



EUROPEAN EDUCATION AND CULTURE EXECUTIVE AGENCY (EACEA)

EACEA.A – Erasmus+, EU Solidarity Corps
A.1 – European Higher Education

GRANT AGREEMENT

Project 101176336 — CORE

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':

NEMZETI KOZSZOLGALATI EGYETEM (NKE), PIC 943340812, established in LUDOVIKATER 2, BUDAPEST 1083, Hungary,

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 action¹
- Annex 2 Estimated budget for the action
- Annex 3 Accession forms (if applicable)²
- Annex 3a Declaration on joint and several liability of affiliated entities (if applicable)³
- Annex 4 Model for the financial statements
- Annex 5 Specific rules (if applicable)

¹ Template published on [Portal Reference Documents](#).

² Template published on [Portal Reference Documents](#).

³ Template published on [Portal Reference Documents](#).

TERMS AND CONDITIONS

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DATA SHEET

1. General data

Project summary:

Project summary
<p>'Europe will be forged in crisis and will be the sum of the solutions adopted for those crises.' (Monnet 1976) Inspired by Jean Monnet, we regard crises as opportunities for shaping a better future for Europe. Establishing the resilience of the EU is the key to preserving the achievements of European integration. We develop a novel methodology for examining the resilience of the EU. On one hand, we focus on the policy side; secondly, we highlight the importance of politics, examining competing political and power dynamics; and thirdly, we focus on polity issues. As a fourth component of our model, we highlight the role of European citizens — the people. In our 4 Ps model, we include: policy, politics, polity, and people dimensions consecutively. The mission of the CoE will be carried out in four main groups of activities: 1) Fostering pro-European attitude, our mission is to stimulate, initiate, and promote cutting-edge research in the multidisciplinary realm of European Studies. 2) Implementing outstanding teaching in European Studies and in other connected disciplines (e.g. military sciences, law enforcement, water engineering). We provide practice-oriented, interactive courses and develop a MOOC to foster critical thinking. 3) Establishing a central European Studies Hub, facilitating and supporting the endeavours of academic and expert stakeholders in Hungary and in wider Europe. 4) Disseminating our activity widely and bridge the gap between academia and the public by presenting findings through scientific, peer-reviewed publications, and engaging with a broader audience through media appearances and TED talks. Targeting 5 priority target groups, having 7 specific objectives, and determining 24 KPIs for 36 months of the project's duration, our main goal is to play a pivotal role in advancing research, innovation, and knowledge in European Studies at all faculties of the university and also in partner institutions.</p>

Keywords:

- European Studies
- EU Interdisciplinary Studies
- EU values
- Resilience, Crisis, European Integration

Project number: 101176336

Project name: Jean Monnet Centre of Excellence: Cultivating Our European Resilience and Evolution (CORE)

Project acronym: CORE

Call: ERASMUS-JMO-2024-HEI-TCH-RSCH

Topic: ERASMUS-JMO-2024-COE

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: fixed date: 1 December 2024

Project end date: 30 November 2027

Project duration: 36 months

Consortium agreement: No

2. Participants

List of participants:

N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
1	COO	NKE	NEMZETI KOZSZOLGALATI EGYETEM	HU	943340812	100 000.00
Total						100 000.00

Coordinator:

- NEMZETI KOZSZOLGALATI EGYETEM (NKE)

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

Maximum grant amount (Annex 2)	Maximum grant amount (award decision)
100 000.00	100 000.00

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)	70 000.00	n/a	1 - NKE	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:

HU84100048851000801606000936 HUSTHUHB

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 2018/1046⁴ 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

⁴ 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 2017/1371⁵ and Article 1 of the Convention on the protection of the European Communities' financial interests, drawn up by the Council Act of 26 July 1995⁶, 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 2988/95⁷.

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 **101176336 — CORE** ('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

⁵ 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).

⁶ OJ C 316, 27.11.1995, p. 48.

⁷ 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 grant⁸ 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)⁹ 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.

⁸ 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".

⁹ 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’¹⁰ (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).

¹⁰ 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/EC¹¹
- 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.).

¹¹ 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 2015/444¹² 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

¹² 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 2018/1725¹³.

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 2016/679¹⁴).

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.

¹³ 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).

¹⁴ 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 2015/2366¹⁵ 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

¹⁵ 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 883/2013¹⁶ and No 2185/96¹⁷
- 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

¹⁶ 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).

¹⁷ 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 2988/95¹⁸).

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).

¹⁸ 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 1182/71¹⁹, 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.

¹⁹ 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).

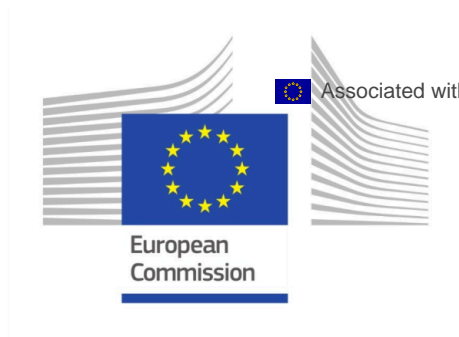
ARTICLE 44 — ENTRY INTO FORCE

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.

PROJECT	
<i>Grant Preparation (General Information screen) — Enter the info.</i>	
Project number:	101176336
Project name:	Jean Monnet Centre of Excellence: Cultivating Our European Resilience and Evolution (CORE)
Project acronym:	CORE
Call:	ERASMUS-JMO-2024-HEI-TCH-RSCH
Topic:	ERASMUS-JMO-2024-COE
Type of action:	ERASMUS-LS
Service:	EACEA/A/01
Project starting date:	fixed date: 1 December 2024
Project duration:	36 months

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List of participants	3
List of work packages	4
Staff effort	12
List of deliverables	13
List of milestones (outputs/outcomes)	23
List of critical risks	24

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.

'Europe will be forged in crisis and will be the sum of the solutions adopted for those crises.' (Monnet 1976) Inspired by Jean Monnet, we regard crises as opportunities for shaping a better future for Europe. Establishing the resilience of the EU is the key to preserving the achievements of European integration.

We develop a novel methodology for examining the resilience of the EU. On one hand, we focus on the policy side; secondly, we highlight the importance of politics, examining competing political and power dynamics; and thirdly, we focus on polity issues. As a fourth component of our model, we highlight the role of European citizens — the people. In our 4 Ps model, we include: policy, politics, polity, and people dimensions consecutively.

The mission of the CoE will be carried out in four main groups of activities:

- 1) Fostering pro-European attitude, our mission is to stimulate, initiate, and promote cutting-edge research in the multidisciplinary realm of European Studies.
- 2) Implementing outstanding teaching in European Studies and in other connected disciplines (e.g. military sciences, law enforcement, water engineering). We provide practice-oriented, interactive courses and develop a MOOC to foster critical thinking.
- 3) Establishing a central European Studies Hub, facilitating and supporting the endeavours of academic and expert stakeholders in Hungary and in wider Europe.
- 4) Disseminating our activity widely and bridge the gap between academia and the public by presenting findings through scientific, peer-reviewed publications, and engaging with a broader audience through media appearances and TED talks.

Targeting 5 priority target groups, having 7 specific objectives, and determining 24 KPIs for 36 months of the project's duration, our main goal is to play a pivotal role in advancing research, innovation, and knowledge in European Studies at all faculties of the university and also in partner institutions.

LIST OF PARTICIPANTS

PARTICIPANTS

Grant Preparation (Beneficiaries screen) — Enter the info.

Number	Role	Short name	Legal name	Country	PIC
1	COO	NKE	NEMZETI KOZSZOLGALATI EGYETEM	HU	943340812

LIST OF WORK PACKAGES

Work packages						
<i>Grant Preparation (Work Packages screen) — Enter the info.</i>						
Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables
WP1	European Studies Working Groups	1 - NKE	100.00	1	36	D1.1 – European Studies Working Groups (ESWG) - including internal and external members - start operating D1.2 – Each WG develops a research proposal and presents the milestones and the progress of the research projects annually D1.3 – 6 (two per year) online/offline academic seminars or paper debates are organised on current dilemmas and developments in European Studies and its research methodology D1.4 – Publishing minimum 6 peer-reviewed journal articles or book chapters by the WG members
WP2	Curriculum Development and Teaching	1 - NKE	100.00	1	36	D2.1 – A MOOC (Massive Open Online Course) on the “Story of Europe and Current Challenges” is launched D2.2 – Launching of a new practice-oriented innovative BA course, including a debating session open to students not majoring in European Studies D2.3 – PhD supervision in 2 Hungarian doctoral schools are conducted D2.4 – OER for non-EU studies students is developed and shared with target groups D2.5 – The results of 9 student satisfaction surveys are published in one document

Work packages						
<i>Grant Preparation (Work Packages screen) — Enter the info.</i>						
Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables
						D2.6 – Policy experts’ and professionals’ feedback is edited in a single document
WP3	European Studies Network and Interconnectivity Hub	1 - NKE	100.00	1	36	D3.1 – Expert Databased Established D3.2 – 6 collaboration agreements signed D3.3 – Report on the 6 international events attended D3.4 – Feedback reports presented in a single document
WP4	'Go beyond Academia!' Dissemination	1 - NKE	100.00	1	36	D4.1 – JMO COE CORE website published D4.2 – Social media presence of the project set-up D4.3 – High School Competition Delivered D4.4 – European Studies TED talk organised D4.5 – Report of the 15 meetings is prepared D4.6 – Report of the JMO CORE roundtable discussion at a major youth event delivered
WP5	Management, Coordination and Impact Assessment	1 - NKE	100.00	1	36	D5.1 – Initial Project Management Documents Package Completed (Detailed Work Plan, PM Handbook, Governing bodies’ working protocols, Reports, Minutes, etc.) D5.2 – Project Quality Assurance and Monitoring Completed to ensure Timely and quality implementation of the project in compliance with plan and indicators (QA strategy, monitoring reports, final report)

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

Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables
						D5.3 – Impact evaluation report

Work package WP1 – European Studies Working Groups

Work Package Number	WP1	Lead Beneficiary	1 - NKE
Work Package Name	European Studies Working Groups		
Start Month	1	End Month	36

Objectives
Stimulating, initiating and promoting cutting edge-research in the multidisciplinary field of European Studies and develop innovative research methodology in this field nationwide and transnationally as well.

Description
<p>Task 1: Establishment of European Studies working groups (6-8). Upon launching the project, in addition to internal university staff, the number of contributors to the working groups will be expanded to include external partners, colleagues, Jean Monnet Chairs, and experts.</p> <p>Task 2: Managing the work of the European Studies working groups. The JMO Centre will coordinate the work, facilitate discussions on research plans, monitor their implementation, and promote the publication of scientific results.</p> <p>Task 3: Organising 6 seminars. The JMO Centre organises 6 (two per year) online/offline academic seminars or paper debates on current dilemmas and developments in European Studies.</p> <p>Task 4: Researches are carried out, and scientific articles are drafted. The JMO Centre will facilitate the publication activities of the WG members by matching up authors, contacting peer-reviewed journals and providing possibilities for research, debate and piloting.</p>

Work package WP2 – Curriculum Development and Teaching

Work Package Number	WP2	Lead Beneficiary	1 - NKE
Work Package Name	Curriculum Development and Teaching		
Start Month	1	End Month	36

Objectives
Implementing excellent teaching in the field of EU Studies and offer practice-oriented, interactive courses as well as promote debate on EU-related policy issues among university and high-school students.

Description
<p>Task 1: The MOOC's structure is developed, and a work schedule for developing the chapters is set up. The MOOC will consist of 8-10 chapters. The titles, the structure and necessary blended elements and a work schedule will be set up, and drafting professors will be assigned.</p> <p>Task 2: The MOOC's written study materials are developed. For each chapter, the written study materials are first developed and edited. Some chapters are going to be co-authored by the members of the working group.</p> <p>Task 3:</p>

The MOOC's on-line and interactive methodology is developed.
For each chapter, the test, the additional reading materials list, and the electronic and audio-visual content are developed.

Task 4:

The MOOC is launched in Moodle. The MOOC is uploaded in Moodle, certification conditions are established and an automatic registering, evaluation and certification system is set up.

Task 5:

A new, practice-oriented, innovative BA course for students not majoring in EU Studies, including a debating session open to students not majoring in European Studies, is drafted.

Task 6:

The new, practice-oriented BA course's accreditation is proceeded with.
The new, practice-oriented BA course is approved to be inserted in the university's curricula.

Task 7:

PhD supervision in 2 Hungarian doctoral schools is conducted
European Studies topics are offered for supervision in two PhD schools in Hungary (LUPS, Doctoral Schools of Public Administration, and ELTE Doctoral School of Political Sciences) for both Hungarian and international students.
The supervision includes mentoring and training.

Task 8:

Preparatory measures are taken for the development of the OER database.
The list of courses and the structure for the OERs is established, the lecturers are assigned to implement the task.

Task 9:

A new OER database is developed based on the existing EU-Studies courses (including those developed within the JMO Module in 2019).
Lecturers generate the OER, including creating webinars.

Task 10:

OER is made available to students.
OER database is uploaded on Moodle and is shared with non-European Studies majored BA and MA students.

Task 11:

Student satisfaction surveys are drafted and sent out to students, who are solicited to give their feedback.
The feed-back survey is designed to give students the opportunity to give feedback on course content and teaching methodology.

Task 12:

After students gave their feedback, the evaluation is edited and published in a single document.
A small evaluation report is prepared at the end of each year and the reports are edited into one volume by the end of the project, and together with the Policy experts' feedback.

Task 13:

A feedback questionnaire is drafted for policy experts.
The feedback questionnaire for policy experts and professionals is on curriculum development and course content.

Task 14:

After gathering the feedback, an evaluation document is edited and merged with students' feedback. Based on the results, curricula will be fine-tuned.
A full evaluation report is drafted and recommendations are implemented by fine-tuning the curricula.

Work package WP3 – European Studies Network and Interconnectivity Hub

Work Package Number	WP3	Lead Beneficiary	1 - NKE
Work Package Name	European Studies Network and Interconnectivity Hub		
Start Month	1	End Month	36

Objectives
Operating as a knowledge hub in European Studies that facilitates and supports activities of academic and expert entities
Establishing and operating a national and international academic and expert network in the multidisciplinary field of European Studies; in cooperation with external partner universities and research institutions and policy-makers
Establishing digital connectivity and digital platform for every-day communication and debates

Description
<p>Task 1: Establishing a European Studies Network database. Map the key institutions and individuals, both in academia and in expert entities, who are active in the field. Establish a database in the first year of implementation, and update it yearly. Aim for an expected growth of the network by 10% per year.</p> <p>Task 2: Networking and outreach to identify new partner institutions. Based on the results of the institutional mapping, new partners are identified for embarking on joint university programmes.</p> <p>Task 3: Signing cooperation agreements with new partner institutions. The cooperation agreements will go beyond formalities but shall contain clear objectives on the promotion of EU values, resilience and identity, etc.</p> <p>Task 4: International events will be attended. Selected, high niveau international events will be attended and the project will be promoted, new partners will be solicited to participate.</p> <p>Task 5: Interviews will be conducted with members of the expert network. To have qualitative feedback on the centre’s activities, curricula, programmes and more, quality feedback will be gathered via interviews with key experts.</p>

Work package WP4 – ‘Go beyond Academia!’ Dissemination

Work Package Number	WP4	Lead Beneficiary	1 - NKE
Work Package Name	'Go beyond Academia!' Dissemination		
Start Month	1	End Month	36

Objectives
Disseminating research results to scholars, professionals and interested citizens either in forms of scientific, peer-reviewed publications or for the wider public in the forms of media appearances and public talks
Reaching out to a wider audience and a variety of target groups (scholars, experts, policy-makers, university students, high-school students, general public) of a diverse geographical location (including underdeveloped regions of Hungary, e.g. small towns and villages in the Eastern part of the country) in order to foster the pro-Europe thinking and attitude in Hungary
Diversifying the suitable media portfolio for dissemination, including scientific and non-scientific offline and online media outlets and events

Description
<p>Task 1: CORE website is created and filled with resources. A digital platform on the website of LUPS will be created as a virtual space for online communication and networking with stakeholders, media, and the academic audience. Inviting partner universities to the site is also a planned achievement.</p> <p>Task 2:</p>

CORE media platforms including social media and YouTube channel are set-up. Utilize various media platforms for publicity (online, offline, social media) to disseminate research results and activities. Expand the targeted media portfolio each year and increase the reach by 20% each year of implementation.

Task 3:
The nationwide high school competition is planned. The competition is planned as regards content, detailed tasks, flows, persons responsible, visual elements, distribution strategy etc.

Task 4:
The nationwide high school competition is announced and implemented. The competition is announced, applications are received and evaluated, selected students invited to LUPS, competition is delivered in one day on site, etc.

Task 5:
Evaluation report is delivered on the high school competition based on feedback of the participants. The evaluation of the competition is reported based on feed-back questionnaires.

Task 6:
Organising and delivering 2 international European Studies TED talks with internationally renowned scholars or experts. The key expert will be identified, programme will be drafted, and thorough dissemination campaign will be implemented to reach out for a wide range of audience. The TED talks will be delivered within the university premises.

Task 7:
Organising 15 meetings with EU policy experts. Engage with policy-makers, public administration institutions, and governmental bodies at all levels of EU governance (local, subnational, national, regional, and EU). At least five meetings/ year. Meetings will be planned to be small-format and implemented with participation of 1-2 students each.

Task 8:
A CORE roundtable-discussion will be organised on the EU’s current challenges at a major youth festival. A roundtable discussion or a debate will be organised at one of the most prestigious music or cultural festival (e.g. SZIGET) of Hungary once during the project implementation.

Work package WP5 – Management, Coordination and Impact Assessment

Work Package Number	WP5	Lead Beneficiary	1 - NKE
Work Package Name	Management, Coordination and Impact Assessment		
Start Month	1	End Month	36

Objectives

The project is managed in such a way that the Specific objectives and expected results are achieved. Corresponding sub-objectives:

Organisational implementation: Efficient administrative management, embedding the project in the university, setting up a project implementation structure with a project management plan for the overall coordination of the project and the project team

- Stakeholder/target group management: Universities, research centres, researchers, university students. High school students, administrative staff, civil society actors, the media.

Risk management: risk reducing and mitigation actions

Financial management: ensuring effective, efficient and lawful allocation and accounting of resources

Monitoring and evaluation: Monitoring and evaluation measures (continuous quality evaluation through feedback on the implementation of tasks, peer reviews, benchmarking activities, etc.) and quality indicators to ensure the project implementation is of high quality and objectives are being achieved

Environmental sustainability: the project is designed in an eco-friendly way and incorporates green practices (e.g. green travel) in different project phases.

Diversifying the suitable media portfolio for dissemination, including scientific and non-scientific offline and online media outlets and events

Impact assessment

Description

Task 1:

Implementation of the governance structure.

A governance structure will be set-up, including an Academic Coordination Team, a Project Management Team, and a student task force.

Task 2:

Communication (internal & EACEA).

Facilitating communication and cooperation processes between the partners and with EACEA while ensuring that the project is carried out in an eco-friendly way

Task 3:

Day-to-day management of the project.

Preparation of internal rules of project management; organising online and in person meetings; set deadlines; responding and resolving needs and difficulties expressed or identified by the participants.

Task 4:

Monitoring and Reporting.

Monitoring, evaluation and reporting of the project as a whole, including the preparation of the progress-, interim and final reports for the EACEA.

Task 5:

Meetings (incl. online).

Organization, coordination, steering and documentation of meetings of project governance bodies in presential, blended and digital modes

Task 6:

Overall financial management.

Allocation and accounting of funds according to the budget, internal auditing and financial reporting with the help of a predefined financial template. The template is to be kept up-to-date at all time or on a monthly basis, and shared on a common Drive to make checks possible for the managing bodies.

Task 7:

Quality Assurance Plan.

Concretisation of a quality assurance plan and of quality assurance measures

Task 8:

Managing Quality Assurance.

Implementing and adapting the quality assurance plan

Task 9:

Risk Management.

Setting up and overseeing the project risk management process (e.g. by creating a Risk Log) that allows the regular identification, analysis, evaluation and prevention or mitigation of risks that have the potential to impact the project outcomes

Task 10:

Preparing an Impact evaluation report.

A document on the achieved impact shall be developed with the contribution of all partners and project participants, taking into account the feed-back of target groups. Foreseeable future impact shall be examined and addressed in the document. An external evaluator shall prepare the report with inputs from all partners.

Task 10:

Publishing the project's achievements on the Erasmus+ project results platform.

Publish the results of the project on the Erasmus+ results platform

STAFF EFFORT

Staff effort per participant						
<i>Grant Preparation (Work packages - Effort screen) — Enter the info.</i>						
Participant	WP1	WP2	WP3	WP4	WP5	Total Person-Months
1 - NKE	100.00	100.00	100.00	100.00	100.00	500.00
Total Person-Months	100.00	100.00	100.00	100.00	100.00	500.00

LIST OF DELIVERABLES

Deliverables						
<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 2015/444</i>						
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D1.1	European Studies Working Groups (ESWG) - including internal and external members - start operating	WP1	1 - NKE	R — Document, report	PU - Public	6
D1.2	Each WG develops a research proposal and presents the milestones and the progress of the research projects annually	WP1	1 - NKE	R — Document, report	PU - Public	36
D1.3	6 (two per year) online/offline academic seminars or paper debates are organised on current dilemmas and developments in European Studies and its research methodology	WP1	1 - NKE	R — Document, report	PU - Public	36
D1.4	Publishing minimum 6 peer-reviewed journal articles or book chapters by the WG members	WP1	1 - NKE	R — Document, report	PU - Public	36
D2.1	A MOOC (Massive Open Online Course) on the “Story of Europe and Current Challenges” is launched	WP2	1 - NKE	R — Document, report	PU - Public	24
D2.2	Launching of a new practice-oriented innovative BA course, including a debating	WP2	1 - NKE	R — Document, report	PU - Public	24

Deliverables						
<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 2015/444</i>						
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
	session open to students not majoring in European Studies					
D2.3	PhD supervision in 2 Hungarian doctoral schools are conducted	WP2	1 - NKE	OTHER	PU - Public	36
D2.4	OER for non-EU studies students is developed and shared with target groups	WP2	1 - NKE	DEC —Websites, patent filings, videos, etc	PU - Public	36
D2.5	The results of 9 student satisfaction surveys are published in one document	WP2	1 - NKE	R — Document, report	PU - Public	30
D2.6	Policy experts' and professionals' feedback is edited in a single document	WP2	1 - NKE	R — Document, report	PU - Public	30
D3.1	Expert Databased Established	WP3	1 - NKE	DATA — data sets, microdata, etc	SEN - Sensitive	12
D3.2	6 collaboration agreements signed	WP3	1 - NKE	R — Document, report	PU - Public	32
D3.3	Report on the 6 international events attended	WP3	1 - NKE	R — Document, report	PU - Public	36
D3.4	Feedback reports presented in a single document	WP3	1 - NKE	R — Document, report	PU - Public	32
D4.1	JMO COE CORE website published	WP4	1 - NKE	OTHER	PU - Public	14
D4.2	Social media presence of the project set-up	WP4	1 - NKE	OTHER	PU - Public	14
D4.3	High School Competition Delivered	WP4	1 - NKE	OTHER	PU - Public	24

Deliverables						
<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 2015/444</i>						
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D4.4	European Studies TED talk organised	WP4	1 - NKE	OTHER	PU - Public	36
D4.5	Report of the 15 meetings is prepared	WP4	1 - NKE	R — Document, report	PU - Public	36
D4.6	Report of the JMO CORE roundtable discussion at a major youth event delivered	WP4	1 - NKE	R — Document, report	PU - Public	36
D5.1	Initial Project Management Documents Package Completed (Detailed Work Plan, PM Handbook, Governing bodies' working protocols, Reports, Minutes, etc.)	WP5	1 - NKE	R — Document, report	SEN - Sensitive	13
D5.2	Project Quality Assurance and Monitoring Completed to ensure Timely and quality implementation of the project in compliance with plan and indicators (QA strategy, monitoring reports, final report)	WP5	1 - NKE	R — Document, report	SEN - Sensitive	36
D5.3	Impact evaluation report	WP5	1 - NKE	R — Document, report	SEN - Sensitive	35

Deliverable D1.1 – European Studies Working Groups (ESWG) - including internal and external members - start operating

Deliverable Number	D1.1	Lead Beneficiary	1 - NKE
Deliverable Name	European Studies Working Groups (ESWG) - including internal and external members - start operating		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	6	Work Package No	WP1

Description
The ESWGs – depending on the participants – will either operate in English or in Hungarian. A brief report will be drafted in English, based on the first joint meeting establishing the WGs work plan.

Deliverable D1.2 – Each WG develops a research proposal and presents the milestones and the progress of the research projects annually

Deliverable Number	D1.2	Lead Beneficiary	1 - NKE
Deliverable Name	Each WG develops a research proposal and presents the milestones and the progress of the research projects annually		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	36	Work Package No	WP1

Description
The annual research proposals and progress reports will be presented as brief documents in English.

Deliverable D1.3 – 6 (two per year) online/offline academic seminars or paper debates are organised on current dilemmas and developments in European Studies and its research methodology

Deliverable Number	D1.3	Lead Beneficiary	1 - NKE
Deliverable Name	6 (two per year) online/offline academic seminars or paper debates are organised on current dilemmas and developments in European Studies and its research methodology		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	36	Work Package No	WP1

Description
Organization of two online/offline academic seminars or paper debates per year on current dilemmas and developments in European Studies and its research methodology. Aim to reach at least 20 scholars per seminar

Deliverable D1.4 – Publishing minimum 6 peer-reviewed journal articles or book chapters by the WG members

Deliverable Number	D1.4	Lead Beneficiary	1 - NKE
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Deliverable Name	Publishing minimum 6 peer-reviewed journal articles or book chapters by the WG members		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	36	Work Package No	WP1

Description
To reach a wider academic and professional network, plan to publish 6 peer-reviewed journal articles or book chapters by the team.

Deliverable D2.1 – A MOOC (Massive Open Online Course) on the “Story of Europe and Current Challenges” is launched

Deliverable Number	D2.1	Lead Beneficiary	1 - NKE
Deliverable Name	A MOOC (Massive Open Online Course) on the “Story of Europe and Current Challenges” is launched		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP2

Description
A MOOC on the “Story of Europe and Current Challenges” is launched publicly, open for all interested. The MOOC is to be developed in English and shall consist of written teaching materials, readings, tests, videos, podcasts and other electronic resources.

Deliverable D2.2 – Launching of a new practice-oriented innovative BA course, including a debating session open to students not majoring in European Studies

Deliverable Number	D2.2	Lead Beneficiary	1 - NKE
Deliverable Name	Launching of a new practice-oriented innovative BA course, including a debating session open to students not majoring in European Studies		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP2

Description
The new practice-oriented innovative BA course, including a debating session shall be made available to students not majoring in European Studies (e.g., military officers, law enforcement, or disaster management students). These courses aim to foster analytical, strategic, and idea-generating skills among students. The teaching methodology will include tutoring and academic coaching, with a goal to reach 35 university students per academic year.

Deliverable D2.3 – PhD supervision in 2 Hungarian doctoral schools are conducted

Deliverable Number	D2.3	Lead Beneficiary	1 - NKE
Deliverable Name	PhD supervision in 2 Hungarian doctoral schools are conducted		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	36	Work Package No	WP2

Description			
Offering European Studies topics for supervision in two PhD schools in Hungary (LUPS, Doctoral Schools of Public Administration, and ELTE Doctoral School of Political Sciences) for both Hungarian and international students. Mentoring and training them for their future academic and professional careers. Aim to supervise at least 5 PhD students per academic year.			

Deliverable D2.4 – OER for non-EU studies students is developed and shared with target groups

Deliverable Number	D2.4	Lead Beneficiary	1 - NKE
Deliverable Name	OER for non-EU studies students is developed and shared with target groups		
Type	DEC — Websites, patent filings, videos, etc	Dissemination Level	PU - Public
Due Date (month)	36	Work Package No	WP2

Description			
Development of Open Education Resources for EU Studies courses in Moodle and the creation of YouTube webinars. The newly developed teaching materials will be shared with non-European Studies majored BA and MA students. Provide innovative materials to students in the Faculties of Public Governance and International Studies, Faculty of Water Sciences, Faculty of Law Enforcement, as well as Military Sciences. Aim to reach approximately 200 non-European Studies majored students per academic year.			

Deliverable D2.5 – The results of 9 student satisfaction surveys are published in one document

Deliverable Number	D2.5	Lead Beneficiary	1 - NKE
Deliverable Name	The results of 9 student satisfaction surveys are published in one document		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	30	Work Package No	WP2

Description			
Students' satisfaction with the EU Studies Courses at Ludovika University of Public Service shall be measured and conclusions shall be evaluated. Conduct evaluations for 3 courses per year. Reports are to be developed in English (ca.8 pages).			

Deliverable D2.6 – Policy experts' and professionals' feedback is edited in a single document

Deliverable Number	D2.6	Lead Beneficiary	1 - NKE
Deliverable Name	Policy experts' and professionals' feedback is edited in a single document		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	30	Work Package No	WP2

Description			
Gathering feedback from policy experts and professionals on curriculum development and course content. The report drafted shall be in English (ca.20 pages).			

Deliverable D3.1 – Expert Databased Established

Deliverable Number	D3.1	Lead Beneficiary	1 - NKE
Deliverable Name	Expert Databased Established		
Type	DATA — data sets, microdata, etc	Dissemination Level	SEN - Sensitive
Due Date (month)	12	Work Package No	WP3

Description
Map the key institutions and individuals, both in academia and in expert entities, who are active in the field. Establish a database in the first year of implementation, and update it yearly. Aim for an expected growth of the network by 10% per year.

Deliverable D3.2 – 6 collaboration agreements signed

Deliverable Number	D3.2	Lead Beneficiary	1 - NKE
Deliverable Name	6 collaboration agreements signed		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	32	Work Package No	WP3

Description
Initiate two new collaboration agreements with national and international research institutions or universities per academic year.

Deliverable D3.3 – Report on the 6 international events attended

Deliverable Number	D3.3	Lead Beneficiary	1 - NKE
Deliverable Name	Report on the 6 international events attended		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	36	Work Package No	WP3

Description
Participate in international scientific conferences, seminars, and foster attendance at knowledge-sharing events. At least twice each year during the project implementation.

Deliverable D3.4 – Feedback reports presented in a single document

Deliverable Number	D3.4	Lead Beneficiary	1 - NKE
Deliverable Name	Feedback reports presented in a single document		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	32	Work Package No	WP3

Description

Inform the members of the network about new publications in the field four times a year and gather feedback from them on the utilization of the centre's resources.

Deliverable D4.1 – JMO COE CORE website published

Deliverable Number	D4.1	Lead Beneficiary	1 - NKE
Deliverable Name	JMO COE CORE website published		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	14	Work Package No	WP4

Description

Create a digital platform on the website of LUPS as a virtual space for online communication and networking with stakeholders, media, and the academic audience. Inviting partner universities to the site is also a planned achievement.

Deliverable D4.2 – Social media presence of the project set-up

Deliverable Number	D4.2	Lead Beneficiary	1 - NKE
Deliverable Name	Social media presence of the project set-up		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	14	Work Package No	WP4

Description

Utilize various media platforms for publicity (online, offline, social media) to disseminate research results and activities. Expand the targeted media portfolio each year and increase the reach by 20% each year of implementation.

Deliverable D4.3 – High School Competition Delivered

Deliverable Number	D4.3	Lead Beneficiary	1 - NKE
Deliverable Name	High School Competition Delivered		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP4

Description

Initiate a nationwide EU competition for high school students in Hungary, including high schools from underdeveloped regions. Aim to reach at least 30 high schools and involve 500 pupils. Implementation is planned in the third year of the project.

Deliverable D4.4 – European Studies TED talk organised

Deliverable Number	D4.4	Lead Beneficiary	1 - NKE
Deliverable Name	European Studies TED talk organised		
Type	OTHER	Dissemination Level	PU - Public

Due Date (month)	36	Work Package No	WP4
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Description
Organize one European Studies TED talk with an internationally renowned scholar or expert per academic year, reaching approximately 100 persons per event.

Deliverable D4.5 – Report of the 15 meetings is prepared

Deliverable Number	D4.5	Lead Beneficiary	1 - NKE
Deliverable Name	Report of the 15 meetings is prepared		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	36	Work Package No	WP4

Description
Engage with policy-makers, public administration institutions, and governmental bodies at all levels of EU governance (local, subnational, national, regional, and EU). At least five meetings/ year.

Deliverable D4.6 – Report of the JMO CORE roundtable discussion at a major youth event delivered

Deliverable Number	D4.6	Lead Beneficiary	1 - NKE
Deliverable Name	Report of the JMO CORE roundtable discussion at a major youth event delivered		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	36	Work Package No	WP4

Description
Organising a roundtable discussion or a debate at one of the most prestigious music or cultural festival (e.g. SZIGET) of Hungary once during the project implementation.

Deliverable D5.1 – Initial Project Management Documents Package Completed (Detailed Work Plan, PM Handbook, Governing bodies' working protocols, Reports, Minutes, etc.)

Deliverable Number	D5.1	Lead Beneficiary	1 - NKE
Deliverable Name	Initial Project Management Documents Package Completed (Detailed Work Plan, PM Handbook, Governing bodies' working protocols, Reports, Minutes, etc.)		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	13	Work Package No	WP5

Description
Internal communication procedures, a detailed Work Plan with templates for minutes, invitations etc., internal deadlines, milestones, indicators etc. will be grouped in a Project Management Handbook (around 15 pages in English). (Where necessary the documents will be updated semesterly.)

Deliverable D5.2 – Project Quality Assurance and Monitoring Completed to ensure Timely and quality implementation of the project in compliance with plan and indicators (QA strategy, monitoring reports, final report)

Deliverable Number	D5.2	Lead Beneficiary	1 - NKE
Deliverable Name	Project Quality Assurance and Monitoring Completed to ensure Timely and quality implementation of the project in compliance with plan and indicators (QA strategy, monitoring reports, final report)		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	36	Work Package No	WP5

Description
<p>A contract will be concluded with an external quality assurer (English). A QA Strategy will be set-up in a document (ca.40 pages in English). Semesterly regular reports will be produced by the quality controller – also in line with the progress-, interim- and final reports due to EACEA.</p>

Deliverable D5.3 – Impact evaluation report

Deliverable Number	D5.3	Lead Beneficiary	1 - NKE
Deliverable Name	Impact evaluation report		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	35	Work Package No	WP5

Description
Impact evaluation report (ca. 30 pages, EN)

LIST OF MILESTONES

Milestones					
<i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
1	6 research proposals are presented (one by each WG)	WP1	1 - NKE	6 research proposals are available.	6
2	6 publications or book chapters are published (1 by each WG)	WP1	1 - NKE	Publications and book chapters are available to the public.	35
3	MOOC (Massive Open Online Course) on the “Story of Europe and Current Challenges” that is open for all students is published	WP2	1 - NKE	MOOC available on-line and can be accessed by simple registrations	24
4	New, practice-oriented innovative BA course launched, including a debating session open to students not majoring in European Studies is developed	WP2	1 - NKE	BA course accredited and appears in the curriculum list of the university.	24
5	OER for non-EU studies students is developed and shared with target groups	WP2	1 - NKE	200 non-EU-Studies students download the material.	24
6	Expert Database Established	WP3	1 - NKE	Database published online, and contains a list of minimum 50 experts.	12
7	Expert Network starts operating	WP3	1 - NKE	Expert Network Digital Data-Hub is operational, first international scientific conference is organised with the participation of key members of the network	12
8	CORE High School Competition	WP4	1 - NKE	Aim to reach at least 30 high schools and involve 500 pupils. Implementation is planned in the third year of the project.	24
9	European Studies TED talk #1	WP4	1 - NKE	Reaching approximately 100 persons on the event.	24

Milestones					
<i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
10	European Studies TED talk #2	WP4	1 - NKE	Reaching approximately 100 persons on the event.	34
11	Roundtable debate at a major youth festival	WP4	1 - NKE	Audience of at least 60 young people present.	24

LIST OF CRITICAL RISKS

Critical risks & risk management strategy			
<i>Grant Preparation (Critical Risks screen) — Enter the info.</i>			
Risk number	Description	Work Package No(s)	Proposed Mitigation Measures
1	Not suitable number of students enrolling in the proposed courses	WP2	Proper promotion of the new courses should make students aware of the availability of the new courses
2	Low number of interested partners in the planned events	WP4, WP1, WP3	A promotion campaign shall ensure the desired number of participants. If necessary, events can be repeated in a virtual platform or other cost-effective ways
3	Pandemic inhibits the organisation of in-situ events	WP2, WP4, WP5, WP1, WP3	Alternatively, online events will be organized
4	Inflation causes overspending	WP2, WP4, WP5, WP1, WP3	If serious price changes emerge, 1) either the planned activities will be organised in a more cost-effective way (such as participating online in a certain event or meeting), or 2) the university takes the financial risk and raises the own resources share in the project.
5	Colleague from the project team leaves organization	WP2, WP4, WP5, WP1, WP3	Colleagues who may leave can be substituted with other professors of the university or from outside institutes.
6	External project partners lack enthusiasm	WP4, WP1, WP3	The core project team will motivate external partners, such as professors and stakeholders to participate by ensuring wide visibility of programmes.

Critical risks & risk management strategy			
<i>Grant Preparation (Critical Risks screen) — Enter the info.</i>			
Risk number	Description	Work Package No(s)	Proposed Mitigation Measures
7	SZIGET organizers will refuse cooperation	WP4	We have good working relationship with the Hungarian EU Delegation, main organizer of the 'EU Tent' on SZIGET
8	Conflict between colleagues in the project	WP2, WP4, WP5, WP1, WP3	A third party within the university can help resolve conflict, in worst case, the team can be modified
9	Deadlines do not meet	WP2, WP4, WP5, WP1, WP3	Proper control and timely preparation of activities can ensure deadlines are met



ANNEX 1



Erasmus+ Programme (ERASMUS)

Description of the action (DoA)

[for FPAs: Action plan]

Part A

Part B

Version 1.0
25 February 2021



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:	Cultivating Our European Resilience and Evolution
Project acronym:	CORE
Coordinator contact:	Prof. Dr. Boglárka Koller, Ludovika University of Public Service (LUPS)

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#@APP-FORM-ERASMUSLSJMO@#
 #@PRJ-SUM-PS@# [This document is tagged. Do not delete the tags; they are needed for the processing.]

PROJECT SUMMARY

Project summary (in English)

The Jean Monnet Centre of Excellence (**CORE, Cultivating Our European Resilience and Evolution**) draws inspiration from the founding father of European integration, Jean Monnet: ‘Europe will be forged in crisis and will be the sum of the solutions adopted for those crises.’ (Monnet 1976) In this context, we regard crises (Dinan et al. 2017; Arató-Koller 2023) as opportunities for shaping a better future for Europe. Ensuring the future of European integration and its democracies lies, as argued by many scholars and experts of various disciplines, in establishing the resilience of the unique and sui generis European Union. Resilience in the European context is the reactive ability of the Union to internal and external shocks and crises. In European Studies, the term **'resilience' serves as a versatile descriptor, signifying flexibility and the capability to confront challenges** in European integration.

In our methodology, we approach the resilience of the European Union from several angles. On one hand, **we focus on the policy side**; secondly, we **highlight the importance of politics**, examining competing political and power dynamics; and thirdly, we **focus on institutional actors** that have a key role to play in Europe. Additionally, as a fourth component of our model, we highlight the role of **European citizens** — the people in our activities. Thus, our approach centres on **4 Ps: policy, politics, polity, and people dimensions**.

The mission of the Jean Monnet Centre of Excellence aligns with the general objectives of the call and will be carried out in four main groups of activities. First, to foster a pro-European attitude, our mission is to **stimulate, initiate, and promote cutting-edge research** in the multidisciplinary realm of European Studies. We aspire to develop innovative research methodologies, both nationwide and transnationally, shaping the future of scholarship in this dynamic field. Our second mission is to **implement outstanding teaching** in the field of EU Studies and in other connected fields (e.g. military sciences, law enforcement, water engineering). We provide practice-oriented, interactive courses, fostering critical thinking and engaging debates on EU-related policy issues among university and high-school students, thereby nurturing the leaders and Ludovika University of Public Service of tomorrow. As a third mission, we intend to establish a central **hub in European Studies**, facilitating and supporting the endeavours of academic and expert stakeholders in Hungary and in the wider Europe. Our fourth mission is to **disseminate our activity widely and bridge the gap between academia and the public**, presenting findings through scientific, peer-reviewed publications, as well as engaging with a broader audience through media appearances and public talks. We strive to ensure the democratization of information for scholars, professionals, and interested citizens alike.

Targeting five priority groups, having seven specific objectives, and determining 24 KPIs for 36 months of the project's duration, our main goal is to **play a pivotal role in advancing research, innovation, and knowledge in European Studies at all faculties of the university**, in partnership with other Hungarian higher education institutions, think-tanks, and research centres, as well as with partner institutions in EU member states and also outside Europe.

#\$PRJ-SUM-PS\$# #@REL-EVA-RE@# #@PRJ-OBJ-PO@#

1. RELEVANCE

1.1 Background and general objectives

Background and general objectives

Please address all guiding points presented in the Programme Guide under the award criterion 'Relevance'. Describe the background and rationale of the project.

How is the project relevant to the scope of the call? How does the project address the general objectives of the call? What is the project's contribution to the priorities of the call?

Not only Europe but also European Studies need a new impetus, a new vision, and a new way of thinking, with enthusiastic and motivated stakeholders, both among academics, and students, as well as European citizens in the wider society.

Despite the fact that European integration has become an increasingly important subject in Hungarian higher education institutions over the past decades, the institutes, departments and research centres of European Studies in Hungary have, with few exceptions, not been able to demonstrate outstanding performance at the international level in either teaching or research. One reason for this is the **lack of a disciplinary definition of European studies in Hungary**. The field of European studies combines the knowledge and methods of political science, law, economics, and history. Although in international academic circles, European integration studies are now regarded as a separate sub-discipline of social science, in Hungary, it is precisely its multidisciplinary character that makes the field's status uncertain. As a consequence, while European Union issues can be found in the curricula and courses of many university departments, and are also covered by a number of chairs and think-tanks, **the knowledge and experience needed to promote and support European studies** and to serve as a knowledge centre and expert base not only for higher education, policy-makers, and decision-makers but also for society at large, in the face of current crises and challenges, **is scattered**.

Moreover, in Hungary, with twenty years of EU membership behind us, **we are still searching for a way forward in EU Studies education and European integration research**. In many cases, the discipline is dominated by the descriptive and passive method of knowledge transfer typical of the 1990s, rather than the **method of developing students' real competences, critical thinking, problem-solving** and encouraging them for implementing individual and group research assignments, project tasks, and strategic, design thinking. It is the responsibility of academics, university professors, researchers and experts in this discipline to change all this and thus **to contribute to transform the image of Europe and the European Union in the wider society**.

A new approach is also essential in other respects. **The discipline of European Studies is itself at a turning point**.

The **European Union has been in a state of multi-level crisis for about two decades** (Dinan et al. 2017, Benczes 2011, Arató-Koller 2023) and has grappled with numerous crises, both internal and external: an economic and financial crisis, institutional, political and legitimacy crisis, the COVID19 pandemic, and the most recent and serious crisis and their manifold effects: the war in Ukraine. The **external landscape of the EU has undergone significant changes, the international system is in the midst of a rapid and historic transformation**, with key actors re-evaluating their roles, geostrategic options, and tools to pursue their geopolitical interests. New political realities are emerging, including major shifts in political systems. The role of regions and interregional ties is being redefined. **The global political agenda is also rapidly changing focus**, highlighting issues such as artificial intelligence and its societal consequences, broad sustainability concerns (encompassing environmental, climatic, fiscal, demographic, and security aspects), and the disruptive societal role of giant technological companies, alongside a **general societal frustration with democracy**. The European Union's crisis of legitimacy and identity, the questioning of the premises of the economic and social model of integration, and Europe's declining global economic power all point in the direction of the need for the **European Union to find the foundations of its own existence within a wider political and economic context** and in a rapidly changing international system. The search for a way forward and the shaping of the Union's future is ongoing. European democracies are confronting challenges that pose a potential impact on the future viability of the European Union. Increasing extremism, election interference, the dissemination of manipulative information, threats against journalists, and insufficient infrastructure and educational capacity all constitute threats to the effective operation of European democracies. **Democratic backsliding** is a trend observed in many countries (Sedelmeier 2017; Bermeo 2016; Cianetti, Dawson, Hanley 2018; Dimitrova 2018; Kelemen – Blauburger 2017).

The Jean Monnet Centre of Excellence, being aware of the multi-level crisis in the Union and the turbulent changes taking place globally, does not want to get bogged down in analysing the negative effects of these crises and over-emphasizing the crisis narrative. Instead, it **draws inspiration from the thought of its namesake and the founding father of European integration, Jean Monnet**. According to Jean Monnet, **'Europe will be forged in crisis, and will be the sum of the solutions adopted for those crises.'** Building on Jean Monnet's idea from the 1970s, it is worth emphasizing that **crisis is always an opportunity for change**. Over the last twenty years, the European Union has identified and taken meaningful actions in a number of areas that can ensure the survival and future prosperity of the European project. In the Jean Monnet Centre of Excellence, we intend **to look at crises from a positive angle and regard them as opportunities for shaping a better future for Europe**.

Ensuring the future of European integration and its democracies lies, as argued by many scholars and experts of various disciplines, in establishing the **resilience of the unique and sui generis** European Union. (Joseph and Juncos 2019; Jacobs et al.; Miró et al. 2023) Resilience is defined as **the positive reactions of any system to adversity**, thus in the European contexts we can define it as the **reactive ability of the Union to internal and external shocks** and crises. In European Studies, the term '**resilience**' serves as a **versatile descriptor, signifying flexibility and the capability to confront challenges** in European integration. (*Resilient Reports of the Joint Research Centre (JRC), European Commission*) The conceptualization of the term has evolved within European studies, leading to 'the resilience of the EU's political and economic systems', or 'resilience of European governance' or 'resilience of the institutional system'.

The **Jean Monnet Centre of Excellence would operate based on the concept of resilience**, emphasizing that EU research and training, even if only indirectly related to European integration and the European Union, should reflect the attitude that the future of the Union must be actively shaped by the community's actors. This involves seizing opportunities created by crises and fostering a positive vision for the future.

The Ludovika University of Public Service, **with its unique educational and research portfolio, is poised to establish a Jean Monnet Centre of Excellence**. This centre would serve as the leading institution for European Studies in Hungary, running an academic and expert network within Hungary and Europe while also establishing transnational activities worldwide in the field.

The university comprises four faculties: the **Faculty of Public Governance and International Studies**, the **Faculty of Military Sciences and Officer Training**, the **Faculty of Law Enforcement**, and the **Faculty of Water Sciences**. While European studies are central elements of the educational and training portfolio in the first faculty (Faculty of Public Governance and International Studies) that offers degree programs in **International Relations** and **Public Administration**, the link in the other three faculties is only partial or non-existent. The Jean Monnet Centre of Excellence would create the opportunity to integrate EU content into the training and further education of **military officers, disaster management, and critical-infrastructure specialists, police officers, and water engineers**, who are otherwise quite far from European Studies and do not often come across EU knowledge.

In addition to Bachelor, Masters and PhD programs, the university offers training programs such as the **Hungarian Diplomatic Academy**, and the **European Union Career Programme** for fresh graduates and early career civil servants and experts, and programs for more experienced individuals already working in public administration. These programs provide an opportunity to transfer EU knowledge, skills, and methodology directly to Hungarian public administration institutions and also channels through which feedback can be gained from them for the future development of the Jean Monnet Centre of Excellence.

The Jean Monnet Centre of Excellence would be operated within the **Department of European Studies**, situated within the Faculty of Public Governance and International Studies. The department is a **recognized academic entity** that promotes a **pro-European attitude, strengthens European values, and develops EU training and research content nationwide**.

The department has progressively been involved in Jean Monnet actions over the last nine years. As a first step, we implemented a **Jean Monnet Module** (*Jean Monnet Module for European Public Policy*; 565087-EPP-1-2015-1-HU-EPPJMO-MODULE; 2015-2018), and we are now in the final year of implementing our **Jean Monnet Chair** project (*Fostering EU resilience through European identity building*; ERASMUS-JMO-2021-HEI-TCH-RSCH-ERASMUS2027-101047686; 2021-24) with the coordination of the Head of the Department.

Additionally, we are actively participating in other EU-related research and innovation projects. Our department led the *Megatrends module* in the *EU Secure Strategic Partnership Project* of five European universities (University of Piraeus, Greece, Fernando Pessoa University, Portugal, University of Salento, Italy, Sapientia University of Transylvania, Romania and Ludovika University of Public Service Budapest).

Apart from being dedicated member of Jean Monnet network, our department was responsible for *Europeanization in the Western Balkans Ludovika Research Group* (KÖFOP KÖFOP-2.1.2 research project, 2017-2018) and in cooperation with colleagues from Eötvös Loránd University and University of Szeged we had a common research project of comparative Political Economy Analysis of Eurozone Membership in the Central and Eastern Europe, which resulted in a Routledge edited volume in 2021 (<https://www.routledge.com/The-Political-Economy-of-the-Eurozone-in-Central-and-Eastern-Europe-Why/Arato-Koller-Pelle/p/book/9781032034676>).

In addition, this year, to celebrate twenty years of EU membership in Eastern and Central Europe, we implement a one-year-long cultural project in a consortium with University of Latvia, Vilnius University, Lithuania, Tartu University, Estonia, University of Opole, Poland, J. E. Purkyně University in Ústí nad

Labem, Czechia, Comenius University Bratislava, King Danylo University, Ukraine and a film studio VERY (*Twenty years of cultural enrichment in reunified Europe – CAMINO*, CERV-2023-CITIZENS-REM, 2024).

We believe that the development of the department has now reached a stage where we possess the academic experience, national and international contacts, and experienced colleagues necessary to successfully run a Jean Monnet Centre of Excellence.

This Department of European Studies, that is located at the Faculty of Public Governance and International Studies, would serve as the link between other departments of the university, supporting the development of research and educational content for European Studies at other faculties such as Faculty of Military Sciences and Officers Training, Faculty of Law Enforcement, Faculty of Water Sciences. The department would also oversee the domestic network of European Studies and serve as the contact point for partner institutions in other countries.

The mission of the Jean Monnet Centre of Excellence are defined align with the general objectives of the call and can be summarised as the followings:

I. Cutting-Edge Research

Fostering pro-Europe attitude, our mission is to stimulate, initiate, and promote cutting-edge research in the multidisciplinary realm of European Studies. We aspire to develop innovative research methodologies, both nationwide and transnationally, shaping the future of scholarship in this dynamic field.

II. Excellence in Education and Training

Committed to academic excellence, our mission is to implement outstanding teaching in the field of EU Studies and in other connected fields. We provide practice-oriented, interactive courses, fostering critical thinking and engaging debates on EU-related policy issues among university and high-school students, thereby nurturing the leaders and the Ludovika University of Public Service of tomorrow.

III. Connectivity and a Knowledge Hub

Dedicated to advancing knowledge, we operate as a central hub in European Studies, facilitating and supporting the endeavours of academic and expert stakeholders. Through collaboration and shared expertise, we aim to cultivate a vibrant intellectual community that transcends boundaries.

IV. Dissemination of Scientific Results and Activities

With a commitment to making scientific results and European Studies knowledge accessible, our mission is to disseminate our activity widely. We bridge the gap between academia and the public, presenting findings through scientific, peer-reviewed publications, as well as engaging with a broader audience through media appearances and public talks. We strive to ensure the democratization of information for scholars, professionals, and interested citizens alike.

To achieve these objectives, the Jean Monnet Centre of Excellence will bring together European Studies research focusing on thematic issues, and develop innovative course content. To disseminate research results, the Centre will initiate conferences, workshops, paper discussions, and lectures. It will also produce publications to disseminate research findings and bring together national and international scholars to stimulate academic and expert exchanges.

1.2 Needs analysis and specific objectives

Needs analysis and specific objectives

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).

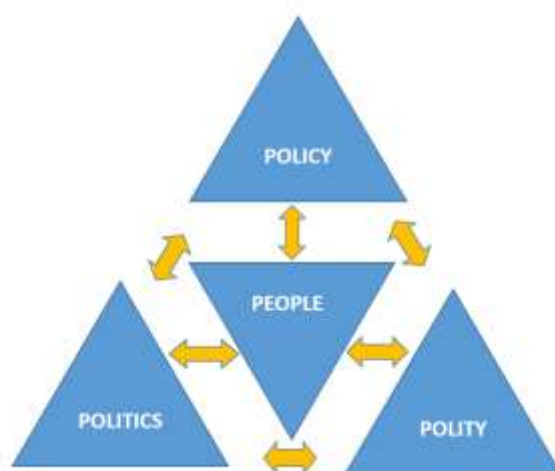
The Jean Monnet Centre of Excellence is going to play a pivotal role in **advancing research, innovation, and knowledge in European Studies at all faculties of the university, in partnership with other Hungarian higher education institutions, think-tanks, and research centres** as well as with partner institutions in EU member states and also outside Europe.

Building on the outcomes and experiences gained from previously implemented Jean Monnet actions and other projects, the centre aims to **continue research on resilience and the future scenarios of European integration**. The crisis areas of the European Union and their management methods are interconnected, and none of them can be interpreted as a singular phenomenon. The most important

underlying principle of the centre's operation is **how to transform situations created by crises into opportunities to contribute to shaping the future of the European Union together.**

At the Jean Monnet Centre of Excellence, we plan to **approach the resilience of the European Union from several angles.** On one hand, we focus on the **policy** side, recognizing that times of crisis and rapidly changing external and internal circumstances call for radically new types of policy responses. Secondly, we highlight the importance of **politics**, examining competing political and power dynamics. It is becoming clear that in an increasingly politicized EU, almost no policy operates on purely technocratic logic. Finally, institutional actors have a key role to play in the processes occurring in the European Union and the changes affecting its future. Therefore, it is essential to focus on institutional actors and governance structures, and **polity** aspects cannot be disregarded. To the three P's borrowed from political science (Pennings et al. 1999), however, it is essential to add a fourth — one that is fundamental to all of them — namely, the dimension of European citizens, the **people** dimension. Therefore, our approach centres on four Ps: policy, politics, polity, and people in Europe.

The planned themes of our working groups, as well as curriculum development and teaching, aim to reflect these four dimensions.



The Four Ps approach for Analysing Resilience in CORE project

In Hungary and at Ludovika University of Public Service, European Studies research and publications cover various topics, including **EU policies, institutional reforms, Member State advocacy, and EU citizens' identity** etc. Several highly productive research groups have been established in our university. Nevertheless, there is a need to link them and establish a **European Studies Network** of these entities to **facilitate synergies of their activities.**

The activities of the Jean Monnet Centre of Excellence are going to focus on **five priority target groups:**

1. **Academics** (postdocs, researchers, junior and senior scholars, university professors of different age groups) in Hungary and in Erasmus+ partner countries. Also **including scholars with an international reputation** in the field of European Studies who are already part of the JMO network (Jean Monnet Chairs) or wish to become part of it.
2. **University students** (BA, MA, PhD – age 18-27+), including those not majoring in European Studies.
3. **High school students** all over Hungary (age 14-18), especially in underdeveloped, disadvantaged regions of the country.
4. **Influencers and media personalities** nationwide and Europe-wide, including traditional and social, offline, online mediums, and cultural outlets.
5. **Junior and senior policy-makers, public servants, and young professionals** (1-3 years of experience in public service) interested in European careers.

In line with the mission of the Jean Monnet Centre of Excellence, the following **specific objectives** are

determined:

- 1) to **stimulate, initiate and promote cutting edge-research** in the multidisciplinary field of European Studies and **develop innovative research methodology** in this field nationwide and transnationally as well.
- 2) to **implement excellent teaching** in the field of EU Studies and offer practice-oriented, interactive courses as well as promote debate on EU-related policy issues among university and high-school students.
- 3) to **operate as a knowledge hub in European Studies** that facilitates and supports activities of academic and expert entities.
- 4) to **disseminate research results** to scholars, professionals and interested citizens either in forms of scientific, peer-reviewed publications or for the wider public in the forms of media appearances and public talks.
- 5) to **establish and operate a national and international academic and expert network** in the multidisciplinary field of European Studies; in cooperation with external partner universities and research institutions and policy-makers.
- 6) to establish **digital connectivity** and digital platform for every-day communication and debates.
- 7) to **reach out to a wider audience** and a **variety of target groups** (scholars, experts, policy-makers, university students, high-school students, general public) **of a diverse geographical location** (including underdeveloped regions of Hungary, e.g. small towns and villages in the Eastern part of the country) in order to **foster the pro-Europe thinking and attitude in Hungary**, diversify the suitable media portfolio for dissemination. Include scientific and non-scientific offline and online media outlets and events.

The achievement of the above specific objectives are going to be measured according to the following key progress indicators:

I. Cutting-Edge Research

Key Progress Indicator #1: Establishment of 6-8 working groups related to the EU's resilience, involving academics of all faculties of the university, representatives from other universities, experts, and foreign partners from different disciplines in the field of European Studies, with a primary focus on issues of political science, economics, and history. The aim is to facilitate research projects, collaborations, publications, and discussions. Ensure that at least 20 researchers or experts are engaged in the multidisciplinary working groups.

Key Progress Indicator #2: Development of research proposals by each of the working groups and presentation of the milestones of the projects annually.

Key Progress Indicator #3: Organization of two online/offline academic seminars or paper debates per year on current dilemmas and developments in European Studies and its research methodology. Aim to reach at least 20 scholars per seminar.

Key Progress Indicator #4: To reach a wider academic and professional network, plan to **publish 6 peer-reviewed journal articles or book chapters by the team**. Aim for at least a **10% growth in the citations of the team members** per academic year.

II. Excellence in Education and Training

Key Progress Indicator #5: Development of a MOOC (Massive Open Online Course) on the 'Story of Europe and Current Institutional, Political and Policy Challenges' that is open for all students of university (IR and public administration majors, military officers, police officers, water engineers) and also for partner institutions. The MOOC also aims to stimulate interest in the study of EU topics.

Key Progress Indicator #6: Development of a new practice-oriented innovative BA course, including a debating session open to students not majoring in European Studies (e.g., military officers, law enforcement, or disaster management students). These courses aim to foster analytical, strategic, and idea-generating skills among students. The teaching methodology will include tutoring and academic coaching, with a goal to reach 35 university students per academic year.

Key Progress Indicator #7: Offering European Studies topics for supervision in two PhD schools in Hungary (LUPS, Doctoral Schools of Public Administration, and ELTE Doctoral School of Political Sciences) for both Hungarian and international students. Mentoring and training them for their future academic and professional careers. Aim to supervise at least 5 PhD students per academic year.

Key Progress Indicator #8: Development of Open Education Sources for EU Studies courses in Moodle and the creation of YouTube webinars. The newly developed teaching materials will be shared with non-European Studies majored BA and MA students. Provide innovative materials to students in the Faculties of Public Governance and International Studies, Faculty of Water Sciences, Faculty of Law Enforcement, as well as Military Sciences. Aim to reach approximately 200 non-European Studies majored students per academic year.

Key Progress Indicator #9: Measurement of student satisfaction with EU Studies Courses at Ludovika University of Public Service. Conduct evaluations for 3 courses per year.

Key Progress Indicator #10: Gathering feedback from policy experts and professionals on curriculum development and course content.

III. Connectivity and a Knowledge Hub

Key Progress Indicator #11: Map the key institutions and individuals, both in academia and in expert entities, who are active in the field. Establish a database in the first year of implementation, and update it yearly. Aim for an expected growth of the network by 10% per year.

Key Progress Indicator #12: Initiate two new collaboration agreements with national and international research institutions or universities **per academic year.**

Key Progress Indicator #13: Participate in international scientific conferences, seminars, and foster attendance at knowledge-sharing events. At least twice each year during the project implementation.

Key Progress Indicator #14: Inform the members of the network about new publications in the field **four times a year and gather feedback from them** on the utilization of the centre's resources.

IV. Dissemination of Scientific Results and Activities

Key Progress Indicator #15: Create a digital platform on the website of LUPS as a virtual space for online communication and networking with stakeholders, media, and the academic audience. Inviting partner universities to the site is also a planned achievement.

Key Progress Indicator #16: Initiate a nationwide EU competition for high school students in Hungary, including high schools from underdeveloped regions. Aim to reach at least 30 high schools and involve 500 pupils. Implementation is planned in the third year of the project.

Key Progress Indicator #17: Organize two European Studies TED talk with an internationally renowned scholar or expert from the second year, reaching approximately 100 persons per event.

Key Progress Indicator #18: Utilize various media platforms for publicity (online, offline, social media) to disseminate research results and activities. Expand the targeted media portfolio each year and increase the reach by 20% each year of implementation.

Key Progress Indicator #19: Engage with policy-makers, public administration institutions, and governmental bodies at all levels of EU governance (local, subnational, national, regional, and EU). At least five meetings/ year.

Key Progress Indicator #20: Organising a roundtable discussion or a debate at one of the most prestigious music or cultural festival (e.g. SZIGET) of Hungary once during the project implementation.

V. Project Management, Coordination and Impact Assessment

Key Progress Indicator #21: Timely delivery of all deliverables (0 delay)

Key Progress Indicator #22: Rigorous financial management to ensure cost effectiveness (0 overspending)

Key Progress Indicator #23: Quality delivery of deliverables: Participant satisfaction >90% based on surveys filled in by student and expert participants and evaluators

KPI #24: 0 negative comments by EACEA on reports

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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 for a number of EU countries; possibility to use the results in other countries, potential to develop mutual trust/cross-border cooperation among EU countries, etc.

We are applying for a Jean Monnet Centre of Excellence because we believe that **our developments have now reached a stage where we can efficiently and effectively run such a centre**. All the WPs planned for this Centre of Excellence is **a continuation and extension of our past activities**, building on the results achieved there and also in our other projects.

2015 to 2018 we implemented a **Jean Monnet Module for European Public Policy** (565087-EPP-1-2015-1-HU-EPPJMO-MODULE; 2015-2018). In the Module, we responded to labour market demand by delivering tailor-made courses and other activities in the field of European Public Policy. Recognizing the increased interest of young Hungarians in pursuing EU-related public affairs and public service careers, we launched and implemented two MA courses focusing on the main topics of the module: 'EU policy-making: current issues and strategies' and 'EU sectoral policies.' These courses were provided for a total of 180 teaching hours during the project, with 217 students participating over the three academic years. The project also yielded other valuable deliverables, including a virtual platform—a microsite on the LUPS website—along with peer-reviewed articles and book chapters published by the key staff as outlined in the work program. Additionally, two 'EU public policy entrepreneurship' workshops and one study tour to the Border Crossing Point and Transit Area at Tompa-Kelebia were organized, along with public lectures on current policy challenges of the EU. Some of these lectures were also published online and garnered significant interest.

We are now in the third year of implementing our **Jean Monnet Chair project 2021-24 (Fostering EU resilience through European identity building; ERASMUS-JMO-2021-HEI-TCH-RSCH-ERASMUS2027-101047686; 2021-24)** with the coordination of the head of the Department, Prof. Dr. Boglárka Koller. This project places the individual, the European citizen, and European identity at the centre of investigation. In the Jean Monnet Chair project, we developed two new MA courses and a multimedia training course for young professionals, provided PhD supervision, delivered numerous lectures, seminars, and debates, and published journal articles, books, and book chapters. The JMO Chair appeared in the national media several times. We organized a nationwide high school roadshow and visited four high schools in Eastern Hungary: István Bocskai Catholic Secondary School and Technical School in Szerencs, the Avasi Secondary School, and the Gyula Fényi Jesuit Secondary School in Miskolc, and János Neumann Secondary School in Eger, reaching more than 300 secondary school students. Additionally, we organized two large-scale Europe Day events in 2022 and 2023 and generated publicity for the project through roundtable discussions at the SZIGET Festival, one of Europe's largest music and cultural events, in 2022 and 2023. In 2024, we plan to have another four high school visits as part of a roadshow, along with numerous publications and appearances at scientific conferences and public talks.

2020 to 23 we participated in the **EUSecure Strategic Partnership Project**, our department led the **Megatrends module** in the project. We worked together with four European universities (University of Piraeus, Greece, Fernando Pessoa University, Portugal, University of Salento, Italy, Sapientia University of Transylvania, Romania).

Apart from being dedicated member of European networks, our Department of European Studies was responsible for **Europeanization in the Western Balkans** Ludovika Research Group (KÖFOP KÖFOP-2.1.2 research project, **2017-2018**) at the university, where we published 2 books on enlargement policy of the EU and Europeanisation.

In cooperation with colleagues from Eötvös Loránd University and University of Szeged we had a common research project of **Comparative Political Economy Analysis of Eurozone Membership in the Central and Eastern Europe** (2019-20), which resulted in a Routledge edited volume in 2021.

Last but not least, this year, to celebrate twenty years anniversary of EU membership in Central and Eastern Europe, we implement a **one-year-long cultural project in a consortium** with University of Latvia, Vilnius University, Lithuania, Tartu University, Estonia, University of Opole, Poland, J. E. Purkyně University in Ústí nad Labem, Czechia, Comenius University Bratislava, King Danylo University, Ukraine and a film studio VERY (**Twenty years of cultural enrichment in reunified Europe – CAMINO, CERV-2023-CITIZENS-REM, 2024**). In this project we organise a photo contest in 9 countries, organise a transnational Flash Mob, shoot a Documentary and organise event and develop a course as well.

Through the implementation of these projects, we have acquired significant experience in curriculum development and incorporated various new and innovative teaching methods into our toolbox in our past

JMO projects. We intend to leverage this expertise in the Centre of Excellence. Additionally, we aim to capitalize on the valuable contacts we've established through our projects, particularly in international consortia.

By implementing these projects, we have gained considerable experience in communication and have been able to generate publicity. Additionally, we have acquired experience in appearing on national TV channels, at the SZIGET festival, and in online news.

In terms of networking, we would also like to emphasize our international contacts with professors and researchers at partner universities in Hungary, as well as our network with experts involved in international projects and experts working in national and EU administrations.

Finally, it is important to stress that **these projects have already been completed or will be completed by the end of 2024, so there will be no duplication of implementation and no risk of double funding if the Jean Monnet Centre of Excellence were to win a grant.*

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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 projects objectives.

The CORE project follows a novel and coherent approach to achieve its goals.

In our '**Four Ps**' methodology, we approach the **resilience of the European Union** from several angles: we focus on the policy side; secondly, we highlight the importance of politics, examining competing political and power dynamics; and thirdly, we focus on institutional actors that have a key role to play in Europe. Additionally, as a fourth component of our model, we highlight the role of European citizens — the people in our activities. Thus, our approach centres on 4 Ps: **policy, politics, polity, and people dimensions**. This unique methodology makes it possible to focus on a wide variety of topics in the study of Europe and to examine them in depth.

The **multidisciplinary focus** of the research carried out in each working group also enables us to attract the attention of disciplines that may not have previously been involved in European studies.

The CORE JMO CoE shall function as a focal point for EU awareness within Ludovika University of Public Service but with a vision and impact reaching well beyond the institution.

The project specifically targets a pressing need of promoting EU awareness and EU values among young people in Europe, focusing especially on youth NOT involved in European Studies and thus lacking the strong academic support for their awareness.

It is also our aim to contribute to the European Studies discipline by creating an international team of experts and enhance deep cooperation between different stakeholders.

In order to reach the above goals different specific target groups have been identified and targeted action has been planned to achieve maximum impact.

Our actions have been grouped into 4 activity Work Packages – reflecting the target groups – and an additional one providing for project management.

WP1 European Studies Working Groups – Establishing, Coordinating and Supporting Their Activities

Upon launching the project, in addition to internal university staff (*See bios and CVs*), the number of contributors to the working groups will be expanded to include external partners, colleagues, Jean Monnet

Chairs, and experts. Our intention is to **expand organically**, based on individual initiatives. The goal is to **foster high-quality research collaborations** and joint publications.

The Jean Monnet Centre of Excellence will leverage **working groups in key areas critical for the future and resilience of European integration**, encompassing various disciplines such as political science, history, economics, law, military science and engineering etc. Some working groups will focus more on policy issues, others on political matters, and others on institutional concerns, but some have a multiple focus. Additionally, there will be a working group exploring **European identity** that will focus on the individuals, the **European citizens**.

The planned working groups and targeted LUPS faculties and other universities include:

1. European narratives and identity

This working group is dedicated to exploring and shaping the **history of common Europe, myths and narratives of European integration**. By focusing on **PEOPLE** angle of the model, it aims to foster a deeper understanding of European identity. By analysing narratives and cultural symbols, the group seeks to strengthen the European identity.

Disciplinary focus: history, political sciences, social-psychology

2. 'Deep integration'; economic and monetary governance

This working group focuses on **POLICY** analysis of the **Economic and Monetary Union**. Through ongoing analysis and collaboration, the group aims to strengthen the resilience and cohesion of the European Union's economic and monetary framework system.

Disciplinary focus: economics, political sciences.

3. Foreign, security and defence policy of the EU

This working group concentrates on shaping the European Union's collective approach to **international relations, security challenges, and defence cooperation**, thus it has a **POLICY** and **POLITICS** focus at the same time. It evaluates strategies for promoting peace, stability, and cooperation globally including both diplomatic efforts and military collaboration. It aims to bolster the **EU's role as a significant actor in global affairs**.

Disciplinary focus: political sciences, international relations, military sciences, diplomacy, law enforcement.

4. Enlargement, Normative Power Europe and Europeanization

This working group focuses on facilitating the accession process for candidate states and promote EU norms and values beyond its borders. By applying the Normative Power Europe (NPE) and Europeanization theories, it has triple focus including **POLICY, POLITICS and POLITY** aspects.

Disciplinary focus: political sciences, international relations, law.

5. Democracy, rule of law and the political culture

This working group focuses mainly on **POLITICS** and **POLITY** aspects and examines **democratic institutions, the rule of law, political participation** and the key components of **political culture** in the European Union and its member states. It seeks to address current challenges of democracies and foster **civic engagement**.

Disciplinary focus: political sciences, law.

6. Sustainability and energy policy

This working group focuses on researching sustainability issues and developing strategies and **POLICIES** to promote **environmental sustainability** and enhance **energy security** within the European Union. It addresses challenges related to **climate change, renewable energy deployment**, and energy efficiency, aiming to transition towards a more resilient EU.

Disciplinary focus: environmental sciences, civil engineering, water sciences, political sciences, diplomacy.

The working groups will comprise colleagues from various faculties of the university, external experts, and academics. The centre will **coordinate the work, facilitate discussions** on research plans, monitor their implementation, and **promote the publication of scientific results.**

WP2 Curriculum Development and Teaching

Building our existing experience in curriculum development, the Jean Monnet Centre of Excellence aims to develop a MOOC on ‘The Story of Europe and Current Institutional, Political and Policy Challenges’ available for students of various majors and also Erasmus+ partner universities and non-European partners as well. Since we have developed Jean Monnet courses in our other Jean Monnet project, this time we would like to develop **a new practice-oriented innovative BA course**, including a debating session open to students not majoring in European Studies (military officers or law enforcement, or water science). This course aim to foster analytical, strategic, and idea-generating skills among students. The teaching methodology will include tutoring and academic coaching. Further, we plan to continue **offering European Studies topics for supervision in two PhD schools in Hungary** (LUPS, Doctoral Schools of Public Administration, and ELTE Doctoral School of Political Sciences) for both Hungarian and international students. The development of **Open Education Sources for EU Studies courses** in Moodle and the creation of YouTube webinars will be also part of the WP. The newly developed teaching materials will be shared with non-European Studies majored BA and MA students. Provide innovative materials to students in the Faculties of Public Governance and International Studies, Faculty of Water Sciences, Faculty of Law Enforcement, as well as Military Sciences. Feedback is important for us, therefore, we would like to gather feedback both from the students and experts, policy-makers as well. We will regularly measure **student satisfaction with EU Studies courses** at Ludovika University of Public Service and **gather feedback from policy experts** and professionals on curriculum development and course content.

WP3 European Studies Network and Interconnectivity Hub

The development of any professional network can only be successfully achieved in a step-by-step approach, by focusing on **both top-down and bottom-up approaches**, sometimes one and sometimes the other. Thus, for example, it is natural to emphasise the top-down approach at the outset, and later to focus on bottom-up initiatives. **Flexibility** in building should be kept in mind from the start. The world-renowned network researcher László Barabási-Albert also pointed out that there are **many similarities between the structures of well-functioning networks**. (Barabási and Watts 2006) As they evolve, **nodes are created around the larger players**, so they become the main operators of the network, and smaller players are connected to them. Our aim must therefore be to identify these **national nodes and facilitate their interconnection.**

In the WP3, we intend to start with a **stakeholder mapping** as a first step to identify the key institutions and individuals, both in academia and in expert entities, who are active in the field in Hungary. Then we will establish a **database** in the first year of implementation, and update it regularly. On the institutional level, we plan to initiate new **collaboration agreements** with national and international research institutions, think-tanks or universities. In order to facilitate the process, we intend to **participate at international scientific conferences, seminars, and foster attendance at knowledge-sharing events.** Once the European Studies Network is established, we will inform the members of the network on new publications and gather feedback from them on the **utilization of the centre’s resources.**

WP4 ‘Go beyond Academia!’ Dissemination

With a commitment to making scientific results and **European Studies knowledge accessible**, our mission is to disseminate our activity widely. We **bridge the gap between academia and the public**, presenting findings through **scientific, peer-reviewed publications**, as well as **engaging with a broader audience through media appearances and public talks.** We strive to ensure the democratization of information for scholars, professionals, and interested citizens alike. In the first year of implementation, we plan to create a **digital platform on the website of the university** as a virtual space for online communication and networking with stakeholders, media, and the academic audience. Inviting partner universities to the site is also a planned achievement.

We plan to organize two **European Studies TED talks** on a topical issue of the European Union. In order to foster dialogue outside academia, we plan to engage with **policy-makers, public administration institutions, and governmental bodies** at all levels of EU governance (local, subnational, national, regional, and EU). In order to reach the youth, we plan to initiate a nationwide **EU competition for high school students** in Hungary, including high schools from underdeveloped regions in the third year of the project. In communicating our activities we plan to utilize various **media platforms for publicity** (online, offline, social media) to disseminate research results and activities.

WP5 Project Management, Coordination and Impact Assessment

A comprehensive **project management, coordination and monitoring system** will be developed and implemented applied throughout the **entire CORE project**.

Due to the diverse array of participants and stakeholders and a wide range of activities, this WP is crucial for successful project implementation.

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

Project management, quality assurance and monitoring and evaluation strategy

Please address the specific conditions set out in the Call document/ Programme Guide.

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.

Rigorous project management and monitoring will follow through the entire project. It is of utmost importance given the number of participants, such as professors, researchers and experts of different backgrounds and institutional origins and also given the variety of activities and target groups.

The measures foreseen are described below, but upon project start a detailed rules of procedures will be laid down in a **detailed Work Plan**. Beyond the description of the planned activities, the Work Plan shall include chapters on project management procedures, a quality assurance plan and monitoring and evaluation guidelines.

This Work Plan will be modified during project implementation, based on an **iterative process**, ever adjusting it to the activities, feedbacks and lessons learnt. At each iteration, minor design modifications will be made and new elements, tailored in response to the needs identified, will be added.

Key elements for rigorous project management of the CORE project:

1. Project Management (PM)

The project management and implementation activities will run horizontally throughout project lifetime and include the following activities (non-exhaustive list):

- Communication with the grant provider in order to conclude the grant agreement
- Establishment of the PM guidelines
- Setting the roles and responsibilities of the colleagues taking part in the project in an official document
- Development of a communication plan
- Finalizing a Conflict Management and Risk Assessment and Mitigation Plan
- Drafting detailed project timeline including all details of the tasks to be completed
- Preparing surveys for stakeholder feedback
- Preparing documentation for registering participation in events (e.g. signature list)
- Ongoing deadline and performance monitoring (see below)
- Financial management of the project (continuous documentation and recording of financial transfers and commitments made)

- Development of internal progress reports twice a year
- Development of project progress and annual reports to deliver to EACEA

2. Quality Assurance (QA)

There will be a two-level QA strategy

- 1) **Project Cycle Management QA Guidelines** ensuring the right, timely and cost-effective implementation of the project
- 2) **Standards and Guidelines for QA in the European Higher Education Area (ESG)** ensuring that teaching and educational outputs meet the ESG standards

Both levels Quality Assurance will provide end-users and stakeholders possibilities to give feedback (e.g in the form of surveys), allowing for minor input-based adjustments in different project implementation phases. QA will include the following activities (non-exhaustive list):

- Development of the QA and Evaluation model, and a Risk Assessment and Mitigation Plan
- Definition of additional performance indicators
- Development of the PCM QA Guidelines and Standards Strategy, which will include all quality prerequisites for project outputs, activities and processes
- Development of various evaluations tools for i) lectures; ii) teaching materials; iii) events; iv) other awareness raising and communication activities
- Annual QA reports

3. Monitoring and evaluation

The project monitoring and control process aims at tracking and reviewing the project and is undertaken from the initiation of the project to its closure. Various activities performed during this process assess if the project is being run in accordance with the established plan.

A continuous tracking will be executed for all project-related metrics including team performance and task duration; identifying potential problems and taking corrective actions necessary to ensure that the project is within scope, on budget and meets the specified deadlines.

In the continuous and periodic monitoring process the following questions will be answered:

- Are tasks being carried out as planned?
- Are there any unforeseen consequences that arise as a result of these tasks?
- How is the team performing at a given period of time?
- What are the elements of the project that need changing?
- What is the impact of these changes?
- Will these actions lead to the expected results?

The senior **project manager** will be responsible for monitoring and will:

- Maintain accurate and up-to-date information about the project status and performance throughout the project lifecycle.
- Evaluate the actual performance of a project versus the desired and planned performance based on the original schedule and indicators.
- Offer project estimations and performance insights that can be used to update the schedule and budget.
- Determine if corrective or preventive measures are required.
- Assess the effectiveness of effected changes and provide information that supports forecasting at different phases.
- We also plan to invite external academic evaluators for our project.

In order to achieve project goals and impact, we have identified the following Key Progress Indicators, already introduced in 1.2. These indicators will be more detailed and others will be added during the establishment of the detailed work plan:

1. Cutting-Edge Research

KPI #1: Establishment of 6-8 working groups related to the EU's resilience, involving academics of all faculties of the university, representatives from other universities, experts, and foreign partners from different disciplines in the field of European Studies, with a primary focus on issues of political science, economics, and history. The aim is to facilitate research projects, collaborations, publications, and discussions. Ensure that at least 20 researchers or experts are engaged in the multidisciplinary working groups.

KPI #2: Development of research proposals by each of the working groups and presentation of the milestones of the projects annually.

KPI #3: Organization of two online/offline academic seminars or paper debates per year on current dilemmas and developments in European Studies and its research methodology. Aim to reach at least 20 scholars per seminar.

KPI #4: To reach a wider academic and professional network, plan to **publish 6 peer-reviewed journal articles or book chapters by the team**. Aim for at least a **10% growth in the citations of the team members** per academic year.

2. Excellence in Education and Training

KPI #5: Development of a MOOC (Massive Open Online Course) on the 'Story of Europe and Current Institutional, Political and Policy Challenges' that is open for all students of university (IR and public administration majors, military officers, police officers, water engineers) and also for partner institutions. The MOOC also aims to stimulate interest in the study of EU topics.

KPI #6: Development of a new practice-oriented innovative BA course, including a debating session open to students not majoring in European Studies (e.g., military officers, law enforcement, or disaster management students). These courses aim to foster analytical, strategic, and idea-generating skills among students. The teaching methodology will include tutoring and academic coaching, with a goal to reach 35 university students per academic year.

KPI #7: Offering European Studies topics for supervision in two PhD schools in Hungary (LUPS, Doctoral Schools of Public Administration, and ELTE Doctoral School of Political Sciences) for both Hungarian and international students. Mentoring and training them for their future academic and professional careers. Aim to supervise at least 5 PhD students per academic year.

KPI #8: Development of Open Education Sources for EU Studies courses in Moodle and the creation of YouTube webinars. The newly developed teaching materials will be shared with non-European Studies majored BA and MA students. Provide innovative materials to students in the Faculties of Public Governance and International Studies, Faculty of Water Sciences, Faculty of Law Enforcement, as well as Military Sciences. Aim to reach approximately 200 non-European Studies majored students per academic year.

KPI #9: Measurement of student satisfaction with EU Studies Courses at Ludovika University of Public Service. Conduct evaluations for 3 courses per year.

KPI #10: Gathering feedback from policy experts and professionals on curriculum development and course content.

3. Connectivity and a Knowledge Hub

KPI #11: Map the key institutions and individuals, both in academia and in expert entities, who are active in the field. Establish a database in the first year of implementation, and update it yearly. Aim for an expected growth of the network by 10% per year.

KPI #12: Initiate two new collaboration agreements with national and international research institutions or universities **per academic year**.

KPI #13: Participate in international scientific conferences, seminars, and foster attendance at knowledge-sharing events. At least twice each year during the project implementation.

KPI #14: Inform the members of the network about new publications in the field **four times a year** and **gather feedback from them** on the utilization of the centre's resources.

4. Dissemination of Scientific Results and Activities

KPI #15: Create a digital platform on the website of LUPS as a virtual space for online communication and networking with stakeholders, media, and the academic audience. Inviting partner universities to the site is also a planned achievement.

KPI #16: Initiate a nationwide EU competition for high school students in Hungary, including high schools from underdeveloped regions. Aim to reach at least 30 high schools and involve 500 pupils. Implementation is planned in the third year of the project.

KPI #17: Organize two European Studies TED talks with an internationally renowned scholar or expert per academic year from the second year, reaching approximately 100 persons per event.

KPI #18: Utilize various media platforms for publicity (online, offline, social media) to disseminate research results and activities. Expand the targeted media portfolio each year and increase the reach by 20% each year of implementation.

KPI #19: Engage with policy-makers, public administration institutions, and governmental bodies at all levels of EU governance (local, subnational, national, regional, and EU). At least five meetings/year.

KPI #20: Organising a roundtable discussion or a debate at one of the most prestigious music or cultural festival (e.g. SZIGET) of Hungary once during the project implementation.

5. Project Management and Implementation

KPI #21: Timely delivery of all deliverables (0 delay)

KPI #22: Rigorous financial management to ensure cost effectiveness (0 overspending)

KPI #23: Quality delivery of deliverables: Participant satisfaction >90% based on surveys filled in by student and expert participants and evaluators

KPI #24: 0 negative comments by EACEA on reports

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2.1.3 Project teams, staff and experts

Project teams and staff		
<p><i>Describe the project teams and how they will work together to implement the project.</i></p> <p><i>List the staff included in the project budget (budget category A) by function/profile (e.g. project manager, senior expert/advisor/researcher, junior expert/advisor/researcher, trainer/teacher, technical personnel, administrative personnel etc. and describe shortly their tasks. Provide CVs of all key actors (if required by the Call document/Programme Guide).</i></p>		
Name and function	Organisation	Role/tasks/professional profile and expertise
<p>Prof. Dr. Boglárka Koller</p> <p>head of department of European Studies</p> <p>full professor</p> <p>Jean Monnet Chair</p>	<p>LUPS, Faculty of Public Governance and International Studies</p>	<p>Role: leading the Jean Monnet Centre of Excellence, coordinating the activities, responsible for the implementation and deliveries and also contributes to the ‘European narratives and identity’ working group.</p> <p>Boglárka Koller is a full professor, researcher, head of Department of European Studies at the Ludovika University of Public Service (LUPS). She graduated at the Corvinus University, Budapest as an economist in 1998; she also holds an MA in Nationalism Studies from the Central European University, Budapest and an MSc in European Studies from the London School of Economics and Political Science and a PhD in International Relations from Corvinus University. She habilitated in 2016 and was appointed as a full professor in 2020. Her main research areas are theories and policy-making and identity issues in the European Union. She has numerous publications within and outside Europe. Her co-edited book ‘The Regional World Order’ was published in the USA at Lexington in 2019. She published her chapter on ‘Differentiated Union. The Only Way Forward or One That Leads to Desintegrations?’ in L’Europe, une fracture à retardement volume edited by Violaine Delteil and Xavier Richet, L’Harmattan in Paris in 2019. Her current research focuses on the political economy</p>

		<p>of the Eurozone and the euro as an identity issue in the common Europe. Her latest co-edited (with Krisztina Arató and Anita Pelle) volume 'The Political Economy of the Eurozone in East Central Europe: Why In, Why Out?' was published by Routledge UK in 2021. She has more than 20 years teaching experience in the area of European Studies at each level of education (BA, MA, PhD) in Hungary and worldwide. She taught at the University of Glasgow, Middlesex University, UK, the University of Amsterdam (UVA), the University of Silesia, Poland, University of Salento, Italy, the Anglo-American University of Prague, the Ecole de Commerce Européenne de Bordeaux, the Cyprus P.A. College, the Otto-Friedrich Universität, Bamberg, the Vietnam Viet-Hung University, the Hanoi and the Hong Bang University International, Saigon, the Atilim University of Ankara, and the Spanish Universidad de Huelva. She is a trainer at the Hungarian Diplomatic Academy and a course leader and trainer at the postgraduate EU-career programme of the Ludovika University of Public Service.</p> <p>Apart from the academic roles, she has numerous leadership positions. She is member of the Board of the Hungarian United Nations Association, member of the Social Sciences Committee of the Hungarian Accreditation Committee and head of the Editorial Board of the <i>European Mirror</i> Scientific Journal and member of the Public body of the Hungarian Academy of Sciences, IX. Class, Committee on Political Sciences and elected vice-president of the Central European Political Science Association (CEPSA).</p> <p><i>* Detailed CV is attached as annex to the proposal.</i></p>
<p>Prof. Dr. Péter Halmai academician</p> <p>full professor Jean Monnet Chair</p>	<p>Hungarian Academy of Sciences (HAS)</p> <p>Budapest University of Technology and Economics</p> <p>LUPS, Faculty of Public Governance and International Studies</p>	<p>Role: An internationally renowned economist, who oversees the programme development of the centre and contributes to 'Deep integration: economic and monetary governance' working group.</p> <p>Péter Halmai is a full professor at the Budapest University of Technology and Economics and the Ludovika University of Public Service. He is a full member of the Hungarian Academy of Sciences (HAS) and serves as the president of the HAS Department of Economics and Law Sciences. In 1996, he was awarded the Jean Monnet Chair holder title by the European Commission. He pursued his university studies in Budapest at Eötvös Loránd University and obtained his PhD degree from the Hungarian Academy of Sciences in 1984.</p> <p>He spent an extended period at the University of Hohenheim and the University of Göttingen. His primary research focus lies in international economics and the macroeconomics of European integration. Within this framework, he has particularly delved into the European growth and convergence model, the system and reform possibilities of the Economic and Monetary Union, and the economics of EU policies. He has also conducted extensive research on the transition of Central and Eastern European economies, international trade policy, and the Common Agricultural Policy. He has authored several books and numerous studies, participating in various international research projects, including those led by the European Commission and the OECD.</p> <p><i>* Detailed CV is attached as annex to the proposal.</i></p>
<p>Prof. Dr. Michael Gehler</p> <p>full professor</p>	<p>Universität Hildesheim, Germany</p> <p>Institut für Geschichte</p>	<p>Role: An internationally renowned historian, who also oversees the programme development of the centre and contributes to 'European narratives and identity' working group.</p> <p>Michael Gehler, University Professor, Head of the Institute of History and Jean Monnet Chair for Modern and Contemporary History of Germany and Europe and European Integration at the University of Hildesheim since 2006; also Professor at Andrassy University</p>

<p>Leiter des Instituts für Geschichte Jean Monnet Chair</p>	<p>Andrássy University Budapest</p>	<p>Budapest since 2021. Research interests: History of empires, Austrian, German and European history and international relations with a special focus on the Cold War, German unification, transnational party co-operation of Christian Democrats in Europe and the South Tyrolean question.</p> <p><i>* Detailed CV is attached as annex to the proposal.</i></p>
<p>Prof. Dr. Szöllösi-Nagy András full professor UNESCO Chair</p>	<p>LUPS, Faculty of Water Sciences</p>	<p>Role: An internationally renowned civil engineer, who contributes to ‘Sustainability and energy policy’ working group.</p> <p>András Szöllösi-Nagy is a civil engineer by training. He got his first doctorate in applied math, then one in control science and one in systems science. He was research scholar at IIASA (International Institute of Applied Systems Analysis) and VITUKI (Hungarian Institute for Water Research).</p> <p>He started to work for the UN in the 80’s in the area of flood forecasting and joined UNESCO in 1989. For some 20 years he served as the Secretary of UNESCO’s International Hydrological Programme and later as Rector of the UNESCO-IHE Institute for Water Education, Delft, The Netherlands. He was also Professor of Stochastic Hydrology at the Technical University Delft.</p> <p>Recipient of several major international awards, including the Prince Albert Prize for the Environment and a great number of Honoris Causa Professorship and Doctorates at different universities. Currently he has been elected Governor of the World Water Council and Chairman of the Intergovernmental Council of the International Hydrological Programme.</p> <p>He is Professor of Sustainable Water Management at the National University of Public Service (LUPS), Budapest, Hungary. Fellow of iASK (Institute of Advanced Studies Köszeg), Hungary, and serves as Chair of the Board of the international Sustainable Water Futures Programme, located in Brisbane, Australia.</p> <p><i>* Detailed CV is attached as annex to the proposal.</i></p>
<p>Prof. Dr. Krisztina Arató full professor head of Department of Political Science, ELTE Jean Monnet fellow, EUI</p>	<p>Eötvös Loránd University, Budapest, Department of Political Science European University Institute, Florence, Italy</p>	<p>Role: An internationally renowned political scientist, who contributes to ‘Democracy and the rule of law, political culture’ working group</p> <p>Krisztina Arató is full professor and director at ELTE University, Faculty of Law, Institute of Political Science in Budapest. She studied history at ELTE University in Budapest and political science at the Victoria University of Manchester, England. She wrote her Ph.D. dissertation on the social dialogue system of the European Union at Corvinus University, Budapest. She was the president of the Hungarian Political Science Association 2015-2021. She is currently Jean Monnet Fellow at the Robert Schuman Centre (European University Institute, Florence, Italy). Her research interests are history and theory of European integration, and civil and social dialogue. She authored and edited textbooks about the European Union (The Voyage of Europe with Boglárka Koller, in Hungarian, the Political System of the European Union, co-edited with Boglárka Koller) and recently co- edited a volume on The Political Economy of the Eurozone in East Central Europe: Why In, Why Out? Ed. by Boglárka, Koller, Krisztina, Arató, Anita, Pelle. London, Routledge (2021). Her current research is on the potential correlations between Eurozone membership and the quality of democracy.</p> <p><i>* Detailed CV is attached as annex to the proposal.</i></p>
<p>Prof. Dr. Anna Molnár</p>	<p>LUPS, Faculty of Military</p>	<p>Role: as a senior member of the staff, contributing to ‘Foreign, security and defence policy’ working group.</p>

<p>full professor head of the Department of International Security Studies</p>	<p>Science Sciences and Officers Training</p>	<p>Anna Molnár is a full professor at the Ludovika University of Public Service and Head of the Department of International Security Studies. She is the Head of International Security and Defence Studies bachelor and master program. She was responsible for International Public Management bachelor's program and the International Public Service Relations Master at the University of Public Service between 2016 and 2021. She was the Head of Programme of MA in international studies at the University of Pannonia (Institute of Social Sciences and International Studies, Veszprém) between 2010 and 2013.</p> <p>She received her Ph.D. in international relations from the Corvinus University of Budapest (2003). Her published papers cover a wide range of topics focusing on security studies, EU Common Foreign and Security Policy (CFSP) and Common Security and Defence Policy (CSDP), Europeanization of Hungary, the European Union's Mediterranean policy and on the Italian history and politics.</p> <p>She gives courses at Hungarian and foreign universities on EU CFSP/CSDP, European integration, international studies and Italian politics. She had a Bolyai Research Fellowship of the Hungarian Academy of Science (2007–2010).</p> <p>She is a core member of the Doctoral School of Military Science of Ludovika. Within the framework of European Security and Defence College (ESDC) she have been attending the ESDC EAB sessions since 2013, and from 2017 at the sessions of the European Doctoral School on CSDP and the Implementation Group. She has also actively participated in the establishment of the new International Doctoral School on CSDP in the framework of ESDC.</p> <p>She was the academic director of the EUSecure project (The EUSecure: Interdisciplinary training on EU security, resilience and sustainability course) financed by the European Union Erasmus+ Strategic Partnership in Higher Education Programme (timeframe: 1/09/2020 – 31/08/2023, Project ID: 2020-1-HU01-KA203-078719).</p> <p>She is the academic coordinator of the research group realised in the framework of the TKP2021-NVA-16 research program implemented with the support provided by the Ministry of Culture and Innovation of Hungary from the National Research, Development and Innovation Fund, financed under the TKP2021-NVA funding scheme (2021-2024). The research group focuses on the complex analysis of the challenges that threaten peace and security in the constantly changing international system and the responses to them on supranational, multi/bilateral and national level from the point of view of Europe, the European Union, and Hungary.</p> <p><i>*Detailed CV is attached as annex to the proposal.</i></p>
<p>Dr. habil. Attila Marján senior researcher, habilitated associate professor, former diplomat, EU expert Department of European Studies</p>	<p>LUPS, Faculty of Public Governance and International Studies</p>	<p>Role: as an economist and former diplomat contributes to delivering excellent teaching to students and training young professionals as well as to the working group 'Deep integration: economic and monetary governance'</p> <p>Attila Marján (1971), economist with a legal degree, and Ph.D. in international relations (2003) has a dual career in public service/diplomacy and academia. He has 16 years of experience in EU diplomacy and at the European Commission (since 1999). After having worked as Brussels-based diplomat (head of economic and financial unit of the Hungarian Permanent Representation) for several years, he joined the European Commission in 2004. He was cabinet member of EU Commissioners. Later he worked for different Directorates General of the European Commission. He recently resumed his academic activities as associate professor.</p> <p>He has almost 20 years of experience in university education and academic research in the field of EU studies, international relations</p>

		<p>and geopolitics. He was trainer of École Nationale D'Administration (ENA, Paris) and the World Bank on EU policies, institutions and decision-making between 2011 and 2013. He is habilitated doctor and private university professor of the Budapest Corvinus University. He is associate professor of the Ludovika University of Public Service in Budapest. He is also associate professor of the Széchenyi University (Győr, Hungary).</p> <p>He was public policy scholar of the Washington-based Woodrow Wilson Center (2008, 2010) and visiting scholar of the Florence-based European University Institute (2011). He published about a hundred papers and ten books on geopolitics, EU policies and international affairs. His book, titled 'Europe's Destiny' published by the Johns Hopkins University Press (USA) was selected as best academic title in 2010 in the USA.</p> <p>He is a trainer at the Hungarian Diplomatic Academy's High Level Training Department. Trainer at the postgraduate EU-career programme of Ludovika University.</p> <p>He was member of the Managing Board of the Fulbright Schuman Program in 2016-2018 in Brussels.</p> <p>He is a regular speaker of international conferences on geopolitics, international and EU affairs. He gave lectures in several European countries, the USA and at leading Chinese universities.</p> <p>He is project manager for several university cooperation programmes.</p> <p>He has several years of experience in international higher education cooperation activities (international inter-university cooperation agreements with EU and overseas universities.)</p> <p><i>* Detailed CV is attached as annex to the proposal.</i></p>
<p>Dr. Tamás Pálvölgyi associate professor head of Department of Water and Environmental Policy</p>	<p>LUPS, Faculty of Water Sciences</p>	<p>Role: as a climate researcher, a senior member of the staff, contributes to 'Sustainability and energy policy' working group</p> <p>He started his career as a climate researcher, then worked in various positions in the Ministry of Environment in the 90s. From 2000, he was a lecturer at the Department of Environmental Economics at the Budapest University of Technology and Economics, and between 2016 and 2020, he was head of the Department. Between 2013 and 2017, he was a senior researcher and then deputy director of the Hungarian Geological and Geophysical Institute and one of the founders and then director of the National Adaptation Centre. Since 2017, he has volunteered for the Climate Friendly Communities Association to strengthen the scientific profile and provide professional, methodological, and climate policy support. From 2022, he was an associate professor at the National University of Public Service. From 2023, he is deputy dean for international and strategic affairs at the Faculty of Water Sciences and head of the Department of Water and Environmental Policies.</p> <p><i>* Detailed CV is attached as annex to the proposal.</i></p>
<p>Dr. habil. Péter Rada habilitated associate professor, former diplomat</p>	<p>LUPS, Faculty of Public Governance and International Studies</p>	<p>Role: as a member of the staff, contributing to delivering excellent teaching to students and organising events. He has special expertise in the fields of foreign policy of the EU.</p> <p>Peter Rada has been an associate professor at the University of Public Service, Ludovika since 2017. He has been also the Vice Rector for Foreign Affairs at the Budapest Metropolitan University. Before that he served as a diplomat of the Hungarian Embassy in Washington, D.C. between 2015 and 2017. Prior to this assignment he worked at the Ministry of Foreign Affairs and Trade and also in academia at several Hungarian and foreign universities since 2003.</p>

<p>Department of European Studies</p>	<p>Metropolitan University</p>	<p>He is the head of the Corvinus Society, a Budapest based think-tank dealing with international politics and security policy. He is a German Marshall Memorial Fellow of the German Marshall Fund of the US, and member of the Munich Young Leaders Group.</p> <p>Peter has published several articles, book chapters on security policy and Trans-Atlantic cooperation and co-authored a textbook on security studies. He was a Fulbright visiting scholar in 2008-2009. And he is the Co-Chair of the “World Orders – RC40” research committee of the International Political Science Association.</p> <p><i>*Detailed CV is attached as annex to the proposal.</i></p>
<p>Dr. Tibor Ördögh associate professor Department of European Studies</p>	<p>LUPS, Faculty of Public Governance and International Studies</p>	<p>Role: as a member of the staff, contributing to delivering excellent teaching to students and organising events. He has special expertise in the fields of political science. He contributes to the working group ‘Enlargement, Normative Power Europe and Europeanization’</p> <p>Tibor Ördögh (1985), political scientist and international relations expert with a Ph.D. in political science (2014).</p> <p>He holds degrees from Eötvös Loránd University (Political Sciences – MSc) and Corvinus University (International Relations – MSc), earned his PhD at Eötvös Loránd University. He has ten years of teaching experience.</p> <p>From 2011 he has been a lecturer in Eötvös Loránd University (Budapest), Faculty of Law, Institute of Political Studies. 2012-2016 he was a lecturer at Pannon University (Veszprém), Faculty of Modern Philology and Sciences, Institute of Social Science and International Studies. From 2016 he has been an adjunct professor at the Department of European Studies, the Faculty of Public Governance and International Studies, LUPS.</p> <p>He has extensive research background. He was the leader of Ludovika Research Group of Europeanization in the Balkans 2017-2018.</p> <p>His specialization is EU enlargement policy, EU policy-making and Balkan studies.</p> <p><i>* Detailed CV is attached as annex to the proposal.</i></p>
<p>Dr. András Varga adjunct professor Department of the European Studies</p>	<p>LUPS, Faculty of Public Governance and International Studies</p>	<p>Role: as political scientist with a research focus on democracy research and will contribute to the ‘Democracy and the rule of law, political culture’ working group</p> <p>András Varga is an associate lecturer at the Department of European Studies in the University of Public Service, and also a contractor in the Institute of Political Science at the Faculty of Law in University of Eötvös Loránd Budapest. He has a Ph.D. in Political Science and three Master’s degrees in Law, International Studies, and Political Science. His main areas of research include European decision-making, issues of legitimacy and democracy in the EU, foreign policy of the EU, and political culture.</p> <p>He is involved in various EU-related initiatives, such as the EU Secure project, which is supported by the European Union Erasmus+ Strategic Partnership in Higher Education Programme, and the OTKA project "Frontiers of a possible European grand strategy - illegal migration as an indicator", funded by the NRD (National Research, Development and Innovation Office). Additionally, he is an individual member of UACES.</p> <p><i>* Detailed CV is attached as annex to the proposal.</i></p>

<p>dr. Bálint Teleki lawyer, PhD student, assistant lecturer Assistant Professor at the Department of the European Studies</p>	<p>LUPS, Faculty of Public Governance and International Studies</p>	<p>Role: a junior colleague that could contribute to stakeholder analysis, database management and also to engage in the work of the sustainability and energy policy working group. Contributes to ‘Sustainability and energy policy’ working group</p> <p>Bálint Teleki is an assistant lecturer of the Department of European Studies at the University of Public Service in Budapest, Hungary. He is also the editor of the European Mirror, which is the multidisciplinary European Studies journal of the University of Public Service. He earned a Juris Doctorate at the Eötvös Loránd University of Sciences in 2015, and MSc title in regional and environmental economics at the Corvinus University of Budapest in 2022. He has been working on his PhD dissertation at the University of Public Service since 2017, having accomplished the in-house defense in April, 2022. The dissertation is written on the agency-type organs of the European Union, especially the financial supervisory agencies and the related European Banking Union. His main fields of expertise are EU Law, Financial Law and other related areas, especially, but not exclusively contemporary issues like digitalization and climate resilience. He actively publishes articles and book chapters, gives lectures and conference publications in these topics. He is a member of the Hungarian Political Science Association.</p> <p><i>* Detailed CV is attached as annex to the proposal.</i></p>
<p>Kitta Annamária senior project manager head International Office of the Ludovika University of Public Service</p>	<p>LUPS</p>	<p>Role: as an experienced project manager having expertise in the field of public diplomacy, her role is to ensure activity in the JMO network and deliver results to a wider international audience.</p> <p>Kitta Annamária, Head of Office of the International Office of the Ludovika University of Public Service. She obtained her Bachelor at the University of Nyiregyhaza, and her Masters at the University of Pécs in the field of Humanities. Before her appointment as the Head of Office, she worked as a project manager on various domestic and international projects. Besides her high degree of leadership and management skills, she is also fluent in English and French languages.</p> <p><i>* Detailed CV is attached as annex to the proposal.</i></p>
<p>BA/MA/PhD student volunteers</p>	<p>Hungarian universities: LUPS ELTE Andrássy Egyetem University of Szeged Károli Gáspár University Corvinus University</p>	<p>Roles: Supporting the implementation of the project, particularly the events and dissemination activities.</p>

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.

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2.1.4 Cost effectiveness and financial management

Cost effectiveness and financial management *(n/a for Jean Monnet Chairs, Jean Monnet Modules and Jean Monnet Learning EU initiatives)*

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.

Cost effectiveness has already been a leading factor in the preparation of the project and will continue to be present in all phases of project implementation.

1. The main financial management principles are the followings:

Activities can only be carried out successfully in a cost-efficient way. The budget of CORE has been drawn up according to the **minimum allocation of staff costs necessary to carry out the project tasks described in the work plan**. The estimates are based on previous experience of similar activities and take the limitations imposed by the programme into account. In order to ensure that the ambitious objectives and results of the project will be achieved, the allocation of staff costs has been made to fully exploit the competencies of each participant in order to minimise the required effort.

For cost efficiency and environmental reasons, travels foreseen in the project have been reduced to a necessary minimum. Wherever reasonable, conferences and other dissemination activities are organised **online or in a blended format**.

The implementation of the project will build at a large extent **on existing university resources, including premises, IT tools and own or free software**.

Part of the trainings, courses, and other activities will also be held **online or in a blended format**, using learning management systems, not only to allow for broader participation but to increase cost effectiveness.

For software tools and licences, the project will rely to the highest extent possible on **university owned, open source and other cost-free software**.

Budget allocations were planned involving different departments of the university to ensure thoughtful planning, future commitment and to maximise the use of own resources.

Whenever outside services or purchase of goods is necessary, the project will abide by the university's rule to look for at least **3 price-offers** and to choose the offer with highest cost-efficiency.

A **strict budget-monitoring mechanism** will be set-up in order to keep track record of all incurred costs continuously during project implementation. Every 6 months a **detailed forward planning** will take place in order to allow for necessary adjustments and fine-tuning, based on current spending, and taking into consideration potential price volatility.

2. Detailed justification for budgeting:

When designing the budget, we used the following calculations to estimate the overall costs related to the implementation of the project:

*WP1: 3000EUR

The key academic coordinators of WP1 will receive an honorary fee of 1000EUR to coordinate the European Studies Working Groups activities: 3 X 1000EUR = 3000EUR.

*WP2: 42800EUR

The project leader responsible for the academic coordination of the development of the MOOC, the BA course and the development of the OERs will receive a monthly allowance for 2 years: 24 months X 200 EUR = 4800EUR

The 8 chapters of the MOOC will be developed by a variety of researchers. Based on our past experience we have calculated that 25 working days are necessary for developing a MOOC chapter including the drafting of the course content and the interactive materials such as tests and audio-visual elements. 200 days X 100EUR daily fee = 20000EUR

The editing of all MOOC content will need 2 days per chapter, that is 16 days by the professor responsible: 16 days X 100EUR = 1600EUR

The adaptation of the MOOC to the Moodle and the establishment of the registering and certification process will need about 30 days of IT development. 30 days X 100EUR = 3000EUR

The content upload will require the help of IT assistant work of about 20 days: 20 days X 70 EUR = 1400EUR

An additional 10 days were calculated to develop the BA course: 10 days X 100 EUR = 1000EUR

To develop the OER database, the participating lecturers will be remunerated. Approximately 20 classes will be converted to online availability, each requiring about 4 days of work. 80 days X 100EUR= 8000EUR

For expert supervision of project progress, 3 senior persons will receive 1000EUR fee: 3 persons X 1000EUR = 3000EUR

*WP3: 21000EUR

For establishing the European Studies Network and Interconnectivity Hubs, 3 key persons will receive a 1000EUR allowance: 3 X 1000 EUR.

Within this Work Package the CoE plans to participate in renowned international events, conferences and seminars, both promoting the project and engaging in debates as well as fostering new cooperation with new institutional partners. This task will require the travelling to 6 events: 6 X 1200EUR travelling allowance + 6 X 1300 EUR accommodation allowance 6 X 5 days X 100EUR subsistence allowance = 18000EUR.

*WP4: 15850EUR

In the framework of the CORE High School competition, 10 high school students will travel to Budapest from the country side: 10 X 250EUR = 2500EUR

For the events to be organised, a roll-up, banners, flyers and other promotional material will be developed, including T-Shirts for the high school students: 850EUR

In the framework of WP4 4 major events will be organised. A high-school competition, 2 TED talks, and a roundtable at a major youth festival. The catering of these events will amount to about 2000EUR each: 4 X 2000EUR = 8000EUR

Developing the website will need IT development (3 days), and a project assistant responsible for uploading and updating content both on the website and on the other project social platforms, requiring about 2 days per month: 3 X 100EUR + 60 days X 70EUR = 4500EUR

*WP5: 34180EUR

The key project management team shall have a monthly allowance for their PM activities. The academic project leader shall have 450EUR, the project manager 250EUR, the project assistant 180EUR per month: 36 X (450EUR+250EUR+180EUR) = 31680EUR

As part of WP5, an external expert will be commissioned to implement the external quality assurance and monitoring of the project: 2500EUR.

TOTAL PROJECT COST: EUR 125,008.10 including 7% indirect costs. Grant requested = EUR 100,000.

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2.1.5 Risk management

Critical risks and risk management strategy

Describe critical risks, uncertainties or difficulties related to the implementation of your project, and your measures/strategy for addressing them.

Indicate for each risk (in the description) the impact and the likelihood that the risk will materialise (high, medium, low), even after taking into account the mitigating measures.

Note: *Uncertainties and unexpected events occur in all organisations, even if very well-run. The risk analysis will help you to predict issues that could delay or hinder project activities. A good risk management strategy is essential for good project management.*

Risk No	Description	Work package No	Proposed risk-mitigation measures
R.1	Not suitable number of students enrolling in the proposed courses	medium	Proper promotion of the new courses should make students aware of the availability of the new courses
R.2	Low number of interested partners in the planned events	medium	A promotion campaign shall ensure the desired number of participants. If necessary, events can be repeated in a virtual platform or other cost-effective ways
R.3	Pandemic inhibits the organisation of in-situ events	low	Alternatively, online events will be organized
R.4	Inflation causes overspending	low	If serious price changes emerge, 1) either the planned activities will be organised in a more cost-effective way (such as participating online in a certain event or meeting), or 2) the university takes the financial risk and raises the own resources share in the project.
R.5	Colleague from the project team leaves organization	low	Colleagues who may leave can be substituted with other professors of the university or from outside institutes.
R.6	External project partners lack enthusiasm	medium	The core project team will motivate external partners, such as professors and stakeholders to participate by ensuring wide visibility of programmes.
R.7	SZIGET organizers will refuse cooperation	low	We have good working relationship with the Hungarian EU Delegation, main organizer of the 'EU Tent' on SZIGET
R.8	Conflict between colleagues in the project	low	A third party within the university can help resolve conflict, in worst case, the team can be modified
R.9	Deadlines not met	medium	Proper control and timely preparation of activities can ensure deadlines are met

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2.2 PARTNERSHIP AND COOPERATION ARRANGEMENTS

2.2.1 Consortium set-up

Consortium cooperation and division of roles (if applicable)
<i>Please address the points presented in the Call document/Programme Guide under the criterion 'Partnership and Cooperation arrangements.</i>
Not applicable.

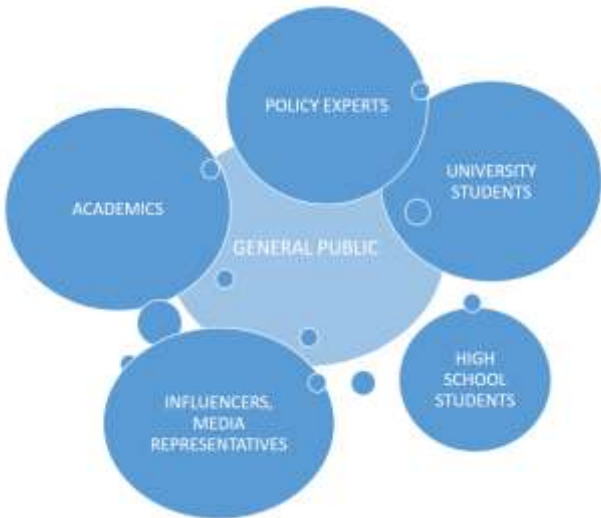
2.2.2 Consortium management and decision-making

Consortium management and decision-making mechanisms(if applicable)
Not applicable.

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3. IMPACT

3.1 Impact and ambition

Impact and ambition
<p>Define the 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?</p>
<p>The activities of the Jean Monnet Centre of Excellence are going to focus on five priority target groups:</p> <ol style="list-style-type: none"> Academics (postdocs, researchers, junior and senior scholars, university professors of different age groups) in Hungary and in Erasmus+ partner countries. Also including scholars with an international reputation in the field of European Studies who are already part of the JMO network (Jean Monnet Chairs) or wish to become part of it. University students (BA, MA, PhD – age 18-27+), including those not majoring in European Studies. High school students all over Hungary (age 14-18), especially in underdeveloped, disadvantaged regions of the country. Influencers and media personalities nationwide and Europe-wide, including traditional and social, offline, online mediums, and cultural outlets. Junior and senior policy-makers, public servants, and young professionals (1-3 years of experience in public service) interested in European careers.

<p>Key target groups of the CORE Jean Monnet Centre of Excellence</p>
<p>The primary target group comprises academics, including postdocs, researchers, junior and senior scholars, and university professors of various age groups in Hungary and Erasmus+ partner countries. These individuals will be engaged through the activities of the working groups and networking initiatives of the Centre. At Ludovika University of Public Service, the focus extends beyond academics</p>

working in the field to scholars in other faculties, such as those in the **Faculty of Military Sciences and Officer Training**, the **Faculty of Law Enforcement**, and the **Faculty of Water Sciences**. While European Studies are central in the Faculty of Public Governance and International Studies, the link in the other three faculties is either partial or non-existent. The Jean Monnet Centre of Excellence aims to integrate EU content into the training and further education of military officers, disaster management specialists, police officers, and water engineers.

As part of this effort, the project also aims to target **scholars with an international reputation** in the field of European Studies, including those already part of the Jean Monnet network (Jean Monnet Chairs or leaders of other Jean Monnet Projects) or those wishing to join. **Invitations to participate in TED talks**, public lectures, and collaborative research projects are extended to these scholars.

The second target group encompasses **university students** (BA, MA, PhD – aged 18-27+), postdocs, researchers, and senior scholars in Hungary and Erasmus+ partner countries. This group includes not only EU Studies majors but also students studying various disciplines such as public administration, engineering, water sciences, military sciences, or law enforcement. The project aims to benefit these students immediately after implementation by familiarizing them with **theoretical and practical concepts of EU resilience**, policy proposal development, **resilience assessment methodology**, and cultivating a **strategic, critical, and innovative mind-set** to examine EU affairs globally. Targeted students are expected to acquire knowledge on the institutional and political structure of the EU and its member states, as well as strong oral and written argumentative and debating skills.

PhD students play a special role in the **long-term implementation of the program**, representing the academic supply for the future. PhD supervision is an essential element of the project in the short, medium, and long term.

All courses developed will be offered to Erasmus+ partners. The courses are planned to become an integral part of the official degree programs and non-degree trainings of the university as medium and long-term impacts of the project.

The third target group comprises **high school students in less developed regions**, ensuring the full inclusivity of the project. While these students may be further away from the core activities of a university centre, they are crucial targets for universities as potential future students. The project plans to organize a competition for high school students during its implementation.

As a fourth target group, the project intends to **interact with influencers and media personalities** nationwide and Europe-wide, representing the **non-academic layer**. They can significantly impact academic activities and are crucial for spreading the messages of the centre. These individuals serve as **catalysts and powerful mediators of the project's messages**.

Finally, **junior and senior policy-makers, public servants, and young professionals** (1-3 years of experience in public service) interested in European careers are key targets. The Ludovika University of Public Service, uniquely positioned in Hungary, runs a postgraduate EU-career program and has strong links with Hungarian public administration institutions, allowing the involvement of experts in education and training.

The **short-term, medium-term and long-term impacts** of the Jean Monnet Centre of Excellence can be summarized in the **four main areas of the Centre's activities** as the followings:

I. Cutting-Edge Research

As **short-term impacts**, European Studies **working groups will immediately engage with each other**. The **convergence of academics, experts, and partners** will result in an immediate exchange of knowledge, collaboration, and the opportunity to share ideas across different disciplines.

In the **medium term**, the **working groups will generate ideas, launch new initiatives, and develop cutting-edge research projects** with the collaboration of scholars not directly connected to European Studies. The project management methods and the operation of the working groups will significantly improve in the medium term. Additionally, we anticipate the **expansion of the working groups** during this period.

As a **long-term impact**, we expect **sustained working relationships** among academics and partners of the Jean Monnet Centre of Excellence, leading to the integration of Ludovika University of Public Service into a **broader academic community**.

The academic **seminars and paper debates** organized on current developments in European integration will establish direct and personal contacts among stakeholders (academics, experts, students), providing a platform to discuss and debate scientific results. This will lead to the **regular dissemination of European Studies knowledge** through academic events.

In the **long term**, the channels established by the Jean Monnet Centre of Excellence will be maintained, and the **scholarly network** will be extended nationwide and beyond Hungary. Furthermore, increased visibility and recognition of Ludovika University of Public Service in the field of European Studies can be expected as a long-term impact.

Regarding **publications**, we expect that **scholars and experts will design publication plans** and proposals in the short term, employing a suitable and innovative methodology. These publications will start to appear in the second year of implementation. In the medium term, publications will lead to increased visibility of the working groups, the Jean Monnet Centre of Excellence, and the university. The **growth in citations** of the working groups' members will only be realized in the medium and long term, leading to an established presence in European Studies and the **enhanced reputation of the Centre** in the long term.

II. Excellence in Education and Training

Establishing the **MOOC** for students will **create and facilitate learning opportunities** in the field of European Studies, even for those who are not closely related to this multidisciplinary field. Student enrolment will be made possible at the end of the first year, representing an expected **short-term** impact of the project. We anticipate **expanding the MOOC** to students from other universities and a wider audience in the **medium-term**. Furthermore, our goal is to **develop the platform as a sustainable resource** for continuous online learning in European Studies in the long term.

The curriculum for the **practice-oriented innovative BA** course will be quickly developed in the first year of implementation, incorporating tutoring and academic coaching into the teaching methodology. The establishment of an inclusive educational environment for students from diverse backgrounds will be realized in the short term. **Medium-term** goals include **improving the skills of participating students**, while **long-term** expectations involve ongoing **enhancement of analytical and strategic skills among students**.

European Studies topics will be offered from the start of the project and will continue in the medium and long term. We anticipate an **increased number of PhD candidates** in the medium and long term, recognizing the importance of PhD students as the next generation of academics and researchers.

To support excellence in teaching, **new and open educational materials** will be developed immediately after the project's start and shared with non-European Studies majored students. Our expectation is to **increase the accessibility of these materials** in various faculties in the medium term and to continuously develop new ones in the long term.

Feedback is crucial for the teaching activities of the Centre; therefore, **student satisfaction with EU Studies courses** will be carried out throughout the entire implementation of the project. We aim to utilize this feedback for course **improvements and adjustments in the medium-term**, enhancing the quality of the courses in the **long term**. Our overall goal is to create and maintain a **positive and responsive learning environment** in the field of European Studies.

As another type of feedback, we plan to **engage policy experts and professionals in curriculum development**. In the short term, this will result in a more relevant and suitable curriculum for students pursuing careers in European administration or academia. In the medium- and long-term, we expect a **gradual expansion of the university's network toward policy experts and professionals** in the field.

III. Connectivity and a Knowledge Hub

By **mapping universities, research institutions, and think-tanks** in the field, as well as active scholars in European Studies, and establishing a database for ongoing reference and collaboration, a **network** will be established as a **short-term** impact. We anticipate **increasing connections** within this network in the medium and long term. The **European Studies Network** is expected to function as facilitators of research and knowledge, welcoming new participants and nodes in the network in the long term.

The **new collaboration agreements** will serve this goal, strengthening partnerships with national and international institutions in the medium and long term. **International scientific conferences and seminars** are crucial platforms for networking and can lead to establishing new contacts from the beginning of the centre's launch. The international exposure of activities and the global presence of the Centre can be achieved in the medium and long term through **consistent participation in international events**.

The **long-term reputation of the Centre** will only be realized if the operation of the Jean Monnet Centre of Excellence follows the **logic of connectivity**.

IV. Dissemination

A **digital platform** on the Ludovika University website will be established immediately after launching the Centre. In the short term, the **academic audience, policy experts, and the media** can engage with the Centre's activities. Through this digital platform, ongoing interaction with stakeholders and partner institutions is expected, **ensuring project visibility** in the short, medium, and long term.

The **nationwide EU competition for high school students** contributes to their understanding of EU studies and **raises awareness of possible future careers** in the field in the short and medium term. As a **long-term** impact, the goal is to increase public knowledge on **EU issues**.

As an innovative element of dissemination, the Centre plans to launch the first European Studies **TED talk** with an internationally renowned scholar and initiate a series of such events. Due to the high reach of TED talks, a **significant number of interested people from the wider public** is expected in the medium term, developing into **an event attracting many viewers**.

For publicity, various **offline and online media platforms** will be utilized. In the short term, engagement with these platforms is anticipated. Ongoing expansion of the media portfolio aims for increased publicity each year in the medium and long term.

As part of the Centre's activities, **engagement with policy-makers**, public administration institutions, and governmental bodies is planned. In the short term, targeting and establishing relations with them are the goals, with the expectation of ongoing collaboration and continuous knowledge sharing in the medium and long term. The long-term impact is anticipated to positively influence policy cycles and proposals, with the goal of **establishing lasting relationships** with policy-makers.

The Centre's activity also includes **cultural expressions** and participation in cultural events, such as organizing roundtable discussions or debates at prestigious music or cultural festivals. By participating in **cultural/music festivals**, the goal is to **establish a legacy for academic talks** and discussions at such events. In the short term, integration of EU discussions into cultural events like **SZIGET is expected, providing an immediate broader outreach**, especially to the youth. In the medium and long term, the Centre aims to become a regular or permanent participant at these events.

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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.

We have developed a '**Go Beyond Academia**' dissemination and communication strategy for the project, emphasizing not only the dissemination of scientific results, lectures, paper debates, and the publication of peer-reviewed journal articles and chapters but also meaningful communication with a wide range of society.

Our **dissemination strategy is designed to reach the five priority target groups of the project. (See in details in 3.1.)** In order to identify and reach key institutions, and individual academics we will conduct a stakeholder mapping as part of our project including local, regional, national and European/ international levels. The database created can be used for tailored communication during implementation of the project.

The central point of all of communication is going to be the **online platform**, the Microsite at the website of the project. It is planned to be launched six months after the start of the project. It is going to be a microsite developed on the website of Ludovika University of Public Service by inviting all partner universities and experts of to the platform. University students and the academic network will be informed about the launch of the site through personalised messages. After the launch of the microsite, we plan to measure the success of the platform. In order to measure the platform's success we will use consumption, sharing and lead generation metrics to measure the ratio of reach of our communication activities.

The **MOOC** developed for students is also a communication tool that create and facilitate learning opportunities in the field of European Studies, even for those who are not closely related to this multidisciplinary field. We anticipate **expanding the MOOC to students from other universities** and a wider audience, furthermore, our goal is to develop the platform as a sustainable resource for continuous online learning in European Studies in the long term.

Description of the newly developed **BA course and JMO courses developed in the past** will be available on Moodle e-learning system as well, which is the authorized e-learning system of the university. Students are going to get personalised messages of each new teaching materials and program elements through Student Information System (called NEPTUN) as well. For the wider university and academic public, we aim to use channels as You Tube by uploading short webinars, propagating those on Twitter, Research Gate and LUPS too. University of Public Service has its own studio and regular television channel 'Ludovika TV' that provides a further opportunity for dissemination.

The **high school students are going to be reached by direct targeting**. We plan to involve our graduate and PhD students and young scholars in organising the competition. Before deciding on the main topic of the event, we plan to consult the teachers at the high school. In order to reach to a wider audience and the youth in particular, we plan to appear at cultural festivals (e.g. SZIGET) of Hungary once during the project implementation. With this unusual, non-academic dissemination tool, we would like to demonstrate that what we think that expressing European identity does not need to be always serious and at the level of academic discussion. Europe is also about entertainment and pop culture. In order to reach to a wider public, social media is going to be exploited too.

As an innovative element of dissemination, the Centre plans to launch the first **European Studies TED talk** in Hungary with an internationally renowned scholar and initiate a series of such events. Two TED talks organised during the implementation of the project. Due to the high reach of TED talks, a significant number of interested people from the wider public is expected in the medium term, developing into an event attracting many viewers.

For public servants and young professionals, we will advertise our **MOOC** on the microsite. Senior policy experts, ministerial officials active in EU affairs, and EU representations and agencies present in Hungary will be targeted directly. The Ludovika University of Public Service, uniquely positioned among higher education institutions in Hungary, runs a postgraduate EU-career program and maintains strong links with Hungarian public administration institutions, facilitating the involvement of experts in education and training. The team of the Jean Monnet Centre of Excellence will **actively engage in public diplomacy** as well.

Finally, the existing Jean Monnet platforms (*Jean Monnet virtual community*) are going to be used in order to inform the wider scholarly network about our activities and also in order to embed/integrate Ludovika University of Public Service to the international academic network.

For **branding**, we plan to develop **our own logo and image for the Jean Monnet Centre of Excellence** and create materials such as flyers, posters, and visuals for communication. Visibility of funding will be ensured through these dissemination materials. As the project progresses, a set of dissemination materials, including leaflets, posters, and brochures in both English and Hungarian, will be produced to facilitate the targeted dissemination of project endeavours, activities, and results.

EU-wide and international promotion of the project will be guaranteed through team members' participation in relevant conferences and scientific networks in Europe (**UACES, ECPR, and CEPISA**) and outside Europe (**IPSA, APSA, CES**).

In addition to the above, the project team will engage in **strategic networking activities** with relevant stakeholders to ensure the sustainability of the project outputs.

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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?

For us, the Jean Monnet Centre of Excellence represents a means to ensure continuity in our work of almost a decade, extending the ambitions and activities initiated in 2015.

Ludovika University of Public Service is a dedicated institution for European Studies and has been an active member of the Jean Monnet network since 2015. We implemented a Jean Monnet Module (Jean Monnet Module for European Public Policy; 565087-EPP-1-2015-1-HU-EPPJMO-MODULE; 2015-2018), and we are now in the final year of implementing our Jean Monnet Chair project (Fostering EU resilience through European identity building; ERASMUS-JMO-2021-HEI-TCH-RSCH-ERASMUS2027-

101047686; 2021-24) with the coordination of Prof. D Boglárka Koller, the Head of the Department of European Studies.

The university will continue teaching the newly developed BA course and also the formerly developed MA courses for a minimum of 5 years as part of the normal curricula. In the follow-up period, the courses are planned to be fine-tuned due to the experiences gathered during project implementation.

The **MOOC** that facilitates learning opportunities in the field of European Studies, targeting students who are not closely related to this multidisciplinary field, **will be operated in the long run**. Our goal is to develop the platform as a sustainable resource for continuous online learning in European Studies in Hungary.

The **OER teaching materials remain in use for the students of the university** but also for Erasmus+ partner institutions. The innovative methodology of the courses, including debating sessions, group discussions, multimedia training, etc., will be utilized in other courses of the university and can contribute to bringing European Studies closer to the hearts of students not normally dealing with European integration. **Civil engineering, law enforcement, military sciences**, as well as **IR and public administration students** at Ludovika University of Public Service, will be attracted in growing numbers in the aftermath of the project. PhD supervision and active involvement of postdoc scholars will contribute to achieving these goals after project implementation.

By launching the **working groups** and **targeting the key stakeholders** in the field, we plan to establish a network and knowledge hub in Hungary. Ludovika University of Public Service will benefit from the research results of the Centre and also from the **European Studies Network**. Peer-reviewed publications will be produced after the project ends. The role of the **European Mirror** (*Európai Tükör*, <https://folyoirat.ludovika.hu/index.php/eumirror>), the **Hungarian-English journal of the University of European Studies**, will be strengthened by making publications on EU issues (policy, politics, polity, and people) more attractive. (The Jean Monnet Chair, Prof. Dr. Boglárka Koller, is currently the head of the Editorial Board of this journal.)

All four faculties of Ludovika University of Public Service will continue to involve the **CORE concept of the Centre, 'resilience'** in their future endeavours, emphasizing that EU research and training, even if only indirectly related to European integration and the European Union, should reflect the attitude that the future of the Union must be actively shaped by the community's actors. This involves seizing opportunities created by crises and fostering a positive vision for the future.

The concept of resilience will be seeded in a new generation of young professionals, more senior decision-makers, and public service officials already working in EU-related positions at ministries, foreign service, or other institutions.

Our aim is also to **strengthen European Studies education and research in Hungary** and change the currently available 'passive way' of teaching EU subjects to **'an active way of transferring knowledge and improving the strategic skills of the young individuals.'** Currently, there are not many European Studies departments at Hungarian universities, or there are only some institutions having a specific European Studies research portfolio. As a long-term goal, with our **Jean Monnet Centre of Excellence**, we would like to **become a key player in the European Studies Network**.

The project outcomes will be available for the **partner institutions**, thus providing the University with new national and international reputation in the future, as we plan to further utilize the opportunities of the Jean Monnet network.

The immediate results of the implementation of the project will result in **attracting more talented students, and more cutting-edge research ideas and projects that will result in strengthening the Department of European Studies and the university**. The increased capacity of the Department of European Studies will result in gaining new financial resources and being able to launch new research groups.

Regarding dissemination, the **digital platform** will be maintained in the long run. The continued presence in traditional and social media will continue in the future. Building strategic relationships with high schools in less developed regions will be prioritized in the future as well.

Finally, we envision **a lasting presence of Ludovika University of Public Service and the Department of European Studies in the JMO network**, and we plan to work with JMO network members on other projects and pursue academic and research activities after the project implementation in the future.

#@WRK-PLA-WP@#

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)).

Next to the overarching work package dedicated to the overall project management, **project coordination and impact assessment** (WP5), the project work plan is divided into four **content-related work packages**, aiming at grouping the multifaceted activities according to the different audiences: Academics (WP1), university students, professors (WP2), scholars, researchers, experts (WP3) and influencers, media personalities and all public including high school students (WP4). While all content related WPs target the general public, the division of the Work Packages 1, 2, 3 and 4 according to target groups is logical due to the differences in the necessary approach, methodology and ways of deployment. Whereas ensuring maximum impact is an overarching element for all the project, a specific impact assessment will be conducted after the first 2,5 years of the project to measure impact and provide feedback for possible fine-tuning.

List of Work Packages:

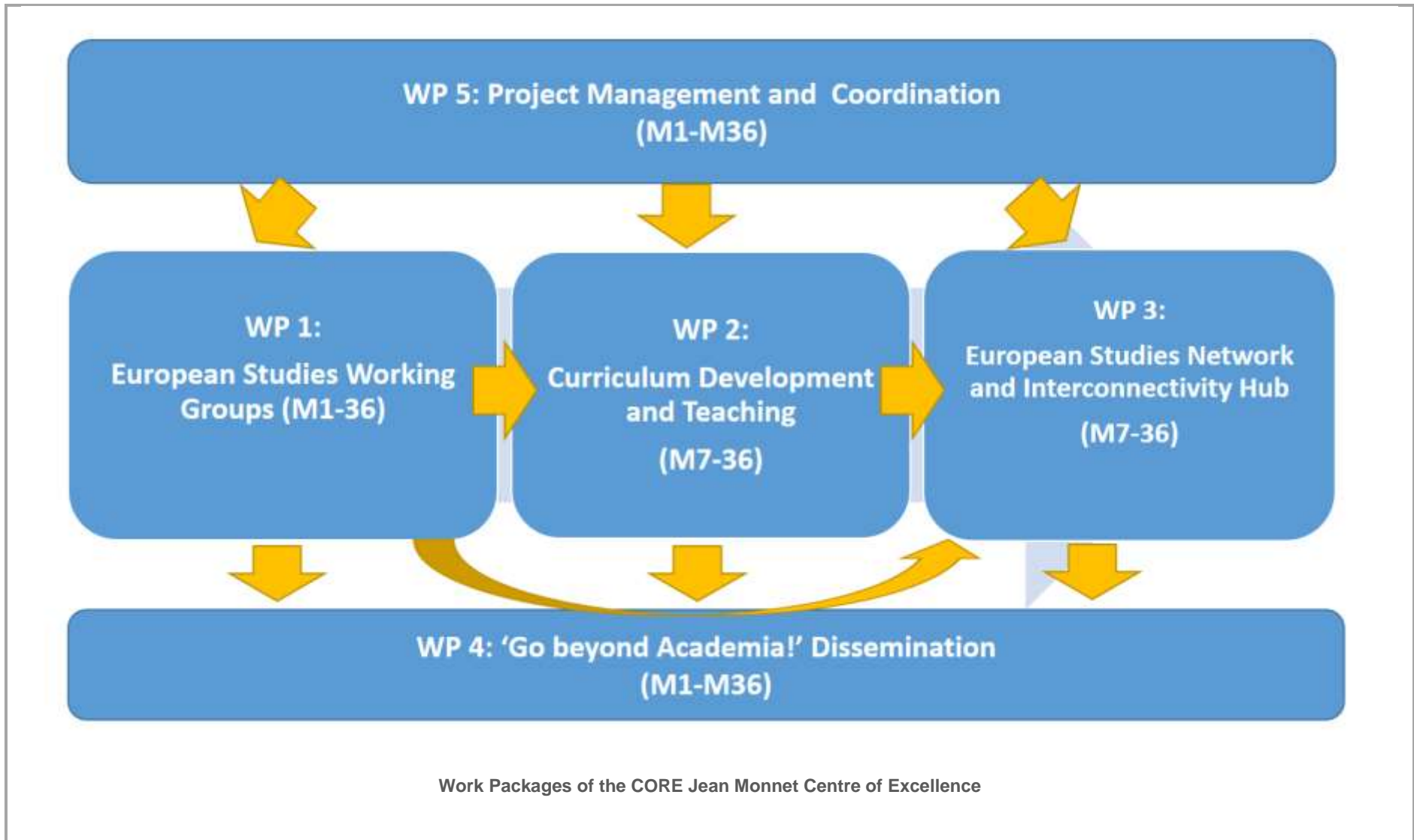
WP1 European Studies Working Groups – Establishing, Coordinating and Supporting Their Activities

WP2 Curriculum Development and Teaching

WP3 European Studies Network and Interconnectivity Hub

WP4 ‘Go beyond Academia!’ Dissemination

WP5 Project Management, Coordination and Impact Assessment



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 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.

For very simple projects, it is possible to use a single work package for the entire project (WP1 with the project acronym as WP name). (For Jean Monnet Chairs, Jean Monnet Modules and Jean Monnet Learning EU initiatives, it is recommended to use only 1 work package.)

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), Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP), 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. Limit the number of deliverables to max 10-15 for the entire project. *For Jean Monnet Chairs, Jean Monnet Modules and Jean Monnet Learning EU initiatives, it is recommended to limit the number of Deliverables to max 3-5.)* 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 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: European Studies Working Groups

Duration:

M1 – M36

Lead Beneficiary:

LUPS

Objectives

List the specific objectives to which this work package is linked.

- Stimulating, initiating and promoting cutting edge-research in the multidisciplinary field of European Studies and develop innovative research methodology in this field nationwide and transnationally as well

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	Establishment of European Studies working groups (6-8).	Upon launching the project, in addition to internal university staff, the number of contributors to the working groups will be expanded to include external partners, colleagues, Jean Monnet Chairs, and experts	Prof. Boglarka Koller Prof. Michael Gehler Prof. Péter Halmi Prof. András Szöllősi-Nagy Prof. Krisztina Arató Prof. Anna Molnár Dr. Attila Marján Dr. Tamás Pálvölgyi Dr. Péter Rada Dr. Tibor Ördögh Dr. András Varga Dr. Bálint Teleki Annamária Kitta	COO	No
T1.2	Managing the work of the European Studies working groups.	The JMO Centre will coordinate the work, facilitate discussions on research plans, monitor their implementation, and promote the publication of scientific results	Prof. Boglarka Koller Bálint Teleki	COO	No
T1.3	Organising 6 seminars.	The JMO Centre organises 6 (two per year) online/offline academic seminars or paper debates are organised on current dilemmas and developments in European Studies	Prof. Boglarka Koller Bálint Teleki Annamária Kitta PhD Student volunteers	COO	No
T1.4	Researches are carried through and scientific articles are drafted.	The JMO Centre will facilitate the publication activities of the WG members by matching-up authors, contacting peer-reviewed journals and	Prof. Boglarka Koller Bálint Teleki	COO	No

			providing possibilities for research, debate and piloting				
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
MS1	6 research proposals are presented (one by each WG)	1	COO	After beginning the joint work, each WG presents a research proposal establishing the research plan.		6	6 research proposals are available.
MS2	6 publications or book chapters are published (1 by each WG)	1	COO	The results of the joint research and academic writings are published in peer-reviewed journals and/or in academic studybooks.		35	Publications and book chapters are available to the public.
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	European Studies Working Groups (ESWG) - including internal and external members - start operating	1		R — Report on activities OTHER — Meetings and discussions take place	PU	6	The ESWGs – depending on the participants – will either operate in English or in Hungarian. A brief report will be drafted in English, based on the first joint meeting establishing the WGs work plan.
D1.2	Each WG develops a research proposal and presents the milestones and the progress of the	1		R — Document	PU	12, 24, 34	The annual research proposals and progress reports will be presented as brief documents in English.

	research projects annually						
D1.3	6 (two per year) online/offline academic seminars or paper debates are organised on current dilemmas and developments in European Studies and its research methodology	1		R — Report on the events OTHER — Organisation of the events	PU	6, 12, 18, 24, 30, 34	Organization of two online/offline academic seminars or paper debates per year on current dilemmas and developments in European Studies and its research methodology. Aim to reach at least 20 scholars per seminar.
D1.4	Publishing minimum 6 peer-reviewed journal articles or book chapters by the WG members	1		R — Publications	PU	35	To reach a wider academic and professional network, plan to publish 6 peer-reviewed journal articles or book chapters by the team.

Work Package 2: Curriculum Development and Teaching

Duration:

M1 – M36

Lead Beneficiary:

LUPS

Objectives

List the specific objectives to which this work package is linked.

- Implementing excellent teaching in the field of EU Studies and offer practice-oriented, interactive courses as well as promote debate on EU-related policy issues among university and high-school students

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	The MOOC's structure is developed and a work schedule for developing the chapters is set-up.	The MOOC will consist of 8-10 chapters. The titles, the structure and necessary blended elements and a work schedule will be set-up, drafting professors will be assigned.	Prof. Boglarka Koller	COO	No
T2.2	The MOOC's written study materials are developed.	To each of the chapters first the written study materials are developed and edited. Some chapters are going to co-authored by the members of the working group.	Prof. Boglarka Koller Prof. Michael Gehler Prof. Péter Halmai Prof. András Szöllösi-Nagy Prof. Krisztina Arató Prof. Anna Molnár Dr. Attila Marján Dr. Tamás Pálvölgyi Dr. Péter Rada Dr. Tibor Ördögh Dr. András Varga Dr. Bálint Teleki Annamária Kitta	COO	No
T2.3	The MOOC's on-line and interactive methodology is developed.	To each chapter the test, the additional reading materials' list, the electronic and audio-visual content is developed.	Prof. Boglarka Koller	COO	No
T2.4	The MOOC is launched in Moodle.	The MOOC is uploaded in Moodle, certification conditions are established and automatic registering, evaluation and certification system is set-up	Prof. Boglarka Koller Annamária Kitta	COO	No

T2.5	A new, practice-oriented innovative BA course for students not majoring in EU Studies is drafted.	A new, practice-oriented innovative BA course, including a debating session open to students not majoring in European Studies is drafted.	Prof. Boglarka Koller	COO	No
T2.6	The new, practice-oriented BA course's accreditation is proceeded with.	The new, practice-oriented BA course is approved to be inserted in the university's curricula.	Prof. Boglarka Koller	COO	No
T2.7	PhD supervision in 2 Hungarian doctoral schools is conducted	European Studies topics are offered for supervision in two PhD schools in Hungary (LUPS, Doctoral Schools of Public Administration, and ELTE Doctoral School of Political Sciences) for both Hungarian and international students. The supervision includes mentoring and training.	Prof. Boglarka Koller Prof. Michael Gehler Prof. Péter Halmai Prof. András Szöllösi-Nagy Prof. Krisztina Arató Prof. Anna Molnár Dr. Attila Marján Dr. Tamás Pálvölgyi Dr. Péter Rada Dr. Tibor Ördögh Dr. András Varga	COO	No
T2.8	Preparatory measures are taken for the development of the OER database.	The list of courses and the structure for the OERs is established, the lecturers are assigned to implement the task.	Prof. Boglarka Koller Prof. Michael Gehler Prof. Péter Halmai Prof. András Szöllösi-Nagy Prof. Krisztina Arató Prof. Anna Molnár Dr. Attila Marján Dr. Tamás Pálvölgyi Dr. Péter Rada Dr. Tibor Ördögh	COO	No

				Dr. András Varga Dr. Bálint Teleki		
T2.9	Based on the existing EU-Studies courses (including those developed within the JMO Module in 2019) a new OER database is developed	Lecturers generate the OER including creating webinars.		Prof. Boglarka Koller	COO	No
T2.10	OER is made available to students.	OER database is uploaded on Moodle and is shared with non-European Studies majored BA and MA students.		Prof. Boglarka Koller	COO	No
T2.11	Student satisfaction surveys are drafted and sent out to students, who are solicited to give their feedback.	The feed-back survey is designed to give the opportunity to students to give their feedback both on course content and teaching methodology.		Prof. Boglarka Koller Bálint Teleki Annamária Kitta Student volunteers	COO	No
T2.12	After students gave their feedback, the evaluation is edited and published in a single document.	A small evaluation report is prepared at the end of each year and the reports are edited into one volume by the end of the project, and together with the Policy experts' feedback.		Prof. Boglarka Koller Bálint Teleki Annamária Kitta	COO	No
T2.13	A feedback questionnaire is drafted for policy experts.	The feedback questionnaire for policy experts and professionals is on curriculum development and course content.		Prof. Boglarka Koller Bálint Teleki Annamária Kitta	COO	No
T2.14	After gathering the feedback, an evaluation document is edited and merged with students' feedback. Based on the results, curricula will be fine-tuned.	A full evaluation report is drafted and recommendations are implemented by fine-tuning the curricula.		Prof. Boglarka Koller Bálint Teleki Annamária Kitta	COO	No
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

MS3	MOOC (Massive Open Online Course) on the “Story of Europe and Current Challenges” that is open for all students is published	2		Launching the MOOC (Massive Open Online Course) on the “Story of Europe and Current Challenges”, open for all students of university and also for partner institutions.	24	MOOC available on-line and can be accessed by simple registrations	
MS4	New, practice-oriented innovative BA course launched, including a debating session open to students not majoring in European Studies is developed	2		Development of a new practice-oriented innovative BA course, including a debating session open to students not majoring in European Studies (e.g., military officers, law enforcement, or disaster management students). These courses aim to foster analytical, strategic, and idea-generating skills among students. The teaching methodology will include tutoring and academic coaching, with a goal to reach 35 university students per academic year.	24	BA course accredited and appears in the curriculum list of the university.	
MS5	OER for non-EU studies students is developed and shared with target groups	2		Innovative EU-Studies materials (OER) is shared with students in the Faculties of Public Governance and International Studies, Faculty of Water Sciences, Faculty of Law Enforcement, as well as Military Sciences.	36	200 non-EU-Studies students download the material.	
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	A MOOC (Massive Open Online Course) on the “Story of Europe	2		R — Document DEC —Websites, OER, videos, etc.	PU	24	A MOOC on the “Story of Europe and Current Challenges” is launched publicly, open for all

	and Current Challenges” is launched						interested. The MOOC is to be developed in English and shall consist of written teaching materials, readings, tests, videos, podcasts and other electronic resources.
D2.2	Launching of a new practice-oriented innovative BA course, including a debating session open to students not majoring in European Studies	2		R — Document	PU	24	The new practice-oriented innovative BA course, including a debating session shall be made available to students not majoring in European Studies (e.g., military officers, law enforcement, or disaster management students). These courses aim to foster analytical, strategic, and idea-generating skills among students. The teaching methodology will include tutoring and academic coaching, with a goal to reach 35 university students per academic year.
D2.3	PhD supervision in 2 Hungarian doctoral schools are conducted	2		OTHER – Supervision, consultancy	PU	1-36	Offering European Studies topics for supervision in two PhD schools in Hungary (LUPS, Doctoral Schools of Public Administration, and ELTE Doctoral School of Political Sciences) for both Hungarian and international students. Mentoring and training them for their future academic and professional careers. Aim to supervise at least 5 PhD students per academic year.

D2.4	OER for non-EU studies students is developed and shared with target groups	2		R — Documents, study materials DEC — Websites, OER, videos, etc.	PU	13-36	Development of Open Education Resources for EU Studies courses in Moodle and the creation of YouTube webinars. The newly developed teaching materials will be shared with non-European Studies majored BA and MA students. Provide innovative materials to students in the Faculties of Public Governance and International Studies, Faculty of Water Sciences, Faculty of Law Enforcement, as well as Military Sciences. Aim to reach approximately 200 non-European Studies majored students per academic year.
D2.5	The results of 9 student satisfaction surveys are published in one document	2		R — Documents, study materials	PU	30	Students' satisfaction with the EU Studies Courses at Ludovika University of Public Service shall be measured and conclusions shall be evaluated. Conduct evaluations for 3 courses per year. Reports are to be developed in English (ca.8 pages).
D2.6	Policy experts' and professionals' feedback is edited in a single document	2		R — Report	PU	30	Gathering feedback from policy experts and professionals on curriculum development and course content. The report drafted shall be in English (ca.20 pages).

Work Package 3: European Studies Network and Interconnectivity Hub					
Duration:		M1 – M36	Lead Beneficiary:		LUPS
Objectives					
<i>List the specific objectives to which this work package is linked.</i>					
<ul style="list-style-type: none"> ▪ Operating as a knowledge hub in European Studies that facilitates and supports activities of academic and expert entities ▪ Establishing and operating a national and international academic and expert network in the multidisciplinary field of European Studies; in cooperation with external partner universities and research institutions and policy-makers ▪ Establishing digital connectivity and digital platform for every-day communication and debates 					
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)	
T3.1	Establishing a European Studies Network database.	Map the key institutions and individuals, both in academia and in expert entities, who are active in the field. Establish a database in the first year of implementation, and update it yearly. Aim for an expected growth of the network by 10% per year.	Prof. Boglarka Koller Bálint Teleki	COO	No
T3.2	Networking and outreach to identify new partner institutions.	Based on the results of the institutional mapping, new partners are identified for embarking on joint university programmes.	Prof. Boglarka Koller Bálint Teleki Annamária Kitta	COO	No
T3.3	Signing cooperation agreements with new partner institutions.	The cooperation agreements will go beyond formalities but shall contain clear objectives on	Prof. Boglarka Koller	COO	No

		the promotion of EU values, resilience and identity, etc.					
T3.4	International events will be attended.	Selected, high niveau international events will be attended and the project will be promoted, new partners will be solicited to participate.	Prof. Boglarka Koller	COO	No		
T3.5	Interviews will be conducted with members of the expert network.	To have qualitative feedback on the centre's activities, curricula, programmes and more, quality feedback will be gathered via interviews with key experts.	Prof. Boglarka Koller Bálint Teleki Tibor Ördögh Annamária Kitta	COO	No		
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	
MS6	Expert Database Established	3		After the thorough mapping of key institutions and individuals, both in academia and in expert entities, who are active in the field, a database is established in the first year of implementation. It will be updated yearly. Aim for an expected growth of the network by 10% per year.	12	Database published online, and contains a list of minimum 50 experts.	
MS7	Expert Network starts operating	3		After the initial steps that are to establish the data-hub, establishing the objectives and aims of the network, launching the digital tools ensuring communication between the members and the public, the official launch of the Expert Network will be marked by an international event.	12	Expert Network Digital Data-Hub is operational, first international scientific conference is organised with the participation of key members of the network.	
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	Expert Databased Established	3		DATA — data sets	PU	12	Map the key institutions and individuals, both in academia and in expert entities, who are active in the field. Establish a database in the first year of implementation, and update it yearly. Aim for an expected growth of the network by 10% per year.
D3.2	6 collaboration agreements signed	3		R — Cooperation Agreement	PU	32	Initiate two new collaboration agreements with national and international research institutions or universities per academic year.
D3.3	Report on the 6 international events attended	3		R – Report	PU	36	Participate in international scientific conferences, seminars, and foster attendance at knowledge-sharing events. At least twice each year during the project implementation.
D3.4	Feedback reports presented in a single document	3		R – Report	PU	32	Inform the members of the network about new publications in the field four times a year and gather feedback from them on the utilization of the centre's resources.

Work Package 4: ‘Go beyond Academia!’ Dissemination					
Duration:		M1 – M36	Lead Beneficiary:		LUPS
Objectives					
<i>List the specific objectives to which this work package is linked.</i>					
<ul style="list-style-type: none"> ▪ Disseminating research results to scholars, professionals and interested citizens either in forms of scientific, peer-reviewed publications or for the wider public in the forms of media appearances and public talks ▪ Reaching out to a wider audience and a variety of target groups (scholars, experts, policy-makers, university students, high-school students, general public) of a diverse geographical location (including underdeveloped regions of Hungary, e.g. small towns and villages in the Eastern part of the country) in order to foster the pro-Europe thinking and attitude in Hungary ▪ Diversifying the suitable media portfolio for dissemination, including scientific and non-scientific offline and online media outlets and events 					
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)	
T4.1	CORE website is created and filled with resources.	A digital platform on the website of LUPS will be created as a virtual space for online communication and networking with stakeholders, media, and the academic audience. Inviting partner universities to the site is also a planned achievement.	Prof. Boglarka Koller Annamária Kitta Bálint Teleki	COO	No
T4.2	CORE media platforms including social media and YouTube channel are set-up.	Utilize various media platforms for publicity (online, offline, social media) to disseminate research results and activities. Expand the targeted media portfolio each year and	Annamária Kitta	COO	No

		increase the reach by 20% each year of implementation.			
T4.3	The nationwide high school competition is planned.	The competition is planned as regards content, detailed tasks, flows, persons responsible, visual elements, distribution strategy etc.	Prof. Boglarka Koller Annamaria Kitta	COO	No
T4.4	The nationwide high school competition is announced and implemented.	The competition is announced, applications are received and evaluated, selected students invited to LUPS, competition is delivered in one day on site, etc.	Prof. Boglarka Koller Dr. András Varga Dr. Attila Marján Dr. Tibor Ördögh Bálint Teleki Annamária Kitta Student volunteers	COO	No
T4.5	Evaluation report is delivered on the high school competition based on feedback of the participants.	The evaluation of the competition is reported based on feed-back questionnaires.	Prof. Boglarka Koller Dr. András Varga Dr. Attila Marján Dr. Tibor Ördögh Bálint Teleki Annamária Kitta	COO	No
T4.6	Organising and delivering 2 international European Studies TED talks with internationally renowned scholars or experts.	The key expert will be identified, programme will be drafted, and thorough dissemination campaign will be implemented to reach out for a wide range of audience. The TED talks will be delivered within the university premises.	Prof. Boglarka Koller Annamária Kitta Student volunteers	COO	No
T4.7	Organising 15 meetings with EU policy experts.	Engage with policy-makers, public administration institutions, and governmental bodies at all levels of EU governance (local, subnational, national, regional, and EU). At least five meetings/ year. Meetings will be planned to be small-format and implemented with participation of 1-2 students each.	Prof. Boglarka Koller	COO	No
T4.8	A CORE roundtable-discussion will be organised on the EU's current challenges at a major youth festival.	A roundtable discussion or a debate will be organised at one of the most prestigious music or cultural festival (e.g. SZIGET) of Hungary once during the project implementation.	Prof. Boglarka Koller Student volunteers	COO	No

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
MS8	CORE High School Competition	4		A nationwide EU competition for high school students in Hungary is organised, including high schools from underdeveloped regions.		24	Aim to reach at least 30 high schools and involve 500 pupils. Implementation is planned in the third year of the project.
MS9	European Studies TED talk #1	4		Organising the first European Studies TED talk with an internationally renowned scholar or expert.		24	Reaching approximately 100 persons on the event.
MS10	European Studies TED talk #2	4		Organising the second European Studies TED talk with an internationally renowned scholar or expert.		34	Reaching approximately 100 persons on the event.
MS11	Roundtable debate at a major youth festival	4		At one of the major youth festivals, such as the Sziget, a CORE stand will be set-up and a round-table discussion will be held in the presence of the public.		24	Audience of at least 60 young people present.
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	JMO COE CORE website published	4		OTHER – website	PU	6	Create a digital platform on the website of LUPS as a virtual space for online communication and networking with stakeholders, media, and the academic audience. Inviting

							partner universities to the site is also a planned achievement.
D4.2	Social media presence of the project set-up	4		OTHER – social media	PU	6	Utilize various media platforms for publicity (online, offline, social media) to disseminate research results and activities. Expand the targeted media portfolio each year and increase the reach by 20% each year of implementation.
D4.3	High School Competition Delivered	4		OTHER – Event	PU	24	Initiate a nationwide EU competition for high school students in Hungary, including high schools from underdeveloped regions. Aim to reach at least 30 high schools and involve 500 pupils. Implementation is planned in the third year of the project.
D4.4	European Studies TED talk organised	4		OTHER – Event	PU	24, 36	Organize one European Studies TED talk with an internationally renowned scholar or expert per academic year, reaching approximately 100 persons per event.
D4.5	Report of the 15 meetings is prepared	4		R – Report	PU	36	Engage with policy-makers, public administration institutions, and governmental bodies at all levels of EU governance (local, subnational, national, regional, and EU). At least five meetings/ year.
D4.6	Report of the JMO CORE roundtable discussion at a	4		R – Report	PU	24	Organising a roundtable discussion or a debate at one of the most prestigious music or

	major youth event delivered						cultural festival (e.g. SZIGET) of Hungary once during the project implementation.
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Work Package 5: Project Management, Coordination and Impact Assessment

Duration:	M1 – M36	Lead Beneficiary:	LUPS
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Objectives

List the specific objectives to which this work package is linked.

Objective: The project is managed in such a way that the Specific objectives and expected results are achieved. Corresponding sub-objectives:

- Organisational implementation: Efficient administrative management, embedding the project in the university, setting up a project implementation structure with a project management plan for the overall coordination of the project and the project team
- Stakeholder/target group management: Universities, research centres, researchers, university students. High school students, administrative staff, civil society actors, the media.
- Risk management: risk reducing and mitigation actions
- Financial management: ensuring effective, efficient and lawful allocation and accounting of resources
- Monitoring and evaluation: Monitoring and evaluation measures (continuous quality evaluation through feedback on the implementation of tasks, peer reviews, benchmarking activities, etc.) and quality indicators to ensure the project implementation is of high quality and objectives are being achieved
- Environmental sustainability: the project is designed in an eco-friendly way and incorporates green practices (e.g. green travel) in different project phases.
- Diversifying the suitable media portfolio for dissemination, including scientific and non-scientific offline and online media outlets and events
- Impact assessment

Activities and division of work (WP description)

Task No (continuous numbering)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role	

linked to WP)				(COO, BEN, AE, AP, OTHER)	
T5.1	Implementation of the governance structure.	A governance structure will be set-up, including an Academic Coordination Team, a Project Management Team, and a student task force.	Prof. Boglarka Koller	COO	No
T5.2	Communication (internal & EACEA).	Facilitating communication and cooperation processes between the partners and with EACEA while ensuring that the project is carried out in an eco-friendly way	Annamaria Kitta	COO	No
T5.3	Day-to-day management of the project.	Preparation of internal rules of project management; organising online and in person meetings; set deadlines; responding and resolving needs and difficulties expressed or identified by the participants	Annamaria Kitta	COO	No
T5.4	Monitoring and Reporting.	Monitoring, evaluation and reporting of the project as a whole, including the preparation of the progress-, interim and final reports for the EACEA.	Annamaria Kitta	COO	No
T5.5	Meetings (incl. online).	Organization, coordination, steering and documentation of meetings of project governance bodies in presential, blended and digital modes	Annamaria Kitta	COO	No
T5.6	Overall financial management.	Allocation and accounting of funds according to the budget, internal auditing and financial reporting with the help of a predefined financial template. The template is to be kept up-to-date at all time or on a monthly basis, and shared on a common Drive to make checks possible for the managing bodies.	Annamaria Kitta	COO	No

T5.7	Quality Assurance Plan.	Concretisation of a quality assurance plan and of quality assurance measures	Annamaria Kitta	COO	No
T5.8	Managing Quality Assurance.	Implementing and adapting the quality assurance plan.	Annamaria Kitta	COO	No
T5.9	Risk Management.	Setting up and overseeing the project risk management process (e.g. by creating a Risk Log) that allows the regular identification, analysis, evaluation and prevention or mitigation of risks that have the potential to impact the project outcomes	Annamaria Kitta	COO	No
T5.10	Preparing an Impact evaluation report.	A document on the achieved impact shall be developed with the contribution of all partners and project participants, taking into account the feedback of target groups. Foreseeable future impact shall be examined and addressed in the document. An external evaluator shall prepare the report with inputs from all partners.	Annamaria Kitta	COO	No
T5.11	Publishing the project's achievements on the Erasmus+ project results platform.	Publish the results of the project on the Erasmus+ results platform	Annamaria Kitta	COO	No

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
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	Initial Project Management	5		R	SEN	13	Internal communication procedures, a detailed Work Plan with templates

	Documents Package Completed (Detailed Work Plan, Handbook, Governing bodies' working protocols, Reports, Minutes, etc.)						for minutes, invitations etc., internal deadlines, milestones, indicators etc. will be grouped in a Project Management Handbook (around 15 pages in English). (Where necessary the documents will be updated semesterly.)
D5.2	Project Quality Assurance and Monitoring Completed to ensure Timely and quality implementation of the project in compliance with plan and indicators (QA strategy, monitoring reports, final report)	5		R	SEN	36	A contract will be concluded with an external quality assurer (English). A QA Strategy will be set-up in a document (ca.40 pages in English). Semesterly regular reports will be produced by the quality controller – also in line with the progress-, interim- and final reports due to EACEA.
D5.3	Impact evaluation report	5		R	PU	35	Impact evaluation report (ca. 30 pages, EN)

Estimated budget — Resources

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

The total budget of the project amounts to EUR 125008.10, the total grant requested amounts to EUR 100000.

Subcontracting (n/a for Jean Monnet Chairs, Jean Monnet Modules and Jean Monnet Learning EU initiatives)

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.
Note: Subcontracting concerns the outsourcing of a part of the project to a party outside the consortium. It is not simply about purchasing goods or services. We normally expect that the participants to have sufficient operational capacity to implement the project activities themselves. Subcontracting should therefore be exceptional.
 Include only subcontracts that comply with the rules (i.e. best value for money and no conflict of interest; no subcontracting of project coordination tasks).

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					
Other issues: <i>If subcontracting for the project goes beyond 30% of the total eligible costs, give specific reasons.</i>			Insert text			

Events

Events

This table is to be completed for events 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
E1.1-3	Prof. Boglarka Koller Prof. Michael Gehler Prof. Péter Halmai Prof. András Szöllősi-Nagy	European Studies academic seminar #1, #3, #5	3 in-situ academic seminars or paper debates	Current dilemmas and developments in European Studies	LUPS	0.5x3	20/event, total 60

	Prof. Krisztina Arató Prof. Anna Molnár Dr. Attila Marján Dr. Tamás Pálvölgyi Dr. Péter Rada Dr. Tibor Ördögh Dr. András Varga Dr. Bálint Teleki		(M6,18,24)	and its research methodology			
E1.4-6	Prof. Boglarka Koller Prof. Michael Gehler Prof. Péter Halmi Prof. András Szöllősi-Nagy Prof. Krisztina Arató Prof. Anna Molnár Dr. Attila Marján Dr. Tamás Pálvölgyi Dr. Péter Rada Dr. Tibor Ördögh Dr. András Varga Dr. Bálint Teleki	European Studies academic seminar #2, #4, #6	3 on-line academic seminars or paper debates (M11,23,35)	Current dilemmas and developments in European Studies and its research methodology	ON-LINE	0.5x3	20/event, total 60
E3.1-6	Prof. Boglarka Koller plus 2 professors of the team	Promoting the CORE JMO CoE at international events	6 international events will be attended by key participants, the “ambassadors of the CORE project (M3,9,13,20,25,33)	Knowledge-sharing on EU studies.	DIVERSE	6X(1-2 days)	50-200/event, total 600
E4.1	Prof. Boglarka Koller Dr. Attila Marján Dr. Péter Rada Dr. Tibor Ördögh Dr. András Varga Dr. Bálint Teleki Student volunteers	CORE national High School Competition on the European Union	A nationwide EU competition for high school students in Hungary, including high schools from underdeveloped regions. (M24)	Key questions on the EU currents challenges, basic knowledge on the EU will be addressed. High School students will have the chance to use their presentation skills.	Hungary	5	500

E4.2	Prof. Boglarka Koller and one internationally renowned scholar Student volunteers	European Studies TED talk #1	An EU studies TED-talk will be organised with internationally renowned scholars or experts. (M24)		Budapest, Hungary	0.5	60
E4.3	Prof. Boglarka Koller and one internationally renowned scholar Student volunteers	European Studies TED talk #2	An EU studies TED-talk will be organised with internationally renowned scholars or experts. (M36)		Budapest, Hungary	0.5	60
E4.4-18	Prof. Boglarka Koller Dr. Attila Marján Dr. Péter Rada Dr. Tibor Ördögh Dr. András Varga Dr. Bálint Teleki	Organising 15 meetings with EU policy experts.	Engage with policy-makers, public administration institutions, and governmental bodies at all levels of EU governance (local, subnational, national, regional, and EU). At least five meetings/year. Meetings will be planned to be small-format and implemented with participation of 1-2 students each.	Generally, the methodology and approach of European Studies will be discussed	Budapest, Hungary	15x02	15x4
E4.19	Prof. Boglarka Koller Dr. Attila Marján Dr. Péter Rada Dr. Tibor Ördögh Dr. András Varga Dr. Bálint Teleki Student volunteers	A CORE roundtable-discussion will be organised on the EU's current challenges at a major youth festival.	A roundtable discussion or a debate will be organised at one of the most prestigious music or cultural festival (e.g. SZIGET) of Hungary once during the project implementation.	[insert topics addressed, types of skills/knowledge acquired, etc]	Budapest, Hungary	1	60

Timetable

Timetable (projects of more than 2 years)																								
<i>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.																								
ACTIVITY	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5				YEAR 6			
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	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 - Establishment of European Studies working groups	X	X																						
Task 1.2 - Managing the work of the European Studies working groups	X	X	X	X	X	X	X	X	X	X	X	X												
Task 1.3 - Organising 6 seminars		X		X		X		X		X		X												
Task 1.4 - Researches are carried through and scientific articles are drafted		X	X	X	X	X	X	X	X	X	X	X												
Task 1.5 - Facilitating the publication activities of the WG members			X	X	X	X	X	X	X	X	X	X												
Event 1.1-3 - European Studies academic seminars #1, #3, #5 (in-situ)		X				X		X																
Event 1.4-6 European Studies academic seminar #2, #4, #6 (on-line)				X				X			X													

#@ETH-ICS-EI@#

5. OTHER

5.1 Ethics

<p>Ethics (if applicable)</p> <p><i>If the Call document/Programme Guide contains a section on ethics, describe ethics issues that may arise during the project implementation and the measures you intend to take to solve/avoid them.</i></p> <p><i>Describe how you will ensure gender mainstreaming and children's rights in the project activities.</i></p>
<p>Not applicable.</p>

#§ETH-ICS-EI§# #@SEC-URI-SU@#

5.2 Security

<p>Security</p>
<p>Not applicable.</p>

#§SEC-URI-SU§# #@DEC-LAR-DL@#

6. DECLARATIONS

<p>Double funding</p>	
<p>Information concerning other EU grants for this project</p> <p> <i>Please note that there is a strict prohibition of double funding from the EU budget (except under EU Synergies actions).</i></p>	<p>YES/NO</p>
<p>We confirm that to our best knowledge neither the project as a whole nor any parts of it have benefitted from any other EU grant (including EU funding managed by authorities in EU Member States or other funding bodies, e.g. Erasmus, EU Regional Funds, EU Agricultural Funds, etc). If NO, explain and provide details.</p>	<p>YES</p>
<p>We confirm that to our best knowledge neither the project as a whole nor any parts of it are (nor will be) submitted for any other EU grant (including EU funding managed by authorities in EU Member States or other funding bodies, e.g. Erasmus, EU Regional Funds, EU Agricultural Funds, etc). If NO, explain and provide details.</p>	<p>YES</p>

<p>Financial support to third parties (if applicable)</p> <p><i>If your project requires a higher maximum amount per third party than the threshold amount set in the Call document/Programme Guide, justify and explain why this is necessary in order to fulfil your actions objectives.</i></p>
<p>Not applicable.</p>

<p>Seal of Excellence (if applicable)</p> <p><i>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.</i></p> <p><i>In this context we may share information about your proposal with other EU or national funding bodies through the Erasmus+ National Agencies.</i></p>

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
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#§DEC-LAR-DL§#

ANNEX 2**ESTIMATED BUDGET (LUMP SUM BREAKDOWN) FOR THE ACTION**

Estimated EU contribution						
Estimated eligible lump sum contributions (per work package)						Maximum grant amount ¹
WP1 European Studies Working Groups	WP2 Curriculum Development and Teaching	WP3 European Studies Network and Interconnectivity Hub	WP4 'Go beyond Academia!' Dissemination	WP5 Management, Coordination and Impact Assessment		
Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution		
Forms of funding	a	b	c	d	e	f = a + b + c + d + e
1 - NKE	2 568.00	36 634.00	17 975.00	13 567.00	29 256.00	100 000.00

¹ 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).

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]		
Forms of funding	[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]	
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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