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

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

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

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



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

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

### 22.3.2 Amount due at beneficiary termination — Recovery

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

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

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

Step 1 — Calculation of the total accepted EU contribution

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

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

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

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

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

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

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

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

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

### 22.3.3 Interim payments

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

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

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

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

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

Step 1 — Calculation of the total accepted EU contribution

Step 2 — Limit to the interim payment ceiling

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Step 1 — Calculation of the total accepted EU contribution

Step 2 — Limit to the maximum grant amount

Step 3 — Reduction due to the no-profit rule

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

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

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

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

Not applicable

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

Not applicable

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

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

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

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

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

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

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

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

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

- requesting observations within 30 days of receiving notification.

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

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

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

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

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

Step 1 — Calculation of the revised total accepted EU contribution

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

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

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

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

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

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

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

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

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

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

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

## 22.4 Enforced recovery

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

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

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

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

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

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

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

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

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

## 22.5 Consequences of non-compliance

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

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

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

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

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

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

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

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

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

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

## **ARTICLE 23 — GUARANTEES**

### **23.1 Prefinancing guarantee**

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

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

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

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

They will be released within the following month.

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

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

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

## ARTICLE 24 — CERTIFICATES

Not applicable

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

### 25.1 Granting authority checks, reviews and audits

#### 25.1.1 Internal checks

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

#### 25.1.2 Project reviews

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

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

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

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

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

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

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

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

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

Project reviews (including project review reports) will be in the language of the Agreement, unless otherwise agreed with the granting authority (see Data Sheet, Point 4.2).

### 25.1.3 Audits

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

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

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

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

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

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

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

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

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

Audits (including audit reports) will be in the language of the Agreement, unless otherwise agreed with the granting authority (see Data Sheet, Point 4.2).

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

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

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

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

## 25.4 OLAF, EPPO and ECA audits and investigations



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

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

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

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

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

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

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

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

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

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

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

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

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

- (a) the beneficiary concerned is found, in other EU grants awarded under similar conditions, to

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

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

have committed systemic or recurrent errors, irregularities, fraud or breach of obligations that have a material impact on this grant and

- (b) those findings are formally notified to the beneficiary concerned — together with the list of grants affected by the findings — within the time-limit for audits set out in the Data Sheet (see Point 6).

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

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

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

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

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

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

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

## 25.6 Consequences of non-compliance

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

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

## ARTICLE 26 — IMPACT EVALUATIONS

### 26.1 Impact evaluation

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

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

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

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

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

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

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

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

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

#### **27.1 Conditions**

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

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

Ineligible lump sum contributions will be rejected.

#### **27.2 Procedure**

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

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

#### **27.3 Effects**

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

### **ARTICLE 28 — GRANT REDUCTION**

## 28.1 Conditions

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

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

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

## 28.2 Procedure

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

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

## 28.3 Effects

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

## SECTION 2 SUSPENSION AND TERMINATION

### ARTICLE 29 — PAYMENT DEADLINE SUSPENSION

#### 29.1 Conditions

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

- (a) the required report (see Article 21) has not been submitted or is not complete or additional information is needed

- (b) there are doubts about the amount to be paid (e.g. ongoing extension procedure, queries about eligibility, need for a grant reduction, etc.) and additional checks, reviews, audits or investigations are necessary, or
- (c) there are other issues affecting the EU financial interests.

## 29.2 Procedure

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

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

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

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

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

## ARTICLE 30 — PAYMENT SUSPENSION

### 30.1 Conditions

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

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

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

### 30.2 Procedure

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

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

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

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

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

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

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

## ARTICLE 31 — GRANT AGREEMENT SUSPENSION

### 31.1 Consortium-requested GA suspension

#### 31.1.1 Conditions and procedure

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

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

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

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

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

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

## 31.2 EU-initiated GA suspension

### 31.2.1 Conditions

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

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

### 31.2.2 Procedure

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

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

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

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

Once the conditions for resuming implementation of the action are met, the granting authority will formally notify the coordinator a **lifting of suspension letter**, in which it will set the suspension end date and invite the coordinator to request an amendment of the Agreement to set the resumption date (one day after suspension end date), extend the duration and make other changes necessary to adapt the action to the new situation (see Article 39) — unless the grant has been terminated (see

Article 32). The suspension will be **lifted** with effect from the suspension end date set out in the lifting of suspension letter. This date may be before the date on which the letter is sent.

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

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

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

## ARTICLE 32 — GRANT AGREEMENT OR BENEFICIARY TERMINATION

### 32.1 Consortium-requested GA termination

#### 32.1.1 Conditions and procedure

The beneficiaries may request the termination of the grant.

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

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

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

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

#### 32.1.2 Effects

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

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

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

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

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



## 32.2 Consortium-requested beneficiary termination

### 32.2.1 Conditions and procedure

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

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

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

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

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

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

### 32.2.2 Effects

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

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

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

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

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

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

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

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

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

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

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

#### **32.3.1 Conditions**

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

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

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

### 32.3.2 Procedure

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

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

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

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

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

### 32.3.3 Effects

(a) for **GA termination**:

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

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

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

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

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

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

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

(b) for **beneficiary termination**:

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

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

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

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

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

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

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

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

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

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

### **ARTICLE 33 — DAMAGES**

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

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

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

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

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

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

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

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

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

## **SECTION 4 FORCE MAJEURE**

### **ARTICLE 35 — FORCE MAJEURE**

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

‘Force majeure’ means any situation or event that:

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

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

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

## **CHAPTER 6 FINAL PROVISIONS**

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

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

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

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

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

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

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

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

### **36.2 Date of communication**

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

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

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

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

### **36.3 Addresses for communication**

The Portal can be accessed via the Europa website.

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

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

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

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

Annex 5 takes precedence over the Terms and Conditions.

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

Annex 2 takes precedence over Annex 1.

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

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

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

‘Days’ means calendar days, not working days.

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

## ARTICLE 39 — AMENDMENTS

### 39.1 Conditions

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

Amendments may be requested by any of the parties.

### 39.2 Procedure

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

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

The request for amendment must include:

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

The granting authority may request additional information.

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

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

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

## ARTICLE 40 — ACCESSION AND ADDITION OF NEW BENEFICIARIES

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

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

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

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



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

## **40.2 Addition of new beneficiaries**

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

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

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

Additions are also possible in mono-beneficiary grants.

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

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

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

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

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

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

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

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

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

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

### **43.1 Applicable law**

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

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

### **43.2 Dispute settlement**

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

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

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

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

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

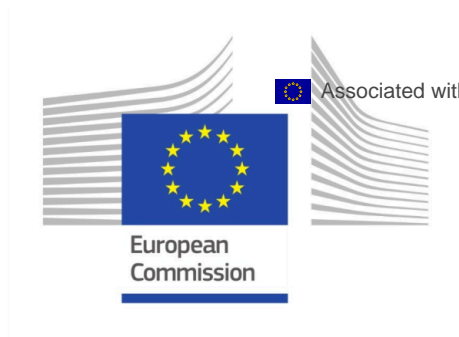
## **ARTICLE 44 — ENTRY INTO FORCE**

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

### **SIGNATURES**

For the coordinator

For the granting authority



## ANNEX 1



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

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

**Part A**

**Part B**

## DESCRIPTION OF THE ACTION (PART A)

### COVER PAGE

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

<b>PROJECT</b>	
<i>Grant Preparation (General Information screen) — Enter the info.</i>	
<b>Project number:</b>	101128620
<b>Project name:</b>	Supporting development of TransCultural Competence for healthcare professionals in the Western Balkans
<b>Project acronym:</b>	TCCWB
<b>Call:</b>	ERASMUS-EDU-2023-CBHE
<b>Topic:</b>	ERASMUS-EDU-2023-CBHE-STRAND-2
<b>Type of action:</b>	ERASMUS-LS
<b>Service:</b>	EACEA/A/04
<b>Project starting date:</b>	first day of the month following the entry into force date
<b>Project duration:</b>	36 months

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## PROJECT SUMMARY

### Project summary

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

*Use the project summary from your proposal.*

Transcultural competencies in the Western Balkans (TCCWB) is a capacity building project that aims to support HEIs in Bosnia and Herzegovina (BiH) and Albania to develop material to enable nursing students in the region to deliver culturally congruent (nursing) care to all care recipients, including those with migration backgrounds or on the migratory routes through Europe.

EU and non-EU countries have a shared responsibility to protect the rights of migrants on the move, regardless of their legal status. Transcultural competence will enable nurses to respect the human dignity and human rights of migrants. Cooperation between EU and non-EU countries is also important for facilitating the integration of migrants into their host societies. Understanding the differences between cultural values, peoples' morals, and national versus EU legislation can reduce the likelihood of ethical problems, disappointments, and illegal activities. The aim of these transcultural educational programs is to promote a more humane and sustainable approach to the nursing care and education of migrants. The goal for the programs is to ensure that nurses have the knowledge, attitude, and skills to treat the migrants fairly when providing basic healthcare services for them.

In line with the regional priority to “support innovation and reform within the education sector that address the skills needs for the [...] labour market of tomorrow”, the cocreation of a new study programme focused on transcultural competence, implemented in nursing curricula in beneficiary HEI in the WB will benefit both the educators and the students. This new curriculum will also support students in caring for new populations and people on the move, as well as students with migration backgrounds entering studying in WB.

## LIST OF PARTICIPANTS

### PARTICIPANTS

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

Number	Role	Short name	Legal name	Country	PIC
1	COO	ODISEE	ODISEE	BE	997590002
2	BEN	UNZE	JAVNA USTANOVA UNIVERZITET U ZENICI UNIVERSITAS STUDIORUM ZENICAENSIS	BA	971954454
3	BEN	UNSHK	UNIVERSITETI I SHKODRES LUIGJ GURAKUQI	AL	948434088
4	BEN	TURKU UAS	TURUN AMMATTIKORKEAKOULU OY	FI	948193431
5	BEN	UES	UNIVERZITET U ISTOCNOM SARAJEVU	BA	995607904
6	BEN	FAMI	FONDACIJE FAMI	BA	883640707
7	BEN	SMOC	SARAJEVO SUSRET KULTURA	BA	937845568
8	BEN	UNMO	UNIVERZITET DZEMAL BIJEDIC U MOSTARU	BA	966318366
9	BEN	EÇUG	UNIVERSITETI "EQREM ÇABEJ" I GJIROKASTRËS	AL	949104067

## LIST OF WORK PACKAGES

<b>Work packages</b>						
<i>Grant Preparation (Work Packages screen) — Enter the info.</i>						
<b>Work Package No</b>	<b>Work Package name</b>	<b>Lead Beneficiary</b>	<b>Effort (Person-Months)</b>	<b>Start Month</b>	<b>End Month</b>	<b>Deliverables</b>
WP1	Analysis of current situation in area of transcultural competencies in partner countries	5 - UES	16.00	1	6	D1.1 – Report on current state on TCC in BiH and Albania in healthcare and healthcare education D1.2 – Literature review of best practices for teaching and tools for TCC from EU and globally D1.3 – Report on local capacity for integration of digital materials and microcredentials in WB HEI beneficiaries D1.4 – Road MAP
WP2	Capacity building: train the trainers (ToT)	2 - UNZE	20.00	2	24	D2.1 – Subject specific material for EU workshops D2.2 – Subject specific material for BiH workshops D2.3 – Subject specific material for Albanian workshops
WP3	Pilot project	6 - FAMI	25.00	13	30	D3.1 – Pilot program D3.2 – Trained students
WP4	Strengthening infrastructure Proposed WP lead	2 - UNZE	0.00	10	24	D4.1 – Increased infrastructure
WP5	Dissemination and Exploitation	3 - UNSHK	20.00	1	36	D5.1 – communication material (logo, web page, templates etc) D5.2 – dissemination strategy D5.3 – 2 dissemination conferences in WB D5.4 – Final conference
WP6	Evaluation	4 - TURKU UAS	26.00	5	36	D6.1 – Develop evaluation tools

**Work packages***Grant Preparation (Work Packages screen) — Enter the info.*

<b>Work Package No</b>	<b>Work Package name</b>	<b>Lead Beneficiary</b>	<b>Effort (Person-Months)</b>	<b>Start Month</b>	<b>End Month</b>	<b>Deliverables</b>
						D6.2 – Evaluation of ToT workshops WP2
WP7	Project management	1 - ODISEE	33.00	1	36	D7.1 – Agenda and minutes per SC D7.2 – Progress Report

## Work package WP1 – Analysis of current situation in area of transcultural competencies in partner countries

<b>Work Package Number</b>	WP1	<b>Lead Beneficiary</b>	5 - UES
<b>Work Package Name</b>	Analysis of current situation in area of transcultural competencies in partner countries		
<b>Start Month</b>	1	<b>End Month</b>	6

### Objectives

To collect data and develop documents for project road map, identifying good practice in EU.

### Description

WP leader will develop survey that will be conducted with involved nursing schools in project in Albania and BiH. FAMI as a project partner in cooperation will ensure that schools that are not directly involved into project activities take part in survey. FAMI as a long-term partner in development of Nursing will also provide their expertise and knowledge in survey. Instrument for use in this purpose will be developed by WP leader and other project beneficiaries. WP leader will in cooperation with EU partners in project identify good practice (teaching methodologies or training methodologies) through a literature review of academic and grey literature in development of transcultural competencies in Nursing in EU and global and make presentation and deliver report on it to the project beneficiaries. UES as a lead partner will contact all beneficiary HEIs in the WB deliver report on possibility of integration transcultural competencies in field of Nursing. FAMI will involve nursing schools from BiH that are not involved in project activities. Based on the analysis and assessments in T1.1-T1.3 the consortium will produce a detailed roadmap for the project.

## Work package WP2 – Capacity building: train the trainers (ToT)

<b>Work Package Number</b>	WP2	<b>Lead Beneficiary</b>	2 - UNZE
<b>Work Package Name</b>	Capacity building: train the trainers (ToT)		
<b>Start Month</b>	2	<b>End Month</b>	24

### Objectives

To support the transfer of knowledge and tailor the transcultural competence education to the needs identified in WP1, several workshops will be conducted based on project topics by the project consortium. (see events)

- o Odisee University of Applied Sciences– online education/microcredentials
- o Turku University of Applied sciences – content on evaluation
- o Universities in BiH and Albania – topics to be finalised based on WP1 needs analysis and, local implementation

### Description

E2.1 ODISEE: digital education and microcredentials.  
 E2.2 TUAS: evaluation tools, techniques and strategy. (online)  
 Minimum 4 nursing faculty from WB beneficiary HEIs will be involved in the workshops  
 E2.3 UNZE: Transcultural nursing as an aspect of nursing (expert from ODISEE to support development and delivery)  
 E2.4 UES challenges in nursing people on the move/migration (ONLINE)  
 E2.5 FAMI: Development of WP3 pilot content  
 E2.7 UNMO– implementation strategies to teach specific cultural and transcultural competencies to nursing students and nurses (online)  
 Minimum 4 nursing faculty from WB beneficiary HEIs will be involved in the workshops. Every host HEI ensure participation of 20 nursing faculty from own HEI. Additionally, relevant workshops will be open to nursing students and nurses.  
 FAMI will facilitate involvement of schools of nursing that are not involved directly in project/practicing nurses in BiH to take part.  
 E2.6 ECUG: microcredentials for post-registration nurses in WB.(Online)



Minimum 4 nursing faculty from WB beneficiary HEIs will be involved in the workshops. Every host HEI ensure participation of 20 nursing faculty from own HEI. Additionally, relevant workshops will be open to nursing students and nurses

### Work package WP3 – Pilot project

<b>Work Package Number</b>	WP3	<b>Lead Beneficiary</b>	6 - FAMI
<b>Work Package Name</b>	Pilot project		
<b>Start Month</b>	13	<b>End Month</b>	30

#### Objectives

Development of pilot project based on transcultural competencies - elective courses, non – formal education, development of curriculum, microcredentials etc... based on (grey) literature review and needs identified in WP1 and developed in the first two workshops of WP2.

#### Description

T3.1 Generic pilot programs of a minimum 3ECTS with theoretical and practical content (simulation case scenarios) will be developed based on findings in WP1 and the first two workshops (E2.1 and E2.2) of WP2, every beneficiary HEI from Albania and BiH will develop their own pilot program depending on their possible and actual legal requirements. Existing teaching materials as well as newly material (including tailored simulation scenarios)  
T3.2 Specific scenarios relevant for the local context in BiH and Albania developed for live and online training.

### Work package WP4 – Strengthening infrastructure Proposed WP lead

<b>Work Package Number</b>	WP4	<b>Lead Beneficiary</b>	2 - UNZE
<b>Work Package Name</b>	Strengthening infrastructure Proposed WP lead		
<b>Start Month</b>	10	<b>End Month</b>	24

#### Objectives

A key aim of capacity building projects is supporting the infrastructure to deliver the educational innovations around transcultural competencies. Material resources and access to digital materials (eg databases) to support capacity building based on needs analysis in WP1. Providing adequate IT equipment building on already existing equipment will make project implementation more feasible and improve process of project activities. Implementation of Pilot projects and all other relevant activities is in need of equipment.

#### Description

T4.1 To be further defined after WP1 but an estimate of 3 laptops, 3 AllinOne computers, 2smart tables, 2 mannequins in different skin colour, subscription to academic database for 3 years for teaching materials., server with following.. Using existing equipment for on line teaching and resources, 50% of equipment costs will be used for maintenance and usage of equipment  
T4.2 To conform with local regulations a commission will write and publish the call for procurement.

### Work package WP5 – Dissemination and Exploitation

<b>Work Package Number</b>	WP5	<b>Lead Beneficiary</b>	3 - UNSHK
<b>Work Package Name</b>	Dissemination and Exploitation		

<b>Start Month</b>	1	<b>End Month</b>	36
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**Objectives**

The project will provide a template for other institutions and educational institutions in partner countries to implement the proposed teaching materials and methodologies. Links with nursing organisations in consortium countries.

**Description**

T5.1 Within the project template for ppt presentations, memorandums and official communication will be developed by project consortium. Also document for dissemination strategies will be developed.

T5.2 Project consortium led by WP leader will develop and create web page of project, along with the social media content that will be shared. Every beneficiary will publish project activities and deliverables (where appropriate) on their project webpage. Social media like Facebook, Instagram and LinkedIn will be connected to the partners social media accounts to increase share of information.

T5.3 The project consortium, will create a dissemination strategy focussed on HEI in BiH and Albania as well as the broader Western Balkans region to facilitate implementation of TCC training materials in non-beneficiary HEIs.

T5.4 Two dissemination conferences will be organised one in Bosnia and Herzegovina and one in Albania. These conferences can be combined with other relevant project activities and will be used for promotion of project activities. These conferences will be held before the piloting of the WP3 programmes in order to raise awareness in the region and involve non-beneficiary partners in the co- creation of the materials.

T5.5 Final event to launch materials and strategy in WP.

**Work package WP6 – Evaluation**

<b>Work Package Number</b>	WP6	<b>Lead Beneficiary</b>	4 - TURKU UAS
<b>Work Package Name</b>	Evaluation		
<b>Start Month</b>	5	<b>End Month</b>	36

**Objectives**

Activities in this work package support the evaluation of both the process/methodologies used in the project and products (materials and methodologies) to implement transcultural nursing curricular activities.

**Description**

T6.1 WP lead beneficiary will develop methodology for quality evaluation of activities that are conducted for the project activities eg on-line survey after every WP2 workshop or WP3 pilot training...Every activity will be evaluated using the same tools and criteria (satisfaction surveys, meeting project goals). The WP3 content will also be evaluated.

T6.2 Evaluation process of and satisfaction with activities in WP2.

All beneficiaries will participate in the analysis of the data Short reports of each workshop are shared on the project cloud storage.

T6.3 Evaluation of Pilot program content and process of implementation WP3 will be done for the content and quality evaluation. Each EU partner Turku and Odisee will be involved, ODISEE for Albania, TUAS for Bosnia and Herzegovina.

**Work package WP7 – Project management**

<b>Work Package Number</b>	WP7	<b>Lead Beneficiary</b>	1 - ODISEE
<b>Work Package Name</b>	Project management		
<b>Start Month</b>	1	<b>End Month</b>	36

**Objectives**

Activities in this workpackage support the active and constructive participation of consortium members and the implementation of the conditions of the KA2 grant.

**Description**

T7.1 Consortium meeting: within the three years of project there will be 6 consortium meeting 3 in person and 3 online. They will be combined with other events (see events, meeting and mobility).

T7.2 Ongoing throughout the project. ODISEE will monitor the budget and resource allocation amongst beneficiary partners.

All beneficiaries will report their finances throughout the project.

T7.3 Ongoing throughout the project. The coordinator will verify the milestones have been met and deliverables completed.

All beneficiaries will maintain timesheets, WP leads will monitor the progress of their WP and report delays/communicate completion of tasks and deliverables to the COO.

## STAFF EFFORT

<b>Staff effort per participant</b>								
<i>Grant Preparation (Work packages - Effort screen) — Enter the info.</i>								
<b>Participant</b>	<b>WP1</b>	<b>WP2</b>	<b>WP3</b>	<b>WP4</b>	<b>WP5</b>	<b>WP6</b>	<b>WP7</b>	<b>Total Person-Months</b>
1 - ODISEE	1.00	3.00	3.00		1.00	1.00	14.00	23.00
2 - UNZE	2.00	3.00	2.00		2.00	2.00	2.00	13.00
3 - UNSHK	1.00	2.00	2.00		3.00	2.00	2.00	12.00
4 - TURKU UAS	2.00	4.00	7.00		4.00	13.00	5.00	35.00
5 - UES	3.00	2.00	2.00		2.00	2.00	2.00	13.00
6 - FAMI	2.00	2.00	3.00		2.00	1.00	2.00	12.00
7 - SMOC	2.00		2.00		2.00	1.00	2.00	9.00
8 - UNMO	2.00	2.00	2.00		2.00	2.00	2.00	12.00
9 - EÇUG	1.00	2.00	2.00		2.00	2.00	2.00	11.00
<b>Total Person-Months</b>	16.00	20.00	25.00	0.00	20.00	26.00	33.00	140.00

## LIST OF DELIVERABLES

<b>Deliverables</b>						
<i>Grant Preparation (Deliverables screen) — Enter the info.</i>						
<i>The labels used mean:</i>						
<i>Public — fully open (⚠ automatically posted online)</i>						
<i>Sensitive — limited under the conditions of the Grant Agreement</i>						
<i>EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision <a href="#">2015/444</a></i>						
<b>Deliverable No</b>	<b>Deliverable Name</b>	<b>Work Package No</b>	<b>Lead Beneficiary</b>	<b>Type</b>	<b>Dissemination Level</b>	<b>Due Date (month)</b>
D1.1	Report on current state on TCC in BIH and Albania in healthcare and healthcare education	WP1	5 - UES	R — Document, report	PU - Public	6
D1.2	Literature review of best practices for teaching and tools for TCC from EU and globally	WP1	5 - UES	R — Document, report	PU - Public	6
D1.3	Report on local capacity for integration of digital materials and microcredentials in WB HEI beneficiaries	WP1	5 - UES	R — Document, report	PU - Public	6
D1.4	Road MAP	WP1	5 - UES	R — Document, report	PU - Public	6
D2.1	Subject specific material for EU workshops	WP2	1 - ODISEE	R — Document, report	PU - Public	6
D2.2	Subject specific material for BiH workshops	WP2	2 - UNZE	R — Document, report	PU - Public	24
D2.3	Subject specific material for Albanian workshops	WP2	3 - UNSHK	R — Document, report	PU - Public	24
D3.1	Pilot program	WP3	6 - FAMI	R — Document, report	PU - Public	30
D3.2	Trained students	WP3	6 - FAMI	R — Document, report	PU - Public	30
D4.1	Increased infrastructure	WP4	2 - UNZE	R — Document, report	PU - Public	14

**Deliverables**

Grant Preparation (Deliverables screen) — Enter the info.

The labels used mean:

Public — fully open (⚠ automatically posted online)

Sensitive — limited under the conditions of the Grant Agreement

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

Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D5.1	communication material (logo, web page, templates etc)	WP5	3 - UNSHK	R — Document, report	PU - Public	3
D5.2	dissemination strategy	WP5	3 - UNSHK	R — Document, report	PU - Public	30
D5.3	2 dissemination conferences in WB	WP5	3 - UNSHK	R — Document, report	PU - Public	32
D5.4	Final conference	WP5	7 - SMOC	R — Document, report	PU - Public	36
D6.1	Develop evaluation tools	WP6	4 - TURKU UAS	R — Document, report	SEN - Sensitive	36
D6.2	Evaluation of ToT workshops WP2	WP6	4 - TURKU UAS	R — Document, report	SEN - Sensitive	36
D7.1	Agenda and minutes per SC	WP7	1 - ODISEE	R — Document, report	SEN - Sensitive	34
D7.2	Progress Report	WP7	1 - ODISEE	R — Document, report	SEN - Sensitive	18

**Deliverable D1.1 – Report on current state on TCC in BIH and Albania in healthcare and healthcare education**

<b>Deliverable Number</b>	D1.1	<b>Lead Beneficiary</b>	5 - UES
<b>Deliverable Name</b>	Report on current state on TCC in BIH and Albania in healthcare and healthcare education		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	6	<b>Work Package No</b>	WP1

<b>Description</b>
Report delivered and published on web in Albanian, Bosnian, Croatian, English and Serbian

**Deliverable D1.2 – Literature review of best practices for teaching and tools for TCC from EU and globally**

<b>Deliverable Number</b>	D1.2	<b>Lead Beneficiary</b>	5 - UES
<b>Deliverable Name</b>	Literature review of best practices for teaching and tools for TCC from EU and globally		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	6	<b>Work Package No</b>	WP1

<b>Description</b>
Review delivered and published on web in English

**Deliverable D1.3 – Report on local capacity for integration of digital materials and microcredentials in WB HEI beneficiaries**

<b>Deliverable Number</b>	D1.3	<b>Lead Beneficiary</b>	5 - UES
<b>Deliverable Name</b>	Report on local capacity for integration of digital materials and microcredentials in WB HEI beneficiaries		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	6	<b>Work Package No</b>	WP1

<b>Description</b>
Report delivered and published on web in English

**Deliverable D1.4 – Road MAP**

<b>Deliverable Number</b>	D1.4	<b>Lead Beneficiary</b>	5 - UES
<b>Deliverable Name</b>	Road MAP		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	6	<b>Work Package No</b>	WP1

<b>Description</b>
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Discussed at E1.2, E7.2 Published on web in Albanian, Bosnian, Croatian, English and Serbian
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### Deliverable D2.1 – Subject specific material for EU workshops

<b>Deliverable Number</b>	D2.1	<b>Lead Beneficiary</b>	1 - ODISEE
<b>Deliverable Name</b>	Subject specific material for EU workshops		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	6	<b>Work Package No</b>	WP2

#### Description

Materials developed for workshops, ppt, form, guidelines in English

### Deliverable D2.2 – Subject specific material for BiH workshops

<b>Deliverable Number</b>	D2.2	<b>Lead Beneficiary</b>	2 - UNZE
<b>Deliverable Name</b>	Subject specific material for BiH workshops		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	24	<b>Work Package No</b>	WP2

#### Description

Materials developed for workshops, ppt, form, guidelines in English/Bosnian, Croatian, Serbian

### Deliverable D2.3 – Subject specific material for Albanian workshops

<b>Deliverable Number</b>	D2.3	<b>Lead Beneficiary</b>	3 - UNSHK
<b>Deliverable Name</b>	Subject specific material for Albanian workshops		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	24	<b>Work Package No</b>	WP2

#### Description

Materials developed for training, ppt, forms, guidelines, English/Albanian

### Deliverable D3.1 – Pilot program

<b>Deliverable Number</b>	D3.1	<b>Lead Beneficiary</b>	6 - FAMI
<b>Deliverable Name</b>	Pilot program		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	30	<b>Work Package No</b>	WP3

#### Description

Document with pilot program in Albanian, Bosnian, Croatian, English and Serbian



**Deliverable D3.2 – Trained students**

<b>Deliverable Number</b>	D3.2	<b>Lead Beneficiary</b>	6 - FAMI
<b>Deliverable Name</b>	Trained students		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	30	<b>Work Package No</b>	WP3

<b>Description</b>
Every beneficiary HEI in WB will pilot the program for minimum 30 students. It will include list, attendance list, et..

**Deliverable D4.1 – Increased infrastructure**

<b>Deliverable Number</b>	D4.1	<b>Lead Beneficiary</b>	2 - UNZE
<b>Deliverable Name</b>	Increased infrastructure		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	14	<b>Work Package No</b>	WP4

<b>Description</b>
List of inventory is public and can be seen.

**Deliverable D5.1 – communication material (logo, web page, templates etc)**

<b>Deliverable Number</b>	D5.1	<b>Lead Beneficiary</b>	3 - UNSHK
<b>Deliverable Name</b>	communication material (logo, web page, templates etc)		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	3	<b>Work Package No</b>	WP5

<b>Description</b>
Dissemination materials, developed, web page available, partners implement use.

**Deliverable D5.2 – dissemination strategy**

<b>Deliverable Number</b>	D5.2	<b>Lead Beneficiary</b>	3 - UNSHK
<b>Deliverable Name</b>	dissemination strategy		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	30	<b>Work Package No</b>	WP5

<b>Description</b>
Dissemination strategy will be published on web pages of beneficiaries after approval from SC (meeting month 30).

**Deliverable D5.3 – 2 dissemination conferences in WB**

<b>Deliverable Number</b>	D5.3	<b>Lead Beneficiary</b>	3 - UNSHK
<b>Deliverable Name</b>	2 dissemination conferences in WB		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	32	<b>Work Package No</b>	WP5

<b>Description</b>
Attendance at conferences and programme share on project cloud storage.

**Deliverable D5.4 – Final conference**

<b>Deliverable Number</b>	D5.4	<b>Lead Beneficiary</b>	7 - SMOC
<b>Deliverable Name</b>	Final conference		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	36	<b>Work Package No</b>	WP5

<b>Description</b>
Final conference

**Deliverable D6.1 – Develop evaluation tools**

<b>Deliverable Number</b>	D6.1	<b>Lead Beneficiary</b>	4 - TURKU UAS
<b>Deliverable Name</b>	Develop evaluation tools		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	36	<b>Work Package No</b>	WP6

<b>Description</b>
WP2 ToT activities will be evaluated for satisfaction and content. A report will be compiled to share the best practices and insights.

**Deliverable D6.2 – Evaluation of ToT workshops WP2**

<b>Deliverable Number</b>	D6.2	<b>Lead Beneficiary</b>	4 - TURKU UAS
<b>Deliverable Name</b>	Evaluation of ToT workshops WP2		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	36	<b>Work Package No</b>	WP6

<b>Description</b>
WP3 training materials and the pilot activities will be evaluated (TUAS will evaluate activities delivered in BiH and ODISEE will evaluate activities delivered in Albania). A combined report will share the results of the evaluation (training materials and activities will be published as a deliverable in WP3)

**Deliverable D7.1 – Agenda and minutes per SC**

<b>Deliverable Number</b>	D7.1	<b>Lead Beneficiary</b>	1 - ODISEE
<b>Deliverable Name</b>	Agenda and minutes per SC		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	34	<b>Work Package No</b>	WP7

<b>Description</b>
Agenda and minutes from steering group meetings

**Deliverable D7.2 – Progress Report**

<b>Deliverable Number</b>	D7.2	<b>Lead Beneficiary</b>	1 - ODISEE
<b>Deliverable Name</b>	Progress Report		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	18	<b>Work Package No</b>	WP7

<b>Description</b>
Progress report, narrative and financial

## LIST OF MILESTONES

<b>Milestones</b>					
<i>Grant Preparation (Milestones screen) — Enter the info.</i>					
<b>Milestone No</b>	<b>Milestone Name</b>	<b>Work Package No</b>	<b>Lead Beneficiary</b>	<b>Means of Verification</b>	<b>Due Date (month)</b>
1	MS3	WP1	5 - UES	Report delivered and published on web	6
2	MS4	WP1	2 - UNZE	Review delivered and published on web	6
3	MS5	WP1	5 - UES	Report delivered and published on web	8
4	MS6	WP1	5 - UES	Report delivered and published on web in Albanian, Bosnian, Croatian, English and Serbian	6
5	MS12	WP2	2 - UNZE	List of participants, teaching materials, pictures, reports, press release	24
6	MS11	WP3	6 - FAMI	Pilot program presentation document, minutes of SC meeting where approved	18
7	MS13	WP3	6 - FAMI	Evaluation surveys and evidence uploaded to share cloud document management system.	32
8	MS17	WP3	6 - FAMI	Decisions, minutes from meeting.	36
9	MS7	WP4	2 - UNZE	Decision on public call, original public call	8
10	MS8	WP4	2 - UNZE	Decision, link, announcement	8
11	MS1	WP5	3 - UNSHK	Logo published on documents and web site Developed templates published on shared pages Web page link, social media accounts links.	3
12	MS2	WP5	3 - UNSHK	Strategy document published on project website and shared with local government/ministries, disseminated to other countries in WB region	6
13	MS14	WP5	3 - UNSHK	Conference programme, Registration and	32

<b>Milestones</b>					
<i>Grant Preparation (Milestones screen) — Enter the info.</i>					
<b>Milestone No</b>	<b>Milestone Name</b>	<b>Work Package No</b>	<b>Lead Beneficiary</b>	<b>Means of Verification</b>	<b>Due Date (month)</b>
				evaluation of conference by attendees; conference, press release.	
14	MS18	WP5	7 - SMOC	Conference programme, Registration and evaluation of conference by attendees; conference, press release.	36
15	MS15	WP6	4 - TURKU UAS	Short reports of each workshop are shared on the project cloud storage. A final report (D6.1) will be published on the project website	34
16	MS19	WP6	4 - TURKU UAS	One overall report for every pilot program (implemented in each of the 5 WB beneficiaries) will be made.	36
17	MS16	WP7	1 - ODISEE	Attendance sheets/screenshots Agenda and minutes from each meeting	34
18	MS9	WP4	2 - UNZE	Invoices, bank transcription.	13
19	MS10	WP4	2 - UNZE	Inventory list	13

## LIST OF CRITICAL RISKS

<b>Critical risks &amp; risk management strategy</b>			
<i>Grant Preparation (Critical Risks screen) — Enter the info.</i>			
<b>Risk number</b>	<b>Description</b>	<b>Work Package No(s)</b>	<b>Proposed Mitigation Measures</b>
1	Analysis/roadmap in WP1 is not completed in time . Medium.	WP1	Tight follow-up and communication between WP1 lead (UES) and beneficiaries involved in the WP. Also early signalling of delays/obstacles to COO ODISEE and timely intervention of the SC.  WP2 and 3 have some activities that can be started before the finalisation of the road map.
2	The testing and/or implementation of modules into curricula can be delayed . Low	WP3	To increase number with direct meeting with management of schools where the changes are enacted.
3	Low interest of HEIs outside of consortium partners in developing and implementing intercultural education programmes. Low to medium	WP5, WP3	Changes in management that can cause this risk during the project. Directly working with management of institution and highlighting contractual obligations of participation in the study. For WP including this risk in development of implementation plan and making use of existing networks in HEI in WB
4	Teachers not encouraged to make changes/are resistant to change. Medium	WP3	Cocreation with teachers in developing new methodology and encourage them to accept these changes. Part of implementation plan (WP5)
5	Pace of administrative procedures in Western Balkans. Medium	WP4, WP3, WP2	This eventuality is considered in the timing and planning of the project



## IMPORTANT NOTICE

### What is the Application Form?

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

The Form consists of 2 parts:

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

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

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


### How to prepare and submit it?


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

### Character and page limits:

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

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

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

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

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## TECHNICAL DESCRIPTION (PART B)

### COVER PAGE

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

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

PROJECT	
Project name:	[Supporting development of <b>TransCultural Competence</b> for healthcare professionals in the <b>Western Balkans</b> ]
Project acronym:	[TCCWB]
Coordinator contact:	[Katharine MEIER], [Odisee University of Applied Sciences]

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## PROJECT SUMMARY

<b>Project summary (in English)</b>
See Abstract (Application Form Part A).

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## 1. RELEVANCE

### 1.1 Background and general objectives

<p><b>Background and general objectives</b></p> <p><i>Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Relevance'.</i></p> <p><i>Describe the background and rationale of the project.</i></p> <p><i>How is the project relevant to the scope of the call? How does the project address the general objectives of the call? What is the project's contribution to the priorities of the call (if applicable)?</i></p> <p>Bosnia and Herzegovina (BiH) and Albania are countries that are on the migration route from Africa and Asia towards the European Union. Despite various initiatives including the <a href="#">EU Action Plan on the Western Balkans</a>, and the <a href="#">Skopje declaration</a>, the responses from the authorities involved in providing basic conditions for people on the move and addressing the situation with the local population are weak. The Western Balkan region is a multicultural region with a long tradition of intercultural, interreligious dialogue and understanding, making the region receptive to the deliverables of this project. Albania and BiH each have a different ethnic make-up and history reflecting the diversity in the region (Hysa, 2020). The project acknowledges that the interaction of new cultures, traditions and religious beliefs can be traumatising and/or transformative for both parties. The often blunt reactions and pressure from regional media to the migrant crisis does not foster understanding of reasons for migration or for the different ways of living. The education, health and political systems in the WB are very resistant to change unless they are pushed towards them. This project supports the recent regional priorities developed by the International Organization for Migration; priority 4: leveraging informed and evidence-based policy and discourses (IOM, 2021a)</p> <p>Transcultural competence (TCC) is the ability to provide culturally congruent (nursing) care. Competent health care professionals possess the ability to recognize and appreciate cultural differences in healthcare values, beliefs, and customs and how someone's way of life, their modes of thought, and their unique customs can immensely affect them in how they deal with illness, healing, disease, and deaths (Murphy, 2006; Marotta, 2014). EU and non-EU countries have a shared responsibility to protect the rights of migrants on the move, regardless of their legal status. Transcultural competence will enable nurses to respect the human dignity and human rights of migrants. Cooperation between EU and non-EU countries is also important for facilitating the integration of migrants into their host societies. Understanding the differences between cultural values, peoples' morals, and national versus EU</p>
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legislation can reduce the likelihood of ethical problems, disappointments, and illegal activities. The aim of these transcultural educational programs is to promote a more humane and sustainable approach to the nursing care and education of migrants. The goal for the programs is to ensure that nurses have the knowledge, attitude, and skills to treat the migrants fairly when providing basic healthcare services for them

According to many national and EACEA reports\*, the educational systems in WB are rigid and the inclusion of new elements into curricula is very slow. The project is also in line with regional priorities for joint & structural Projects (Erasmus+ KA2 – Capacity Building in Higher Education) for region 1 (Western Balkan) and is related to strand 2: Equity, access and democratisation of higher education (including disadvantage groups of people and regions). The project proposes a new approach in BiH and Albania in order to make HEI more oriented towards developing new skills to the students. The development of a new study programme focused on transcultural competence, implemented in nursing curricula in beneficiary HEI in the WB will benefit both the educators and the students. This new curriculum will also support students in caring for new populations and people on the move, as well as students with migration backgrounds entering studying in WB. Additionally, formalised transcultural competence education has been shown to benefit nursing students regardless of their background increasing their sense of self-efficacy and skills in working with diverse populations (Jeffreys & Dogan, 2012).

#### Main Objective:

Development and innovation of teaching methodologies to integrate transcultural competencies in (pre- and post-registration) nursing education in order to increase the skills of the health care workforce.

This project responds to the call by developing **future-oriented curricula that better meets the needs of nursing students and nurses** by developing content (transcultural nursing) and delivery methods (distance and digital learning) that support nursing students, faculty and practicing nurses in becoming more competent caregivers able to meet increasingly complex needs.

This project **encourages the development and implementation of digital higher education and mainstreams digitalisation in the nursing curriculum.**

Through focussing on the most vulnerable and emphasising the health care recipients' values, beliefs, and customs and how someone's way of life, their modes of thought, and their unique customs, this project **helps to lay the foundations for strengthening active citizenship** in nursing students and faculty in Albania and BiH.

Finally, by focussing on transcultural communication in all areas of healthcare (primary and tertiary care, community nursing etc) this project is relevant to the call by developing education to **build 'soft skills' for life and work.**

Hysa, Eglantina. (2020). Impact of Cultural Diversity on Western Balkan Countries' Performance. 7. 20-40. 10.29333/ejecs/292.

International Organization for Migration (IOM), (2021a). IOM Strategy in Bosnia and Herzegovina (2022–2025). IOM, Sarajevo.

Jeffreys MR, Dogan E. Evaluating the Influence of Cultural Competence Education on Students' Transcultural Self-Efficacy Perceptions. *Journal of Transcultural Nursing*. 2012;23(2):188-197. doi:[10.1177/1043659611423836](https://doi.org/10.1177/1043659611423836)

Marotta, V. (2014). The multicultural, intercultural and the transcultural subject. In *Global Perspectives on the Politics of Multiculturalism in the 21st Century* (pp. 90-102). Routledge.

Murphy S. C. (2006). Mapping the literature of transcultural nursing. *Journal of the Medical Library Association* : *JMLA*, 94(2 Suppl), E143–E151.

## 1.2 Needs analysis and specific objectives

### Needs analysis and specific objectives

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

Describe how the objectives of the project are based on a sound needs analysis in line with the specific objectives of the call. What issue/challenge/gap does the project aim to address?



*The objectives should be clear, measurable, realistic and achievable within the duration of the project. For each objective, define appropriate indicators for measuring achievement (including a unit of measurement, baseline value and target value).*

The Western Balkans is changing rapidly with immigration and emigration changing the make-up of the population. For instance in BiH new workers arriving from Bangladesh, Asia, Africa and in Albania, returnees and their families face (re)integration into society (IOM, 2021b). Healthcare professionals need to be skilled in transcultural communication in order to correctly assess patients and provide care adapted to their needs. The 2020 joint WHO and UN report on assessing health systems in BiH called for all service providers to be trained in culturally sensitive services when working with refugees and migrants (WHO 2020) This project will develop training for nursing students (nurses are the largest professional group in healthcare) and develop post-registration modules for nurses currently in the workforce.

Specific Objectives of the project and the link to the call are outlined below:

- Establish the current situation and the new priorities for the integration of transcultural competence curricula in nursing schools and in practice in the Western Balkans (BiH and Albania)
  - Building on the needs identified in the previous project in the first 6 months of the project, based on a review of recent reports (CRS Report on the people on the move from 2020) and surveys of nursing faculty and students a project roadmap will guide the project and be published in the WB region in order to raise awareness of cultural competence and highlight needs
- Develop materials and methodologies for transcultural competences education
  - In order to improve the level of competence and skills new and innovative education programs will be developed. Material will correspond to 3ECTS but will be developed such that it can be integrated into preregistration nursing programmes in existing modules, or as stand-alone material for pre-registration or post-registration microcredentials.
- Support capacity building for formal and informal education in nursing by training of trainers (nursing faculty)
  - The model will focus on cocreation (with faculty and students) and digitalisation to enhance the digital skills of students and staff
  - Success in this objective will be measured by active participation of nursing faculty beyond the beneficiary researchers and technicians in the HEIs in WB and by active student participation and testing of pilot training material.
- Implementing materials and methodologies for formal and informal transcultural competence education in nursing schools. By focussing on transcultural care the project will promote
  - equality, equity, non-discrimination and the promotion of civic competences in higher education in BiH and Albania
  - enhance the knowledge base of nursing faculty
- Strengthening of infrastructure to deliver training in partner countries
  - by bringing together a diverse range of HEIs and NGOs in two countries in the Western Balkans alongside two HEIs in programme countries this project aims to
  - Foster cooperation and the exchange of good practices.
  - Cooperation between two countries in WB addresses regional issues and strengthens alliances supporting the strengthening of higher education's wider social ecosystem in both countries and the region.

International Organization for Migration (IOM), (2021b). Training Manual on Migration Governance for Albanian Government Officials. Available

<https://albania.iom.int/sites/g/files/tmzbd1401/files/documents/Training%20Manual%20on%20Migration%20Governance%20for%20Albanian%20Government%20Officials.pdf>

WHO Regional Office for Europe(2020) Bosnia and Herzegovina: assessing health systems capacity to manage large influx of refugees and migrants. Copenhagen. Available

<https://apps.who.int/iris/handle/10665/331455>

#@COM-PLE-CP@#

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

**Complementarity with other actions and innovation**

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

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

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

In line with the experiences of the programme countries in Europe which have introduced training for transcultural education and development of competences, a detailed analysis of the actual situation in these countries, as well as an analysis of the labour market needs in WB, a generic model of training that can be locally implemented will be defined. This model will support all requirements of HEI in WB and will be based on the best practices from countries already practicing intercultural education and competences. This model of training can be later on used for the development of similar models in different areas of education (formal and non-formal). In order to take into account the specific expertise of the different beneficiaries, in the process of intercultural education, specific scenarios and models will be developed in BiH and Albania given the different country profiles that can then be more widely used across the WB. Previous developed cooperation among beneficiaries establishing resources for this kind of education will ensure achievement of project specific goals and objectives in area of nursing education. Projects like [CCNURCA](#) (in BiH and Albania), [PARTISH](#) (in BiH) and many others help to create environment where new innovative projects can be implemented.

In addition to building on content and teaching materials developed around transcultural competence (see for instance: <https://www.interculturalticket.eu/> <https://tobp.eu/> <http://ieneproject.eu/> ) the consortium will further develop existing working relationships and methodologies.

Odisee, UNZE, UES and UNSKH have worked together for many years through diverse Tempus and Erasmus projects. This previous experience and collaboration will help to ensure smooth project cooperation.

Since September 2022 ODISEE and TUAS have been working together on developing an interdisciplinary and international healthcare final dissertation (the [EHECADI](#) project). Knowhow and lessons learned will be applied to the development and training in BiH and Albania.

UNZE, UES, University of Mostar have a good cooperation with NGO FAMI that is involved in project. FAMI was involved in transforming Nursing in Bosnia and Herzegovina and strong cooperation is developed not just in this process but also in process of project implementation. SMOC is also involved in project activities from past with UNZE and UES.

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

**2. QUALITY****2.1 PROJECT DESIGN AND IMPLEMENTATION****2.1.1 Concept and methodology****Concept and methodology**

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

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

Though the objectives described in 1.2 are at the project level, in order to achieve them and for maximum transparency, this capacity building project has been divided into 7 discrete workpackages that support each other (see Pert chart in section 4.1)

The analysis of current gaps and needs regarding transcultural competencies in partner countries in WP1 will build on the foundational analysis upon which this proposal is based and provide concrete material for the refining and implementation of WP2 (capacity building in nursing faculty in BiH) and



WP3 (the pilot content for teaching and learning about Transcultural care. WP4 zeroes in on the specific infrastructural needs identified in task 1.3 and will provide the infrastructure and materials necessary for the delivery of pilot materials and the sustainable implementation. WPs 6 and 7 run through the life of the project. WP7 is the project management workpackage, ensuring that the diverse and complementary beneficiaries can work efficiently together and that the project milestones and deliverables are met. WP6 is concerned with the evaluation of events, activities and the pilot project materials of WP3.

WP 1 – Analysis of current gaps and needs regarding transcultural competencies in partner countries. UES

- Analysis of current transcultural nursing content in Bosnia and Herzegovina and Albania (nursing schools, medical facilities, nursing association). Inclusion of NGO beneficiary FAMI
- Identification of good practices and tools in EU and worldwide.
- Assessment of capacity for integration of microcredentials to deliver education in pre- and post-registration settings

This package will involve a survey of current provision of transcultural competence education in nursing in the partner countries, questionnaires of teaching staff and students, data analysis, report writing,

Main deliverable: the final project road map.

This WP is rooted in local needs and gaps and the roadmap will be tailored to the specific requirements of the participating beneficiaries and region reducing the risk of resistance to capacity building activities in WP2 and supporting the implementation of the pilot training materials.

WP 2 –Capacity building- Train the trainer UNZE

- To support the transfer of knowledge and tailor the transcultural competence education to the needs identified in WP1, several workshops for nursing faculty in WB will be conducted the project consortium.
  - Odisee University College– online education/microcredentials
  - Turku University of Applied sciences – content on evaluation
  - Universities in BH and Albania – topics to be finalised based on WP1 needs analysis and, local implementation

Main deliverable: workshops to upskill and train WB nursing faculty in TCC, project management, digitalisation/microcredentials

This WP is rooted in the notion of cocreation and direct involvement of nursing faculty (and where appropriate) nursing students and nurses. Workshops not only transfer knowledge and develop skills but lay the groundwork for strong collaboration and networks that facilitate sustainable implementation and dissemination beyond beneficiary HEI/other healthcare education departments

WP 3 – Pilot project: Proposed WP lead: FAMI

- Development of pilot project (training materials and training content) based on transcultural competencies - elective courses, non – formal education, development of curriculum, microcredentials etc... based on (grey) literature review and needs identified in WP1.

Main deliverable: the pilot teaching materials and methodologies

This WP is the heart of the project. FAMI will lead this WP in order to leverage their broad and deep view of nursing in BiH (and work closely to test this knowledge with the Albanian beneficiaries) researched over several years in their 4<sup>th</sup> transversal and cross-cutting line “(iv) better planning of the nursing workforce and the migration issue to address the mismatch between the needs of the BiH population, its health system and the 'production' of nurses.”

The material will be cocreated and tested with nursing faculty, students and nurses in practice.

WP 4 - Strengthening infrastructure UNZE



- A key aim of capacity building projects is supporting the infrastructure to deliver the educational innovations around transcultural competencies.

Material resources and access to digital materials (eg databases) to support capacity building based on needs analysis in WP1.

#### WP 5 - Dissemination and Exploitation UNSHKO

- The project will provide a template for other institutions and educational institutions in partner countries to implement the proposed teaching materials and methodologies. Links with nursing organisations in consortium countries.

This project aims to disseminate the materials and methodologies widely within BiH and Albania but also the wider WB region. To date many of the materials and tools available publicly are developed in the EU or US and do not reflect local needs or nuances. Beneficiary HEIs in the WB have well developed networks within HEI and healthcare institutions as well as the relevant governmental levels to implement curricular changes.

#### WP 6 – Evaluation TUAS

- Activities in this work package support the evaluation of both the process/methodologies used in the project and products (materials and methodologies) to implement transcultural nursing curricular activities.

This workpackage demonstrates the importance of systematic data collection and evaluation in order to produce quality materials and methodologies for implementation and dissemination. By placing evaluation in its own workpackage the processes are made transparent and the methodologies can be used for building evaluation and quality assurance capacity.

#### WP 7 – Project management. ODISEE

- Activities in this work package support the active and constructive participation of consortium members and the implementation of the conditions of the KA2 grant. This WP is rooted in principles of project management, transparency and shared responsibilities amongst beneficiaries. ODISEE is a 'co' university college, where collaboration and cocreation are part of the vision and mission of the institution. These values, and knowhow (sociocratic methods, cocreative strategies) will be applied to the WP and project as a whole.

All activities will be carried out with attention to environmental impact: eg no printing policy, shared travel, use public transport where is possible etc..

The methodology has a logical order of activities, starting with collecting information and data; then discussion, production of outputs with continuous quality control, however, as seen in 4.1 this process is not entirely linear, allowing for cross-fertilisation between WP and mitigating risk, as all WP have activities that can be started, even in the event of a delay in WP1.

Activities and methodology mentioned above are based on the continuous and deep dialogue among consortium members about all aspect of the project, especially taking into account HE in WB, specific characteristics of transcultural education programs, cantonal political system and legislative procedures in WB.

#§CON-MET-CM§# #@PRJ-MGT-PM@#

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

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

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

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

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



Long-time cooperation and implementation of many projects coordinated by ODISEE, UNZE or USE, will ensure productive cooperation and high quality project implementation.

In this project, in addition to WP7, project management which is based on current recommended project management strategies and using well defined tools and protocols, TUAS will lead on 'WP6, Evaluation'. This work package will fully develop a Quality Assurance strategy for both content (the training to be delivered), methods (digitalisation and microcredentials). ODISEE will lead on the overall project management and quality assurance, ensuring regular checks of activities and budget (6 monthly) via the steering committee (SC) and will compile the intermediate and final reports.

Indicators measuring progress are developed for every activity in WP (see LFM and workpackage descriptions for details):

- Quantitative indicators: number of trained staff, numbers of trained students, number of trained staff outside the project, number of developed teaching materials, number of workshops, number of events, number of press releases etc...
- Qualitative indicators are based on satisfaction surveys/questionnaires and quality indicators developed in WP6 and for all events and the pilot activities in WP3.

NARRATIVE SUMMARY OF THE INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS AND PREREQUISITES
<p><b>Goal (general objective)</b> <i>Identify the broader objective to which this project contributes</i></p> <p>Development and innovation of teaching methodologies to integrate transcultural competencies (TCC) in (pre- and post-registration) nursing education in order to increase the skills of the health care workforce</p>	<ul style="list-style-type: none"> <li>• Programme materials exist</li> <li>• Programme materials are embedded into pre-registration nursing courses</li> <li>• Programme materials are made available to practicing nurses through post-registration continuing education</li> </ul>	<ul style="list-style-type: none"> <li>• Materials uploaded to project shared cloud space</li> <li>• Beneficiary school of nursing in WB include TCC in curriculum materials/course offer</li> <li>• Evidence through nursing associations/large healthcare organisations/schools of nursing of post-registration/continuing education offer for practicing nurses.</li> </ul>	<p>Assumptions</p> <ul style="list-style-type: none"> <li>• Transcultural competence (TCC) forms part of nursing care</li> <li>• Nursing programmes in WB countries can integrate TCC into their programmes and make materials/courses available to practicing nurses</li> <li>• Education will have an impact on practice and TCC will be beneficial to patients</li> </ul> <p>Prerequisites</p> <ul style="list-style-type: none"> <li>• Collaboration between schools of nursing in WB and healthcare institutions</li> <li>• Knowledge and background in TCC in the project team</li> <li>• Capacity to deliver digital education</li> <li>• Capacity to develop and accredit microcredentials</li> </ul>
<p><b>Purpose (specific Objectives)</b> <i>List the specific objectives that projects shall achieve</i></p> <p>1. Establish the current situation and the new priorities for the integration of transcultural competence curricula in nursing schools and in practice in the Western Balkans (BiH and Albania)</p>	<p>1. Building on the needs identified in the previous project in the first 6 months of the project, based on a review of recent reports (CRS Report on the people one the move from 2020) and surveys of nursing faculty and students a project roadmap will guide the project and be published in the WB region in order to</p>	<p>1. Project roadmap published</p> <p>2. Report on analysis in BiH and Albania, reports on good practice in EU</p> <p>3. Pilot project program developed and accepted by legislation bodies. (pilot program published on web page)</p>	<p>Assumptions</p> <ul style="list-style-type: none"> <li>• The WP activities will lead to the achievement of the goals</li> <li>• The previous collaborations in WP will continue</li> </ul> <p>Prerequisites</p> <ul style="list-style-type: none"> <li>• Outputs of the various WP are sufficiently achieved in a</li> </ul>



<p>2. Develop materials and methodologies for transcultural competences education</p> <p>3. Support capacity building for formal and informal education in nursing by training of trainers (nursing faculty)</p> <p>4. Implementing materials and methodologies for formal and informal transcultural competence education in nursing schools.</p> <p>5. Strengthening of infrastructure to deliver training in partner countries</p> <p>6. Cooperation between two countries in WB addresses regional issues and strengthens alliances supporting the strengthening of higher education's wider social ecosystem in both countries and the region</p>	<p>raise awareness of cultural competence and highlight needs. Published 3 reports on analysis and developed Road map.</p> <p>2. In order to improve the level of competence and skills new and innovative education programs will be developed. (1 new program per HEI or updated existing one)</p> <p>3. Material will correspond to 3ECTS but will be developed such that it can be integrated into preregistration nursing programmes in existing modules, or as stand-alone material for pre-registration or post-registration microcredentials.</p> <p>4. The model will focus on cocreation (with faculty and students) and digitalisation to enhance the digital skills of students and staff (there will be 7 different workshops with minimum +5 different topics for training with same number of presentations and material for teaching)</p> <p>Success in this objective will be measured by active participation of nursing faculty beyond the beneficiary researchers and technicians in the HEIs in WB and by active student participation and testing of pilot training material.</p> <ul style="list-style-type: none"> <li>○ equality, equity, non-discrimination and the promotion of civic competences in higher education in BiH and Albania</li> <li>○ enhance the knowledge base of nursing faculty</li> <li>○ by bringing together a diverse range of HEIs and NGOs in two countries in the Western Balkans alongside two HEIs in programme</li> </ul>	<p>4. Developed material for training, teaching and support. (material published on web page, presentation, guidelines etc.)</p> <p>5. Purchase equipment and installed (invoices, bank transfers, inventory lists)</p> <p>6. Workshop attendance lists, workshops materials, publications,</p>	<p>timeline that supports progression</p>
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	<p>countries this project aims to</p> <ul style="list-style-type: none"> <li>o Foster cooperation and the exchange of good practices.</li> </ul> <p>5. The equipment purchased will support the infrastructure</p> <p>6. Specific objective will also be measurable by numbers:</p> <p>3 reports on analysis 1 project road map 7 workshops minimum 4 persons per HEI Minimum 20 domestic staff from HEI which host face to face workshop Minimum 30 students per HEI will be trained in Pilot project. Dissemination and Communication strategy developed.</p>		
<p><b>Outputs (deliverables)</b> <i>List the deliverables (grouped in work packages) that the project is committed to produce. These must be stated as results.</i></p> <p><b>WP1:</b> 1.1. Report on current state on TCC in BiH and Albania in healthcare and healthcare education (specifically nursing) 1.2. Literature review of best practices for teaching and tools for TCC from EU and globally 1.3. Report on local capacity for integration of digital materials and microcredentials in WB HEI beneficiaries 1.4. Road map</p> <p><b>WP 2:</b> 2.1. Subject specific material for EU workshops 2.2. Subject specific material for BiH workshops 2.3. Subject specific material for Albanian workshops</p> <p><b>WP 3:</b> 3.1. Pilot program 3.2. Trained students.</p> <p><b>WP 4:</b> 4.1. Increased infrastructure</p> <p><b>WP 5:</b> 5.1. Dissemination strategy 5.2. Conferences</p>	<p><b>WP1</b> 5 documents</p> <ul style="list-style-type: none"> <li>• Report on Current state in BiH and Albania and published on web site</li> <li>• Publication of one paper on conference on this topic</li> <li>• Report on best practices worldwide and published article on this topic</li> <li>• Report on micro credentials in WB HEI's</li> <li>• Road map accepted by all partners</li> </ul> <p><b>WP2</b></p> <ul style="list-style-type: none"> <li>• Minimum 5 different teaching materials for training in EU</li> <li>• 3 documents             <ul style="list-style-type: none"> <li>o Training materials in EU</li> <li>o Training materials in BiH</li> <li>o Training materials in Albania</li> </ul> </li> <li>• 7 workshops for teachers</li> <li>• Minimum 4 teachers from WB HEI for every workshop</li> <li>• Total 20 teachers from WB HEI to be trained</li> </ul> <p><b>WP3</b></p> <ul style="list-style-type: none"> <li>• 5 documents – teaching materials for every HEI based on TOT</li> </ul>	<ul style="list-style-type: none"> <li>• Published documents on web site and existence: report on analysis in BiH report on Global practice.</li> <li>• Existing and publication of document Project Road map</li> <li>• Proofs of published papers (Proceedings, Agenda etc).</li> <li>• Existence of documents: Teaching materials EU, Teaching materials BiH, Teaching materials Albania.</li> <li>• List of trained staff</li> <li>• List of trained students</li> <li>• List of trained staff outside the project partners.</li> <li>• Existence of document (5 documents) Pilot program</li> <li>• Existence of evaluation reports and publication on web site.</li> <li>• Existence of documents and financial history of purchased equipment.</li> </ul>	<p>Prerequisites</p> <ul style="list-style-type: none"> <li>• good project management</li> <li>• Good financial management</li> <li>• Each HEI and NGO allocated sufficient staff for the purpose of implementation of the project activities</li> <li>• Good coordination and commitment of project consortium</li> <li>• Purchase of equipment on time for implementation of project activities</li> <li>• Well planned and organised dissemination activities among project partners but also outside the project using network provided by involved NGO's</li> <li>• Intensive and permanent contact with all partners in field</li> </ul>

<p><b>WP 6:</b> 6.1. Evaluation report on activities in WP 2 on all ToT activities 6.2. Evaluation report on activities in WP3 following implementation and quality of Pilot project</p> <p><b>WP 7:</b> 7.1. Agenda and minutes per SC 7.2. Financial management 7.3. administrative documents</p>	<ul style="list-style-type: none"> <li>• 5 pilot programs – developed</li> <li>• Minimum 30 students per HEI's trained in Pilot project</li> </ul> <p><b>WP4</b></p> <ul style="list-style-type: none"> <li>• Purchased equipment and infrastructure strengthened</li> </ul> <p><b>WP5</b></p> <ul style="list-style-type: none"> <li>• One document – project dissemination strategy</li> <li>• One web page</li> <li>• 3 social media accounts (Instagram, Facebook, LinkedIn)</li> </ul> <p><b>WP6</b></p> <ul style="list-style-type: none"> <li>• 7 evaluation reports one on every workshop</li> <li>• 5 Evaluation report on Pilot program</li> </ul> <p><b>WP7</b></p> <ul style="list-style-type: none"> <li>• Template and logo developed</li> <li>• 6 SC and LC meetings minutes and agenda.</li> <li>• Financial report</li> <li>• External financial report</li> <li>• Sustainability plan developed</li> </ul>	<ul style="list-style-type: none"> <li>• Existence and publication of documents</li> <li>• Dissemination strategy</li> <li>• Existence and publication of documents</li> <li>• Sustainability strategy.</li> <li>• Reports and minutes from SC and LC meetings.</li> <li>• Publication from Web paged and social media</li> <li>• External financial evaluation</li> <li>• External evaluation of project progress.</li> </ul>	
<p><b>Activities:</b> <i>List the key activities to be carried out (grouped in work packages) and in what sequence, in order to produce the expected results.</i></p> <p><b>WP 1 Analysis of current situation in area of transcultural competencies in partner countries.</b></p> <p>1.1. Analysis of situation in Bosnia and Herzegovina and Albania (nursing schools, nursing association). Inclusion of NGO partner FAMI. 1.2. Identifying good practices in EU and worldwide. 1.3. Assessment of capacity for integration of micro credentials to deliver education in pre- and post-registration settings 1.4. Finalisation of roadmap to guide WP2, WP3 and WP</p> <p><b>WP2: Capacity building: train the trainers (ToT)</b> 2.1. ToT Workshops for staff from beneficiary nursing schools: Training in EU 2.2 ToT Workshops for staff from beneficiary nursing schools: Training in BIH 2.3. ToT</p>	<p><b>INPUTS:</b></p> <p>Staff inputs (in person-months):</p> <ul style="list-style-type: none"> <li>• BEN 001, COO (Odisee):</li> <li>• Three HEIs from BIH:</li> <li>• Two HEIs from Albania:</li> <li>• HEI from Finland:</li> <li>• Two NGO's from BIH:</li> </ul> <p>Equipment for 5 universities from BIH and Albania</p> <p>Travelling units: WP2: WP3: WP7:</p>	<ul style="list-style-type: none"> <li>• Partners responsibility shared and organized structure of project responsibility</li> <li>• Attendance lists, teaching materials, minutes of meetings, guidelines, strategies. Reports, analysis</li> <li>• Developed road map as plan for project activities implementation and financial issues</li> <li>• Evaluation of activity (internal QA system of project)</li> <li>• Internal communications proofs (web site, social network publication, invitation letters, agenda's etx...)</li> <li>• Published, printed, translated documents</li> <li>• SC meetings minutes, reports, analysis.</li> <li>• CM meeting minutes, reports analysis</li> <li>• Financial documentation</li> </ul>	<ul style="list-style-type: none"> <li>• Purchase of equipment in first year of the project/mid second</li> <li>• Implementation of ToT on time to ensure implementation of Pilot project on time</li> <li>• Well planned dissemination activities,</li> <li>• Developed communication channel inside and outside of the project.</li> </ul>



<p>Workshops for staff from beneficiary nursing schools: Training in EU: Training in Albania</p> <p><b>WP3: Pilot project</b> 3.1. Developing and implementing Pilot program 3.2 developing tailored scenarios</p> <p><b>WP 4: Strengthening infrastructure Proposed</b> <b>WP lead 4.1.</b> Purchase of equipment –and strengthening infrastructure</p> <p><b>WP 5: Dissemination and Exploitation</b> 5.1. Developing promotional materials 5.2. Web page &amp; social media Develop dissemination strategy 5.3. Promotional material and Dissemination conference in WB 5.4. Organization of Final project conference</p> <p><b>WP 6: Evaluation</b> 6.1. Develop evaluation tools 6.2 Evaluation of ToT workshop WP 2 6.3. Evaluation of Pilot program WP 3</p> <p><b>WP 7: Project management</b> 7.1. Consortium meeting 7.2. Financial management 7.3. Administrative management</p>			
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### 2.1.3 Project teams, staff and experts

<b>Project teams and staff</b> <i>Describe the project teams and how they will work together to implement the project.                      List the staff included in the project budget (budget category A) by function/profile (e.g. project manager, senior expert/advisor/researcher, junior expert/advisor/researcher, trainers/teachers, technical personnel, administrative personnel etc. and describe shortly their tasks. If required by the call, provide CVs of all key actors. If required by the Call document/Programme Guide.</i>			
Name and function	Organisation	Role/tasks	Professional profile and expertise
Kate Meier	ODISEE	Coordinator	Nurse educator, healthcare researcher and research coordinator theme: “Health Education Modules of the Future”, at Odisee University College. After obtaining a Masters in Nursing in Montreal in 2000, Kate has worked in oncology

			nursing and taught nursing in Cambridge UK, Antwerpen Belgium and has been at Odisee University college since 2012. Kate obtained a doctorate in Professional Education from City University, London in 2013. She has been involved in national and international research projects including the CALOHEE projects (Measuring and Comparing Achievements of Learning Outcomes in Higher Education in Europe) and the EHECADI Erasmus KA2+ project on international and interdisciplinary dissertation.
Rabia Uslu	ODISEE	Researcher	<p>Master's degree of Public Health at the Université Libre de Bruxelles in 2019.</p> <p>Different experiences with Doctors of the World in Brussel around projects "Avec Elles" and marginalized populations.</p> <p>Started working as a lector in 2022 as a Nurse educator of Trans cultural nursing and Primary healthcare at Odisee University College.</p>
Willem vanden Berg	ODISEE	Financial management	Master's degree in educational sciences (University of Leuven). Since January 2006, I have been working at Odisee University of Applied Sciences, initially in the education and quality department. Meanwhile, I gained over 16 years of experience in (practice-oriented) scientific research, internationalization and project management. Recognized expert at the national agency Erasmus+ and at the European Commission for Education and Policy Sciences.
Doc dr sc Mirza Oruč	UNZE	Local coordinator, expert	Professor in Nursing, Vice dean for science and research at Faculty of Medicine, University of Zenica. Involved in project for many year with more than 15 years of experience in developing teaching methodologies in field of education in Nursing and Medicine. Published several articles on this topic. With main area of interest like Palliative care, Customized care, Cultural care competencies, Developing teaching methodologies.. Great expertise is from previous project that are implemented.
Prof dr sc Harun Hodzic	UNZE	Manager	Professors Nursing/Surgery, Dean of Faculty of Medicine, role in the project to coordinate smoothly on activities in Faculty. More than 35 years of experience that involve clinical working with people from other cultures in field of clinical area in nursing and medicine.
Prof dr sc Adnan Mujezinovic	UNZE	Expert	Professor in field of Nursing, Vice Dean for teaching process, key person for implementation of new pilot program, and implementation of new teaching methodology. Expert in field of health promotion and health life styles.
Doc dr sc Kenan Galijašević	UNZE	Expert	Docent in field of Nursing/Health science, will work as an Expert in project activities. Expert in field of physical development.

Amra Muslic - Halilović	UNZE	Administrative	Head of IRO at University of Zenica, will work as administrative within the project activity
Armin Ormanović	UNZE	Administrative	Head of financial department will work as administrative for support of financial management of project.
Amina Helvida	UNZE	Technical	Young researcher and teaching assistant in field of Nursing, will work as technical staff in the project. As young researchers and one that are directly working with students will have key role in pilot project implementation.. Young researcher on Health promotion and healthy aging in different cultures
Martina Grabovac	UNZE	Technical	Young researcher and teaching assistant in field of Nursing, will work as technical staff in the project. As young researchers and one that are directly working with students will have key role in pilot project implementation.. Young researcher in field of clinical aspect of Nursing.
Belma Šljivo, MA	UNZE	Technical,	Master in Nursing and teaching assistant, young researcher. Will work as technical staff in the project. As young researchers and one that are directly working with students will have key role in pilot project implementation. Belma Šljivo is in area of mental health nursing of people in need.
Prof dr sc Malik Čabaravdi	UNZE	Manager	Vice rector for QA and internationalisation responsible for project implementation and will work as a manager in project. More than 20 years of involvement in field of developing teaching process in HES in BiH and region. Implemented many international projects with great success. In the project role will be to develop and provide smooth project implementation
Eldin Fisekovic	FAMI	Manager	As a Project Manager, in Strengthening nursing in BiH Project, Mr Fisekovic is in charge  of managing, planning, and facilitating the implementation of project activities. He leads and coordinates the work of the project staff, allocates duties and tasks among team members, and manages the project resources. Mr Fisekovic acts as the focal point for formal contacts related to project activities with relevant stakeholders. He is responsible for ensuring the coherence of different project activities, project's result orientation and for assuring the quality of results.
Ena Bucan	FAMI	Tehnickal	As a Component manager, in Strengthening nursing in BiH Project, Ms Bucan is in charge of management of component operation such as planning, preparation and implementation of all project activities related to the assigned project area, networking with key stakeholders and project partners, organising and attending

			<p>project events, etc. She supports project assistants</p> <p>responsible for field data collection and reporting in preparing the methodology pertinent to the assigned area of intervention relevant to monitor component-related indicators.</p>
Asim Rizvanović	FAMI	Administrative	<p>As an Administrative manager, in Strengthening nursing in BiH Project, Mr Rizvanovic is in charge of establishing and maintaining the system of financial administration and providing support to Project Management Team in performing their project related financial management tasks. He ensures compliance with all requirements stipulated by appropriate laws and bylaws. Mr Rizvanovic organises, supervises and performs financial and administrative tasks, including accurate and timely project accounting, financial planning, oversight, reporting and analysis.</p>
Dejan Bokonjić	UES	Manager	<p>Dean of the Faculty of Medicine, UES. For eight years was Vice rector for Quality Assurance and international cooperation UES.</p> <p>For many years involved in the reform of higher education system in Bosnia and Herzegovina and WB region. Actively involved in introducing new teaching methodologies and examination methodologies on medical faculties in the BH and region. Since 2007 he has working in University Hospital with pediatric patients. Special field of interest children pulmonary diseases. Author and/or leader in around 20 big European projects dealing with reform of curricula in WB countries based on competences and learning outcomes, introducing innovations in teaching process, quality assurance, development of BH qualification framework, reform of the curricula on the medical faculties and internationalization.</p> <p>Very familiar with EU PRAG and PCM (project preparation, budget, log-frame); prepared around 20 project applications; implemented, manage and coordinated, monitored and evaluated projects.</p>
Srdjan Masic	UES	senior expert/advisor /researcher	<p>Vice-dean for Science, Research and Entrepreneurship of the Faculty of Medicine, University of East Sarajevo. PhD in Medical Sciences-Biomedical Informatics and statistics, Assistant Professor at the Department of Primary Health Care and Public Health. Over 16 years of national and international experience as a biostatistician in public health environment.</p> <p>Involved in introducing new teaching methodologies and examination methodologies on medical faculties in the BH and region in the field of biomedical informatics and statistics, public health, introduction of new learning methods in medicine - computer-based learning,</p>

			health information systems, e-learning, electronic health documentation. Participant in 22 Tempus and Erasmus* projects.
Jelena Pavlović	UES	senior expert/advisor /researcher	<p>Doctor of Health Sciences (PhD), scientific field of Nursing. She has been working at the Faculty of Medicine since 2012 and actively participates in the implementation of practical and theoretical classes in several subjects. She has been the head of the Department of Nursing since 2020. She actively participated in the realization of several national and international projects. She actively participated in the realization of several trainings as a clinical skills educator and lecturer.</p> <p>Author and co-author of a large number of professional and scientific papers in relevant international and national journals and conferences.</p>
Natalija Hadživuković	UES	trainers/teachers	<p>Senior teaching assistant, scientific field of Nursing. Employed at the Faculty of Medicine in Foča since 2012 and actively participates in the realization of practical and theoretical classes in several subjects. Secretary of the Department of Nursing and coordinator for teaching in the II cycle of studies. Actively participated in the implementation of several international and national projects. Actively involved in introducing new teaching methodologies and examination methodologies as well as curriculum reform in nursing study programs in BiH. Author and co-author of a large number of professional and scientific papers in relevant international and national journals and conferences.</p>
Srdjan Zivanovic	UES	junior expert/advisor/researcher	<p>Junior teaching assistant, scientific field Nursing. Employed at the Faculty of Medicine in Foča since 2020 and actively participates in the realization of practical and theoretical classes in several subjects.</p> <p>Actively participated in the implementation of several international and national projects. Author and co-author of a large number of professional and scientific papers in relevant international and national journals and conferences. He was awarded a silver badge at the University of Sarajevo for exceptional success during his undergraduate and postgraduate studies.</p>
Samra Medjedovic	UNMO	Manager	<p>Samra Mededovic is a professor, researcher and head of Health study program at Dzermal Bijedic University of Mostar. After graduating from the University of Westminster, London, UK, she obtained her PhD in the field of reproductive biology at the King's College London, UK. She is author of several textbooks, and guidelines in reproduction and cardiology, and a number of research papers, as well as participant in two scientific projects in UK. She is a certified BiH expert and one of 20 national trainers of trainers on Qualification Framework development</p>

			(certificates earned in EU/EC project “Strategic Development of Higher Education and Qualification Standards”), and participated in BHQFHE, being currently responsible for development of a new qualification at UNMO, namely bachelor in Health sciences.
Dragi Tiro	UNMO	Senior expert/advisor/researcher	Dragi Tiro is full professor and working for 26 years at Džemal Bijedić University of Mostar in research area Application of informatics in industry. He is author and co-author of over 45 scientific and professional papers and 7 books. In the period from 2004 to 2009 and from 2014 to 2017, he was vice dean for teaching. He was a member of project teams in 16 projects, such as: CM_SCM-C024A06-2006, TEMPUS JEP 41078-2006, ERASMUS+ CAPACITY BUILDING IN THE FIELD OF HIGHER EDUCATION PROJECT: CREATING THE NETWORK OF KNOWLEDGE LABS FOR SUSTAINABLE AND RESILIENT ENVIRONMENTS (KLABS).
Alim Abazović	UNMO	Administrative	In period 2005. – 2019. Alim Abazovic was institutional quality assurance and ECTS coordinator, dealing with strengthening of internal QA system, self-evaluation and accreditation process at UNMO, creating and spreading quality culture. Since 2019. he is Secretary General at UNMO. The Secretary General manages the Secretariat of the University and coordinates the work of all administration offices. One published book, and more than 20 published papers in field of higher education reform, accreditation and quality assurance in higher education, available at <a href="https://www.researchgate.net/profile/Alim-Abazovic">https://www.researchgate.net/profile/Alim-Abazovic</a>
Ejla Jahić	UNMO	Administrative	Ejla Jahic is a secretary of Health care study at Džemal Bijedić University of Mostar. She's graduated in law at Faculty of law, Džemal Bijedić University of Mostar. She is responsible for a assembly preparation of the Scientific-teaching boards of the Health care study; for writing and preparing of the records, decisions and conclusions by the Scientific-teaching boards that are going to be implemented; decisions and conclusions' provision to subjects as required; preparation, review and revision of all materials addressed to the Health care study; and in charge of dealing with deadlines established by the decisions of the Health care study, monitoring and implementing conclusions following through to resolutions completion made during meetings and reporting directly to interested parties. She is involved in one of the university projects at the moment (TACEESM).
Suzana Golemi	UNSHKO	Manager	Prof.dr. Suzana Golemi is the Rector of Shkodra University. She was born on 30 August 1963. She was graduated in July 1987 Graduated in



			<p>Biology-Chemistry branch, High Pedagogical Institute, 'Biology and Chemistry Teacher'.</p> <p>In September 2015 the professor got Professor Title at University of Tirana, Albania The Professor has had many leading and managing positions at the University of Shkodra such as: 2020 she was elected Rector of Shkodra University; 2016 - 2020 Dean of Natural Sciences Faculty, University of Shkodra; 2008-2012 Head of the Department of Biology – Chemistry Department.</p>
Julian Kraja	UNSHKO	Researcher	<p>Dr. Julian Kraja is the Vice-Dean of the Faculty of Natural Sciences. He was born on 25. Dec.1976. He was graduated in 2001 in Nursing, University of Tirana.</p> <p>In 2020, Mr. Kraja got the PhD Title in Nursing. During his academic life he has done different academic publication in Nursing and Medical Sciences. He is also member of different international Board of different academic journals.</p> <p>Dr. Kraja has also been part of different international project in different fields.</p>
Erard Curcija	UNSHKO	Administrative	<p>Mr. Erard Çurçija was graduated in English and American Studies in 2002 and in 2010 he got a Master Degree in International Relations.</p> <p>He has been acting as the Head of the International Relation Office at Shkodra University since 2009. During the year he has represented the University of Shkodra in International level as well has been in charge of the implementation of different projects that this University has implemented.</p>
Dino Mujkić	SMOC	Researcher	<p>Dr. Dino Mujkic has 25 plus years of profound experience in Higher Education reform projects and is a PhD holder in Sport and Physical Education.</p> <p>Reformed, enhanced and developed the higher education system and higher education institutions with particular emphasis on the Bologna Process and global trends within more than 50 national and international programmes and projects financed by Austrian Development Agency and EU; Led cooperation and collaboration with universities and education institutions; Developed, managed, implemented and monitored higher education reform &amp; HEI institutional development/capacity building programmes and projects; Supported the development of study programmes for initial teacher training and conducted numerous training for professional development programmes for better teaching and learning process in accordance with Bologna process for professors/lecturers from HE institutions in field of Science, Technology, Engineering, Education, Medicine, Sport and Culture fields;</p>

			<p>Led and guided the institutional development, set-up and change management of higher education institutions and national education systems in the field of: Curricula Development 1st, 2nd and 3rd cycle, Student and teaching mobility, quality management including development of the QA instruments for internal and external institutional and program evaluation in teaching, research and administration in 1st, 2nd and 3rd cycle. Developed QA standards, internal QA procedures in BiH, Montenegro, Kosovo, Armenia and Moldova; supported and advised in the process of strategic and policy planning in the education sector as well as in the development of Higher Education QA standards. Cooperated with and supported main education sector stakeholders in preparing and implementing trainings plans in Higher Education contributing to achievement of higher education reform objectives, further development of the higher education system and institutions with particular emphasis on the Bologna Process as well as continuing professional development of teachers in accordance with training needs analysis. Author and co-author of over twenty research publications/papers/books.</p>
<p>Jana Cakardzic</p>	<p>SMOC</p>	<p>Manager</p>	<p>Ms. Jana Carkadzic has a Bachelor degree from Loyola University Chicago in Visual Communications and Communications (double major). She has a strong foundation and deep understanding of the design creative processes, history of design, graphic design transformations to digital technologies, and art history. Mrs. Carkadzic is presently the Director of Sarajevo Meeting of Cultures. Managed and/or implemented numerous higher education reform/institutional development projects in the capacity of Project Manager, including management, supervision and coordination of projects; leading the implementation of technical activities; management of project teams; management of sizeable budgets and administering project expenses; regular financial and narrative reporting on project progress; donor coordination and stakeholder management as well as all publicity &amp; awareness raising activities. Supported institutional development, set-up and change management of higher education institutions and national education systems in the field of: curricula development for 2nd and 3rd cycle, LLL program development, research and administration in 2nd and 3rd cycle. She possesses the knowledge and skills for capacity building of employees at cultural institutions and is engaged in institutional development processes. Has conducted research on the required competences and skills of the employees of the cultural and tourism sector in the WB region, focused on cultural heritage management, management in culture, promotion and product development.</p>

Irma Gjolleshi	ECUG	Administrative	Holds the position of Head of IRO. She is the contact person for a number of other ongoing projects. She is also responsible for reporting the progress of the activities and for the dissemination of the activities in social media or other media etc holding the role of communication expert. She is Coordinator of the ongoing BKSTONE Erasmus+ Project.
Merita Isaraj	ECUG	Manager	Holds the position of the Vice-Rector of the University. She is also member of the academic staff. She coordinates work within our institution and keeps track of the progress of the activities ensuring their completion within the specified time frame and under the established budget.
Zhenisa Graci	ECUG	Researcher	Holds the position of the full-time professor at the Department of General Nursing. Dr. Graci has worked as the manager of the training process of Health Care Centres' staff on the implementation of IT programs in their medical activity. She is an active participant of the university work groups for the preparation and implementation of a number of nationally or internationally funded projects.
Zamira Vlaho	ECUG	Researcher	Holds the position of the full-time professor at the Department of General Nursing. She is involved in teaching, research and design of teaching material. She is an active participant of work groups for the preparation and implementation of a number of nationally or internationally funded projects.
Pamela Bajrami	ECUG	Researcher	Holds the position of the full-time professor at the Department of General Nursing. She is an active member of our staff working hard to integrate in the field of writing and implementing national and international projects.
Mirka Toivonen	TUAS	Manager	Mirka Toivonen (RN, PhD) is a Senior Lecturer at Turku University of Applied Sciences (TUAS), Faculty of Health and Well-Being. She works as a senior lecturer in Degree Program on Nursing. Her main teaching areas are internal medicine nursing, pharmacotherapy, research, development and innovation competence, and students' clinical practice. Mirka Toivonen is a leader of Developing Better Health Care in Hybrid World Research Group. She has gained experience of project work previously in national and international projects that have developed, and piloted teaching materials and teaching methods related to different topics.
Saara Laaksonen	TUAS	Researcher	Saara Laaksonen (RN, MNSc) graduated as a RN from the first International Nursing Education Program in Finland (1996). The language of instruction was English. She wrote her master's thesis on the subject Cultural competence among Finnish nurses. She has worked as a Lecturer at Turku University of Applied Sciences (TUAS), Faculty of Health and Well-Being in the Degree Programme for Nursing, teaching

			international nursing students in English six years until 2020. She continues to teach in both languages Finnish and English. Her main teaching subjects are basics of nursing, nursing ethics, evidence-based practice, gerontological nursing and internal medicine. Most recently she worked in an Erasmus + project, I-BOX, developing e-learning materials for European nurses and nursing students.
Tuuli Pajja	TUAS	Researcher	Tuuli Pajja (RN, degree of emergency nursing, MNSc) works at the Faculty of Health and well-being in TUAS as a Senior Lecturer in Degree Programme for Nursing. Her clinical background is from acute and emergency nursing and elderly care. Her main teaching areas are Acute and Emergency Nursing, Nursing Leadership and Management, Research, Development and Innovation Competence and Nursing in Clinical and Home Services. She has been involved in both national and international project works, and has previously worked as project researcher, project specialist and clinical teacher at the Department of Nursing Science in the University of Turku. She has published a national, pre-reviewed article about the cultural competence of nurse educators.
Person N.N.	TUAS	Administrative	The person responsible for administrative tasks from TUAS will be recruited from the Project Management Office. The administrator will handle the internal reporting of the project and help the other TUAS team members in reporting and administration. The administrative person is also responsible for the dissemination activities.
Person N.N.	TUAS	Technician	The technician will help in translation and other technical tasks related to the implementation of the tasks.

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

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

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



### 2.1.4 Cost effectiveness and financial management

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

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

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

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

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n/a lump sum grant

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### 2.1.5 Risk management

<b>Critical risks and risk management strategy</b>			
<p><i>Describe critical risks, uncertainties or difficulties related to the implementation of your project, and your measures/strategy for addressing them.</i></p> <p><i>Indicate for each risk (in the description) the impact and the likelihood that the risk will materialise (high, medium, low), even after taking into account the mitigating measures.</i></p> <p><b>Note:</b> <i>Uncertainties and unexpected events occur in all organisations, even if very well-run. The risk analysis will help you to predict issues that could delay or hinder project activities. A good risk management strategy is essential for good project management.</i></p>			
Risk No	Description	Work package No	Proposed risk-mitigation measures
1	Analysis/roadmap in WP1 is not completed in time . Medium.	1	Tight follow-up and communication between WP1 lead (UES) and beneficiaries involved in the WP. Also early signalling of delays/obstacles to COO ODISEE and timely intervention of the SC.  WP2 and 3 have some activities that can be started before the finalisation of the road map
2	The testing and/or implementation of modules into curricula can be delayed . Low	3	To increase number with direct meeting with management of schools where the changes are enacted.
3	Low interest of HEIs outside of consortium partners in developing and implementing intercultural education programmes. Low to medium	3 and 5	Changes in management that can cause this risk during the project. Directly working with management of institution and highlighting contractual obligations of participation in the study.  For WP including this risk in development of implementation plan and making use of existing networks in HEI in WB



4	Teachers not encouraged to make changes/are resistant to change. Medium	3	Cocreation with teachers in developing new methodology and encourage them to accept these changes.  Part of implementation plan (WP5)
5	Pace of administrative procedures in Western Balkans. Medium	2,3,4	This eventuality is considered in the timing and planning of the project

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## 2.2 PARTNERSHIP AND COOPERATION ARRANGEMENTS

### 2.2.1 Consortium set-up

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

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

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

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

The consortium is constituted of the partners who are selected on the basis of their competences, experience they have gained on similar projects and successful cooperation in the past. In the project implementation, 9 beneficiaries will take part. Beneficiaries are:

- 3 HEIs from BiH;
  - University of East Sarajevo (UES)
  - University of University of Mostar- Džemal Bijedić (UNMO),
  - University of Zenica (UNZE)
- 2 HEIs from Albania
  - University of Shkoder (UNSHKO),
  - University of Gjirokastra (ECUG)
- 2 NGOs from Bosnia and Herzegovina
  - Fondacija FAMI (FAMI)
  - Sarajevo Meeting of Cultures (SMOC).
- 2 HEIs from program countries:
  - Odisee University College from Belgium (ODISEE)
  - Turku AMK University of applied sciences in Finland (TUAS)

The project was initiated between the representatives of UNZE, UES and ODISEE and stemmed from the necessity of broadening the transcultural education concept in higher education as identified in the strategic document "Priorities for 2016 – 2026 Higher Education Development in BiH", adopted by the Council of Ministers of BiH in 2016, and several strategic documents on the level of cantons/entities and BiH as a whole.

The project planning relied on the broad experience of beneficiaries from program countries in development of trans- and intercultural education programs and introduction of transcultural nursing education in several partner countries. The Consortium members were chosen based on their competence and previous cooperation on similar Erasmus+ projects. Similarity of BiH and Albania is in that the cultural and educational system are very similar and background is opened for the process of implementation.

Though the project was initiated by a needs assessment in BiH, through discussions with colleagues in Albania (previous collaboration the CCNURCA project) and acknowledging the lack of transcultural education across the Western Balkan region, two HEIs from Albania were invited to join and strengthen the project. As the project will contribute to general and comprehensive improvement of HE system in BiH and Albania, five HE institutions from both countries are selected on the principles of geographic



distribution. This project has grown out of analysis of needs analyses mostly carried out in BiH, however, due to similar educational systems, they can largely be used to give insights into both countries. In WP1, specific needs for Albania will be separately analysed. They are equally involved in all WPs and the project teams at these HEI consist of staff specialized in different relevant areas and with significant professional and organizational experience. Based on previous projects (CCNURCA; [SHEQA](#); [BIHTEK](#) and many other Tempus and Erasmus projects) and a longstanding collaboration in the region, ODISEE will take on the role of project coordinator and the project management workpackage lead. 5 HEIs and one NGO will lead on the different workpackages thus distributing responsibility amongst the consortium and allowing for clear lines of communication.

Since project results have strategic national significance for BiH and Albanian HE systems, WB members of the consortium are longstanding and well respected HEIs. With influence and the power of decision making they will provide support for implementation of project results—the curricular changes required for inclusion of transcultural competences—and lead to increased sustainability of the project.

The involvement of two NGOs from BiH that currently have many projects in area of inclusion of vulnerable groups especially refugees, have been included in the project consortium to leverage their expertise and knowledge and in project implementation activities. FAMI has been active in the “Strengthening Nursing in Bosnia and Herzegovina” project since 2012 and has a [transversal matters and cross-cutting principles](#) line relevant to the project. SMOC is an NGO that brings expertise in cross-cultural communication in the WB and in creating attractive curricula for young adults

This project proposal was developed by dedicated and collaborative team work of all beneficiaries that are involved. ODISEE and UNZE lead the application, TUAS have contributed to the development of the workpackages, while partners from BiH and Albania have provided the rationale and a first needs assessment for the introduction of transcultural education into higher education in the Western Balkans.

Non-academic beneficiaries have very important role in the project, because without representatives of NGO that is implementing many projects from this area it will not be possible to implement project in a lasting way.

Benefits of this project are significant for many stakeholders, especially for medical institutions that are connected with nursing schools in the consortium. Medical Institutions which will take a part in project have multiple benefits and because of that they are very interested in to actively contribute to achievement of project goals. The benefits are reflecting in strengthening cooperation with universities, involvement in education process (in that way they can point out what skills are needed for inclusion of vulnerable groups, what kind of experience, what type of education and experience, etc.).

## 2.2.2 Consortium management and decision-making

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

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

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

Each beneficiary in the consortium will appoint a representative to the project steering committee (SC), the main decision making body that will work from principles of consensus to develop joint conclusions in this process. The SC will proactively meet twice a year (online or live/hybrid during the planned meetings) as well as ad hoc if conflict or changes in the project workplan or circumstances necessitate decision making. The SC will communicate on a regular basis communication and will be responsible for the information sharing within the project consortium.

The 7 HEI partners of the consortium have a history of collaboration and communication in previous projects (ODISEE and BiH/Albanian partners, BiH and Albania partners of decades of regional collaboration, TUAS and ODISEE through previous and current collaborations including the KA2+ EHECADI project) and we do not anticipate difficulties in meeting as scheduled.

FAMI has had a longstanding working relationship with HEIs and the ministry of Education in BiH. SMOC is the smallest player in the consortium but has a history of complex projects working with



various levels of government and HEIs and have considerable experience working on ERASMUS+ projects.

ODISEE will take on the project management (COO) role and coordinate the project, communicating through the SC and as necessary, directly with individual partners. ODISEE long experience having coordinated many EU projects since 2007.

All aspects of project implementation will be followed and managed through reporting system, with interim and final reports to EACEA.

The duty of the project coordinator is to prepare the structure and frameworks of the reports, which project partners will then complete. For the purpose of exchanging documents, the cloud platform (Microsoft 365) will be used in order to reduce expenses and to be efficient.

The project SC will provide input into strategic and organizational issues and define the project standards and agree on all project policies that must be formally and explicitly stated. Tasks assigned to consortium partners will become contractual obligations.

The responsibilities of the consortium will be to:

- (1) Review project progress and verify the activities;
- (2) Ensure that the project maintains its relevance and adheres to the project aims;
- (3) Be aware of relevant activities in other projects;
- (4) Resolve any technical administrative or contractual issues, which have not been resolved by other means within the project;
- (5) manage the overall quality of the project.

Decisions in the SC will be taken on a consensual basis, and in case of disagreement, the consortium will make the final decision.

Additionally, in the WB, all beneficiaries will provide one person to participation in the Local Committee (LC) which will be organized for implementation of project activities and reporting on the overall project management to the project consortium. LC will be responsible for the project implementation at regional level and the preparation of 2 annual reports to the SC. LC will meet at least twice a year in person and if necessary online.

Allocation of resources for each activity is defined accordingly to importance and complexity of every activity. All partners will contribute in-kind to the implementation of project using own resources as facilities, cloud system, IT systems, administrative offices etc.. amounting to approximately 10% of the budget.

Distribution of tasks will be performed equally between the partners within seven work packages (WP). All WPs have defined lead beneficiaries with specific knowledge and experience in areas related to the WP. For example, ODISEE is the leader of WP7 (project management), TUAS WP 6 (Evaluation), UNSHKO of WP 5 (Dissemination and Exploitation of Results) because of their geographically central position in the Western Balkans and their expertise and network within the region.

Project management will be implemented at the consortium level through Steering Committee (SC) and at national level in BIH and Albania through Local Committee (LC), where one representative of each partner institution will participate in the work of the SC and one of each BIH and Albanian partner in LC. The task of SC is to initiate and supervise all activities through constant communication within the consortium. Communication among beneficiaries will be organized on regular basis, through planned meetings and on-line communication of local coordinating team and management team and through study visits as part of several working packages.

All partners will prepare activity reports and send it to the coordinator, on semi-annual basis. Financial reports will be prepared on annual basis, followed by annual and final report on all project activities.

#### Conflict resolution

The consortium has strong collaborative professional ties and the cohesiveness of the project is not perceived as posing a threat for major conflicts. However, there is a need for a mechanism for conflict resolution. If in certain situations there is a need for conflict resolution, the project coordinator is tasked to establish a consensus between the conflicting members. In the case of technical disagreements, the SC will resolve the problem, and may ask, if necessary, for recommendations from experts for this purpose. The conflict case must be presented during the regular meetings, and the solution of the conflict will be resolved by unanimous decision by all the partners of the consortium. If unanimous





decision is not reached, conflicted parties will have one week to resolve the problem, with help of Coordinator and the advising expert (if any). If the conflict is about legal issues, - SC must seek the resolution of the conflict in a court of law, which will decide who will undertake the expenses of the procedure

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### 3. IMPACT

#### 3.1 Impact and ambition

##### Impact and ambition

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

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

Project impact will be on specific population: nursing students and nursing teachers/educators that will have direct benefits from the project. Nursing schools and nursing associations will also benefit from the project through continuing education and training as the part of the sustainability of the project activity.

##### Short term

- nursing faculty: upskilled in both transcultural nursing concepts, distance/digital education and quality assurance in developing new modules and new programs.
- nursing students: receive content and training, participate in co-development of materials/inclusions, awareness
- schools of nursing, content/curriculum, digital education

##### Medium term

- nursing faculty: upskilled in both transcultural nursing concepts, distance/digital education
- nursing students: cultural competence embedded in nursing programmes, qualification meets international norms, can work with diverse populations
- schools of nursing: digital education and development of microcredential model (flexible education, post registration etc)

##### Long term effects

- nursing faculty: maintain skills and broader competencies, work with digital/distance education..
- nursing students: cultural competence embedded in nursing programmes, qualification meets international norms, can work with diverse populations
- schools of nursing: digital education and development of microcredential model (flexible education, post registration etc)
- benefit to general populations receiving culturally competent care.

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#### 3.2 Communication, dissemination and visibility

Communication, dissemination and visibility of funding



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

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

One person will be selected from each beneficiary institution who will be responsible for the visibility of project activities, i.e. activities related to public relations and promotion of the project activities at the national / institutional level. The issue of ownership of the project will be discussed at the coordinating meeting of all beneficiary institutions and will be defined by the Agreement on Ownership.

WP5 is devoted to the communication, dissemination and visibility of the project. All project beneficiaries will work to develop a dissemination strategy to be used during the life time of the project.

For the internal and external communication and for the purpose of the project, special templates will be developed (ppt template, headings, letter template, headings, report template, etc) that will include the logo of the project. The lead beneficiary for WP7 project management (ODISEE) will lead all of these activities.

Communication with third parties will primarily be via the web page of the project, social media and networking and direct/targeted press releases and communications to local and regional media.

Every partner will be obliged to develop special link/page on their University sites for the project where all the activities will be presented and reports shared.

Two dissemination conferences will be organized in BiH and Albania but dissemination will be continuous through promotional material, sharing information among partners and publishing on web.

Promotional and teaching material with the reference of the project, Erasmus+ and EU logo and project logo will ensure visibility of project and will be made freely available in English, Albanian, Bosnia, Serbian and Croatian on the project webpage.

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### 3.3 Sustainability and continuation

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

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

*What will need to be done? Which parts of the project should be continued or maintained? How will this be achieved? Which resources will be necessary to continue the project? How will the results be used?*

*Are there any possible synergies/complementarities with other (EU funded) activities that can build on the project results?*

Nursing faculty in BiH and Albanian beneficiaries have longstanding cooperation with regional Nursing Associations, these connections alongside the involvement of the two NGO beneficiaries will ensure the development of a sustainable delivery of continuing education of staff on this topic in addition to implementation in pre-registration curricula.

The generic model will be used as a generator for potential implementation options - specific models. In order to reduce the risk of failure in the implementation of the intercultural education, the model will be developed based on existing best practices in the EU and other global regions. HEIs and their partners will be able to analyse options offered by the transcultural education model, choosing the most appropriate model in accordance with their specific needs and requirements.

In order to provide a legal framework for the implementation of transcultural education, the project will propose amendments for the canton level of education and ministry of Republic of Srpska and to Ministry of education in Albania and draft a proposal for the improvement of the existing laws. Reports by many NGO's that are working on this topic e.g. the Catholic Relief Services (CRS) and International Office for Migration (IOM) will help to develop the best possible methodology and make complementary actions.

Developing transcultural competencies in Health care sector is one of the biggest European Added value process. According to a study (Ahn 2017) the cultural competence of nurses can be developed by transcultural education, and sharing problem-solving experience to promote the capabilities of nurses. Training the personnel and providing resources supports the health care organizations. Thus the quality of nursing care for foreign patients/patients with different cultural backgrounds will be improved.



This type of education is underdeveloped in all of the entities in WB region. In order to develop a modern, flexible and efficient higher education model in WB, cooperation is needed with higher educational institutions from programme countries where higher education is developed. Also, of great importance for the HEIs is the transfer of knowledge and experience by partners from EU with significant experience in the projects of similar kind in previous years.

The strategic goal of WB is based on economic and social development but with a lack of the integration in the society especially from Higher Education point of view. An evident problem is that young people in very high numbers are leaving from WB to western European countries and this leads to the understaffed healthcare workforce in the region. The development of a training model that will lead to the acceptance of returnees/migrants/people on the move in the higher education system and values them as members of the society is very important. The lack of medical staff (especially nursing) in Bosnia and Herzegovina & Albania is evident and developing this type of "industry" is a high priority in WB.

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

### 4.1 Work plan

#### Work plan

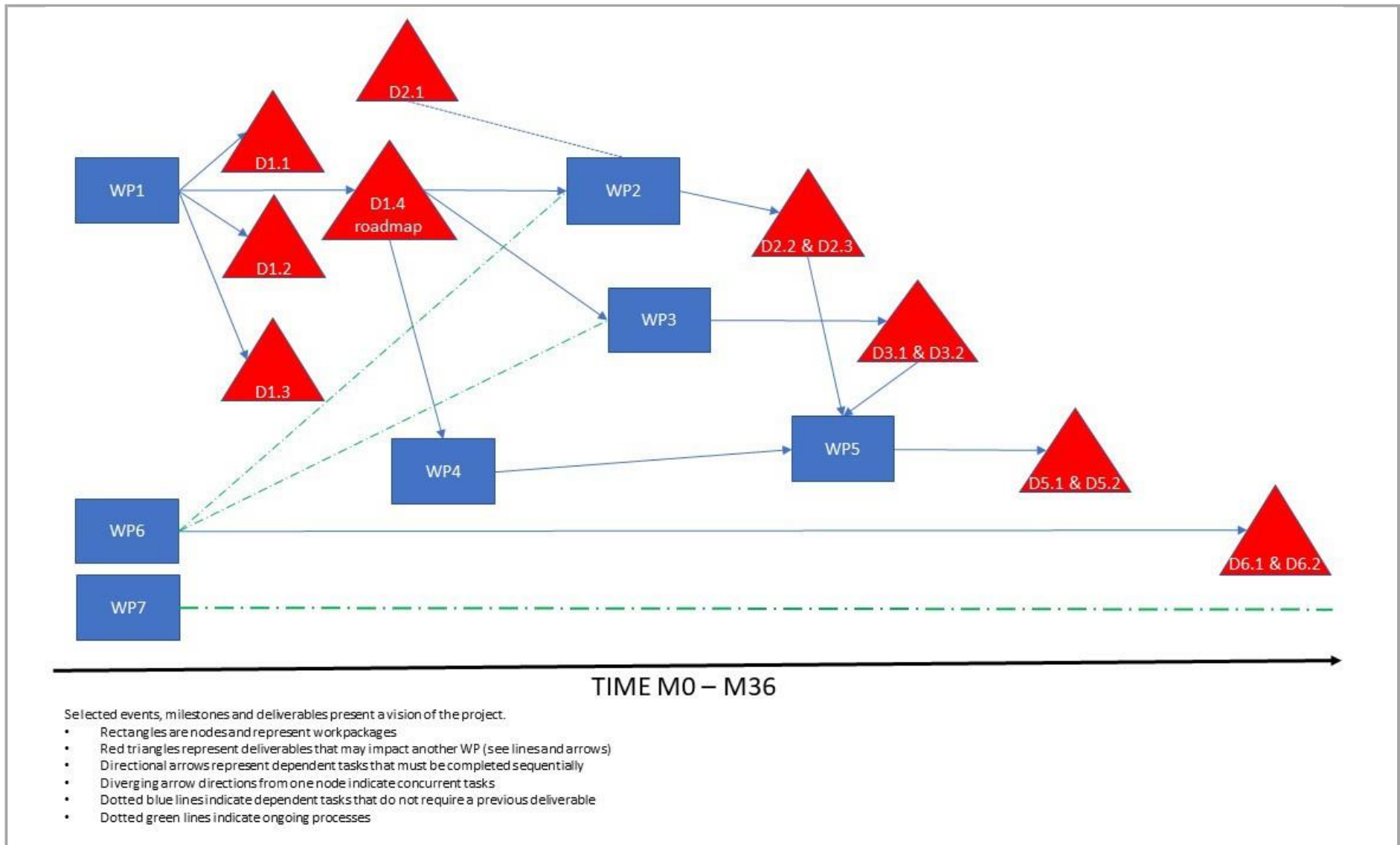
*Provide a brief description of the overall structure of the work plan (list of work packages or graphical presentation (Pert chart or similar)).*

The work packages in this project are interconnected and support each other, however, in order to mitigate risk if the deliverables are not completed on time, elements of each can independently be started.

**WP1** will lay the foundation of the project and provide a refined, concrete and evidence-based road map. However, as this project is building on previous work in CCNURCA and other projects we are not starting from a blank state and the first two workshops in **WP2** can be delivered independently. Elements of **WP3** (ie digital education and microcredentials) can also be gotten under way. Similarly beneficiary HEIs in WB have a sense of what infrastructure needs to be strengthened and in contributing to WP1 will already be preparing their activities for **WP4** which involves the finalisation of the needs and sourcing of materials/programmes etc.

We have chosen to separate evaluation **WP6** and project management **WP7** in order to a) make the process of evaluation visible as evaluation tools/approaches are part of the capacity building and b) to involve partners actively in the evaluation strategy and processes.

**WP5**, dissemination comes into play in the final year of the project but the networking and outreach during WP1, 2 and 3 will contribute to the depth and reach of the project in WP5.



## 4.2 Work packages, activities, resources and timing

### WORK PACKAGES


#### Work packages

*This section concerns a detailed description of the project activities.*


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

*Projects should normally have a minimum of 2 work packages. WP1 should cover the management and coordination activities (meetings, coordination, project monitoring and evaluation, financial management, progress reports, etc.) and all the activities which are cross-cutting and therefore difficult to assign to another specific work package (do not try splitting these activities across different work packages). WP2 and further WPs should be used for the other project activities. You can create as many work packages as needed by copying WP1. The last WP should be dedicated to Impact and dissemination*

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

*Work packages covering financial support to third parties ( only allowed if authorised in the Call document/Programme Guide) must describe the conditions for implementing the support (for grants: max amounts per third party; criteria for calculating the exact amounts, types of activity that qualify (closed list), persons/categories of persons to be supported and criteria and procedures for giving support; for prizes: eligibility and award criteria, amount of the prize and payment arrangements).*

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

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

#### Objectives

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

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

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

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

*Add information on other participants' involvement in the project e.g. subcontractors, in-kind contributions.*

#### Note:

*In-kind contributions: In-kind contributions for free are cost-neutral, i.e. cannot be declared as cost. Please indicate the in-kind contributions that are provided in the context of the work package.*

*The Coordinator remains fully responsible for the coordination tasks, even if they are delegated to someone else. Coordinator tasks cannot be subcontracted.*

*If there is subcontracting, please also complete the table below.*

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

**Milestones** are control points in the project that help to chart progress (e.g. completion of a key deliverable allowing the next phase of the work to begin). Use them only for major outputs in complex projects, otherwise leave the section empty. Please limit the number of milestones by work package.

Means of verification are how you intend to prove that a milestone has been reached. If appropriate, you can also refer to indicators.

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

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

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

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

The labels used mean:

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

Sensitive — limited under the conditions of the Grant Agreement

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

**Work Package 1**

**Work Package 1: Analysis of current situation in area of transcultural competencies in partner countries.**

<b>Duration:</b>	M1 – M6	<b>Lead Beneficiary:</b>	UES
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**Objectives**

- To collect data and develop documents for project road map, identifying good practice in EU.

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

Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T1.1	Analysis of situation in Bosnia and Herzegovina and Albania (nursing schools, nursing association). Inclusion of NGO partner FAMI.	Description: WP leader will develop survey that will be conducted with involved nursing schools in project in Albania and BIH. FAMI as a project partner in cooperation will ensure that schools that are not directly involved into project activities take part in survey. FAMI as a long-term partner in development of Nursing will also provide their expertise and knowledge in survey. Instrument for use in this purpose will be developed by WP leader and other project beneficiaries.	<b>UES</b> ; UNZE; UNMO; FAMI; UNISHK, ECUG, SMOC	BEN	YES in-kind contributions Using material for printing, staff for analysis of data Translation into in Albanian, Bosnian, Croatian and Serbian
T1.2	Identifying good practices in EU and worldwide.	WP leader will in cooperation with EU partners in project identify good practice (teaching methodologies or training methodologies) through a literature review of academic and grey literature in development of transcultural competencies in Nursing in EU and global and make presentation and deliver report on it to the project beneficiaries.	<b>UES</b> ; ODISEE; TUAS	BEN, COO	YES in-kind contributions Scientific databases, library access
T1.3.	Assessment of capacity for integration of microcredentials to deliver education in pre- and post-registration settings.	Description: UES as a lead partner will contact all beneficiary HEIs in the WB deliver report on possibility of integration transcultural competencies in field of Nursing. FAMI will involve nursing schools from BIH that are not involved in project activities.	<b>UES</b> , UNZE; UNMO; FAMI; UNISHK, ECUG	BEN	no



T1.4	Finalisation of roadmap to guide WP2, WP3 and WP4	Based on the analysis and assessments in T1.1-T1.3 the consortium will produce a detailed roadmap for the project.	All partners	BEN COO	In kind translation into Albanian, Bosnian, Croatian and Serbian		
<b>Milestones and deliverables (outputs/outcomes)</b>							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification	
MS3	Gap and need analysis report 1.1.	1	UES	Report on current state on TCC in BIH and Albania in healthcare and healthcare education (specifically nursing)	6	Report delivered and published on web	
MS4	Report on EU and global experience	1	UES	Literature review of best practices for teaching and tools for TCC from EU and globally	6	Review delivered and published on web	
MS5	Report on capacity for integration of microcredentials	1	UES	Report on local capacity for integration of digital materials and microcredentials in WB HEI beneficiaries	8	Report delivered and published on web	
MS6	Road Map	1	UES	Road map developed	6	Discussed at E1.2, E7.2 Published on web	
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D1.1	Report on current state on TCC in BIH and Albania in healthcare and healthcare education	1		[R — Document, report]	[PU — Public]	6	Report delivered and published on web in Albanian, Bosnian, Croatian, English and Serbian

	(specifically nursing)						
D1.2	Literature review of best practices for teaching and tools for TCC from EU and globally	1	UES	[R — Document, report] [ /	[PU — Public] [ /	6	Review delivered and published on web in English
D1.3.	Report on local capacity for integration of digital materials and microcredentials in WB HEI beneficiaries	1	UES	[R — Document, report] [ /	[PU — Public] [ /	8	Report delivered and published on web in English
D1.4.	Road MAP	1	UES	[R — Document,] [ /	[PU — Public] [ /	6	Discussed at E1.2, E7.2 Published on web in Albanian, Bosnian, Croatian, English and Serbian

Estimated budget — Resources (n/a lump sum grant)															
Participant	Costs														
	A. Personnel		B. Subcontracting	C.1a Travel			C.1b Accommodation	C.1c Subsistence	C.2 Equipment	C.3 Other goods, works and services	D.1 Financial support to third parties		E. Indirect costs	Total costs	
[name]	X person months	X EUR	X EUR	X travels	X persons	X EUR	X EUR	X EUR	X EUR	X EUR	X EUR	X grants	X EUR	X EUR	X EUR

					travelling									
[name]	X person months	X EUR	X EUR	X travels	X persons travelling	X EUR	X EUR	X EUR	X EUR	X EUR	X prizes	X EUR	X EUR	X EUR
Total	X person months	X EUR	X EUR	X travels	X persons travelling	X EUR	X EUR	X EUR	X EUR	X EUR	X grants X prizes	X EUR	X EUR	X EUR]
For certain Lump Sum Grants, see detailed budget table/calculator (annex 1 to Part B; see <a href="#">Portal Reference Documents</a> ).														

**Work Package 2**

To insert work packages, copy WP1 as many times as necessary

<b>Work Package 2: Capacity building: train the trainers (ToT)</b>		
<b>Duration:</b>	M2 – M24	<b>Lead Beneficiary:</b> UNZE
<b>Objectives</b>		
<p>To support the transfer of knowledge and tailor the transcultural competence education to the needs identified in WP1, several workshops will be conducted based on project topics by the project consortium. (see events)</p> <ul style="list-style-type: none"> <li>○ Odisee University of Applied Sciences– online education/microcredentials</li> <li>○ Turku University of Applied sciences – content on evaluation</li> <li>○ Universities in BiH and Albania – topics to be finalised based on WP1 needs analysis and, local implementation</li> </ul>		

Activities and division of work (WP description)					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T2.1	ToT Workshops for staff from beneficiary nursing schools: Training in EU	<p>E2.1 ODISEE: digital education and microcredentials.</p> <p>E2.2 TUAS: evaluation tools, techniques and strategy. (online)</p> <p>Minimum 4 nursing faculty from WB beneficiary HEIs will be involved in the workshops</p>	ODISEE, TUAS	BEN, COO	In-kind use of existing infrastructure and equipment for workshops
T2.2	ToT Workshops for staff from beneficiary nursing schools: Training in BIH	<p>E2.3 UNZE: Transcultural nursing as an aspect of nursing (expert from ODISEE to support development and delivery)</p> <p>E2.4 UES challenges in nursing people on the move/migration (ONLINE)</p> <p>E2.5 FAMI: Development of WP3 pilot content</p> <p>E2.7 UNMO– implementation strategies to teach specific cultural and transcultural competencies to nursing students and nurses (online)</p> <p>Minimum 4 nursing faculty from WB beneficiary HEIs will be involved in the workshops. Every host HEI ensure participation of 20 nursing faculty from own</p>	UNZE; UES, UNMO, FAMI	BEN,	<p>In-kind use of existing infrastructure and equipment for workshops</p> <p>Translation into Bosnian, Croatian, and Serbian</p>

		HEI. Additionally, relevant workshops will be open to nursing students and nurses. FAMI will facilitate involvement of schools of nursing that are not involved directly in project/practicing nurses in BiH to take part.					
T2. 3.	ToT Workshops for staff from beneficiary nursing schools: Training in EU: Training in Albania	E2.6 ECUG: microcredentials for post-registration nurses in WB.(Online) Minimum 4 nursing faculty from WB beneficiary HEIs will be involved in the workshops. Every host HEI ensure participation of 20 nursing faculty from own HEI. Additionally, relevant workshops will be open to nursing students and nurses	UNSHKO, ECUG	BEN	In-kind use of existing infrastructure and equipment for workshops Translation into Albanian		
<b>Milestones and deliverables (outputs/outcomes)</b>							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification	
MS12	7 workshops (T2.1-3 and E2.1-2.7) planned and delivered	2	UNZE	Over the course of the project and as part of the capacity building, 2 workshops in the EU and 5 workshops in WB held with nursing faculty (and where appropriate) nursing students and nurses. These occur over the project period.	Milestone complete after 7 <sup>th</sup> workshop mo24	List of participants, teaching materials, pictures, reports, press release	
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D2.1	Subject specific material for EU workshops	2	ODISEE, TUAS UAS	[R — Document, report]	[PU — Public] I	2, 6	Materials developed for workshops, ppt, form, guidelines in English

D2.2	Subject specific material for BiH workshops	2	UNZE, UES, MOSTAR	[R — Document, + report]	[PU — Public]	12, 18, 27	Materials developed for workshops, ppt, form, guidelines in English/Bosnian, Croatian, Serbian
D2.3.	Subject specific material for Albanian workshops	2	UNSHKO, ECUG	[R — Document, report]	[PU — Public]	20, 24	Materials developed for training, ppt, forms, guidelines, English/Albanian

#@ETH-ICS-EI@#

*Work Package 3*

<b>Work Package 3: Pilot project</b>					
<b>Duration:</b>	M13 – M30	<b>Lead Beneficiary:</b>	FAMI		
<b>Objectives</b>					
Development of pilot project based on transcultural competencies - elective courses, non – formal education, development of curriculum, microcredentials etc... based on (grey) literature review and needs identified in WP1 and developed in the first two workshops of WP2.					
<b>Activities and division of work (WP description)</b>					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	

T3.1	Developing and implementing Pilot program	Generic pilot programs of a minimum 3ECTS with theoretical and practical content (simulation case scenarios) will be developed based on findings in WP1 and the first two workshops (E2.1 and E2.2) of WP2, every beneficiary HEI from Albania and BiH will develop their own pilot program depending on their possible and actual legal requirements. Existing teaching materials as well as newly material (including tailored simulation scenarios )	All partners	COO, BEN	Yes - in-kind using in-house expertise to develop look and functionality of pilot program materials (eg presentations, videos etc)  In kind translation into Albanian, Bosnian, Croatian, and Serbian
T3.2	Developing tailored simulation scenarios	Specific scenarios relevant for the local context in BiH and Albania developed for live and online training.	All partners	COO, BEN	In kind translation into Albanian, Bosnian, Croatian, and Serbian

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

Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS11	Pilot program developed	3	FAMI	Experts from all partners will develop pilot program at their own institution and present it to project consortium	18	Pilot program presentation document, minutes of SC meeting where approved
MS13	Pilot program trialled in beneficiary HEIs in WB	3	FAMI	Beneficiary HEIs in WB trial (elements of) the pilot and systematically evaluate it (tools developed in WP6)	32	Evaluation surveys and evidence uploaded to share cloud document management system.
MS17	Acceptance by relevant legislative bodies in BiH and Albania	3	FAMI	Program is accepted by school/faculty legislation body	36	Decisions, minutes from meeting.

Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D3.1	Pilot program	3	FAMI	[R — Document, report]/[DEM — , pilot, ]	[PU — Public]	32	Document with pilot program in Albanian, Bosnian, Croatian, English and Serbian
D.3.2	Trained students	3	FAMI	[R — Document, report]/[DEM — Demonstrator, pilot, prototype]	[PU — Public]	34	Every beneficiary HEI in WB will pilot the program for minimum 30 students. It will include list, attendance list, et..

### Work Package 4

Work Package 4: Strengthening infrastructure Proposed WP lead			
<b>Duration:</b>	M10 – M24	<b>Lead Beneficiary:</b>	UNZE
<b>Objectives</b>			
A key aim of capacity building projects is supporting the infrastructure to deliver the educational innovations around transcultural competencies. Material resources and access to digital materials (eg databases) to support capacity building based on needs analysis in WP1. Providing adequate IT equipment building on already existing equipment will make project implementation more feasible and improve process of project activities. Implementation of Pilot projects and all other relevant activities is in need of equipment.			
<b>Activities and division of work (WP description)</b>			



Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)	
			Name	Role (COO, BEN, AE, AP, OTHER)		
T4.1	Purchase of equipment –and strengthening infrastructure	To be further defined after WP1 but an estimate of 3 laptops, 3 AllinOne computers, 2smart tables, 2 mannequins in different skin colour, subscription to academic database for 3 years for teaching materials., server with following.. Using existing equipment for on line teaching and resources, 50% of equipment costs will be used for maintenance and usage of equipment	UNZE, UES; UNMO, UNSHKO, ECUG	BEN	Yes In kind: Already existing equipment from previous projects and equipment bought with own resources will be used for implementation of project activities.	
T4.2	Nominate and form commission and publish call	To conform with local regulations a commission will write and publish the call for procurement.	UNZE, UES; UNMO, UNSHKO, ECUG	BEN	Yes in-kind in-house procurement expertise	
Milestones and deliverables (outputs/outcomes)						
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS7	Developing public call	4	UNZE	According to the laws in WB first public call will be made	8	Decision on public call, original public call
MS8	Public call	4	UNZE	Publishing public call on web page	8	Decision, link, announcement

MS9	Purchase procedure	4	UNZE	Commissioning will be formed that will conduct full procedure	13	Invoices, bank transcription.	
MS10	Inventory	4	UNZE	Every school will make their own inventory list that equipment is in inventory list of school	13	Inventory list	
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D4.1	Increased infrastructure	4	UNZE	[R — Document, report] [	[PU — Public]	14	List of inventory is public and can be seen

*Work Package 5*

Work Package 5: Dissemination and Exploitation				
<b>Duration:</b>	M1 – M36	<b>Lead Beneficiary:</b>	UNSHKO	
Objectives				
<ul style="list-style-type: none"> <li>The project will provide a template for other institutions and educational institutions in partner countries to implement the proposed teaching materials and methodologies. Links with nursing organisations in consortium countries</li> </ul>				
Activities and division of work (WP description)				
Task No	Task Name	Description	Participants	

(continuous numbering linked to WP)			Name	Role (COO, BEN, AE, AP, OTHER)	In-kind Contributions and Subcontracting (Yes/No and which)
T5.1	Developing promotional materials:	Within the project template for ppt presentations, memorandums and official communication will be developed by project consortium. Also document for dissemination strategies will be developed	all participants	BEN, COO	In-kind contributions using beneficiary MARCOM staff and resources
T5.2	Web page & social media	Project consortium led by WP leader will develop and create web page of project, along with the social media content that will be shared. Every beneficiary will publish project activities and deliverables (where appropriate) on their project webpage. Social media like Facebook, Instagram and LinkedIn will be connected to the partners social media accounts to increase share of information	all participants	BEN, COO	In-kind contributions using beneficiary MARCOM staff and resources
T5.3	Develop dissemination strategy	The project consortium, will create a dissemination strategy focussed on HEI in BiH and Albania as well as the broader Western Balkans region to facilitate implementation of TCC training materials in non-beneficiary HEIs	UNZE, UES; UNMO, UNSHKO, ECUG, FAMI, SMOC	BEN	In-kind translation in to Albanian, Bosnian, Croatian and Serbian
T5.4	Promotional material and Dissemination conference	Two dissemination conferences will be organised one in Bosnia and Herzegovina and one in Albania. These conferences can be combined with other relevant project activities and will be used for promotion of project activities. These conferences will be held before the piloting of the WP3 programmes in order to raise awareness in the region and involve non-beneficiary partners in the co-creation of the materials.	UNSHKO and all participants	BEN, COO	In-kind contributions using beneficiary MARCOM staff and resources
T5.5	Organization of Final project event	Final event to launch materials and strategy in WP.	All participants	BEN, COO	In-kind contributions using beneficiary MARCOM staff and resources. translation in to Albanian, Bosnian, Croatian and Serbian

<b>Milestones and deliverables (outputs/outcomes)</b>						
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS1	Development of logo, templates, webpage	5	UNSHKO	Unique logo will be developed for project and applied to document templates and used for official project communications. Each beneficiary will create a webpage	3	Logo published on documents and web site Developed templates published on shared pages Web page link, social media accounts links.
MS2	Dissemination and implementation strategy	5	UNSHKO	Strategy for dissemination and implementation TCC training in the WB	6	Strategy document published on project website and shared with local government/ministries, disseminated to other countries in WB region
MS14	Conferences in WB	5	UNSHKO	Conference organisation one in BiH and one in Albania	32	Conference programme, Registration and evaluation of conference by attendees; conference, press release.
MS18	Closing conference	5	SMOC	Final conference to disseminate piloted materials and reports, continue raising awareness and increase implementation	36	Conference programme, Registration and evaluation of conference by attendees; conference, press release.

Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D5.1	communication material (logo, web page, templates etc)	5	UNSHKO	<i>[R — Document, report] [DEC — Websites, patent filings, videos, etc]</i>	<i>[PU — Public]</i>	3	Dissemination materials, developed, web page available, partners implement use.
D5.2	dissemination strategy	5	UNSHKO	<i>[R — Document, report]</i>	<i>[PU — Public]</i>	30	Dissemination strategy will be published on web pages of beneficiaries after approval from SC (meeting month 30)
D5.3	2 dissemination conferences in WB	5	UNSHKO	<i>R- Document, report</i>	<i>[PU — Public]</i>	32	Attendance at conferences and programme share on project cloud storage.
D5.4	Final conference	5	SMOC	<i>R- Document, report</i>	<i>PU — Public]</i>	36	

**Work Package 6**

Work Package 6: Evaluation					
<b>Duration:</b>	M5 -M36	<b>Lead Beneficiary:</b>	TUAS		
Objectives					
<ul style="list-style-type: none"> <li>Activities in this work package support the evaluation of both the process/methodologies used in the project and products (materials and methodologies) to implement transcultural nursing curricular activities</li> </ul>					
Activities and division of work (WP description)					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T6.1	Develop evaluation tools	WP lead beneficiary will develop methodology for quality evaluation of activities that are conducted for the project activities eg on–line survey after every WP2 workshop or WP3 pilot training...Every activity will be evaluated using the same tools and criteria (satisfaction surveys, meeting project goals). The WP3 content will also be evaluated.	TUAS, ODISEE	BEN, COO	.In-kind translation of tools into Albanian, Bosnian, Croatian, and Serbian
T6.2	Evaluation of ToT workshops WP2	Evaluation process of and satisfaction with activities in WP2. All beneficiaries will participate in the analysis of the data Short reports of each	TUAS, All partners	COO, BEN	Yes in-kind using own resources and staff for analysis

		workshop are shared on the project cloud storage.					
T6.3	Evaluation of Pilot program WP3	Evaluation of Pilot program content and process of implementation WP3 will be done for the content and quality evaluation. Each EU partner Turku and Odisee will be involved, ODISEE for Albania, TUAS for Bosnia and Herzegovina.	TUAS, All partners	COO BEN	Yes in-kind using own resources and staff for analysis		
Milestones and deliverables (outputs/outcomes)							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification	
MS15	Report on WP2 ToT workshops (see events list)	6	TUAS	Starting with the second workshop E2.2 (E2.1 is simultaneously held with the kick-off and will be retrospectively evaluated), each WP2 event will be evaluated as described in T6.1 and a report published (D6.1)	34	Short reports of each workshop are shared on the project cloud storage. A final report (D6.1) will be published on the project website	
MS19	Report on WP3 Pilot project	6	TUAS	Pilot programs implemented in BiH and Albania will be separately evaluated and combined report made (D6.2)	36	One overall report for every pilot program (implemented in each of the 5 WB beneficiaries) will be made.	
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D6.1	Evaluation report on activities in WP2 on all ToT activities	6	TUAS	[R — Document, report]	[SEN-sensitive]	36	WP2 ToT activities will be evaluated for satisfaction and content. A report will be compiled to share the

							best practices and insights.
D6.2	Evaluation report on activities in WP3 following implementation and quality of Pilot project	6		/R — Document, report/	/SEN-sensitive	36	WP3 training materials and the pilot activities will be evaluated (TUAS will evaluate activities delivered in BiH and ODISEE will evaluate activities delivered in Albania). A combined report will share the results of the evaluation (training materials and activities will be published as a deliverable in WP3)



**Work Package 7**

<b>Work Package 7: Project management</b>					
<b>Duration:</b>	M1 – M36	<b>Lead Beneficiary:</b>	ODISEE		
<b>Objectives</b>					
<ul style="list-style-type: none"> <li>Activities in this workpackage support the active and constructive participation of consortium members and the implementation of the conditions of the KA2 grant.</li> </ul>					
<b>Activities and division of work (WP description)</b>					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T7.1	Consortium meeting: (steering committee SC)	Consortium meeting: within the three years of project there will be 6 consortium meeting 3 in person and 3 online. They will be combined with other events (see events, meeting and mobility)	<b>ODISEE</b> All partners	<b>COO,</b> <b>BEN</b>	NO
T7.2	Financial management	<p>Ongoing throughout the project. ODISEE will monitor the budget and resource allocation amongst beneficiary partners.</p> <p>All beneficiaries will report their finances throughout the project.</p>	<b>ODISEE</b>  All partners	<b>COO</b>  BEN	In-kind contribution  In house financial management software and systems

T7.3	Administrative management	Ongoing throughout the project. The coordinator will verify the milestones have been met and deliverables completed.  All beneficiaries will maintain timesheets, WP leads will monitor the progress of their WP and report delays/communicate completion of tasks and deliverables to the COO.		ODISEE  All partners	COO  BE	In-kind contribution  In house project management software and systems	
Milestones and deliverables (outputs/outcomes)							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
MS16	Steering group (SC) meetings	7	ODISEE	the steering committee meets face to face or virtually (exceptionally hybrid if needed) 6 times over the course of the project.		1, 6, 12, 18, 24, 30, 34	Attendance sheets/screenshots  Agenda and minutes from each meeting
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D7.1	Agenda and minutes per SC	7	ODISEE	[R — Document, report]	[SEN-sensitive]	1, 6, 12, 18, 24, 30, 34	Agenda and minutes from steering group meetings

Staff effort (n/a for Lump Sum Grants)

Staff effort per work package n/a lump sum grant						
<i>Fill in the summary on work package information and effort per work package.</i>						
Work Package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Start Month	End Month	Person-Months
1	Analysis of current situation in area of transcultural competences	4	UES	1	6	16
2	Training of Trainer	5	UNZE	2	24	20
3	Pilot project	8	FAMI	13	30	25
4	Strengthening infrastructure	5	UNZE	10	24	0
5	Dissemination and exploitation	6	UNSHK	1	36	20
6	Quality management	2	TUAS	5	36	26
7	Project management	1	ODISEE	1	36	33
					Total Person-Months	140

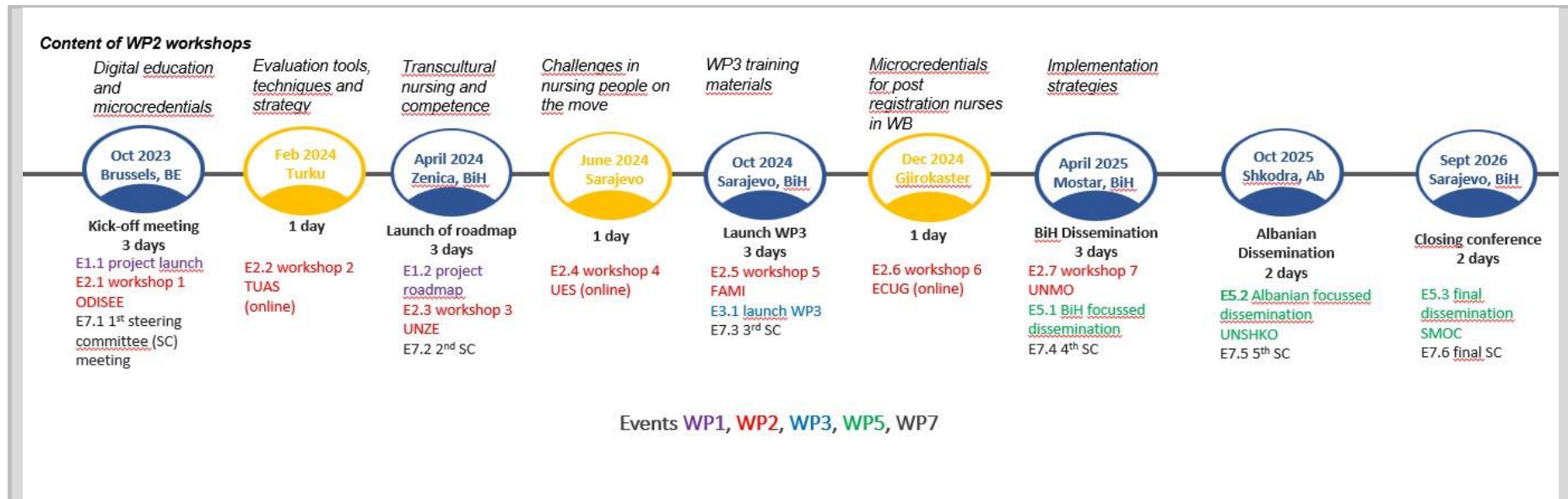
<b>Staff effort per participant</b> <i>Fill in the effort per work package and Beneficiary/Affiliated Entity.                      Please indicate the number of person/months over the whole duration of the planned work.                      Identify the work-package leader for each work package by showing the relevant person/month figure in <b>bold</b>.</i>								
Participant	WP1	WP2	WP3	WP4	WP5	WP6	WP7	Total Person-Months
Odisee	1	3	3	-	1	1	<b>14</b>	23
Turku University of Applied Science	2	4	7	-	4	<b>13</b>	5	35
University of Mostar	2	2	2	-	2	2	2	12
University of East Sarajevo	<b>3</b>	2	2	-	2	2	2	13
University of Zenica	2	<b>3</b>	2	-	2	2	2	13
University of Shkodra	1	2	2	-	<b>3</b>	2	2	12
University of Gjirokastra	1	2	2	-	2	2	2	11
FAMI	2	2	<b>3</b>	-	2	1	2	12
Sarajevo Meeting of Cultures	2	-	2	-	2	1	2	9
<b>Total Person-Months</b>	16	20	25	-	20	26	33	140

**Subcontracting (n/a for prefixed Lump Sum Grants)**

<b>Subcontracting</b> Give details on subcontracted project tasks (if any) and explain the reasons why (as opposed to direct implementation by the Beneficiaries/Affiliated Entities). Subcontracting — Subcontracting means the implementation of ‘action tasks’, i.e. specific tasks which are part of the EU grant and are described in Annex 1 of the Grant Agreement. <b>Note:</b> Subcontracting concerns the outsourcing of a part of the project to a party outside the consortium. It is not simply about purchasing goods or services. We normally expect that the participants to have sufficient operational capacity to implement the project activities themselves. Subcontracting should therefore be exceptional. Include only subcontracts that comply with the rules (i.e. best value for money and no conflict of interest; no subcontracting of project coordination tasks).						
Work Package No	Subcontract No (continuous numbering linked to WP)	Subcontract Name (subcontracted action tasks)	Description (including task number and BEN/AE to which it is linked)	Estimated Costs (EUR)	Justification (why is subcontracting necessary?)	Best-Value-for-Money (how do you intend to ensure it?)
	S1.1					
	S1.2					
Other issues: If subcontracting for the project goes beyond 30% of the total eligible costs, give specific reasons.			Insert text			

**Events meetings and mobility**

<b>Events meetings and mobility</b> This table is to be completed for events meetings and mobility that have been mentioned as part of the activities in the work packages above Give more details on the type, location, number of persons attending, etc.



Event No (continuous numbering linked to WP)	Participant	Description					Attendees
		Name	Type	Area	Location	Duration (days)	Number
E1.1 E2.1 E7.1	All beneficiaries	Kick off meeting	E.1. launch of WP1 E2.1 first workshop in WP2 E7.1 launch of project	E1.1 launch of WP1, needs analysis led by UES E2.1 first workshop on online education and microcredentials lead by ODISEE E7.1 project management (SC),	Brussels Belgium	Three events held consecutively (total 3 days) E7.1: 1 day SC and launch WP1. Attendees [BEN researchers]	E7.1 Steering committee (SC) n=9  E1.1 and E2.1: N=28, 2 researchers/beneficiary +2 nursing faculty from WB HEI partners]

						E2.1: 2 day workshop online education and microcredentials. Attendees BEN researchers and 2 nursing faculty from 5 HEI in WB	
E1.2 E2.2/E6.1 E7.2	All beneficiaries	2 <sup>nd</sup> workshop WP2	E2.2 second workshop WP2	E2.2 Evaluation tools, techniques and strategy	Turku, Finland (online)	E2.2: 1 day workshop	N=28, 2 researchers/beneficiary +2 nursing faculty from WB HEI partners]
E1.2 E2.3 E7.2	All beneficiaries	Roadmap launch and workshop	E1.2 launch WP1 roadmap E2.3 third workshop WP2 E7.2 steering committee meeting	E1.2 roadmap based on WP1 analysis launched and discussed with beneficiaries E2.3 Transcultural nursing as an aspect of nursing (expert from ODISEE to support development and delivery) E7.2 2 <sup>nd</sup> SC	Zenica, Bosnia and Herzegovina	Three events held consecutively (total 3 days) E1.2/7.3: 1 day E2.3: 2 day workshop	E7.1 Steering committee (SC) n=9 [hybrid meeting if not all SC members attending] E1.2 and E2.3 N=28, 2 researchers/beneficiary +2 nursing faculty from WB HEI partners]also E2.3 open to self-funded nursing faculty/curriculum developers in BiH and Albania
E2.4	All beneficiaries	4 <sup>th</sup> workshop	E2.4 workshop WP2	Challenges in nursing people on the move	Sarajevo, BiH (online-	E2.4 1 day workshop	N=28, 2 researchers/beneficiary +2 nursing faculty

							from WB HEI partners]also E2.4 open to nursing faculty/curriculum developers in BiH and Albania
E2.5 E3.1 E7.3	All beneficiaries	WP3 launch	E2.5 workshop WP2 E3.1 launch WP3 E7.3 SC meeting	WP3 training materials, launch of WP3 and cocreative workshop in WP2	Sarajevo, BiH	three consecutive events (3 days) E7.3 1 day E2.5/E3. 2 day cocreative workshop	E7.3 Steering committee (SC) n=9 [hybrid meeting if not all SC members attending] E2.5/E3.1 N=28, 2 researchers/beneficiary +2 nursing faculty from WB HEI partners]also open to self-funded nursing faculty/curriculum developers in BiH and Albania
E2.6	All beneficiaries	E2.6 WP2 session	E2.6 WP2 workshop	Microcredentials for post-registration nurses	Girokaster, Albania host ONLINE EVENT	1 day	ONLINE EVENT N=28, 2 researchers/beneficiary +2 nursing faculty from WB HEI partners]also Nursing faculty and students from WB HEI invited for cocreative processes



<p>E2.7 E5.1 E7.4</p>	<p>All beneficiaries</p>	<p>BiH dissemination conference</p>	<p>E2.7 WP2 workshop E5.1 BiH dissemination conference E7.4 SC meeting</p>	<p>E2.7 W<sup>2</sup> workshop implementation strategies to teach specific cultural and transcultural competencies  E5.1 Dissemination in HEIs in Bosnia (beyond beneficiary HEI), education ministries  Sharing materials, implementation stories, relevant educational ministries  E7.4 SC meeting</p>	<p>Mostar, BiH</p>	<p>three consecutive events (3 days) E7.4 SC 1 day E2.7 1 day workshop E5.1 BiH dissemination event</p>	<p>E7.4 Steering committee (SC) n=9 [hybrid meeting if not all SC members attending]  E2.7 N=28, 2 researchers/beneficiary +2 nursing faculty from WB HEI partners]also  open to self-funded nursing faculty/curriculum developers in BiH and Albania  E5.1 = + 100 nurses, nurse educators, students, representatives of ministries of education in BiH</p>
<p>E5.2 E7.5</p>	<p>All beneficiaries</p>	<p>Albanian dissemination conference</p>	<p>E5.2 Albanian dissemination conference E7.5 SC meeting</p>	<p>E5.2 Dissemination in HEIs in Albania (beyond beneficiary HEI), education ministries  Sharing materials, implementation stories, relevant educational ministries  E7.5</p>	<p>Shkodra, Albania</p>	<p>Two consecutive events (2 days) E7.5 SC 1 day E5.2 Albania dissemination event</p>	<p>E7.5 Steering committee (SC) n=9 [hybrid meeting if not all SC members attending]  E5.2 N=28, 2 researchers/beneficiary +2 nursing faculty from WB HEI partners]also  + 100 nurses, nurse educators, students,</p>

							representatives of ministries of education in BiH
E5.3 E7.6	All partners	Closing congress	E5.3 Closing and dissemination conference E7.6 final meeting of the SC	E5.3 Closing and dissemination conference, sharing of piloted materials and tools, implementation strategies E7.2 Confirmation all project management financial and administrative activities	Sarajevo, BiH	Two consecutive events (2 days) E7.6 SC 1 day E5.3 closing conference 1 day	E7.5 Steering committee (SC) n=9 [hybrid meeting if not all SC members attending] E5.3 N=28, 2 researchers/beneficiaries +2 nursing faculty from WB HEI partners]also  + 200 nurses, nurse educators, students, representatives of ministries of education in WB

**Timetable**

Timetable (projects up to 2 years)																								
<i>Fill in cells in beige to show the duration of activities. Repeat lines/columns as necessary.</i>																								
<i>Note: Use the project month numbers instead of calendar months. Month 1 marks always the start of the project. In the timeline you should indicate the timing of each activity per WP.</i>																								
ACTIVITY	MONTHS																							
	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18	M 19	M 20	M 21	M 22	M 23	M 24
Task 1.1 - ...																								

Task 1.2 - ...																				
Task ...																				

<b>Timetable (projects of more than 2 years)</b> Fill in cells in beige to show the duration of activities. Repeat lines/columns as necessary. <i>Note: Use actual calendar years and quarters. In the timeline you should indicate the timing of each activity per WP. You may add additional columns if your project is longer than 6 years.</i>												
ACTIVITY	YEAR 1 SEPT 2023-AUG 2024				YEAR 2 SEPT 2024-AUG 2025				YEAR 3 SEPT 2025-AUG 2026			
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Task 1.1 Analysis of situation in Bosnia and Herzegovina and Albania (nursing schools, nursing association). Inclusion of NGO partner FAMI.												
Task 1.2 Identifying good practices in EU and worldwide.												
Task 1.3 Assessment of capacity for integration of microcredentials to deliver education in pre- and post-registration settings.												
Task 1.4 Finalisation of roadmap to guide WP2, WP3 and WP4												
Task 2.1 ToT Workshops for staff from beneficiary nursing schools: Training in EU												

Task 2.2 ToT Workshops for staff from beneficiary nursing schools: Training in BIH												
Task 2.3 ToT Workshops for staff from beneficiary nursing schools: Training in EU: Training in Albania <sup>2</sup>												
Task 3.1 Developing and implementing Pilot program												
Task 3.2 Developing tailored simulation scenarios												
Task 4.1 Purchase of equipment and strengthening infrastructure												
Task 4.2 writing and publishing call												
Task 5.1 Developing promotional materials												
Task 5.2 Develop dissemination strategy												
Task 5.3 Plan dissemination conferences												
Task 5.4 Organisation of final project online event												
Task 6.1 Develop evaluation tools												
Task 6.2 Evaluation of ToT workshops WP2												
Task 6.3 Evaluation of Pilot programme WP3												

Task 7.1 Consortium meetings	■	□	■	□	■	□	■	□	■	□	■	□
Task 7.3 Web page & Social media	■	□	□	□	□	□	□	□	□	□	□	□
Task 7.4 Financial management	■	■	■	■	■	■	■	■	■	■	■	■
Task 7.5 Administrative management	■	■	■	■	■	■	■	■	■	■	■	■

#§WRK-PLA-WP§#



## 5. OTHER

### 5.1 Ethics

#### Ethics (if applicable)

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

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

Though this project aims to give nursing students and nurses knowledge and skills to care for vulnerable populations, these populations are not directly involved in the project and are a little risk.

The aim of the project is to support more ethical nursing care by putting the person at the centre of their care and supporting their needs. Competent health care professionals possess the ability to recognize and appreciate cultural differences in healthcare values, beliefs, and customs and how someone's way of life, their modes of thought, and their unique customs can immensely affect them in how they deal with illness, healing, disease, and deaths (Murphy, 2006; Marotta, 2014). Nursing faculty and students may be challenged by some of the content, however, the planned training materials will take this into account.

One area that may raise ethical issues is the implementation of curricular changes as it necessarily requires a review of the current curriculum and learning activities and may require resources to be reallocated in order to sustainably embed the new material/teaching activities. This may require decision making in the beneficiary HEIs, however, these institutions have procedures in place to address change and development within the institutional setting.

#§ETH-ICS-EI§# #@SEC-URI-SU@#

### 5.2 Security

#### Security

Not applicable.

#§SEC-URI-SU§# #@DEC-LAR-DL@#

## 6. DECLARATIONS

#### Double funding

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

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

YES/NO

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

YES

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

YES

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



*If your project requires a higher maximum amount per third party than the threshold amount set in the Call document/Programme Guide, justify and explain why this is necessary in order to fulfil your project's objectives.*

N/A

**Seal of Excellence (if applicable)**

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

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

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

[YES]

#§DEC-LAR-DL§#



## ANNEXES

### LIST OF ANNEXES

#### Standard

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

CVs (annex 2 to Part B) — *mandatory, if required in the Call document/Programme Guide*

Annual activity reports (annex 3 to Part B) — *not applicable*

List of previous projects (annex 4 to Part B) — *mandatory, if required in the Call document/Programme Guide*

#### Special

Other annexes — *mandatory, if required in the Call document/Programme Guide*



**LIST OF PREVIOUS PROJECTS**

<b>List of previous projects</b>					
<i>Please provide a list of your previous projects for the last 4 years.</i>					
Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER)	Amount (EUR)	Website (if any)
Odisee	2019-1-BE02-KA203-060321, Urban diversities: challenges for social work, Erasmus+ KA2	01/09/2019 - 31/01/2022	COO	31.005,00	
Odisee	2019-1-PT01-KA202-60950, Professional development tools supporting participation rights in early childhood education, Erasmus+KA2	01/09/2019 - 31/08/2022	BEN	85.507,00	<a href="https://child-participation.eu/?page_id=2016&amp;lang=nl">https://child-participation.eu/?page_id=2016&amp;lang=nl</a>
Odisee	2019-1-NL01-KA202-060275, Aqua view, Erasmus+ KA2	01/09/2019-31/12/2022	BEN	46.260,00	<a href="http://www.aqua-view.eu">www.aqua-view.eu</a>
Odisee	Lerende Euregio Scheldemond, Interreg Vlaanderen - Nederlands	01/06/2019-31/05/2022	BEN	90.035,00	<a href="https://www.lerendeuregioscheldemond.eu">https://www.lerendeuregioscheldemond.eu</a>
Odisee	2S05-002, Perinatal Mental Health, Interreg 2 Seas	1/02/2019 – 31/03/2023	BEN	97.484,50	<a href="https://path-perinatal.eu/be/">https://path-perinatal.eu/be/</a>
Odisee	2S06-031, Sexual health in the Over Forty-Fives, Interreg 2 Seas	1/03/2019 - 31/03/2023	BEN	106.525,00	<a href="https://shift-sexual-health.eu/">https://shift-sexual-health.eu/</a>
Odisee	612892-EPP-1-2019-1-NL-EPPKA3-PI-FORWARD, Measuring and Comparing Achievements of Learning Outcomes in Higher Education in Europe, Erasmus+ KA3	1/01/2020-31/12/2022	BEN	5.025,00	
Odisee	21707-EPP-1-2020-1-BE-EPPKA2-SSA, aN Eu Curriculum for chef gasTro-engineering in primAry food care, Erasmus+ KA2	1/11/2020 - 31/10/2023	COO	204.114,00	<a href="http://www.nectar-project.eu/">http://www.nectar-project.eu/</a>
Odisee	621546-EPP-1-2020-1-EL-EPPKA3-IPI-SOC-IN, Develop a European Adult Network in the field of	01/12/2020-30/11/2023	BEN	71.136,00	

	Entrepreneurship / Adult – Entre- Net, Erasmus+ KA3				
Odisee	2020-1-UK01-KA202-078921, Development of practical and reflective learning materials that supports and promotes Mental Well-Being (MWB) amongst the entrepreneurs of Europe, Erasmus+ KA2	01/09/2020-31/08/2022	BEN	54.249,00	<a href="https://entremwb.eu/">https://entremwb.eu/</a>
Odisee	2020-1-BE02-KA227-SCH-083109, Diversi-Date, Erasmus+ KA2	1/06/2021-31/05/2023	COO	40.830,00	
Odisee	EAC - 2020 – 0863, Mobility for VET in Europe, Erasmus+ EAC	01/01/2021-30/06/2024	BEN	31.139,25	<a href="https://www.mobilityforvet.eu/en/the-project">https://www.mobilityforvet.eu/en/the-project</a>
Odisee	2020-1-ES01-KA226-HE-095688, Promoting Statistics and Big Data through Gamification and Digital Education, Erasmus+ KA2	02/05/2021-01/05/2023	BEN	26.196,00	
Odisee	2021-1-ES01-KA220-VET-000025741, Sustainability Makers The way to sustainable development goal, Erasmus+ KA2	27/02/2022-27/02/2024	BEN	45.920,00	
Odisee	2021-1-TR01-KA220-ADU-000028280, Gender Diversity on Corporate Boards: a Road to Sustainability, Erasmus+ KA2	28/02/2022-27/02/2024	BEN	36.012,00	
Odisee	HORIZON-CL6-2021-GOVERNANCE-01-11, Innovative Education for the Bio Economy, Horizon Europe	01/11/2022-31/10/2024	BEN	149.070,00	<a href="https://www.biobeo.eu/">https://www.biobeo.eu/</a>
Odisee	2021-1-ES01-KA220-HED-000032088, European Health Care Final Dissertation: a digital, international and collaborative co-designed model to address health care societal challenges, Erasmus+ KA2	1/01/2022-31/12/2024	BEN	48.989,00	
Odisee	2021-1-BE02-KA220-HED-000023285, Preparing students Nursing for future healthcare: Virtual reality in paediatric	1/02/2022 - 30/04/2024	COO	58.700,00	

	settings, Erasmus+ KA2				
Odisee	2021-1-BE02-KA220-VET-000033060, Therapeutic foster care for Unaccompanied Minor Refugees and their foster families, Erasmus+ KA2	1/02/2022 - 31/01/2025	COO	64.982,00	<a href="https://form.ensa-network.eu/">https://form.ensa-network.eu/</a>
Odisee	OC-2021-1-25424, Transnational Family Dynamics in Europe, COST Action	1/11/2022 - 31/10/2023	COO	124.775,00	

<b>List of previous projects</b>					
<i>Please provide a list of your previous projects for the last 4 years.</i>					
Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER)	Amount (EUR)	Website (if any)
Acronym of your institution		Years are enough			
University of Shkodra "Luigj Gurakuqi"	"Reforming doctoral studies in Montenegro and Albania – good practice paradigm" MARDS, 598465-EPP-1-2018-1-ME-EPPKA2-CBHE-SP (2018 – 2479/ 001-001)	15.11.2018 14.11.2021	BEN	115 715	
University of Shkodra "Luigj Gurakuqi"	Virtual Albanian European Universities Exchange -VALEU-X, Nr: 2019 - 1976/001 – 001, 610360-EPP-1-2019-1-DE-EPPKA2-CBHE-JP.	15.01.2020 14.01.2023	BEN	74 335	
University of Shkodra "Luigj Gurakuqi"	Improving Research capacities of Albanian higher education institutions in conservation and restoration of Cultural Heritage 610390-EPP-1-2019-1-AL-EPPKA2-CBHE-SP-REACH	15.01.2020 14.01.2023	BEN	116 340	
University of Shkodra "Luigj Gurakuqi"	Sustainable University - Enterprise Cooperation for improving graduate employability (SUCCES). 618975-EPP-1-2020-I-BA-EPPKA2-CBHE-JP;01-230-1/2020	15.11.2020 14.11.2023	BEN	72 115	

University of Shkodra "Luigj Gurakuqi"	"Inclusive tertiary Education in Western Balkans – IDEA" Capacity – Development in pursuit of Equity and Accessibility of HEIs in the Western Balkans for Students with Disabilities and/or Learning Difficulties"; 618859- EPP-1-2020-1-AL-EPPKA2-CBHE-JP.	15.01.2021 14.01.2024	BEN	78 902	
University of Shkodra "Luigj Gurakuqi"	Entrepreneurial skills for a Modern Education in Albania, EntrAL; 617886-EPP- 1-2020-1-FI-EPPKA2- CBHE-SP	16.12.2020 14.01.2024	BEN	56 350	
University of Shkodra "Luigj Gurakuqi"	MSc. Course in STEAM education – STEAMedu; 618996-EPP-1-2020-1-BA-EPPKA2-CBHE-JP	15.01.2021 14.01.2024	BEN	56 642	
University of Shkodra "Luigj Gurakuqi"	"University to Society Infomediaries in Albania: Co- Production of knowledge and research that matters" / U-SIA; 618997-EPP- 1-2020-I-AL- EPPKA2-CBHE-JP	15.01.2021 14.01.2023	BEN	109 710	
University of Shkodra "Luigj Gurakuqi"	University to society collaborations for inclusive digital transformation in the Western Balkans		COO	73 318	
University of Shkodra "Luigj Gurakuqi"	"E-le.G.A.N.T.S.- E-Learning Gamified and Networked Training for Startupper"	Dec 2022 – Dec 2025	Ben	32 606.00	



University of Shkodra "Luigj Gurakuqi"	SMART Innovation Centres for the development of innovative and entrepreneurial thinking to facilitate the development of sustainable smart solutions in the Western Balkans	Dec 2022 – Dec 2025	BEN	56 408.00	
University of Shkodra "Luigj Gurakuqi"	MOOC-based micro-credentials for teacher professional development Buxhet i parashikuar per Unishk	Dec 2022 – Dec 2025	BEN	36 635.00 Euro	
University of Shkodra "Luigj Gurakuqi"	Strengthening capacities and digital competences in biomedical education through internationalization at home	Dec 2022 – Dec 2025	BEN	80 297 Euro	

List of previous projects funded by the European Union (e.g., Erasmus+, Horizon 2020)					
Please provide a list of your previous projects for the <b><u>last 4 years (2018-2021)</u></b>					
Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER)	Amount (EUR)	Website (if any)
SMOC	(Erasmus+ Programme 2014-2020 Support for Collaborative Partnerships in the field of Sport) TALENT Proposal ID 101090147	2022/2025	BEN	400.000 EUR	n/a
SMOC	ERASMUS-YOUTH-2022-CB EUropean Collective nArratives for Reconciliation and trauma hEaling through youth engagement and Storytelling ( EU – CARES) 101093735	2022/2024	BEN	297 670 EUR	n/a
SMOC	Active Citizenship for youths by enhancing LIFECOMP competencies through innovative teaching tools and techniques - ACTIVEYOUTH4LIFE (2021-1-ES02-KA220-YOU-000028702)	2022/2024	BEN	175.755EUR	n/a
SMOC	Art huBs for youth – ABT (Erasmus+ 2020- 3-UK01-KA205-094207)	2021/2023	BEN	167.095 EUR	<a href="https://www.art-hubs.eu/about/">https://www.art-hubs.eu/about/</a>
SMOC	Young explorers re-discover local communities through orienteering – ORIENT (Erasmus+ Programme 2014-2020)	2021/2023	BEN	332.869 EUR	<a href="https://orientproject.eu">https://orientproject.eu</a>



	Support for Collaborative Partnerships in the field of Sport Project Number: 622532-EPP-1-2020-1-IT-SPO-SCP)				
SMOC	Cultural administration Boosting with the Engagement of Sustainability for local communities - CUBES (ERASMUS+ 2019-1-LT01-KA204-060716)	2019/2021	BEN	171.905 EUR	<a href="https://cubesproject.eu">https://cubesproject.eu</a>
SMOC	Digitisation and Culture for new generations - DiCultYouth (ERASMUS+ KA205-F0F43A07)	2018/2020	BEN	151.175 EUR	<a href="https://www.dicultyouth.eu/en/">https://www.dicultyouth.eu/en/</a>
SMOC	Strengthening of WB Identity by Exploiting Cultural Cross-roads to Brand New Tourist Destinations – SeeCULTURE (TAR0035-142-2018)  Regional Cooperation Council (funded by the EU)	2018/2019	COO	54.800EUR	n/a
SMOC	Strengthening capacities for tourism changes in WB: Building competences for Quality Management of Heritage and Cultural Tourism – CULTURWB (ERASMUS+ 574193-EPP-1-2016-1-RS-EPPKA2-CBHE-JP)	2016/2019	BEN	795.284 EUR	<a href="https://culturwb.pmf.uns.ac.rs">https://culturwb.pmf.uns.ac.rs</a>



<b>List of previous projects</b>					
<i>Please provide a list of your previous projects for the last 4 years.</i>					
Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER)	Amount (EUR)	Website (if any)
Dzermal Bijedic University of Mostar	Proposal number: 101081724: Curricula innovation in climate-smart urban development based on green and energy efficiency with the nonacademic sector (SmartWB)	2022-2025	partner	719.889,00	
Dzermal Bijedic University of Mostar	Proposal number: 101082860: Partnership for Promotion and Popularization of Electrical Mobility through Transformation and Modernization of WB HEIs Study Programs (PELMOB)	2022-2025	partner	765.499,00	
Dzermal Bijedic University of Mostar	Project ID: 101070043 Ideal-ist transnational NCP project	2022-2025	partner		
Dzermal Bijedic University of Mostar	618883-EPP-1-2020-1-IT-EPPKA2-CBHE-JP Transforming Architectural and Civil Engineering Education towards a Sustainable Model/TACEESM	2020-2023	partner	892.536,00	<a href="https://taceesm.ba/">https://taceesm.ba/</a>
Dzermal Bijedic University of Mostar	618109-EPP-1-2020-1-EL-EPPKA2-CBHE-JP Knowledge Triangle for a Low Carbon Economy/KALCEA	2020-2023	partner	871.050,00	<a href="https://kalcea.com/">https://kalcea.com/</a>
Dzermal Bijedic University of Mostar	618975-EPP-1-2020-1-BA-EPPKA2-CBHE-JP Sustainable University - Enterprise Cooperation for Improving Graduate Employability/SUCCESS	2020-2023	partner	849.257,00	<a href="https://success-project.ba/">https://success-project.ba/</a>
Dzermal Bijedic University of Mostar	618996-EPP-1-2020-1-BA-EPPKA2-CBHE-JP MSc course in STEAM education/STEAMedu	2020-2023	partner	998.813,00	<a href="https://steamedu.sum.ba/">https://steamedu.sum.ba/</a>
Dzermal Bijedic University of Mostar	610429-EPP-1-2019-1-AL-EPPKA2-CBHE-JP INTERNATIONALIZATION AT HOME: Embedding Approaches and Structures to Foster Internationalization at Western Balkans/INTERBA	2019-2022	partner	797.292,00	<a href="https://interbaobject.com/">https://interbaobject.com/</a>



Dzermal Bijedic University of Mostar	609755-EPP-1-2019-1-BA-EPPKA2-CBHE-JP Vitalising ICT relevance in Agricultural learning/VIRAL	2019-2022	partner	888.268,00	<a href="http://viralerasmus.org/">http://viralerasmus.org/</a>
Dzermal Bijedic University of Mostar	598719-EPP-1-2018-1MKEPPKA2-CBHE-JP Promoting academia industry alliances for R&D through collaborative and open innovation	2018-2021	partner	531.165,00	<a href="https://all4rd.net/">https://all4rd.net/</a>
Dzermal Bijedic University of Mostar	597888-EPP-1-2018-1RSEPPKA2-CBHE-JP Strengthening of master curricula in water resources management for the Western Balkans HEIs and stakeholders	2018-2021	partner	931.289,00	<a href="http://www.swarm.ni.ac.rs/">http://www.swarm.ni.ac.rs/</a>
Dzermal Bijedic University of Mostar	598503-EPP-1-2018-1ITEPPKA2-CBHE-JP Healthy URBan Environment: Developing Higher Education in Architecture and Construction in Bosnia and Herzegovina	2018-2021	partner	633.024,00	<a href="https://hurbe-project.eu/">https://hurbe-project.eu/</a>

<b>List of previous projects</b>					
<i>Please provide a list of your previous projects for the last 4 years.</i>					
Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER)	Amount (EUR)	Website (if any)
EÇUG	ENTRAL – Entrepreneurial skills for a modern education in Albania - Erasmus+ CBHE P8_UGJ_02/10A	2021-2024	Partner	52,795.00 EUR	<a href="https://www.facebook.com/EntrAl.entrepreneurial.skills">FACEBOOK @EntrAl.entrepreneurial.skills</a>
EÇUG	TEAVET – Developing teacher competences for a comprehensive VET system in Albania - Erasmus + CBHE 586300-EPP-1-2017-1-ES- EPPKA2-CBHE-SP	15.10.2017 – 14.10.2020	Partner	6,1745.62 EUR	<a href="https://teavet.org">https://teavet.org</a>
EÇUG	QUADIC – Quality development of international cooperation and project management -Erasmus+CBHE 609786-EPP-1-2019-1- XKEPPKA2-CBHE- JP	15.1.2020-15.1.2023	Partner	50,400.00 EUR	<a href="http://www.quadic.net">http://www.quadic.net</a>
EÇUG	TECOMP - Strengthening teaching competences in higher education in natural and mathematical sciences - Erasmus+CBHE 598434-EPP-1-2018-1-RS- EPPKA2-CBHE-J	15.11.2018 – 14.01.2023	Partner	89,286.00 EUR	<a href="http://www.tecomp.ni.ac.rs">http://www.tecomp.ni.ac.rs</a>



EÇUG	BKSTONE - Higher education enterprise for fostering, modernization and sustainable growth in natural stone industry in Western Balcans. - Erasmus+CBHE 610483-EPP-1- 2019-1-AL- EPPKA2- CBHE-JP	2019 – 2022	Partner	61,315.0 0 EUR	<a href="https://bkstoneproject.com/projects">https://bkstoneproject.com/projects</a>
EÇUG	INECO – Innovative economy ecosystem- INTERREG-IPA CBC Greece- Albania A2-2.2.-4	2019 - 2021	Partner	116,855. 20 EUR	<a href="https://greece-albania.eu/projects/innovative-economy-ecosystem">https://greece-albania.eu/projects/innovative-economy-ecosystem</a>
EÇUG	CHEESECULT – Cheese route as an innovative cultural heritage driving force for rural tourism development in the cross-border area - INTERREG-IPA CBC Greece- Albania A4 - 2.1 - 19	2019-2022	Partner	92,574.8 0 EUR	<a href="https://cheesecult.eu/">https://cheesecult.eu/</a>
EÇUG	STONEART - Thematic cross- border tourism development through the preservation of stone craftsmanship - INTERREG-IPA CBC Greece- Albania A4-1.3-18	2019- 2022	Partner	109,000. 00 EUR	<a href="https://greece-albania.eu/projects/thematic-tourism-development-through-the-preservation-stone-craftsmanship-stone-art">https://greece-albania.eu/projects/thematic-tourism-development-through-the-preservation-stone-craftsmanship-stone-art</a>
EÇUG	VIRTUALAND - An immersive virtual experience for cultural and natural heritage sites	2019-2022	Partner	95,997.5 0EUR	<a href="https://greece-albania.eu/projects/immersive-virtual-experience-for-">https://greece-albania.eu/projects/immersive-virtual-experience-for-</a>



	- INTERREG-IPA CBC Greece- Albania  A4-2.1-20				<u>cultural-and- natural- heritage- sites- virtualand</u>
EÇUG	EPPAL- Europeanization of Public Policies in Albania- Eraqsmus+- Jean Monet- Ref.no 101048064- EPPAL	2021-2024	Benefic iary	13,413 EUR	

List of previous projects					
<i>Please provide a list of your previous projects for the last 4 years.</i>					
Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER)	Amount (EUR)	Website (if any)
Acronym of your institution		Years are enough			
FAMI	Strengthening Nursing in Bosnia and Herzegovina Project	2012-2026	BEN	n/a	<a href="https://www.fondacijafami.org/ProSe.html">https://www.fondacijafami.org/ProSe.html</a>

<b>List of previous projects</b>					
<i>Please provide a list of your previous projects for the last 4 years.</i>					
Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER )	Amount (EUR)	Website (if any)
Acronym of your institution		Years are enough			
UNZE	Erasmus+: Healthy URBan Environment: Developing Higher Education in Architecture and Construction in Bosnia and Herzegovina; project number 598503-EPP-1-2018-IT-EPPKA2-CBHE-JP (2018-2480/001- 001),	2018-2021	BEN	100 000 Eur	<a href="https://hurbe-project.eu/">https://hurbe-project.eu/</a>
	Erasmus+ Programme: Strengthening Capacities for the Implementation of Dual Education in BiH Higher Education (DualSCI)	2019-22	BEN	115 000 Eur	<a href="https://dualsci.unze.ba/">https://dualsci.unze.ba/</a>
	Strengthening of Internationalisation in B&H Higher Education (STINT), contract number 561874-EPP-1-2015-1-BE-EPPKA2-CBHE-SP	2015-2019	BEN	90 000 Eur	<a href="http://stint-project.net/">http://stint-project.net/</a>
	PARTISH Development of part-time and short cycle studies in higher education in Bosnia and Herzegovina 617421-EPP-1-2020-1-RS-EPPKA2-CBHA-SP	2020-2023	BEN	110 000 Eur	NA



<b>List of previous projects</b>					
<i>Please provide a list of your previous projects for the last 4 years.</i>					
Participant TUAS	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER )	Amount (EUR)	Website (if any)
TUAS	Horizon2020, RESPONSE	10/1/2020 9/30/2025	BEN	839000	
TUAS	Horizon2020, SCALE- UP - SCale up dAta driven soLutions for connEcted Urban  Poles	6/1/2021 5/31/2025	BEN	217755	
TUAS	Horizon Europe, WATERLINE  KIOS Research and Innovation Centre of Excellence (KIOS CoE), University of Nis (Serbia), The Dokuz Eylul University (Turkey), University of Reggio Calabria (Italy), Norwegian University of Life Sciences, University of Exeter (UK), Sustainable Innovation Technologies Services (SITES, Ireland), Accreditation Council for Entrepreneurial and Engaged Universities (Germany), H2O-People B.V. ("The European Junior Water Program")	10/1/2022 9/30/2025	BEN	191752	
TUAS	Erasmus+ Strategic Partnership, SHEHAP – Prevention of Sexual Harassment in Secondary Schools  9th High School Kallitheas "Manos Xatzidakis	9/1/2020 8/31/2023	COO	65000	





Agrupamento de Escolas de Santo António ESEL - Escola Superior de Enfermagam de Lisboa PANEPISTIMIO DYTIKIS ATTIKIS  BI Klaipedos miesto visuomenes sveikatos biuras  Klaipedos Versmes progimnazija  Turun Kaupunki  Turun ammattikorkeakoulu Oy				
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TUAS	AMIF / EUSA, YouMe  Varsinais-Suomen Sairaanhoidopiiri VSSH  YHDESSÄ-yhdistys  Lounais-Suomen Mielenterveysseura ry  Sateenkaari Koto ry	3/1/2019 1/31/2021	COO	200 000	
TUAS	Erasmus+ Cooperation Partnerships, EthCO - For Better Ethical Safety in Future health care environments  Universitata ta Malta  Riga Stradins University Turun ammattikorkeakoulu Karolinska Universitetssjukhuset  University of Valencia (Literaria)	10/1/2022 5/31/2025	COO	110000	
TUAS	Erasmus+ Strategic partnership, EHECADI- European Health Care Final Dissertation  Odisee Fundacio Universitaria Balmes EASPD European Association of Service Providers for Persons with Disabilities European University Cyprus Waterford Institute of Technology  Cruz Vermelha Portuguesa  TIC Salut Social Foundation	1/1/2022 1/1/2025	BEN	45000	



TUAS	Erasmus+ Strategic Partnership, Safe4Child – Caring violent child safely in child psychiatric units  Hamburg University of Applied Sciences /HAW Hamburg  University college Cork  Medical University of Plovdiv	2/1/2022 2/1/2025	COO	100000	
TUAS	Erasmus+ Cooperation Partnerships, ICEX - Innovative and culturally sensitive tools for sexual and reproductive health education  Turun kristillinen opisto  University of West Attica  ESEL - Escola Superior de Enfermagam de Lisboa KMOP – Kentro  Merimnas Oikogeneias Kai Paidioy Turun Ammattikorkeakoulu OY  APF – Family Planning Association	11/1/2022 10/31/2025	COO	118920	
TUAS	European Regional Development Fund (ERDF/EAKR), REACT-EU, e-Hospitality – digivieraanvaraisuutta ja -empatiaa digitaaliin palvelukohtaamisiin uudessa normaalissa  LAB ammattikorkeakoulu Oy	8/1/2021 8/31/2023	BEN	105000	



<p>TUAS</p>	<p>Erasmus+ Strategic Partnership, FORCE Framework for Online Radiographer Clinical Education</p> <p>Tampereen ammattikorkeakoulu Oy</p> <p>University College Dublin</p> <p>Universitata ta Matla</p> <p>Porto Polytechnic / Instituto Politecnico Do Porto</p> <p>University Of Suffolk Ltd</p> <p>Western Norway University of Applied Sciences</p> <p>FH Campus Wien University of Applied Sciences</p>	<p>3/1/2021 2/28/2023</p>	<p>BEN</p>	<p>31200</p>	
<p>TUAS</p>	<p>Erasmus+ Knowledge Alliances, 360ViSi-Interactive 306° video simulation JP</p> <p>ADE Animations Designs &amp; Effects Oy</p> <p>University of Stavanger</p> <p>University of Nottingham</p> <p>The Catholic University of Valencia, San Vicente Martir</p> <p>Quasar Dynamics</p> <p>Screen Story</p>				



TUAS	European Social Fund (ESF/ESR), 6Aika, VR Fast track osaamisen arvioinnin kautta työelämään (JP)  Haaga-Helia ammattikorkeakoulu Oy	10/1/2019 4/30/2022	BEN	154000	
TUAS	European Regional Development Fund (ERDF/EAKR), TERVA Healthcare Testbed Intermediary  Varsinais-Suomen Sairaanhoidtopirri VSSHP  Turku Science Park Oy	10/1/2019 12/31/2021	COO	168000	
TUAS	European Social Fund (ESF/ESR), REACT-EU, VERKKO - ponnahdus uusiin liiketoimintamalleihin ja parempaan hyvinvointiin (JP)	9/1/2021 6/30/2023	COO	262500	
	European Social Fund (ESF/ESR) REACT-EU, PODI-Polkuja ja palveluja digitaaliseen ohjaukseen ja oppimiseen  Turun yliopisto Turun kaupunki Turun ammatti-instituutti Turun aikuiskoulutuskeskus Raisio Seudun Koulutuskuntayhtymä Raseko Salon Seudun Koulutuskuntayhtymä Lounais-Suomen koulutuskuntayhtymä	9/1/2021 8/31/2023			

	Åbo Akademi				
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TUAS	Erasmus+ Knowledge Alliances, AIIS: Artificial Intelligence, Innovation & Society, the future of medicine: educational Programme  University of Mons University of Salamanca MEUS CIBER GDD-GoDataDriven University of Thessaly SciFY University of TURKU	11/1/2020 10/31/2023	BEN	122237	
TUAS	European Regional Development Fund (ERDF/EAKR), REACT-EU, 4K - Kokonaisvaltainen Kyberturvallisuus Kestävälle Kasvulle	6/1/2021 8/31/2023	COO	319867	
TUAS	European Regional Development Fund (ERDF/EAKR), 6Aika, 6Aika: CarbonWise  Business Oulu Espoon kaupunki	4/1/2020 12/31/2021	BEN	76849	
TUAS	European Social Fund (ESF/ESR), Älykäs ennakointi  Turun yliopisto/Merenkulkualan koulutus- ja tutkimuskeskus  Raisio Seudun  Koulutuskuntayhtymä Raseko  Varsinais Suomen Liitto Varsinais-Suomen Yrittäjät ry Lounais-Suomen Koulutuskuntayhtymä	10/1/2020 12/31/2022	BEN	74587	



TUAS	<p>Erasmus+ Strategic Partnership, ARTHEWE Multiform Pedagogy in Arts, Health and Wellbeing Education</p> <p>Royal College of Music in Stockholm (KMH) University of West Attica King's College London</p> <p>Trinity College Dublin, The University of Dublin</p>	9/1/2020 8/31/2023	COO	83985	
TUAS	<p>European Social Fund (ESF/ESR), ARVO ihmislle- verkoston avulla moniammatillista tukea elämänhallintaan</p> <p>Turun A-kilta</p> <p>Fingerroosin säätiö</p> <p>Turun ja Kaarinan Seurakuntayhtymä</p>	3/15/2021 12/31/2022	COO	30000	
TUAS	<p>Horizon2020, BIO-PLASTICS EUROPE</p> <p>20 partners from 13 countries</p>	10/1/2019 9/30/2023	BEN	315983	
TUAS	<p>Erasmus+ Strategic Partnership, BioTriCK BLS Triangular Centre of Knowledge</p> <p>Turun yliopistollinen keskussairaala TYKS</p> <p>Haukeland University Hospital</p> <p>Coimbra Hospital and University Center</p> <p>European Association for professions in Biomedical Science</p>	9/1/2020 8/31/2023	BEN	54824	





	<p>EDvantage OY Polytechnic Institute of Coimbra</p> <p>Western Norway University of Applied Sciences</p>				
TUAS	<p>Erasmus+ Strategic Partnership, CHECKIT HE - Countering Hate And Extremism on Campus – Knowledge Innovation and Training in HE</p> <p>CARDET LTD</p> <p>Necmettin Erbakan Universitesi</p> <p>Balkan Institute Udruzenje / Western Balkans Institute</p> <p>Birmingham City University</p>	<p>9/1/2020 8/31/2023</p>	BEN	77344	
TUAS	<p>European Regional Development Fund (ERDF/EAKR), 6Aika CircVol2</p> <p>Turku Science Park Oy</p> <p>GTK Geologian tutkimuskeskus</p> <p>Åbo Akademi</p> <p>Suomen ympäristökeskus SYKE</p>	<p>5/1/2021 4/30/2022</p>	BEN	26800	
TUAS	<p>Erasmus+ Support for Policy Reform,</p>	<p>6/1/2022 5/31/2026</p>	BEN	345633	

	COVES SEED				
	University of Applied Sciences Utrecht				
	Universidad Politècnica de València				
	Riasio Regional				
	Solar Finland Oy				
	Educational and training consortium Raseko				

<b>List of previous projects</b>					
<i>Please provide a list of your previous projects for the last 4 years.</i>					
Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER)	Amount (EUR)	Website (if any)
UES	617421-EPP-1-2020-1-RS-EPPKA2-CBHE-SP, Development of part-time and short cycle studies in higher education in Bosnia and Herzegovina (PARTISH), ERASMUS+ KA2	2020-2024	BEN	960.644	<a href="https://partish.lurmk.lv/">https://partish.lurmk.lv/</a>
UES	618534-EPP-1-2020-1-XK-EPPKA2-CBHE-JP, Improving the process of education through the development of e-learning multimedia platform and smart classrooms (SMARTEL), ERASMUS+ KA2	2020-2024	BEN	831.873	<a href="https://smartel.pf.ac.rs">https://smartel.pf.ac.rs</a>
UES	618975-EPP-1-2020-1-BA-EPPKA2-CBHE-JP, Sustainable University – Enterprise Cooperation for Improving Graduate Employability (SUCCESS), ERASMUS+ KA2	2020-2024	BEN	849.257	<a href="https://success-project.ba">https://success-project.ba</a>
UES	618109-EPP-1-2020-1-EL-EPPKA2-CBHE-JP, Knowledge Triangle for a Low Carbon Economy (KALCEA), ERASMUS+ KA2	2020-2024	BEN	871.050	<a href="https://kalcea.com/">https://kalcea.com/</a>
UES	609967-EPP-1-2019-1-RS-EPPKA2-CBHE-JP, Development of Master Curricula in Ecological Monitoring and	2020-2023	BEN	953.004	<a href="http://www.ecobiaserasmus.com">www.ecobiaserasmus.com</a>



	Aquatic Bioassessment for Western Balkan HEIs (ECOBIAS), ERASMUS+ KA2				
UES	610251-EPP-1-2019-1-RS-EPPKA2-CBHE-SP, Strengthening Capacities for the Implementation of Dual Education in BiH Higher Education (DualSCI), ERASMUS+ KA2	2020-2023	BEN	969.862	<a href="http://dualsci.unze.ba">dualsci.unze.ba</a>
UES	585681-EEP-1-2017-1-EL-EPPKA2-CBHE-JP, Electrical Energy Markets and Engineering Education (ELEMEND), ERASMUS+ KA2	2017-2020	BEN	930.543	<a href="http://www.elemend.ba">www.elemend.ba</a>

#### HISTORY OF CHANGES

VERSION	PUBLICATION DATE	CHANGE
1.0	25.02.2021	Initial version (new MFF).
2.0	01.06.2022	Consolidation, formatting and layout changes. Tags added.

Proposal Info			
Proposal ID	Call for Proposal	Topic	Type of Action
SEP-210917757	ERASMUS-EDU-2023-CBHE	ERASMUS-EDU-2023-CBHE-STRAND-2	ERASMUS-LS

**Objectives**

- Improve the quality of higher education in third countries not associated to the Erasmus+ programme and enhance its relevance for the labour market and society
- Improve the level of competences, skills and employability potential of students in HEIs in the third countries not associated to the Erasmus+ programme by developing new and innovative education programmes
- Promote inclusive education, equality, equity, non-discrimination and the promotion of civic-competences in higher education in the third countries not associated to the Erasmus+ programme
- Enhance the teaching, assessment mechanisms for HEI staff and students, quality assurance, management, governance, inclusion, innovation, knowledge base, digital and entrepreneurial capacities, as well the internationalisation of HEIs in the third countries not associated to the Erasmus+ programme
- Increase the capacities of HEI, bodies in charge of higher education and competent authorities of third countries not associated to the Erasmus+ programme to modernise their higher education systems, particularly in terms of governance and financing, by supporting the definition, implementation and monitoring of reform processes
- Improve the training of teachers and continuous professional development in order to impact the longer term quality of the education system in the third countries not associated to the Erasmus+ programme
- Stimulate cooperation of institutions, capacity building and exchange of good practice
- Foster cooperation across different regions of the world through joint initiatives

**Regional priority areas**

Region 1 - Western Balkans

Support innovation and reforms within the education sector, that address the skills needs for the climate neutral society and labour market of tomorrow

**Regions involved in the project**

Define the type of the project :

- National project
- Multi-country project
- Cross-regional project

**Project implementation**

Number of higher education institutions (universities) located in remote regions/area 0

Number of newcomer/less experienced coordinating higher education institutions (universities) to the CBHE action

not yet involved in CBHE projects 1

Coordinating HEI - involved in 1 to 3 CBHE projects 1

Coordinating HEI - involved in 4 or more CBHE projects 1

Number of newcomer/less experienced partner higher education institutions (universities) to the CBHE action

not yet involved in CBHE projects 1

Partner HEI - involved in 1 to 3 CBHE projects 3

Partner HEI - involved in 4 or more CBHE projects 3

**People with fewer opportunities**

Is your project addressing people with fewer opportunities?

- Yes
- No

**Target groups from the third country(ies) not associated to the Erasmus+ programme involved in the project**

Number of students following the courses/study programmes (at Bachelor, Master, PhD level) 500


Number of students to be trained/involved in the mobility (studying) 0

Number of students/staff females to be involved in the project 250

Number of students/staff with practical placements 0

Number of academic staff to be trained 100

Number of university administrative staff to be trained 0

Number of staff from Ministries and other public authorities to be trained  0 Associated with document Ref. Ares(2024)2188664 - 22/03/2024  
Number of people to be trained that are not enrolled in HEIs 20

#### Higher Education Institutions (HEI) - Cooperation agreement(s)

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Is the project going to establish any cooperation agreement(s) with relevant stakeholders?

- Yes  No
- HEIs not involved in the project
  - Associations, civil society organisations and NGOs
  - Public organisations
  - Local authorities in the third countries not associated to the Erasmus+ programme
  - Private sector
  - Social enterprises
  - Research institutions
  - Others

#### Higher Education Institutions (HEI) - Courses/Study programmes/Placements/Structures

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Number of new courses 5  
Number of new study programs 0

- New joint study programmes
- New interdisciplinary study programmes

Number of updated courses 5  
Number of updated study programmes 5

- Updated joint study programmes
- Updated interdisciplinary study programmes

Number of study programmes with practical placements 0  
Number of new or modernised structures/units/centres/hubs to be created 5  
Number of new or modernised labs 5

#### Impact at the Higher Education sector

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Does the proposal intend to impact the Higher Education (HE) sector in the participating third countries not associated to the Erasmus+ programme?

- Yes  No

#### Other sources of funding

---

Does the proposal complement other local/national/international sources of funding?

- Yes  No

Sources of financial (/logistic) support for sustaining the project result from:

- Partner HEIs
- HEIs not involved in the project
- Local authorities in the third countries not associated to the Erasmus+ programme
- Associations, civil society organisations and NGOs
- Private sector
- Social enterprises
- Research institutions
- European Union
- Other sources of funding

**ANNEX 2****ESTIMATED BUDGET (LUMP SUM BREAKDOWN) FOR THE ACTION**

Estimated EU contribution								
Estimated eligible lump sum contributions (per work package)								Maximum grant amount <sup>1</sup>
Forms of funding	WPI Analysis of current situation in area of transcultural competencies in partner countries	WP2 Capacity building: train the trainers (ToT)	WP3 Pilot project	WP4 Strengthening infrastructure Proposed WP lead	WP5 Dissemination and Exploitation	WP6 Evaluation	WP7 Project management	
	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	
	a	b	c	d	e	f	g	h = a + b + c + d + e + f + g
1 - ODISEE	6 023.00	33 002.00	18 069.00	0.00	6 023.00	6 023.00	116 727.00	185 867.00
2 - UNZE	3 224.00	20 055.00	3 224.00	9 482.00	3 224.00	3 224.00	7 254.00	49 687.00
3 - UNSHK	1 138.00	17 210.00	2 276.00	9 482.00	3 698.00	2 276.00	6 970.00	43 050.00
4 - TURKU UAS	11 511.00	37 956.00	38 729.00	0.00	20 164.00	73 375.00	28 493.00	210 228.00
5 - UES	5 120.00	18 158.00	3 224.00	9 482.00	3 224.00	3 224.00	7 254.00	49 686.00
6 - FAMI	3 224.00	18 158.00	5 120.00	0.00	3 224.00	1 612.00	7 254.00	38 592.00
7 - SMOC	3 224.00	14 934.00	3 224.00	0.00	3 224.00	1 612.00	7 254.00	33 472.00
8 - UNMO	3 224.00	18 158.00	3 224.00	9 482.00	3 224.00	3 224.00	7 254.00	47 790.00
9 - EÇUG	1 138.00	17 210.00	2 276.00	9 482.00	2 276.00	2 276.00	6 970.00	41 628.00
<b>Σ consortium</b>	<b>37 826.00</b>	<b>194 841.00</b>	<b>79 366.00</b>	<b>47 410.00</b>	<b>48 281.00</b>	<b>96 846.00</b>	<b>195 430.00</b>	<b>700 000.00</b>

<sup>1</sup> The 'maximum grant amount' is the maximum grant amount fixed in the grant agreement (on the basis of the sum of the beneficiaries' lump sum shares for the work packages).

**ANNEX 3**

**ACCESSION FORM FOR BENEFICIARIES**

**JAVNA USTANOVA UNIVERZITET U ZENICI UNIVERSITAS STUDIORUM ZENICAENSIS (UNZE)**, PIC 971954454, established in FAKULTETSKA 3, ZENICA 72000, Bosnia and Herzegovina,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101128620 — TCCWB** ('the Agreement')

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

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary



**ANNEX 3**

**ACCESSION FORM FOR BENEFICIARIES**

**UNIVERSITETI I SHKODRES LUIGJ GURAKUQI (UNSHK)**, PIC 948434088, established in L QEMAL STAFI RR VASIL SHANTO PARRUCE, SHKODER 0000, Albania,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101128620 — TCCWB** ('the Agreement')

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

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

**ANNEX 3**

**ACCESSION FORM FOR BENEFICIARIES**

**TURUN AMMATTIKORKEAKOULU OY (TURKU UAS)**, PIC 948193431, established in JOUKAHAISENKATU 3A, TURKU 20520, Finland,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101128620 — TCCWB** ('the Agreement')

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

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

**ANNEX 3**

**ACCESSION FORM FOR BENEFICIARIES**

**UNIVERZITET U ISTOCNOM SARAJEVU (UES)**, PIC 995607904, established in VUKA KARADZICA 30, ISTOCNO SARAJEVO 71123, Bosnia and Herzegovina,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101128620 — TCCWB** ('the Agreement')

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

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

**ANNEX 3**

**ACCESSION FORM FOR BENEFICIARIES**

**FONDACIJE FAMI (FAMI)**, PIC 883640707, established in VISEGRADSKA 24, SARAJEVO 71000, Bosnia and Herzegovina,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101128620 — TCCWB** ('the Agreement')

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

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

**ANNEX 3**

**ACCESSION FORM FOR BENEFICIARIES**

**SARAJEVO SUSRET KULTURA (SMOC)**, PIC 937845568, established in ALIPASINA 53, SARAJEVO 71000, Bosnia and Herzegovina,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101128620 — TCCWB** ('the Agreement')

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

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

**ANNEX 3**

**ACCESSION FORM FOR BENEFICIARIES**

**UNIVERZITET DZEMAL BIJEDIC U MOSTARU (UNMO)**, PIC 966318366, established in Sjeverni logor b.b., MOSTAR 88104, Bosnia and Herzegovina,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101128620 — TCCWB** ('the Agreement')

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

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

**ANNEX 3**

**ACCESSION FORM FOR BENEFICIARIES**

**UNIVERSITETI "EQREM ÇABEJ" I GJIROKASTRËS (EÇUG)**, PIC 949104067, established in "Studenti" Street, Gjirokaster 6001, Albania,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101128620 — TCCWB** ('the Agreement')

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

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

FINANCIAL STATEMENT FOR THE ACTION FOR REPORTING PERIOD [NUMBER]

EU contribution												
Eligible lump sum contributions (per work package)												Requested EU contribution
WP1 [name]	WP2 [name]	WP3 [name]	WP4 [name]	WP5 [name]	WP6 [name]	WP7 [name]	WP8 [name]	WP9 [name]	WP10 [name]	WP [XX]		
[ Lump sum contribution// Financing not linked to costs]	[ Lump sum contribution// Financing not linked to costs]	[ Lump sum contribution// Financing not linked to costs]	[ Lump sum contribution// Financing not linked to costs]	[ Lump sum contribution// Financing not linked to costs]	[ Lump sum contribution// Financing not linked to costs]	[ Lump sum contribution// Financing not linked to costs]	[ Lump sum contribution// Financing not linked to costs]	[ Lump sum contribution// Financing not linked to costs]	[ Lump sum contribution// Financing not linked to costs]	[ Lump sum contribution// Financing not linked to costs]	[ Lump sum contribution// Financing not linked to costs]	
Forms of funding												
Status of completion	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	PARTIALLY COMPLETED	PARTIALLY COMPLETED	COMPLETED	NOT COMPLETED	
	a	b	c	d	e	f	g	h	i	j	k	$l = a + b + c + d + e + f + g + h + i + j + k$
1 – [short name beneficiary]												
1.1 – [short name affiliated entity]												
2 – [short name beneficiary]												
2.1 – [short name affiliated entity]												
X – [short name associated partner]												
Total consortium												

The consortium hereby confirms that:

The information provided is complete, reliable and true.

The lump sum contributions declared are eligible (in particular, the work packages have been completed and the work has been properly implemented and/or the results were achieved; see Article 6).

The proper implementation of the action/achievement of the results can be substantiated by adequate records and supporting documentation that will be produced upon request or in the context of checks, reviews, audits and investigations (see Articles 19, 21 and 25).



## ANNEX 5

### SPECIFIC RULES

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

##### **Rights of use of the granting authority on results for information, communication, publicity and dissemination purposes**

The granting authority also has the right to exploit non-sensitive results of the action for information, communication, dissemination and publicity purposes, using any of the following modes:

- **use for its own purposes** (in particular, making them available to persons working for the granting authority or any other EU service (including institutions, bodies, offices, agencies, etc.) or EU Member State institution or body; copying or reproducing them in whole or in part, in unlimited numbers; and communication through press information services)
- **distribution to the public** in hard copies, in electronic or digital format, on the internet including social networks, as a downloadable or non-downloadable file
- **editing** or **redrafting** (including shortening, summarising, changing, correcting, cutting, inserting elements (e.g. meta-data, legends or other graphic, visual, audio or text elements extracting parts (e.g. audio or video files), dividing into parts or use in a compilation
- **translation** (including inserting subtitles/dubbing) in all official languages of EU
- **storage** in paper, electronic or other form
- **archiving** in line with applicable document-management rules
- the right to authorise **third parties** to act on its behalf or sub-license to third parties, including if there is licensed background, any of the rights or modes of exploitation set out in this provision
- **processing**, analysing, aggregating the results and **producing derivative works**
- **disseminating** the results in widely accessible databases or indexes (such as through ‘open access’ or ‘open data’ portals or similar repositories, whether free of charge or not.

The beneficiaries must ensure these rights of use for the whole duration they are protected by industrial or intellectual property rights.

If results are subject to moral rights or third party rights (including intellectual property rights or rights of natural persons on their image and voice), the beneficiaries must ensure that they

comply with their obligations under this Agreement (in particular, by obtaining the necessary licences and authorisations from the rights holders concerned).

### **Access rights for the granting authority, EU institutions, bodies, offices or agencies and national authorities to results for policy purposes**

The beneficiaries must grant access to their results — on a royalty-free basis — to the granting authority, other EU institutions, bodies, offices or agencies, for developing, implementing and monitoring EU policies or programmes.

Such access rights are limited to non-commercial and non-competitive use.

The access rights also extend to national authorities of EU Member States or associated countries, for developing, implementing and monitoring their policies or programmes in this area. In this case, access is subject to a bilateral agreement to define specific conditions ensuring that:

- the access will be used only for the intended purpose and
- appropriate confidentiality obligations are in place.

Moreover, the requesting national authority or EU institution, body, office or agency (including the granting authority) must inform all other national authorities of such a request.

### **Access rights for third parties to ensure continuity and interoperability**

Where the call conditions impose continuity or interoperability obligations, the beneficiaries must make the materials, documents and information and results produced in the framework of the action available to the public (freely accessible on the Internet under open licences or open source licences).

## **COMMUNICATION, DISSEMINATION AND VISIBILITY (— ARTICLE 17)**

### **Additional communication and dissemination activities**

The beneficiaries must engage in the following additional communication and dissemination activities:

- **present the project** (including project summary, coordinator contact details, list of participants, European flag and funding statement and project results) on the beneficiaries' **websites** or **social media accounts**
- for actions involving public **events**, display signs and posters mentioning the action and the European flag and funding statement
- upload the public **project results** to the Erasmus+ Project Results platform, available through the Funding & Tenders Portal.

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

### **EU restrictive measures**

The beneficiaries must ensure that the EU grant does not benefit any affiliated entities, associated partners, subcontractors or recipients of financial support to third parties that are

subject to restrictive measures adopted under Article 29 of the Treaty on the European Union or Article 215 of the Treaty on the Functioning of the EU (TFEU).



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