



## EUROPEAN EDUCATION AND CULTURE EXECUTIVE AGENCY (EACEA)

EACEA.B – Creativity, Citizens, EU values and Joint operations  
**B.1 – Culture**

### GRANT AGREEMENT

#### **Project 101131856 — Bet on the Beat**

#### **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':

**LAZIOCREA SPA (LAZIOCREA SPA)**, PIC 912956532, established in VIA ANAGNINA 236, ROME 00173, Italy,

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

2. **ASS ARTE2O (Arte2o)**, PIC 883581343, established in VIA DEI PRATI FISCALI 215, ROMA 00141, Italy,

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

4. **BASHKIA KRUJE (Kruje)**, PIC 881093487, established in SCANDERBEG SQUARE CITY CENTER, KRUJE 1501, Albania,

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

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

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

By signing the Agreement and the accession forms, the beneficiaries accept the grant and agree to

implement the action under their own responsibility and in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

The Agreement is composed of:

Preamble

Terms and Conditions (including Data Sheet)

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

Annex 2 Estimated budget for the action

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

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

Annex 4 Model for the financial statements

Annex 5 Specific rules (if applicable)

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

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

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

**TERMS AND CONDITIONS****TABLE OF CONTENTS**

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## DATA SHEET

### 1. General data

Project summary:

Project summary
<p>The project aims to design and run a training course dedicated to young professionals between the ages of 18 and 30 from the music industry sectors. The goal of the training activities is to nurture young talents and enhance the development of entrepreneurial and professional skills of the target groups in order to enable them to adapt in new creative processes and new business and market changes, notably to the green and digital transition. Following the general objective of encouraging the professional development of European music professionals in order to promote its competitiveness on an international scale, this project has the following specific objectives, which guide the project and define its structure: build the groundwork for a strong and lasting alliance among partners; define a structured, viable and replicable capacity building program for music professionals (training methodology and tools included); provide music professionals from three countries with new skills which will enrich their professional lives. After a preparatory phase, which will set up the main features and requirements of the training course, 10 students per country will be selected and then invited to attend the course that will be divided into three phases: learn-develop-perform. The training course will take a hybrid approach, combining an online theoretical part (learn), with an in-presence practical and residency part (develop &amp; perform). The project is perfectly in line with some of the most important and recent documents and actions commissioned by European institutions, such as the Music Moves Europe Initiative, the Work Plan for Culture, the European Skills Agenda, and will also mainstream through its actions the cross-cutting issues of inclusion and diversity and greening of Creative Europe.</p>

Keywords:

- music
- Capacity Building, Live Performance.

Project number: 101131856

Project name: Bet on the beat! Building Sustainable Music Careers for Young Professionals

Project acronym: Bet on the Beat

Call: CREA-CULT-2023-COOP

Topic: CREA-CULT-2023-COOP-1

Type of action: CREA 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: 30 November 2023

Project end date: 29 April 2025

Project duration: 17 months

Consortium agreement: Yes

### 2. Participants

List of participants:

N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
1	COO	LAZIOCREA SPA	LAZIOCREA SPA	IT	912956532	66 005.00
2	BEN	Arte2o	ASS ARTE2O	IT	883581343	62 972.00
3	BEN	MAK	JAVNA USTANOVA UNIVERZITET CRNE GORE PODGORICA	ME	999836328	31 914.00
4	BEN	Kruje	BASHKIA KRUIJE	AL	881093487	18 336.00
<b>Total</b>						<b>179 227.00</b>



**Coordinator:**

- LAZIOCREA SPA (LAZIOCREA SPA)

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

Maximum grant amount (Annex 2)	Maximum grant amount (award decision)
179 227.00	179 227.00

**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
					Final payment	90 days from receiving periodic report
1	1	17	Periodic report	60 days after end of reporting period		

**Prefinancing payments and guarantees:**

Prefinancing payment		Prefinancing guarantee		
Type	Amount	Guarantee amount	Division per participant	
Prefinancing 1 (initial)	143 381.60	n/a	1 - LAZIOCREA SPA	n/a
			2 - Arte2o	n/a
			3 - MAK	n/a
			4 - Kruje	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:

IT93G0100503218000000002146

Conversion into euros: n/a

Reporting language: Language of the Agreement

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

**4.4 Recoveries** (art 22)

**First-line liability for recoveries:**

Beneficiary termination: Beneficiary concerned

Final payment: Coordinator

After final payment: Beneficiary concerned

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

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

Joint and several liability of affiliated entities — n/a

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

**Applicable law** (art 43):

Standard applicable law regime: EU law + law of Belgium

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

Standard dispute settlement forum:

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

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

**6. Other**

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

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

Confidentiality (for X years after final payment): 5

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

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

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

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

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

## **CHAPTER 1 GENERAL**

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

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

### **ARTICLE 2 — DEFINITIONS**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **CHAPTER 2 ACTION**

### **ARTICLE 3 — ACTION**

The grant is awarded for the action **101131856 — Bet on the Beat** ('action'), as described in Annex 1.

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

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

## **CHAPTER 3 GRANT**

### **ARTICLE 5 — GRANT**

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

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

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

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

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

## 5.2 Maximum grant amount

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

## 5.3 Funding rate

Not applicable

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

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

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

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

## 5.5 Budget flexibility

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

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

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

# ARTICLE 6 — ELIGIBLE AND INELIGIBLE CONTRIBUTIONS

## 6.1 and 6.2 General and specific eligibility conditions

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

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

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

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

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

### 6.3 Ineligible contributions

‘Ineligible contributions’ are:

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

### 6.4 Consequences of non-compliance

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

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

## **CHAPTER 4 GRANT IMPLEMENTATION**

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

#### **ARTICLE 7 — BENEFICIARIES**

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

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

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

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

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

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

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

(a) Each beneficiary must:

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

(b) The coordinator must:

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

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

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



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

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

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

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

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

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

## ARTICLE 8 — AFFILIATED ENTITIES

Not applicable

## ARTICLE 9 — OTHER PARTICIPANTS INVOLVED IN THE ACTION

### 9.1 Associated partners

Not applicable

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

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

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

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

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

### 9.3 Subcontractors

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

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

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

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

### 9.4 Recipients of financial support to third parties

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

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

## ARTICLE 10 — PARTICIPANTS WITH SPECIAL STATUS

### 10.1 Non-EU participants

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

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

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

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

## 10.2 Participants which are international organisations

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

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

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

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

## 10.3 Pillar-assessed participants

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

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

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

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

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

and use the following specific rules, for:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **12.1 Conflict of interests**

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

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

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

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

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

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

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

### **13.1 Sensitive information**

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

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

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

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

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

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

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

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

The confidentiality obligations no longer apply if:

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

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

### **13.2 Classified information**

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

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

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

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

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

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

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

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

## **ARTICLE 14 — ETHICS AND VALUES**

### **14.1 Ethics**

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

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

### **14.2 Values**

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

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

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

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

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

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

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

## **ARTICLE 15 — DATA PROTECTION**

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

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

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

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

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

They must ensure that personal data is:

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

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

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



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

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

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

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

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

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

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

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

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

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

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

### **16.2 Ownership of results**

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

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

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

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

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

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

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

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

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

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

## 16.4 Specific rules on IPR, results and background

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

## 16.5 Consequences of non-compliance

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

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

## ARTICLE 17 — COMMUNICATION, DISSEMINATION AND VISIBILITY

### 17.1 Communication — Dissemination — Promoting the action

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

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

### 17.2 Visibility — European flag and funding statement

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



Funded by the  
European Union



Co-funded by the  
European Union



Funded by the  
European Union



Co-funded by the  
European Union

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **SECTION 3 GRANT ADMINISTRATION**

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

### **19.1 Information requests**

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

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

## 19.2 Participant Register data updates

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

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

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

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

## 19.4 Consequences of non-compliance

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

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

## ARTICLE 20 — RECORD-KEEPING

### 20.1 Keeping records and supporting documents

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

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

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

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

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

## 20.2 Consequences of non-compliance

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

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

## ARTICLE 21 — REPORTING

### 21.1 Continuous reporting

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

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

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

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

- for additional prefinancements (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:

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

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:

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

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

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

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

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

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

## 22.4 Enforced recovery

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

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

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

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

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

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

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

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

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

## 22.5 Consequences of non-compliance

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

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

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

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

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

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

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

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

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

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

## **ARTICLE 23 — GUARANTEES**

### **23.1 Prefinancing guarantee**

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

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

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

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

They will be released within the following month.

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

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

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

## ARTICLE 24 — CERTIFICATES

Not applicable

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

### 25.1 Granting authority checks, reviews and audits

#### 25.1.1 Internal checks

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

#### 25.1.2 Project reviews

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

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

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

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

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

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

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

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

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



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

### 25.1.3 Audits

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## 25.4 OLAF, EPPO and ECA audits and investigations

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## 25.6 Consequences of non-compliance

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

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

## ARTICLE 26 — IMPACT EVALUATIONS

### 26.1 Impact evaluation

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

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

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

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

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

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

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

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

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

#### **27.1 Conditions**

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

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

Ineligible lump sum contributions will be rejected.

#### **27.2 Procedure**

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

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

#### **27.3 Effects**

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

### **ARTICLE 28 — GRANT REDUCTION**

#### **28.1 Conditions**

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

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

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

## **28.2 Procedure**

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

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

## **28.3 Effects**

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

# **SECTION 2 SUSPENSION AND TERMINATION**

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

### **29.1 Conditions**

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

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

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

## 29.2 Procedure

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

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

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

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

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

## ARTICLE 30 — PAYMENT SUSPENSION

### 30.1 Conditions

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

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

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

### 30.2 Procedure

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

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

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

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

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

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

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

## ARTICLE 31 — GRANT AGREEMENT SUSPENSION

### 31.1 Consortium-requested GA suspension

#### 31.1.1 Conditions and procedure

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

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

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

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

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

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

## 31.2 EU-initiated GA suspension

### 31.2.1 Conditions

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

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

### 31.2.2 Procedure

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

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

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

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

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



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

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

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

## ARTICLE 32 — GRANT AGREEMENT OR BENEFICIARY TERMINATION

### 32.1 Consortium-requested GA termination

#### 32.1.1 Conditions and procedure

The beneficiaries may request the termination of the grant.

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

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

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

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

#### 32.1.2 Effects

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

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

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

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

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

### 32.2 Consortium-requested beneficiary termination



### 32.2.1 Conditions and procedure

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

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

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

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

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

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

### 32.2.2 Effects

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

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

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

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

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

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

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

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

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

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

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

#### **32.3.1 Conditions**

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

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

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

### 32.3.2 Procedure

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

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

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

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

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

### 32.3.3 Effects

**(a) for GA termination:**

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

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

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

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

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

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

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

**(b) for beneficiary termination:**

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

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

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

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

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

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

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

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

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

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

### **ARTICLE 33 — DAMAGES**

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

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

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

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

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

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

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

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

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

## **SECTION 4 FORCE MAJEURE**

### **ARTICLE 35 — FORCE MAJEURE**

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

‘Force majeure’ means any situation or event that:

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

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

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

## **CHAPTER 6 FINAL PROVISIONS**

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

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

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

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

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

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

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

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

### **36.2 Date of communication**

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

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

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

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

### **36.3 Addresses for communication**

The Portal can be accessed via the Europa website.

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

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

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

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

Annex 5 takes precedence over the Terms and Conditions.

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

Annex 2 takes precedence over Annex 1.

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

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

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

‘Days’ means calendar days, not working days.

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



## ARTICLE 39 — AMENDMENTS

### 39.1 Conditions

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

Amendments may be requested by any of the parties.

### 39.2 Procedure

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

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

The request for amendment must include:

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

The granting authority may request additional information.

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

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

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

## ARTICLE 40 — ACCESSION AND ADDITION OF NEW BENEFICIARIES

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

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

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

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



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

## **40.2 Addition of new beneficiaries**

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

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

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

Additions are also possible in mono-beneficiary grants.

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

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

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

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

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

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

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

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

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

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

### **43.1 Applicable law**

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

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

### **43.2 Dispute settlement**

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

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

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

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

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

## **ARTICLE 44 — ENTRY INTO FORCE**

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

### **SIGNATURES**

For the coordinator

For the granting authority



## **ANNEX 1**



# **Creative Europe Programme (CREA)**

## **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	
Grant Preparation (General Information screen) — Enter the info.	
Project number:	101131856
Project name:	Bet on the beat! Building Sustainable Music Careers for Young Professionals
Project acronym:	Bet on the Beat
Call:	CREA-CULT-2023-COOP
Topic:	CREA-CULT-2023-COOP-1
Type of action:	CREA-LS
Service:	EACEA/B/01
Project starting date:	fixed date: 30 November 2023
Project duration:	17 months

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## PROJECT SUMMARY

### Project summary

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

*Use the project summary from your proposal.*

The project aims to design and run a training course dedicated to young professionals between the ages of 18 and 30 from the music industry sectors. The goal of the training activities is to nurture young talents and enhance the development of entrepreneurial and professional skills of the target groups in order to enable them to adapt in new creative processes and new business and market changes, notably to the green and digital transition. Following the general objective of encouraging the professional development of European music professionals in order to promote its competitiveness on an international scale, this project has the following specific objectives, which guide the project and define its structure: build the groundwork for a strong and lasting alliance among partners; define a structured, viable and replicable capacity building program for music professionals (training methodology and tools included); provide music professionals from three countries with new skills which will enrich their professional lives. After a preparatory phase, which will set up the main features and requirements of the training course, 10 students per country will be selected and then invited to attend the course that will be divided into three phases: learn-develop-perform. The training course will take a hybrid approach, combining an online theoretical part (learn), with an in-presence practical and residency part (develop & perform). The project is perfectly in line with some of the most important and recent documents and actions commissioned by European institutions, such as the Music Moves Europe Initiative, the Work Plan for Culture, the European Skills Agenda, and will also mainstream through its actions the cross-cutting issues of inclusion and diversity and greening of Creative Europe.

## LIST OF PARTICIPANTS

### PARTICIPANTS

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

Number	Role	Short name	Legal name	Country	PIC
1	COO	LAZIOCREA SPA	LAZIOCREA SPA	IT	912956532
2	BEN	Arte2o	ASS ARTE2O	IT	883581343
3	BEN	MAK	JAVNA USTANOVA UNIVERZITET CRNE GORE PODGORICA	ME	999836328
4	BEN	Kruje	BASHKIA KRUJE	AL	881093487

## LIST OF WORK PACKAGES

<b>Work packages</b> <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	Project management & coordination	1 - LAZIOCREA SPA	11.00	1	17	D1.1 – Kick-off Meeting report D1.2 – Intermediate report D1.3 – Final Evaluation report
WP2	Preparatory activities: designing the capacity-building program	4 - Kruje	15.00	2	6	D2.1 – Detailed schedule of training activities D2.2 – Call for participants D2.3 – Capacity-building program
WP3	LEARN. Running of the capacity-building program	3 - MAK	22.00	7	14	D3.1 – Attendance lists of each online lesson D3.2 – Report of questionnaires regarding satisfaction of participants and new skills acquired
WP4	DEVELOP&PERFORM. Applying acquired capacities	2 - Arte2o	11.00	15	16	D4.1 – Report on in-presence training activities D4.2 – Programme of the event to be organised by the participants
WP5	Communication and Dissemination Activities	1 - LAZIOCREA SPA	6.00	1	17	D5.1 – Communication & Dissemination plan D5.2 – 5 Press release D5.3 – 1 Success Story Video.

**Work package WP1 – Project management & coordination**

<b>Work Package Number</b>	WP1	<b>Lead Beneficiary</b>	1. LAZIOCREA SPA
<b>Work Package Name</b>	Project management & coordination		
<b>Start Month</b>	1	<b>End Month</b>	17

**Objectives**

The aim of WP1 is to provide the internal project management and the overall coordination of activities with technical and financial planning and control, to achieve project's expected results effectively.

This includes:

- Ensuring a sound and efficient management of the overall project;
- Applying proper financial and technical management;
- Monitoring the correct implementation of the activities and, when needed, generating corrective actions;
- Ensuring the internal communication between project partners;
- Managing relationship with the European Commission (for the submission of deliverables, regular progress report and resource expenditure).

**Description**

WP1 - Project management & coordination [Months: 1-17]

LAZIOCREA, Arte2o, Music Academy- University of Montenegro, Bashkia Kruje.

The following work package will be divided into 3 macro activities:

1. General Management and monitoring Plan (M1-24)

Task Leader: LC, Participants: All

All This task is intended to ensure proper project management, the achievement of the objectives and the quality of results. This task includes the following subtasks:

General Management and Monitoring:

- Global project management.
- Project Meetings and periodic online check conferences organization.
- Compliance with the technical description of the work and the Grant Agreement.
- Monitoring project developments according to the established roadmap, checking schedules and milestones.
- Approval of deliverables and reports.
- Handling cost claim procedures and overseeing the financial budget status of each partner.

The responsibility for this subtask will be assigned to the Steering Committee.

Scientific Management:

This subtask will ensure that technical and scientific aspects of the project will be properly addressed, and related objectives and milestones will be met. The responsibility for this subtask will be assigned to the Scientific Committee.

Quality Assurance:

This task will ensure that project activities will be carried out professionally, efficiently, and effectively, according to the quality standards established in the Project Management Quality Plan (PMQP). The responsibility for this subtask will be assigned to the Quality Assurance Body.

2. Technical Management:

All This task will ensure that all management related issues are properly addressed, and all objectives and milestones are met.

This task includes the following subtasks:

Project Risk Assessment & Management:

The Project Leader will ensure that potential risks are properly assessed and managed in terms of both communication as well as contingency management. The main aim is to ensure that possible or potential risks will be identified, analysed, and considered. Avoidance or mitigation policies will be defined depending on risk occurrence probability and potential impact severity. To respond systematically to every potential risk, the PMQP will be provided with Risk Management Plan part.

Ethical issues:

The Project Leader ensures that all ethical issues will be properly assessed and managed and guarantees that, prior to undertaking any activity involving the acquisition of data (such as those related to administered tests), data protection and privacy preserving standards have been adhered and an appropriate procedure have been undertaken to ensure full legal and ethical compliance. Data Management The Project Leader will ensure that all data collected by partners, through the website and tests will strictly comply with GDPR and with Italian law. The PMQP will be provided with Data Management Plan.

3.Project Administration:

All This task will ensure that all administrative aspects of the project are properly monitored and handled, including – but not limited to – progress, efforts, costs, and reports.

## Work package WP2 – Preparatory activities: designing the capacity-building program

<b>Work Package Number</b>	WP2	<b>Lead Beneficiary</b>	4. Kruje
<b>Work Package Name</b>	Preparatory activities: designing the capacity-building program		
<b>Start Month</b>	2	<b>End Month</b>	6

### Objectives

The purpose of WP2 is to complete properly the preliminary activities for the correct implementation of WP3:

- Collect in-depth data on the main training needs of young music professionals;
- Design a structured, viable and replicable capacity-building program, including guidelines, tools and training methodology;
- Define the main requirements for participant selection and evaluation procedures;
- Ensure the integration of clear inclusion and environmental policies during the project implementation.

### Description

WP2 -Preparatory activities: designing the capacity-building program [Months: 2-6]  
 Bashkia Kruje, Arte2o, MusicAcademy –University of Montenegro,Kruje Municipality (AL) LAZIOcrea S.p.A.  
 The following Work Package will be divided into 4 macro activities:  
 Task Leader: Bashkia Kruje, Participants: All.

1.Desk research on the main training needs for young music professionals:

This task will be dedicated to the analysis of the current training needs of young music professionals in the European landscape. The idea is to create a common background for all partners in order to effectively address the development of the capacity building programme. Researches could also adopt tools like online surveys.

2.Preparation and running of the co-design sessions:

Once the research results are ready and the main training needs of young music professionals are defined, the partners will meet to discuss and debate together on the shaping of the capacity building programme. At least 4 co- design sessions will be scheduled to be attended by at least 2 representatives from each partner. This activity covers the preparation and running of the sessions: 1) Choice of format (e.g. group brainstorming or prototyping process); 2) Preparation of material; 3) Facilitation of the collaborative process; 4) Collection of results.

3.Designing of the overall capacity-building program:



Once the previous collaborative process is completed, the results are systematised in order to design an effective and, above all, replicable capacity building programme for young music professionals.

During this phase, the following aspects will be defined: 1) the didactic structure of the programme; 2) the guidelines for the running of the lessons and the drafting of the teaching material; 3) the quality standards and evaluation questionnaires; 4) the teaching tools that will be used (e.g. platform for sharing didactic material and for online lessons).

#### 4. Definition of the criteria and requirements for participants' selection:

Once the specific contents of the training course have been worked out, the criteria and requirements on the basis of which participants will be selected from each country will be defined, as well as the evaluation procedures.

## Work package WP3 – LEARN. Running of the capacity-building program

<b>Work Package Number</b>	WP3	<b>Lead Beneficiary</b>	3. MAK
<b>Work Package Name</b>	LEARN. Running of the capacity-building program		
<b>Start Month</b>	7	<b>End Month</b>	14

### Objectives

The purpose of WP3 will be the realisation of the training course, which will take place online. [Months: 7-14]  
During the WP it will:

- Providing music professionals from 3 countries with new skills which will enrich their professional life;
- Promoting a collaborative and networking environment between participants and teachers;
- Assessing the results of the first phase of capacity-building in order to steer the second phase (WP4).

### Description

WP3 - LEARN. Running of the capacity-building programl [Months: 7-14]

Muzička akademija, LAZIOcrea S.p.A., Kruje Municipality, Arte2o.

The following work package will be divided into 3 macro activities:

Task Leader: Muzička akademija, Participants: All

#### 1. Selection of participants:

Once all preparatory activities are completed, project partners will launch an open call, disseminating it through their main communication channels and within their network. The objective is to select up to 10 participants per country. Once all the applications are collected, the steering committee of the project will select the participants following the selection guidelines designed in WP2.

#### 2. Running of the online training activities:

The running of online lessons involves 1) managing relations with lecturers and students, including through tutoring activities; 2) managing teaching materials and uploading them to the sharing platform; 3) collecting attendance data.

#### 3. Data monitoring and analysis:

Evaluation activities will be carried out on a regular basis during the online training, including:

- Design of evaluation questionnaires to be administered to incoming, ongoing, and outgoing participants: the questionnaires will be used to collect feedback and evaluations on the quality of the capacity building course and participants' expectations.
- Design of specific questionnaires to be administered to incoming and outgoing participants to assess skills acquired: questionnaires are developed to assess skills and knowledge acquired during the capacity building course.
- Data collection and analysis: data collected from the questionnaires are analysed and used to assess the effectiveness of the capacity building course and identify any areas for improvement.

- Reporting: periodic reports on evaluation and monitoring results are prepared.

## Work package WP4 – DEVELOP&PERFORM. Applying acquired capacities

<b>Work Package Number</b>	WP4	<b>Lead Beneficiary</b>	2. Arte2o
<b>Work Package Name</b>	DEVELOP&PERFORM. Applying acquired capacities		
<b>Start Month</b>	15	<b>End Month</b>	16

### Objectives

During WP4, participants will be asked to put their acquired skills into practice by organizing a music event in full autonomy: part of the assigned task will involve the adoption of environmental criteria in order to achieve a sustainable and environmentally friendly event:

WP4 activities include:

- Enable participants to apply in real contexts the theoretical knowledge acquired;
- Provide logistical organisation of the reception of participants in presence in Rome;
- Provide support to participants during the organisation of the final music event.

### Description

WP4 -DEVELOP&PERFORM. Applying acquired capacities [Months: 15-14]

Arte2o, LAZIOcrea S.p.A. Music Academy – University of Montenegro, Kruje Municipality.

The following Work Package will be divided into 4 macro activities:

Task Leader: Arte2o, Participants: All.

#### 1. Logistical organisation of the reception of participants in presence in Rome:

The logistical organisation of the participants' reception inside the Castle of Santa Severa includes a series of activities that are fundamental for the success of the project: 1) Planning of transports; 2) Accommodation of the participants in the lodgings already present inside the Castle of Santa Severa; 3) Management of the participants' free time (this could be a solution to further enrich the training experience and improve the interaction between them); 4) Providing support to the participants during their stay, such as health care or assistance in case of emergencies.

#### 2. Running of the in-presence training activities:

Participants will be hosted for ten days at Santa Severa Castle. As a follow-up to the online training activities, this phase is designed to give participants the opportunity to apply the knowledge acquired in the theoretical lessons (WP3) through practical and group activities, working together with other music professionals and with the support of music industry experts. Even if the details of this phase will be defined during WP2, it is foreseen to include workshops, live performance classes, and individual and group mentoring sessions. In this phase, participants will be supported and guided in order to organise the final event of their capacity-building course.

#### 3. Running of the final event organised by participants:

This Task will include giving logistic support to participants during the event.

#### 4. Data monitoring and analysis:

Evaluation activities will be carried out on a regular basis during the in-presence training, including:

- Design of evaluation questionnaires to be administered to participants: the questionnaires will be used to collect feedback and evaluations on the quality of the capacity building course.
- Design of specific questionnaires to be administered to incoming and outgoing participants to assess skills acquired: questionnaires are developed to assess skills and knowledge acquired during the capacity building course.
- Data collection and analysis: data collected from the questionnaires are analysed and used to assess the effectiveness of the capacity building course and identify any areas for improvement. Reporting: reports on evaluation and monitoring results are prepared.

**Work package WP5 – Communication and Dissemination Activities**

<b>Work Package Number</b>	WP5	<b>Lead Beneficiary</b>	1. LAZIOCREA SPA
<b>Work Package Name</b>	Communication and Dissemination Activities		
<b>Start Month</b>	1	<b>End Month</b>	17

**Objectives**

The aim of WP5 is to plan and carry out a multi-layered strategy aimed at maximize the opportunity to reach multiply audience to whom promote, communicate and disseminate the project's results, throughout the lifetime of Bet on the Beat, and beyond.

This includes:

- Creating a dissemination and communication plan
- Defining a multi-layered strategy
- Hosting and managing dissemination event (online and/or in-presence)

**Description**

WP5 - Communication and dissemination activity [Months: 1-17]

LAZIOCREA, Arte2o, Music Academy – University of Montenegro, Kruje Municipality.

The following Work Package will be divided into 3 macro activities:

Task Leader: LAZIOCREA SPA, Participants: All

1.C&D General Management:

- Design of Communication and Dissemination (C&D) Strategic Plan
- C&D Activities monitoring and data collecting

2.C&D Activities:

This task will include:

- Management of project website and social media contents.
- Online and offline awareness-raising campaign, including press office activities.

3.Planning and running 2 meetings with music industries professionals:

Two meetings will be organised with leading exponents of the music industry aimed at enriching the discussion on training needs, teaching models and the new skills needed in this sector.

## STAFF EFFORT

Staff effort per participant						
Grant Preparation (Work packages - Effort screen) — Enter the info.						
Participant	WP1	WP2	WP3	WP4	WP5	Total Person-Months
1 - LAZIOCREA SPA	6.00	1.00		1.00	4.00	12.00
2 - Arte2o	2.00	2.00	2.00	7.00		13.00
3 - MAK	1.00	2.00	17.00	2.00	1.00	23.00
4 - Kruje	2.00	10.00	3.00	1.00	1.00	17.00
<b>Total Person-Months</b>	11.00	15.00	22.00	11.00	6.00	65.00

## LIST OF DELIVERABLES

<b>Deliverables</b> <i>Grant Preparation (Deliverables screen) — Enter the info.</i> <i>The labels used mean:</i> <i>Public — fully open (🚩 automatically posted online)</i> <i>Sensitive — limited under the conditions of the Grant Agreement</i> <i>EU classified —RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision <a href="#">2015/444</a></i>						
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D1.1	Kick-off Meeting report	WP1	1 - LAZIOCREA SPA	R — Document, report	SEN - Sensitive	2
D1.2	Intermediate report	WP1	1 - LAZIOCREA SPA	R — Document, report	SEN - Sensitive	8
D1.3	Final Evaluation report	WP1	1 - LAZIOCREA SPA	R — Document, report	SEN - Sensitive	17
D2.1	Detailed schedule of training activities	WP2	4 - Kruje	R — Document, report	SEN - Sensitive	2
D2.2	Call for participants	WP2	4 - Kruje	R — Document, report	PU - Public	2
D2.3	Capacity-building program	WP2	4 - Kruje	R — Document, report	SEN - Sensitive	6
D3.1	Attendance lists of each online lesson	WP3	3 - MAK	R — Document, report	SEN - Sensitive	12
D3.2	Report of questionnaires regarding satisfaction of participants and new skills acquired	WP3	3 - MAK	R — Document, report	SEN - Sensitive	12
D4.1	Report on in-presence training activities	WP4	2 - Arte2o	R — Document, report	SEN - Sensitive	16
D4.2	Programme of the event to be organised by the participants	WP4	2 - Arte2o	R — Document, report	PU - Public	16
D5.1	Communication & Dissemination plan	WP5	1 - LAZIOCREA SPA	R — Document, report	SEN - Sensitive	3
D5.2	5 Press release	WP5	1 - LAZIOCREA SPA	R — Document, report	PU - Public	17

**Deliverables**

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

*The labels used mean:*

*Public — fully open (⚠ automatically posted online)*

*Sensitive — limited under the conditions of the Grant Agreement*

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

Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D5.3	1 Success Story Video.	WP5	1 - LAZIOCREA SPA	DEC —Websites, patent filings, videos, etc	PU - Public	17

**Deliverable D1.1 – Kick-off Meeting report**

<b>Deliverable Number</b>	D1.1	<b>Lead Beneficiary</b>	1. LAZIOCREA SPA
<b>Deliverable Name</b>	Kick-off Meeting report		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	2	<b>Work Package No</b>	WP1

Description
Document; Electronic; agenda/invitation/programsigned attendance list, summary of the main outputs.

**Deliverable D1.2 – Intermediate report**

<b>Deliverable Number</b>	D1.2	<b>Lead Beneficiary</b>	1. LAZIOCREA SPA
<b>Deliverable Name</b>	Intermediate report		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	8	<b>Work Package No</b>	WP1

Description
Document; Electronic; English. agenda/invitation/programsigned attendance list, summary of the main outputs. Report following the intermediate project meeting.

**Deliverable D1.3 – Final Evaluation report**

<b>Deliverable Number</b>	D1.3	<b>Lead Beneficiary</b>	1. LAZIOCREA SPA
<b>Deliverable Name</b>	Final Evaluation report		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	17	<b>Work Package No</b>	WP1

Description
Document; Electronic; English agenda/invitation/programsigned attendance list, summary of the main outputs. Report following the final project meeting

**Deliverable D2.1 – Detailed schedule of training activities**

<b>Deliverable Number</b>	D2.1	<b>Lead Beneficiary</b>	4. Kruje
<b>Deliverable Name</b>	Detailed schedule of training activities		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	2	<b>Work Package No</b>	WP2

Description
-------------

training courses

Outputs for each training: agenda / invitation / programme, signed attendance list, minutes / report, training materials / presentations, pictures, formative evaluation tests, etc.

### Deliverable D2.2 – Call for participants

<b>Deliverable Number</b>	D2.2	<b>Lead Beneficiary</b>	4. Kruje
<b>Deliverable Name</b>	Call for participants		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	2	<b>Work Package No</b>	WP2

#### Description

Document; Electronic; English + link to the publication on line.

### Deliverable D2.3 – Capacity-building program

<b>Deliverable Number</b>	D2.3	<b>Lead Beneficiary</b>	4. Kruje
<b>Deliverable Name</b>	Capacity-building program		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	6	<b>Work Package No</b>	WP2

#### Description

Document; Electronic; English

### Deliverable D3.1 – Attendance lists of each online lesson

<b>Deliverable Number</b>	D3.1	<b>Lead Beneficiary</b>	3. MAK
<b>Deliverable Name</b>	Attendance lists of each online lesson		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	12	<b>Work Package No</b>	WP3

#### Description

Document; Electronic; English

### Deliverable D3.2 – Report of questionnaires regarding satisfaction of participants and new skills acquired

<b>Deliverable Number</b>	D3.2	<b>Lead Beneficiary</b>	3. MAK
<b>Deliverable Name</b>	Report of questionnaires regarding satisfaction of participants and new skills acquired		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	12	<b>Work Package No</b>	WP3



Description
Document; Electronic; English
NO.1 Test at the end of the training courses in order to collect final music professionals feedback.

### Deliverable D4.1 – Report on in-presence training activities

Deliverable Number	D4.1	Lead Beneficiary	2. Arte2o
Deliverable Name	Report on in-presence training activities		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	16	Work Package No	WP4

Description
Document; Electronic; English agenda/invitation/program, signed attendance list, summary of the main outputs report, training materials presentations, pictures, etc

### Deliverable D4.2 – Programme of the event to be organised by the participants

Deliverable Number	D4.2	Lead Beneficiary	2. Arte2o
Deliverable Name	Programme of the event to be organised by the participants		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	16	Work Package No	WP4

Description
Document; Electronic; English

### Deliverable D5.1 – Communication & Dissemination plan

Deliverable Number	D5.1	Lead Beneficiary	1. LAZIOCREA SPA
Deliverable Name	Communication & Dissemination plan		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	3	Work Package No	WP5

Description
Document; Electronic; English C&D Plan will provide the plan and guidelines for the actions and material to be delivered during the whole project lifetime

### Deliverable D5.2 – 5 Press release

Deliverable Number	D5.2	Lead Beneficiary	1. LAZIOCREA SPA
Deliverable Name	5 Press release		

<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	17	<b>Work Package No</b>	WP5

Description
<p>5 press releases will be realized during the project:</p> <p>After the Kick-off Meeting (M1)</p> <p>After Publication of open call for participants (M7)</p> <p>After Training Activity (M6)</p> <p>Before final event (M17)</p> <p>After final event (M17)</p>

### Deliverable D5.3 – 1 Success Story Video.

<b>Deliverable Number</b>	D5.3	<b>Lead Beneficiary</b>	1. LAZIOCREA SPA
<b>Deliverable Name</b>	1 Success Story Video.		
<b>Type</b>	DEC —Websites, patent filings, videos, etc	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	17	<b>Work Package No</b>	WP5

Description
Document; Electronic; English

## LIST OF MILESTONES

Milestones					
Grant Preparation (Milestones screen) — Enter the info.					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
1	Intermediate report	WP1	1-LAZIOCREA SPA	Planned at the end of training activities (WP3) to ensure the project schedule	8
2	Publication of open call for participants	WP3	3-MAK	All project partners will launch an open call, disseminating it through their main communication channels and within their network. The call for participants will stay open for one month.	7

## LIST OF CRITICAL RISKS

Critical risks & risk management strategy			
Grant Preparation (Critical Risks screen) — Enter the info.			
Risk number	Description	Work Package No(s)	Proposed Mitigation Measures
1	Delay in organizational meeting.	WP1	Using PM Toolkit to coordinate all human resources employed on the project.
2	Violating rights to privacy and the protection of confidentiality.	WP1	Establishment of an ethics committee which will be assisted by legal advisers.
3	Error in the scientific evaluation of the questionnaires and of the research.	WP1	Establishment of a scientific committee able to establish the lines of research.
4	The target of participants susceptible to the issues	WP1	Establishment of an ethics committee to ensure ethical guidelines co-organized by sociological consultants, psychologists and experts.

<b>Critical risks &amp; risk management strategy</b> <i>Grant Preparation (Critical Risks screen) — Enter the info.</i>			
<b>Risk number</b>	<b>Description</b>	<b>Work Package No(s)</b>	<b>Proposed Mitigation Measures</b>
	and may be fueled by violent or discriminatory behaviors.		
5	Delay in locating insurance policies.	WP1, WP2	Investigation of insurance policies covering the company.
6	Delay in training activities.	WP4, WP3	Weekly meetings on the progress of the works.
7	Participants-operator injuries.	WP4, WP3	Insurance coverage
8	Delay in building the web application.	WP5	The selection of the external supplier will be designed in order to guarantee the effectiveness and time-efficiency of the provision.
9	Resource management risk (lack of enough resources to complete the project).	WP1	Within the project management activities, a resource allocation plan will be created in order to mitigate resource risk. In fact, the risk itself is very unlikely as the core team responsible for project activities is already identified and its capacity secured.
10	Poor internal communication.	WP1, WP5	Effective project communication tools such as e-mail, text messages, a chat service and/or will be selected Google built-in apps. and explain them to your team at the beginning of your project.
11	Risk of insufficient data of students participating in the project.	WP1, WP4, WP3	The contact person of each partner will maintain a record of the joint short-term staff training event, exchanges and dissemination activities in order to create a database for later use.
12	Risk of insufficient knowledge of the project activities carried out during the project period	WP1, WP4, WP3	The coordinator will have to keep track of the documents created after activities, meetings, etc. in order to protect the flow of knowledge.
13	Privacy and data processing.	WP1, WP4, WP3	A standard disclosure shared with the partners, with students and with all events/courses participants will be introduced to be administered to all participants.
14	Reduce pollution.	WP4, WP3	Develop the questionnaire on the web platform through which the research activity will be managed.
15	Services of suppliers not suitable for the stipulated contract	WP1, WP5, WP4, WP3	Initial meeting before starting the activities; interim meeting and final feedback meeting



## ANNEX 1



# Creative Europe Programme (CREA)

## Description of the action (DoA)

Part A

Part B

Version 1.0  
15 April 2021





## IMPORTANT NOTICE

### What is the Description of the Action (DoA)?

The Description of the Action (DoA) is the Annex of the Grant Agreement which contains the details of how the project will be carried out. For EU framework partnerships for grants (FPAs) this Annex is called Action Plan.

It consists of 2 parts, which must be generated from the submitted proposal:

- Part A contains structured tables with project information
- Part B is a narrative description on the work to be carried out.

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

Part B (+ annexes) must be uploaded on the Grant Preparation Documents screen.



Make sure that Part B is synchronised with the information entered into the screens. Make sure that any changes are agreed with us.

**DESCRIPTION OF THE ACTION (PART A)****COVER PAGE**

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

<b>PROJECT</b>	
<i>Grant Preparation (General Information screen) — Enter the info.</i>	
<b>Project number:</b>	101131856
<b>Project name:</b>	Bet on the beat! Building Sustainable Music Careers for Young Professionals
<b>Project acronym:</b>	Bet on the Beat
<b>Call:</b>	CREA-CULT-2023-COOP
<b>Topic:</b>	CREA-CULT-2023-COOP-1
<b>Type of action:</b>	CREA-LS
<b>Service:</b>	[responsible unit, e. g. HOME/E/01]
<b>Project starting date:</b>	01/12/2023
<b>Project duration:</b>	17

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Project summary

List of participants

List of work packages

Staff effort

List of deliverables *(n/a for FPAs)*

List of milestones (outputs/outcomes) *(n/a for FPAs)*

List of critical risks *(n/a for FPAs)*



## PROJECT SUMMARY

### Project summary

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

*Use the project summary from your proposal.*

The project aims to design and run a training course dedicated to young professionals between the ages of 18 and 30 from the music industry sectors. The goal of the training activities is to nurture young talents and enhance the development of entrepreneurial and professional skills of the target groups in order to enable them to adapt in new creative processes and new business and market changes, notably to the green and digital transition. Following the general objective of encouraging the professional development of European music professionals in order to promote its competitiveness on an international scale, this project has the following specific objectives, which guide the project and define its structure: build the groundwork for a strong and lasting alliance among partners; define a structured, viable and replicable capacity building program for music professionals (training methodology and tools included); provide music professionals from three countries with new skills which will enrich their professional lives. After a preparatory phase, which will set up the main features and requirements of the training course, 10 students per country will be selected and then invited to attend the course that will be divided into three phases: learn-develop-perform. The training course will take a hybrid approach, combining an online theoretical part (learn), with an in-presence practical and residency part (develop & perform). The project is perfectly in line with some of the most important and recent documents and actions commissioned by European institutions, such as the Music Moves Europe Initiative, the Work Plan for Culture, the European Skills Agenda, and will also mainstream through its actions the cross-cutting issues of inclusion and diversity and greening of Creative Europe.

## LIST OF PARTICIPANTS

### PARTICIPANTS

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

PartnerNo	Role	Short Name	Legal Name	Country	PIC
1	COO	LC	LAZIOcrea Spa	IT	912956532
2	BEN	Arte2o	Arte2o	IT	883581343
3	BEN	Muzička akademija	Music Academy- University of Montenegro	ME	882795643
4	BEN	Bashkia Kruje	Bashkia Kruje	AL	908684361



**LIST OF WORK PACKAGES**

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	Deliverable No(s)
WP1	Project management & coordination	LAZIOcrea Spa	6	1	17	3
WP2	Preparatory activities: designing the capacity-building program	Kruje Municipality (AL)	10	2	6	2
WP3	LEARN. Running of the capacity-building program	Music Academy University of Montenegro	10	7	14	2
WP4	DEVELOP&PERFORM. Applying acquired capacities	Arte2o	4	15	16	2
WP5	Communication and Dissemination Activities	LAZIOcrea Spa	4	1	17	3

**STAFF EFFORT**

Staff effort per participant						
Grant Preparation (Work packages - Effort screen) — Enter the info.						
Participant	WP1	WP2	WP3	WP4	WP5	Total Person-Months
LAZIOcrea S.p.A	6	1	-	-	4	11
Arte2o	2	2	2	4	-	10
Kruje Municipality	2	10	3	1	1	17
Music Academy - University of Montenegro	1	2	10	2	1	16
<b>Total Person-Months</b>	11	15	15	7	6	54

**LIST OF DELIVERABLES** (*n/a for FPAs*)

<b>Deliverables</b> <i>Grant Preparation (Deliverables screen) — Enter the info.</i> <i>The labels used mean:</i> <i>Public — fully open (🚩 automatically posted online)</i> <i>Sensitive — limited under the conditions of the Grant Agreement</i> <i>EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision <a href="#">2015/444</a>. For items classified under other rules (e.g. national or international organisation), please select the equivalent EU classification level.</i>						
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D1.1	Kick-off Meeting report	WP1	LC	R — Document, report	SEN : Sensitive	2
D1.2	Intermediate report	WP1	LC	R — Document, report	SEN : Sensitive	8
D1.3	Final Evaluation report	WP1	LC	R — Document, report	SEN : Sensitive	17
D2.1	Detailed schedule of training activitie	WP2	Kruje Municipality (AL)	R — Document, report	SEN : Sensitive	6
D2.2	Call for participants	WP2	Kruje Municipality (AL)	R — Document, report	PU — Public	6
D2.3	Capacity-building program	WP2	Kruje Municipality (AL)	R — Document, report	PU — Public	6
D3.1	Attendance lists of each online lesson	WP3	Music Academy University of Montenegro	R — Document, report	SEN : Sensitive	12
D3.2	Report of questionnaires regarding satisfaction of participants and new skills acquired	WP3	Kruje Municipality (AL)	R — Document, report	SEN : Sensitive	12
D4.1	Report on inpresence training activities	WP4	Arte2o (IT)	R — Document, report	SEN : Sensitive	16
D4.2	Schedule and video material of the event organised by the participants	WP4	Arte2o (IT)	R — Document, report	PU — Public	16
D5.1	Communication & Dissemination plan	WP5	LC	R — Document, report	SEN : Sensitive	3



D5.2	5 Press release	WP5	LC	R — Document, report	PU — Public	17
D5.3	Documentary/video of the overall project	WP5	LC	R — Document, report	PU — Public	17

### LIST OF MILESTONES *(n/a for FPAs)*

Milestones					
Grant Preparation (Milestones screen) — Enter the info.					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
1	Intermediate report	WP1	LC	Planned at the end of training activities (WP3) to ensure the project schedule	31/07/2024
2	Publication of open call for participants	WP3	Music Academy – University of Montenegro	Publication of the Notice on the Project website	31/06/2024

### LIST OF CRITICAL RISKS *(n/a for FPAs)*

Critical risks & risk management strategy			
Grant Preparation (Critical Risks screen) — Enter the info.			
Risk No	Description of risk	Work package No	Proposed risk-mitigation measures
1	Delay in organizational meeting	1	Using PM Toolkit to coordinate all human resources employed on the project
2	Violating rights to privacy and the protection of confidentiality	1	Establishment of an ethics committee which will be assisted by legal advisers
3	Error in the scientific evaluation of the questionnaires and of the research	1	Establishment of a scientific committee able to establish the lines of research
4	The target of participants susceptible to the issues and may be fueled by violent or discriminatory behaviors	1	Establishment of an ethics committee to ensure ethical guidelines co-organized by sociological consultants, psychologists and experts
5	Delay in locating insurance policies	1,2	Investigation of insurance policies covering the company
6	Delay in training activities	3,4	Weekly meetings on the progress of the works
7	Participants-operator injuries	3,4	Insurance coverage
8	Delay in building the web application	5	The selection of the external supplier will be designed in order to guarantee the effectiveness and time-efficiency of the provision





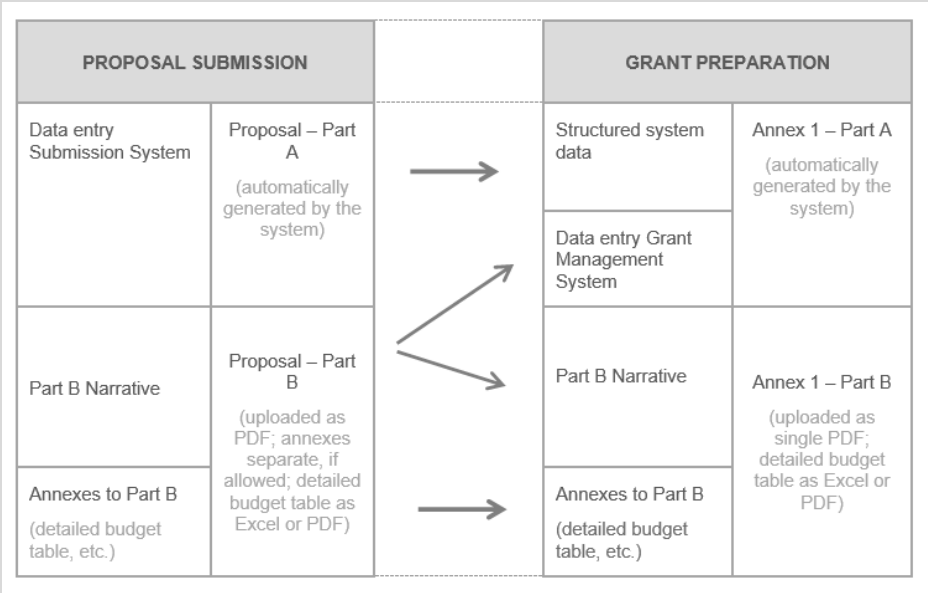
9	Resource management risk (lack of enough resources to complete the project).	1	Within the project management activities, a resource allocation plan will be created in order to mitigate resource risk. In fact, the risk itself is very unlikely as the core team responsible for project activities is already identified and its capacity secured.
10	Poor internal communication	1,5	Effective project communication tools such as e-mail, text messages, a chat service and/or will be selected Google built-in apps. and explain them to your team at the beginning of your project.
11	Risk of insufficient data of students participating in the project	1,3,4	The contact person of each partner will maintain a record of the joint short-term staff training event, exchanges and dissemination activities in order to create a database for later use.
12	Risk of insufficient knowledge of the project activities carried out during the project period	1,3,4	The coordinator will have to keep track of the documents created after activities, meetings, etc. in order to protect the flow of knowledge.
13	Privacy and data processing	1,3,4	A standard disclosure shared with the partners, with students and with all events/courses participants will be introduced to be administered to all participants
14	Reduce pollution	3,4	Develop the questionnaire on the web platform through which the research activity will be managed
15	Services of suppliers not suitable for the stipulated contract	1,3,4,5	Initial meeting before starting the activities; interim meeting and final feedback meeting

**DESCRIPTION OF THE ACTION (PART B)**

Part B of the Description of the Action (DoA) must be uploaded on the Portal Grant Preparation Documents screen.

**HOW TO MAKE YOUR PART B**

- Attach the Part B of your proposal.  
 There is NO need to make any other changes (cover page, footers, headers etc). In case of duplicate or contradictory information in Part B, Part A (or other parts of the Grant Agreement) will be considered to prevail.  
 The version used should be the submitted version of the proposal (— unless you have been explicitly requested to make changes). All changes need to be discussed and agreed with the EU Project Officer. Substantial changes to the proposal are NOT allowed.
- If there are annexes, merge all parts of Part B into a single file, convert it into PDF and upload the PDF on the Grant Preparation Documents screen.





HISTORY OF CHANGES		
VERSION	PUBLICATION DATE	CHANGE
1.0	15.04.2021	Initial version (new MFF).

## 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 (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:	Bet on the beat! Building Sustainable Music Careers forYoung Professionals
Project acronym:	Bet on the beat!
Coordinator contact:	Claudia Ariano, LAZIOcrea S.p.A.

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## PROJECT SUMMARY

### Project summary

The project aims to design and run a training course dedicated to young professionals between the ages of 18 and 30 from the music industry sectors. The goal of the training activities is to nurture young talents and enhance the development of entrepreneurial and professional skills of the target groups in order to enable them to adapt in new creative processes and new business and market changes, notably to the green and digital transition. Following the general objective of encouraging the professional development of European music professionals in order to promote its competitiveness on an international scale, this project has the following specific objectives, which guide the project and define its structure: build the groundwork for a strong and lasting alliance among partners; define a structured, viable and replicable capacity building program for music professionals (training methodology and tools included); provide music professionals from three countries with new skills which will enrich their professional lives. After a preparatory phase, which will set up the main features and requirements of the training course, 10 students per country will be selected and then invited to attend the course that will be divided into three phases: learn-develop-perform. The training course will take a hybrid approach, combining an online theoretical part (learn), with an in-presence practical and residency part (develop & perform). The project is perfectly in line with some of the most important and recent documents and actions commissioned by European institutions, such as the Music Moves Europe Initiative, the Work Plan for Culture, the European Skills Agenda, and will also mainstream through its actions the cross-cutting issues of inclusion and diversity and greening of Creative Europe.

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## 1. RELEVANCE

### 1.1 Background and objectives

#### Background and objectives

*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 objectives of the call? What is the project's contribution to the priorities of the call (see section 2 of the Call document)?*

#### Background

European music can only **compete on international level** if all levels in the sector meet international standards. In the current context, **professional development of those working in the music sector** is of major importance for its resilience and its internationalization. Therefore, the project aims to build capacity among the music industry professionals, notably **the capacity to navigate and adapt to new business models, to develop skills acquisition, and to encourage innovation**.

**Of all the cultural and creative sectors, the music sector is among the hardest hit by the Covid-19 pandemic. The industry's revenues are estimated to have declined by 76% during the period of the restrictions (*Rebuilding Europe. The cultural and creative economy before and after the COVID-19 crisis*, EY study for GESAC), and the impact on revenues will be felt for years to come. Despite this, the music industry has been extremely resilient and innovative during the crisis, finding new ways to produce music and make it available. Some of these innovations, such as live streams, are here to stay. Therefore, in this context, it is necessary to equip professionals in the music sector with the skills needed to successfully navigate change.**Relevance to the objectives and priorities of the call

Given this background, the project aims to contribute specifically to the general **objective n. 2** of the call, mainly related to **nurturing talent and generating jobs and growth**. This is achieved through the designing and running of a new **program of training and capacity building**, aimed at enabling music professionals to gain new skills which will enrich their professional life, helping them to further **develop their job and internationalise their careers in order to facilitate access to professional opportunities**.

The project is also perfectly **aligned with the call's specific priorities**, namely:

- **International dimension:** the partnership consists of entities that are complementary to each other in terms of international cooperation past experiences. This means that it brings together small and large, public and private entities with different levels of experience. Such a partnership will have the opportunity to structure important moments of exchange and to set up, on an international scale, the experiences that each one carries out within its own territorial context.
- **Annual sector specific priority:** through the development of a training and capacity building program the project intends to foster talents and enhance the entrepreneurial and professional development of artists and professionals of the music sector in order to enable them to adapt to new creative processes, business models and market changes, and to embrace digital and green transition.



In addition to this, the project is perfectly in line with some of the **most important and recent documents and actions commissioned by European institutions**, such as the **Music Moves Europe Initiative**, the **Work Plan for Culture**, the **European Skills Agenda**, and will also mainstream through its actions the **cross-cutting issues of inclusion and diversity and greening** of Creative Europe (as we will see in the sections below).

## 1.2 Needs analysis

### Needs analysis

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

### Need Analysis

As highlighted in the document *Music Moves Europe - First Dialogue Meeting, Final Report* commissioned by the European Commission, one of the greatest challenges for many music professionals is to get **accustomed to a continuous change on the market** (technology, audience, media, etc.) and to understand the tendencies taking place. In fact, the **music industry** is dealing with the profound changes that have affected the global economy in recent years due to Covid-19 pandemic.

Because of this, music industry professionals now face **several challenges**, including:

- **Changes in the business models:** the spread of music streaming platforms is changing the way music is distributed and sold, and artists and practitioners must adapt to these changes.
- **Global competition:** globalization and internet access have made it more difficult for artists to emerge globally, and competition has increased.
- **Exploitation of copyrights:** with the dissemination of free and unlicensed music on digital platforms, artists and music publishers face challenges in protecting their copyrights.
- **Adoption of innovative technologies:** the adoption of technologies such as augmented reality, artificial intelligence and blockchain can create new opportunities for music creation and distribution, but it also requires in-depth knowledge of the technologies and the ability to integrate them into existing business models.
- **Environmental sustainability:** music production and distribution have a significant impact on the environment; therefore, it is important for those in the music industry to adopt sustainable practices and promote sustainable business models.

To address these challenges, **music industry professionals need to acquire skills and knowledge** in entrepreneurship, marketing and copyright protection, as well as in integrating innovative technologies into their business models and adopting green and inclusive practices.

### Project's objectives

Following the **general objective of encouraging the professional development of European music professionals** in order to promote its competitiveness on an international scale, this Project has the following **specific objectives**, which guide the Project and **define its structure**:

- **OB1** - Building the groundwork for a strong and lasting alliance among partners (WP1 - WP2)
- **OB2** - Define a structured, viable and replicable capacity building program for music professionals (training methodology and tools included) (WP2)
- **OB3** - Provide music professionals from 3 countries with new skills which will enrich their professional life (WP3 – WP4)

Objective	Indicator	Unit	Target Value
<b>OB1</b>	Rate of the partner participation in meeting and co-design activities under the project	%	100%
<b>OB2</b>	Percentage of music professionals who completed the training program	%	90%

	OB3	Satisfaction rate of music professionals with respect to newly acquired skills	%	85%	
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### 1.3 Complementarity with other actions and innovation — European added value

[OPTION by default (all except Creative Europe Desks):

#### 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. Explain how the activities are complementary to other activities carried out by other organisations.*

*Illustrate the European dimension of the activities: trans-national dimension of the project; 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.*

*Which countries will benefit from the project (directly and indirectly)? Where will the activities take place?*

#### Local experiences to be widened

This project takes up the regional program called LAZIOSound, which is carried out by the Development and Promotion Department of LAZIOcrea S.p.A. LAZIOSound was created to **support and strengthen the development of the music system** of Lazio Region: it has the objective of intercepting, promoting and supporting young musical talents, aiming at enhancing, innovating and promoting the culture system.

LAZIOSound, which consists of several actions, including training workshops, has **shown its effectiveness** over time: it has been working for years on the development of the local music sector, qualifying it and giving it opportunities for growth and visibility through open calls, partnership creation, communication and promotion activities. In the past editions LAZIOSound saw the participation of more than 5,000 artists; more than 30 musical productions have been financed; 50 concerts were organised and 3 editions of the training campus and 2 of its Festival were realised featuring big artists from pop to jazz.

**As a nationally recognized good practice, there is now a need to expand this action and share it at a European dimension.**

Thereby, this project was created with the perspective of **sharing good practices** regarding the promotion of the music sector which have been **successfully adopted locally**.

#### Benefits of cooperation

Three countries - **Italy, Albania, and Montenegro** - will begin a collaborative journey in order to structure a **replicable capacity building path for music system operators**, which will therefore be the result of shared knowledge and experience. In this way, projects that have so far been carried out on a local scale can be **strengthened and internationalized**.

The creation of a new network for cooperation and exchange of good practices on a European scale will also foster 1) the **promotion of mobility and knowledge exchange among music professionals** from the different countries involved; 2) the **acquisition of advanced skills and knowledge** by the participants in an international context; and 3) the **promotion of the European music industry** and its competitive potential.

#### Where will the activities take place:

Activities will be carried out following a **hybrid approach**:

- Part of them will be carried out **online**. These are mainly the activities related to WP2 and WP3, and the reasons for this choice are twofold: on the one hand, in fact, it responds to **environmental needs** (reducing the number of trips and condensing them into a single solution - WP4 - was intended to reduce the project's impact on the environment); on the other hand, the choice to carry out the first part of the training online, as we will see below, responded to the need to **offer flexibility** to participants.

The part of the project involving **in-person activities** (WP4) will be held in Italy, in Rome. Specifically, participants, as well as teachers and tutors, **will be hosted for ten days inside Santa Severa Castle**. The Santa Severa Castle, located along the Tyrrhenian coast north of Rome, is one of the most striking places in the Lazio region, a heritage of enormous historical, artistic and cultural value. The monumental complex, owned by the Lazio Region, is managed by the regional company LAZIOcrea. The Santa Severa Castle houses a hostel for young people and families with 40 beds distributed in 14 comfortable rooms.

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]

[OPTION for Creative Europe Desks:

<p><b>Complementarity with other actions and cross-border activities</b></p> <p><i>Illustrate the European dimension of the activities: trans-national dimension of the project; 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 participating countries, etc.</i></p> <p><i>Which countries will benefit from the project (directly and indirectly)? Where will the activities take place?</i></p>
N/A
<p><b>Synergies with other EU funding programmes</b></p> <p><i>Describe any synergies/complementarities with other EU Programmes. Explain how you intend to ensure an exchange of information between the offices/contact points of other programmes and any networking activities.</i></p>
N/A

1.4 Cross-cutting priorities

<p><b>Environment</b></p> <p><i>Explain what in the project design and its implementation will specifically contribute to tackling environmental challenges?</i></p> <p><i>For Creative Europe Desks: How will the Desk support and promote this cross-cutting priority and stimulate potential applicants to address it in their proposals?</i></p>
<p>The Project <b>will contribute to the European Green Deal purposes</b> by tackling the commitment for sustainability at the organizational level first, and then translating it into <b>concrete actions during the Project implementation</b>.</p> <p>A diverse range of green practices will be adopted, including:</p> <ul style="list-style-type: none"> <li>- <b>Use of digital tools</b>, such as video conferencing, to reduce the need to travel and paper materials;</li> <li>- In order to <b>reduce travel</b>, it was also decided to "condense" in-person activities into a single solution (WP4).</li> <li>- <b>Sustainable mobility</b> will be encouraged during the in-person activities (WP4).</li> <li>- Some of the Project's planned co-design sessions (WP2) will be explicitly dedicated to discussion among partners on <b>environmental awareness</b> and how music industry activities can affect the environment.</li> <li>- During these sessions an <b>environmental policy document</b> will be drafted, to be followed by all partners in carrying out their assigned activities.</li> </ul> <p>Regarding the core of the Project, meaning the online and offline capacity building activities (WP3 - WP4), participants will be provided with <b>specific training modules aimed at raising their awareness on environmental issues</b> and updating them with the most innovative green practices.</p> <p>During WP4, participants will be asked to put their acquired skills into practice by organizing a music event in full autonomy: part of the assigned task will involve the <b>adoption of environmental criteria in order to achieve a sustainable and environmentally friendly event</b>. Therefore, participants will have to: draft a waste management plan; use sustainable and re-usable materials; raise awareness through appropriate communication; design a plan for the environmental impact assessment of the event.</p> <p>In addition, in-person activities will be held inside the Santa Severa Castle, owned by the Lazio Region, and managed by the regional company LAZIOcrea. It is a <b>venue that launched a greening process</b> of the entire infrastructure: starting with the installation of a new low-consumption LED lighting system, it also hosted 'green' events, where the stage's audio-lighting system was powered by the energy produced by the participants themselves while cycling on their bikes.</p>

### Gender balance, inclusion, diversity and representativeness

*Explain what in the project design and its implementation will ensure gender balance, inclusion, diversity and representativeness?*

*For Creative Europe Desks: How will the Desk support and promote this cross-cutting priority and stimulate potential applicants to address it in their proposals?*

In order to **create an inclusive and welcoming learning environment for all**, during WP2 (then in the preparatory phase) the working group will define appropriate measures in order to ensure that the capacity building program to be developed will be inclusive **and respect the gender balance, diversity and representativeness of participants**. Specifically, the following measures will be taken:

- The **selection of participants** will be expected to fairly represent men and women, as well as different ethnicities, cultures, abilities and sexual orientations.
- It will be ensured that the capacity building program is **accessible** to all participants, including those with disabilities, by providing specific technical supports and accommodations;
- The capacity building program will be developed **taking into account the diversity of participants**: mixed group work sessions and spaces for discussion and debate will be provided;
- Project **communication activities** will use inclusive and sensitive language, avoiding gender stereotypes and exclusive language;
- Similar to what is done for environmental issues, a **policy document on inclusion criteria** will be drafted (WP2), to which all partners will be expected to comply in the development of their assigned activities.
- Similar to what is done for environmental issues, those concerning inclusion will also be **subjects of work and in-depth study** during the teaching activities envisaged by the project (WP3 - WP4).

## 2. QUALITY OF CONTENT AND ACTIVITIES

### 2.1 Concept and methodology

#### Concept and methodology

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

The project aims to **design and run a training course dedicated to young professionals between the ages of 18 and 30 from the music industry sectors**. The goal of the training activities is to nurture young talents and enhance the development of **entrepreneurial and professional skills** of the target groups in order to enable them to adapt in new creative processes and new business and market changes, notably to the green and digital transition.

The specific methodologies, tools and contents will be developed within WP2 'Preparatory actions: designing the capacity building program', which includes a research phase aimed at building a common ground of reasoning for the partners, followed by the actual design phase of the training course. Nevertheless, the partners have already defined the **general structure** of the course: **10 students per country** will be selected (specific selection criteria will be also defined during WP2) and then invited to attend a training course that will be divided into **three phases**: learn-develop-perform.

#### Project's rationale

The training course will take a **hybrid approach**, combining an online **theoretical part** (learn), with an in-presence **practical part** (develop&perform). It was decided to condense the in-presence activities into one solution (WP4), in order to reduce the number of trips and the project's impact on the environment.

1. **LEARN** (corresponding to WP3). In this phase, the training course is conducted **online**. To ensure that participants can interact and exchange ideas with each other effectively, interactive communication tools such as chat rooms, video conferences, and forums will be used to facilitate networking and collaboration among participants and teachers.

The course will be divided into teaching modules: even if the specific content will be better defined after WP2, already now it is possible to highlight some of the main themes that will be addressed during the lectures:

- Product analysis and management: booking, management, logistics, fundraising
- Web marketing and social media
- Operation and management of the main social networks
- Music copyright and privacy and copyright in social media
- Innovative technologies for music production and dissemination: from recording to digital distribution
- Sustainable music: understanding and managing the ecological transition in the music industry

2. **DEVELOP** (corresponding to WP4). In this phase, training will take place **in-person**. The students will be hosted in Rome, within the wonderful setting of Santa Severa castle, where they will have the opportunity to live an immersive and engaging experience, as a follow-up phase of the online training course. Participants will have the opportunity to apply the knowledge acquired in the theoretical part through practical and group activities, in a safe and supported environment. This residency training format will foster networking and relationship among participants and teachers.
3. **PERFORM** (corresponding to WP4). The closing phase of the capacity-building course involves the realisation of a final project in which participants have the opportunity to apply all the skills and knowledge acquired in the previous phases of the course, putting them into practice in a **real context**. Participants will be asked to organise a musical event in complete autonomy, **managing all aspects of the process**, from the choice of the target audience to the selection of artists and budget management.

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## 2.2 Partnership and consortium

### Partnership and consortium (if applicable)

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

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

**Note:** When building your consortium you should think of organisations that can help you reach objectives and solve problems.

The consortium consists of several organizations that are **complementary to each other in terms of experience and expertise**. Each organization has a unique area of specialization that contributes significantly to project implementation. Some organizations may be more familiar with European projects, while others may have more experience in other activities that are nevertheless necessary for the project. However, all organizations have the **internal characteristics and skills** necessary to successfully complete the project and achieve the set goals.

#### COORDINATOR

**LAZIOcrea S.p.A. (IT)** is an in-house Company of Lazio Region. LAZIOcrea is in charge of providing several services, dealing specifically with activities related to the cultural promotion of the territory. Also, LAZIOcrea manages Castle of Santa Severa, where in-presence training activities and the final event (WP4) will be implemented.

LAZIOcrea S.p.A. is in charge of providing Lazio Region with technical-administrative services and it deals with:

- Covering the role of Technical Coordination Center for EU Funds.
- Processing, preparation, archiving and control of documents for the management of regional operational plans and operational programs co-financed by the European Union.
- Supporting the Lazio Region in defining digital growth strategies, designing and implementing activities related to the digital agenda, e-government and open government to offer high-tech services for citizens and businesses.
- Coordinating and managing communication, press office, external and institutional relations activities through the media.
- Defining and planning the external and internal institutional communication strategy for the government of the Lazio Region.
- Providing support to the Lazio Region in the provision of services for socio-health integration, training, research and innovation, at schools and universities; provides services and monitoring activities in the field of social policies.
- Providing management (including accounting) and control services related to EU OPs;

Within the context of this project, its expertise is used for the overall project management and for the coordination of communication and dissemination activities.

#### BENEFICIARIES

- 1) **Arte2o Association** has been active in the field of music training and cultural promotion in Italy for over ten years. Through its two branches, Arte2oEventi and Arte2oScuole, it deals with the organisation of festivals, concerts and seminars as well as the conception and management of musical training courses at numerous public institutions in Rome. In 2017, Arte2o founded the ARTE2O MUSIC ACADEMY, a new multifunctional space that serves as a music training centre for the classical and rock/pop paths, as well as a recording studio and rehearsal room, which in just over three years has grown to over 200 students. In

June 2022, it also opened an independent record label, 2° records, with which it intends to promote young musical talents. Arte2o has already worked in the past with LAZIOcrea, the leader of this project, in the conception of 'Il Castello delle 7 Note' at the Santa Severa Castle. This was a residential campus with free masterclasses in violin, piano and chamber music for Italian and foreign musicians under 35. The campus was attended by 30 promising young talents from the classical music scene who performed in various concerts. Given his past experience, within the context of this project it will provide support in activities related to the definition of the capacity-building programme, online and offline training activities and will be the leader of WP4, where it will be in charge of the practical and in-presence part of the course.

**2) Kruja Municipality** is located in the central part of Albania, with a population of over 60,000 inhabitants. The Municipality of Kruja is committed to sustainable development and has implemented various projects aimed at promoting tourism, cultural preservation, and environmental protection. It has also worked to improve local infrastructure and public services, with a focus on enhancing the quality of life for its citizens. Also, Kruja Municipality houses the Culture Center which is a vibrant hub of artistic expression and cultural enrichment, dedicated to promoting the arts and preserving the cultural heritage of the region. With a range of programs and events that showcase the talents of local artists and performers, the Center offers a dynamic space for the community to come together and celebrate the rich history and traditions of Kruja. From music and dance performances to art exhibitions and workshops, the Kruja Culture Center is a vital cultural institution that serves as a vital space for community building and engagement, promoting understanding, tolerance, and appreciation for the arts and culture. Kruja Municipality has a long experience working with various national and international organizations on projects related to tourism, culture, environment, and public services. It has also collaborated with other municipalities in the region to promote regional development and cooperation. Through this project, the Municipality of Kruja would like to consolidate its expertise in terms of cooperation on cultural projects and would like to accomplish this by tackling the challenge of European cooperation. Due to its experience with the activities carried out within the Cultural Center, Kruja is the most suitable partner to coordinate the preparatory activities (WP2).

**3) University of Montenegro – Music Academy** Music Academy is one of the faculties of University of Montenegro. Music Academy has been the pivot of musical life for the past forty years, but also the main distributor of musical personnel throughout Montenegro. Our faculty trains future professional musicians who are ready to respond to a wide range of demands of a career as a solo performer, orchestral and chamber musician, music pedagogue, music editor, cultural worker and many other occupations. Some of them have rich and dynamic artistic and pedagogical careers all over the world. Also, for needs of music teaching process in Montenegro, the Music Academy continuously contributes to the development of music pedagogy in music schools through the education of teaching staff who specialize closely in pedagogical work, especially in the final year undergraduate and master studies. Teachers and associates of the Music Academy actively participate in scientific conferences. Students actively participate in student forums in Montenegro and abroad. This makes the Music Academy the most suitable partner to develop this project, especially in the context of the actual online training activities (WP3). Music Academy is active member of AEC - European Association of Conservatoires, the leading voice for Higher Music Education in Europe, a powerful advocate for its member institutions. AEC understands and supports music and arts education, together with cultural participation, as central contributors to quality in human life, and inclusive societies founded on democratic values.

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## 2.3 Target groups and audiences

### Target groups and audiences

*Define the target groups and audiences. Describe how will they be reached and how they will benefit concretely from the project — what would change for them?*

The training course is dedicated to **young professionals between the ages of 18 and 30 from the music industry sectors** concerning production, distribution, publishing, promotion, technology, as well as creatives and artists.

The decision not to address only one target group (e.g. only producers, only distributors, or only artists) is driven by the desire to **develop a complete vision of the music industry**, from the production, distribution and promotion, to live performance.

In fact, each of the individuals participating in the capacity building process has a **unique perspective** and can make a **valuable contribution** to the development of the skills and knowledge needed to grow in the music industry. It was traditionally assumed that for training to be effective, it was sufficient for professionals to be trained in those specific areas of activity related to their role in the value chain. However, several studies have emphasised the **need for multidisciplinary training** because 'the music sector is fragmented and highly sophisticated. Professionals from the publishing, the recording or the live side of the industry are too often ignorant of one another's business models and challenges. In a converging industry, it is crucial that these gaps are filled in order to enable a generation of entrepreneurs to make the most out of any revenue stream' (European Commission, Directorate-General for Education, Youth, Sport and Culture, AB Music working group report, Publications Office, 2017).

In order to reach the indicated target group, during WP2 criteria will be defined to select the 10 participants per country. Once all preparatory activities are completed, the project partners will launch an **open call**, disseminating it through their main communication channels and within their network.

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## 2.4 Project design

Project design
<p><b>Description of the project and its main activities</b></p> <p><i>Identify and describe the main activities to be undertaken to produce results, justifying the choice of activities and specifying the role of each organisation involved in the activities (co-applicants, affiliated entities, associated partners, subcontractors and/or recipients of financial support, where applicable). Do not repeat the information provided in section 5, but provide the details that are required for a complete understanding of the activities to be implemented, and demonstrate coherence and consistency of the project design.</i></p> <p>The project aims to <b>design and run a training course dedicated to young professionals between the ages of 18 and 30 from the music industry sectors</b>. The training course will be held in a hybrid mode: it will include an initial online theoretical part (WP3) and a second practical part in person (WP4). The goal of the training activities is to nurture young talents and enhance the development of <b>entrepreneurial and professional skills</b> of the target groups in order to enable them to adapt in new creative processes and new business and market changes, notably to the green and digital transition.</p> <p>The project implementation is developed along four work packages: <b>1) Project management &amp; coordination; 2) Preparatory activities: designing the capacity-building program; 3) LEARN. Running of the capacity-building program; 4) DEVELOP&amp;PERFORM. Applying acquired capacities; 5) Communication and Dissemination</b></p> <p>1) This WP covers all the activities related to the management and coordination aimed at <b>ensuring that the project objectives are reached, managed and disseminated in a coordinated and coherent manner</b>, along with: all technical activities, legal aspects, efficient management of time and resource allocation, administrative duties, coordination of the WPs, risk management and contingency planning.</p> <p>In charge of the implementation of WP1 is <b>LAZIOcrea S.p.A.</b>, project coordinator, expert in the management of cultural projects and already coordinator of several EU-funded projects. <b>All partners will cooperate</b> with LAZIOcrea in order to ensure a smooth and successful running of the project. In detail, they will cooperate in the activities running as foreseen in the project; attend meetings; provide the Project Leader with reports and all the information relevant to the project.</p> <p>2) Although the macro characteristics of the training course to be delivered have been defined in the planning phase (as outlined in section 2.1 of this application form), the <b>specific features concerning contents, tools and teaching methods</b>, as well as the identification of the <b>specific requirements to be met by the participants</b> will be developed during WP2. This workpackage includes a first <b>research activity</b>, needed in order to better define the training needs of music professionals based on the new market and business tendencies taking place in the sector. This WP also envisages fundamental <b>moments of exchange and confrontation between the participating partners</b> (co-design sessions), aimed on the one hand at outlining the characteristics of the training course, and on the other hand, at <b>strengthening the project partners' skills</b> in the field of international cooperation. Once the specific contents of the training course have been worked out, the <b>criteria and requirements</b> on the basis of which participants will be selected from each country will be defined, as well as the evaluation procedures. Based on this, <b>calls for participants</b> will be drafted.</p> <p>Leader of this key work package will be Krnje Municipality which has a strong background in engagement and community-building activities. Supporting the WP leader will be the project partners more <b>specifically aimed at providing training in the music sector</b>: Arte2o and the University of Montenegro's Music Department.</p> <p>3) This WP includes all the activities related to the <b>running of the online training program</b>, starting with the <b>selection of participants</b>. Each partner will publish the <b>call for participants</b> through its own channels and within its own network: the aim is to recruit <b>a minimum of 10 participants per country</b>, then 30 in total. Once the selection phase is over, the online course can begin. To ensure that participants can interact and exchange ideas with each other effectively, interactive communication tools such as chat rooms, video conferences, and forums will be used to facilitate networking and collaboration among participants. Throughout the duration of the course, <b>qualitative evaluations</b> will be carried out on the participants' satisfaction with the course in general and with the skills acquired. Along with the running of the online course, <b>tutoring and support activities</b> for participants will be provided.</p> <p><b>Music Academy of Montenegro</b> will be responsible for the proper implementation of this workpackage, given its expertise in delivering professional courses for musicians.</p> <p>4) The final phase of the training course will be the organization of an event designed entirely by the participants. In this way, participants will be given the opportunity to experience the complete process of music production, from planning to performance, and to work with experts in the field to develop their skills. Participants will be hosted for ten days in Rome, specifically at the Santa Severa Castle (whose owner is LAZIOcrea). Therefore, this WP includes, on the one hand, the logistical activities related to the reception, hospitality and support of the visiting participants and, on the other hand, all the <b>follow-up and training activities</b> aimed at the realisation of the event by the participants. For participants, the initiative will be</p>

completely free of charge: therefore, travel, food and lodging expenses will be covered through the project budget.

The leader of this WP will be Arte2o, experienced both in training and in the production of music events. Supporting the WP leader in this phase will be the project co-ordinator, LAZIOcrea, who will take care of the specific aspects of welcoming the participants to the Castle of Santa Severa.

- 5) Work package 5 includes the implementation of various **activities aimed at promoting and disseminating the project**. Specifically, a **communication plan** will be implemented and will include the identification of the target audience, the most effective communication channels and the key messages to be conveyed. A **website** dedicated to the project will also be implemented, containing information on the activities, the partnership and the results achieved. Intermediate **events** will be organised with leading exponents of the music industry. In addition, a final press conference will be organised to present the project results. LAZIOcrea, as WP leader, will ensure that each partner will disseminate the results of the project following the agreed strategy, using the determined channels and measuring the results. Each partner will be responsible for the dissemination in its country.

- 6) Although the macro characteristics of the training course to be delivered have been defined in the planning phase (as outlined in section 2.1 of this application form), the **specific features concerning contents, tools and teaching methods**, as well as the identification of the specific **requirements to be met by the participants** will be developed during WP2. This workpackage includes a first **research activity**, needed in order to better define the training needs of music professionals based on the new market and business tendencies taking place in the sector. This WP also envisages fundamental **moments of exchange and confrontation between the participating partners** (co-design sessions), aimed on the one hand at outlining the characteristics of the training course, and on the other hand, at **strengthening the project partners' skills** in the field of international cooperation. Once the specific contents of the training course have been worked out, the **criteria and requirements** on the basis of which participants will be selected from each country will be defined, as well as the evaluation procedures. Based on this, **calls for participants** will be drafted.

Leader of this key work package will be Kruje Municipality which has a strong background in engagement and community-building activities. Supporting the WP leader will be the project partners more specifically **aimed at providing training in the music sector**: Arte2o and the University of Montenegro's Music Department.

- 7) This WP includes all the activities related to the **running of the online training program**, starting with the **selection of participants**. Each partner will publish the **call for participants** through its own channels and within its own network: the aim is to recruit **a minimum of 10 participants per country**, then 30 in total. Once the selection phase is over, the online course can begin. To ensure that participants can interact and exchange ideas with each other effectively, interactive communication tools such as chat rooms, video conferences, and forums will be used to facilitate networking and collaboration among participants. Throughout the duration of the course, **qualitative evaluations** will be carried out on the participants' satisfaction with the course in general and with the skills acquired. Along with the running of the online course, **tutoring and support activities** for participants will be provided.

**Music Academy of Montenegro** will be responsible for the proper implementation of this workpackage, given its expertise in delivering professional courses for musicians.

- 8) The final phase of the training course will be the **organization of an event designed entirely by the participants**. In this way, participants will be given the opportunity to experience the complete process of music production, from planning to performance, and to work with experts in the field to develop their skills. **Participants will be hosted for ten days in Rome**, specifically at the Santa Severa Castle (whose owner is LAZIOcrea). Therefore, this WP includes, on the one hand, the **logistical activities** related to the reception, hospitality and support of the visiting participants and, on the other hand, all the **follow-up and training activities** aimed at the realisation of the event by the participants. For participants, the initiative will be completely free of charge: therefore, travel, food and lodging expenses will be covered through the project budget.

The leader of this WP will be Arte2o, experienced both in training and in the production of music events. Supporting the WP leader in this phase will be the project co-ordinator, LAZIOcrea, who will take care of the specific aspects of welcoming the participants to the Castle of Santa Severa.

- 9) Work package 5 includes the implementation of various **activities aimed at promoting and disseminating the project**. Specifically, a **communication plan** will be implemented and will include the identification of the target audience, the most effective communication channels and the key messages to be conveyed. A **website** dedicated to the project will also be implemented, containing information on the activities, the partnership and the results achieved. Intermediate **events** will be organised with leading exponents of the music industry. In addition, a final press conference will be organised to present the project results. LAZIOcrea, as WP leader, will ensure that each partner will disseminate the results of the project following the agreed strategy, using the determined channels and measuring the results. Each partner will be responsible for the dissemination in its country.



- 10) Although the macro characteristics of the training course to be delivered have been defined in the planning phase (as outlined in section 2.1 of this application form), the **specific features concerning contents, tools and teaching methods**, as well as the identification of the specific **requirements to be met by the participants** will be developed during WP2. This workpackage includes a first **research activity**, needed in order to better define the training needs of music professionals based on the new market and business tendencies taking place in the sector. This WP also envisages fundamental **moments of exchange and confrontation between the participating partners** (co-design sessions), aimed on the one hand at outlining the characteristics of the training course, and on the other hand, at **strengthening the project partners' skills** in the field of international cooperation. Once the specific contents of the training course have been worked out, the **criteria and requirements** on the basis of which participants will be selected from each country will be defined, as well as the evaluation procedures. Based on this, **calls for participants** will be drafted.

Leader of this key work package will be Kruje Municipality which has a strong background in engagement and community-building activities. Supporting the WP leader will be the project partners more **specifically aimed at providing training in the music sector**: Arte2o and the University of Montenegro's Music Department.

- 11) This WP includes all the activities related to the **running of the online training program**, starting with the **selection of participants**. Each partner will publish the **call for participants** through its own channels and within its own network: the aim is to recruit **a minimum of 10 participants per country**, then 30 in total. Once the selection phase is over, the online course can begin. To ensure that participants can interact and exchange ideas with each other effectively, interactive communication tools such as chat rooms, video conferences, and forums will be used to facilitate networking and collaboration among participants. Throughout the duration of the course, **qualitative evaluations** will be carried out on the participants' satisfaction with the course in general and with the skills acquired. Along with the running of the online course, **tutoring and support activities** for participants will be provided.

**Music Academy of Montenegro** will be responsible for the proper implementation of this workpackage, given its expertise in delivering professional courses for musicians.

- 12) The final phase of the training course will be the **organization of an event designed entirely by the participants**. In this way, participants will be given the opportunity to experience the complete process of music production, from planning to performance, and to work with experts in the field to develop their skills. **Participants will be hosted for ten days in Rome**, specifically at the Santa Severa Castle (whose owner is LAZIOcrea). Therefore, this WP includes, on the one hand, the **logistical activities** related to the reception, hospitality and support of the visiting participants and, on the other hand, all the **follow-up and training activities** aimed at the realisation of the event by the participants. For participants, the initiative will be completely free of charge: therefore, travel, food and lodging expenses will be covered through the project budget.

The leader of this WP will be Arte2o, experienced both in training and in the production of music events. Supporting the WP leader in this phase will be the project co-ordinator, LAZIOcrea, who will take care of the specific aspects of welcoming the participants to the Castle of Santa Severa.

- 13) Work package 5 includes the implementation of various **activities aimed at promoting and disseminating the project**. Specifically, a **communication plan** will be implemented and will include the identification of the target audience, the most effective communication channels and the key messages to be conveyed. A **website** dedicated to the project will also be implemented, containing information on the activities, the partnership and the results achieved. Intermediate **events** will be organised with leading exponents of the music industry. In addition, a final press conference will be organised to present the project results.

LAZIOcrea, as WP leader, will ensure that each partner will disseminate the results of the project following the agreed strategy, using the determined channels and measuring the results. Each partner will be responsible for the dissemination in its country.

#### Financial support to third parties (if applicable)

*If financial support to third parties is allowed in the Call document, set out the conditions for managing this. Define the objectives and results to be obtained with financial support. Include also the complete list of activities that are eligible for financial support, the types of entity or categories of persons which may receive financial support, the criteria for selecting these entities and the criteria for determining the amount of financial support for each third party as well as the maximum amount which may be given. This total must be the same as the amount included in the budget annex. If it exceeds EUR 60 000, complete also the declaration in section 6.*

N/A

### 3 PROJECT MANAGEMENT

#### 3.2 Consortium management and decision-making

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

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

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

##### Management structure

The **project leader** will coordinate the project management and evaluation by preparing the management, monitoring and evaluation documents of the project and coordinating the projects activities. The rest of partners will also have an active participation by cooperating with the project leader in order to ensure a smooth and successful running of the project. To ensure planning and control, the project leader will establish project timelines, specific tasks, and performance indicators to track progress and ensure that project objectives are being met. Regular monitoring and evaluation will also be conducted to identify areas for improvement and make necessary adjustments to project plans and activities.

A **Steering Committee** will be created at the beginning of the project and will comprise one representative from each partner (notably the project manager of each one). This board will meet regularly for the main strategic decisions, progress follow-up, adjustments, and conflict resolution.

The specific management of each Work Package is assigned to a partner (**Work Package Leader**) who will be responsible for the technical coordination of each activity and will monitor the achievement of specific objectives, as well as the achievement of milestones and deliverables. The practical execution of each activity and the production of deliverables is also assigned to a partner (**task leader**) based on its specific expertise.

##### Decision-making mechanism

Being aware that the decision-making process within a consortium should be **transparent, collaborative, and evidence-based**, with a focus on achieving the project's goals and objectives, in the context of this project the process will involve **consultation and collaboration** among partners, with input from the project leader and steering committee. Decisions will be made through **consensus- building or by voting**, depending on the nature of the decision and the level of agreement among partners.

##### Internal communication

In order to ensure that all partners and stakeholders are **kept informed and engaged in project activities**, a specific communication tool amongst partners will be selected in order to ensure high quality level of collaboration. Online meeting will be held regularly, and for each meeting attendance list and minutes will be produced and signed by the participating organizations for approval.

#### 3.3 Project teams, staff and outside resources

##### Project teams and staff

*Describe the project teams and how they will work together to implement the project.*

*List the staff included in the project budget (budget category A) by function/profile (e.g. project manager, senior expert/advisor/researcher, junior expert/advisor/researcher, trainers/teachers, technical personnel, administrative personnel etc. — use the same profiles as in the detailed budget table, if any) and describe briefly their tasks.*

*For Creative Europe Desks: Indicate the % time allocated to the project for each staff member listed.*

Name and function	Organisation	Role/tasks/professional profile and expertise
<b>Claudia Ariano, Project Manager</b>	<b>LAZIOcrea S.p.A.</b>	<p><b>Role and tasks:</b> she will monitor the correct implementation of activities' schedule and will ensure coordination among partners and external institutional communication.</p> <p><b>Expertise:</b> Manager of LC's European Funds Area, she covered heading roles both in Private and Public Administrations, in particular as Manager of financial administrative subjects; moreover, she was responsible for the logistics and management of the staff and she has coordinated various teams of work, in order to improve the efficiency and productivity of the staff, each for its peculiarities.</p>

<b>Silvia Labanca, Project Manager</b>	<b>LAZIOcrea S.p.A.</b>	<p><b>Role and tasks:</b> she will support the project management and will take care of internal administrative-institutional processes related to the project.</p> <ul style="list-style-type: none"> <li>• <b>Expertise:</b> Coordinator of “European Calls” Service within LC’s European Funds Area, she held the same role in several projects, such as FEEL FREE t@ BE – Training path on LGBT+issues for sociopscho-healthcare operators; WiSHES – Wish for Schools’ High Environment-Safeguarding; SAFE- Safe and Accountable Futsal Environment for children.</li> </ul>
<b>Massimiliano Marcelli,  Technical-administrative personnel</b>	<b>LAZIOcrea S.p.A.</b>	<p><b>Role and tasks:</b> he will take care of the proper financialmanagement of the project, handling purchasing procedures, reporting activities, cost claim procedures and overseeing the financial budget status of each partner.</p> <p><b>Expertise:</b> as part of the technical-administrative staff of LC’s European Funds Area, he has a great experience that allowed him to manage the reporting of expenses in various contexts; in particular, he focused his activity on administrative and technical support in the monitoring and reporting activities of the projects of the Directional Areas of Lazio Region, with regard to the issues of Electronic Health and Regional Information Systems, for the management of Information Systems.</p>
<b>Federica Cosentino,  Technical-administrative personnel</b>	<b>LAZIOcrea S.p.A.</b>	<p><b>Role and tasks:</b> she will manage administrative and secretaryactivities related to the overall project.</p> <p><b>Expertise:</b> coordinator of the Competence Center of European Funds, she is part of the technical-administrative staff of LC’s European Funds Area, her previous experience concerned the management of administrative projects concerning the coordination and control of technical processes in the various stages of implementation of funding. Moreover, she was in charge also of the management of procedures and administrative sub-procedures in Public Administration.</p>
<b>Tatiana Natali  Technical and Administrative personnel</b>	<b>LAZIOcrea S.p.A.</b>	<p><b>Role and tasks:</b> she will manage administrative activities related to the overall project</p> <p><b>Expertise:</b> within the European Funds Area of LazioCrea she deals with technical-administrative activities related to the management of projects funded by the European Union. Specifically, she is in charge of drafting technical and administrative documents for the control authorities.</p>
<b>Tania Salvini  Technical and Administrative personnel</b>	<b>LAZIOcrea S.p.A.</b>	<p><b>Role and tasks:</b> she will manage secretary activities related to the overall project.</p> <p><b>Expertise:</b> she provides support in the ordinary activities of the European funds area. In particular, she is responsible for supportingadministrative and project coordination activities, from drafting basic documentation to collaborating in the management of monitoring and evaluation activities.</p>
<b>Alessandra Polidori  Communication Expert</b>	<b>LAZIOcrea S.p.A.</b>	<p><b>Role and tasks:</b> she is in charge of coordinating all the communication and dissemination activities of the overall project.</p> <p><b>Expertise:</b> for LAZIOcrea, she is responsible for: planning and implementation of internal and external communication products; drafting annual communication plan and communication plans for individual company projects; organizing internal and external events and demonstrations; organizing and implementing company training events; implementing the newsletter; coordinating websites and social media.</p>

<b>Mirko Ceci</b> <b>Project manager</b>	<b>Arte2o</b>	<p><b>Role and tasks:</b> he will be responsible for coordinating all in-person training activities (WP4) and will also play an important role in designing the training program (WP2).</p> <p><b>Expertise:</b> he is one of the founding members of the Arte2o Association. He has been working in the field of cultural management and event production for over 15 years, collaborating with the most important institutions of Lazio region in the realization of international ad top quality cultural events. He currently works as production manager of Roma Jazz Festival (a forty-year international festival) and of Roma Gospel Festival at the Auditorium Parco della Musica where he also collaborates with Musica per Roma Foundation as production manager in the organization of several international events.</p>
<b>Giuliana Bof</b> <b>Technical and Administrative personnel</b>	<b>Arte2o</b>	<p><b>Role and tasks:</b> she will provide support in coordinating in-person activities (WP4), particularly dealing with administrative aspects.</p> <p><b>Expertise:</b> she has been president of Arte2o Association since 2020, for which she coordinates musical training projects and the production of events. Since 2012 she has been responsible for the organization, production and management of major musical projects on a national level, such as the "Campus delle Arti", the guitar ensemble "Supernova - 8 talents and a director", the "Accademia Internazionale Musicale di Roma", the "Ars Trio di Roma" and "Arte2o".</p> <p>She has organized more than 200 concerts, seminars and festivals all over the country and especially in Rome at the Auditorium Parco della Musica, the Capitoline Museums, the MACRO Testaccio Museum, La Casa del Jazz, among others.</p>
<b>Laura Curasi</b> <b>Senior Expert</b>	<b>Arte2o</b>	<p><b>Role and tasks:</b> she will provide support in the in-person training activities (WP4).</p> <p><b>Expertise:</b> For 12 years she has been involved in the management of various music schools in Italy, managing every musical and administrative aspect, developing educational projects in public schools and always trying to bring new models of pedagogical approach, for children, teenagers and adults</p>
<b>Michele Bellanova</b> <b>Senior Expert</b>	<b>Arte2o</b>	<p><b>Role and tasks:</b> he will be the educational coordinator for WP4</p> <p><b>Expertise:</b> Since 2010 he has been working as a teacher of modern guitar, theory and solfeggio, songwriting, arrangement, ensemble music and choir direction at numerous schools in the city of Rome. He works as a guitarist in numerous songwriting projects active in Rome (including Jacopo Ratini, Vittorio Pagano, Gianmarco Dottori, Sgabellos, Selam Yemane) performing in some of the most important venues in the capital and in Europe including Auditorium Parco della Musica di Roma and stages in Austria, Germany and Switzerland.</p>
<b>Elis Hysa</b> <b>Project Manager</b>	<b>Kruja Municipality</b>	<p><b>Role and tasks:</b> he will coordinate the overall preparatory activities of the project (WP2)</p> <p><b>Expertise:</b> he is the Director of the Center of Culture of Kruja Municipality. He is an artist with a passion for music and a wealth of creative energy. He has studied music and has extensive experience in the arts, having worked in a variety of creative fields throughout his career. As Director of the Center of Culture, he is committed to promoting cultural events and activities that engage and inspire the community, and he is dedicated to preserving and showcasing the rich cultural heritage of Kruja. With his vision and leadership, the Center of Culture has become a vibrant and dynamic hub of artistic expression and cultural exchange in the region.</p>

<b>Yllka Kukulaj</b> <b>Technical-administrative personnel</b>	<b>Kruja Municipality</b>	<p><b>Role and tasks:</b> she will oversee all the financial activities related to Kruja's main role in the project (WP2).</p> <p><b>Expertise:</b> she is a finance professional with a wealth of experience in financial management and reporting. She has a background in finance and has dedicated her career to helping organizations manage their finances effectively. Yllka is known for her expertise in financial reporting, budgeting, and financial analysis. She has a proven track record of successfully managing budgets, forecasting financial performance, and ensuring compliance with financial regulations.</p>
<b>Florind Cerhozi</b> <b>Senior Expert</b>	<b>Kruja Municipality</b>	<p><b>Role and tasks:</b> he will manage administrative activities related to Kruja's main role in the project (WP2).</p> <p><b>Expertise:</b> he is the General Secretary of the Kruja Municipality, where he has served for 8 years. He has a background in justice studies and has collaborated on a variety of projects throughout his career. As General Secretary, Florind plays a crucial role in the administration and management of the Municipality, working closely with the Mayor and other officials to ensure the smooth operation of local government. He is committed to promoting transparency, accountability, and efficiency in all aspects of municipal governance, and he is dedicated to serving the needs and interests of the community. With his extensive experience and deep understanding of the workings of local government.</p>
<b>Xhulian Kafexhiu</b> <b>Junior Expert</b>	<b>Kruja Municipality</b>	<p><b>Role and tasks:</b> he will provide support during the preparatory activities phase (WP2)</p> <p><b>Expertise:</b> is a dedicated professional with a passion for public service, with experience in tourism and youth. With a Bachelor's degree in Political Science and a Master's degree in Public Relations and Communications, Xhulian has developed a unique set of skills that enable him to create persuasive messages, build strong relationships, and engage audiences across a wide range of platforms. For the past five years, Xhulian has worked for the Municipality of Kruja, making significant contributions to the community in the fields of tourism and youth development</p>
<b>Milos Ivanisevic</b> <b>Project Manager</b>	<b>Music Academy – University of Montenegro</b>	<p><b>Role and tasks:</b> he will coordinate the activities assigned to Music Academy</p> <p><b>Expertise:</b> he works as a project manager of EU-funded projects for several institutions in Montenegro, namely the Old Royal Capital Cetinje (as Adviser and project manager of the Center for Local Economic Development and EU Funds), the Ministry of Culture in Montenegro and the Ministry of Tourism and Environment (as Adviser in the greenfield investment sector). In particular he deals with: project designing; project management; partners search and coordination; monitoring and evaluation of projects; preparation of progress and final reports.</p> <p>Partial list of EU projects of which he has been PM:</p> <ul style="list-style-type: none"> <li>- REACH. Financed through the EU Programme IPAIL- Annual Country Action Programme;</li> <li>- TRANSCPEARLYWARNING. Financed through the INTERREG IPA CBC Programme ADRION 2014 – 2020</li> <li>- INER. Financed through the INTERREG IPA CBC Programme Croatia - Bosnia and Herzegovina - Montenegro 2014 – 2020;</li> <li>- HAMLET. Financed through the INTERREG IPA CBC Programme Italy - Albania - Montenegro 2014 – 2020;</li> <li>- MONET. Financed through the INTERREG IPA CBC Programme Italy - Albania - Montenegro 2014 – 2020;</li> <li>- OPEN TOURISM. Financed through the INTERREG IPA CBC Programme Italy - Albania - Montenegro 2014 - 2020</li> </ul>

<b>Nataša Popović</b> Senior Expert	<b>Music Academy – University of Montenegro</b>	<p><b>Role and tasks:</b> Didactic/educational Coordinator for the online training activities (WP3)</p> <p><b>Expertise:</b> she has been employed at the Academy of Music since November 1995. She is currently an associate professor for the subject Chamber Music - Piano Study Program. During and after her studies, as a piano associate, she collaborated with eminent professors and artists such as Georgi Sotnjičuk (cello - Ukraine), Ljubiša Jovanović (flute - Serbia) and David Gregorijan (cello - Germany). Along with giving concerts, she is engaged in pedagogical work, and her pupils and students are winners of numerous awards at national, regional and international competitions. Since 2008, he has been a member of the piano duo "Aperto" with colleague Oleksii Molčanov. In June 2014, he began collaborating with solo singers, and in September 2016, with his colleague, flautist, Žana Lekić, MA. He has been employed at the Academy of Music since November 1995. He is currently an associate professor for the subject Chamber Music - Piano Study Program.</p>
<b>Nina Perović</b> Junior Expert	<b>Music Academy – University of Montenegro</b>	<p><b>Role and tasks:</b> Expert for training in music sector</p> <p><b>Expertise:</b> she is now professor at the Music Academy. In the past, she completed basic and specialist composition studies at the Academy of Music in Cetinje in the class of professor Žarko Mirković. Along with composition studies, she completed basic and specialist piano studies in the class of professors Aleksandar Serdar and Vladimir Bočkarjov. Thanks to the scholarship, Basileus continues his composition studies at the Academy of Music in Ljubljana in the class of professor Uroš Rojko, where he obtains a Master's degree. She received her doctorate in composition studies at the Faculty of Music in Belgrade in the class of professor Srđan Hoffman. Her compositions were performed in Austria, Italy, Slovenia, Croatia, Serbia, Bosnia and Herzegovina and Montenegro. She is the winner of numerous awards and recognitions, including the Kompositionen-Preis gestiftet vom Soziale und Kulturelle Einrichtungen award for the composition Gusle within the Prague-Vienna-Budapest Summer Academy in 2011.</p>
<b>Ana Perunović Ražnatović</b> Junior Expert	<b>Music Academy – University of Montenegro</b>	<p><b>Role and tasks:</b> as a tutor, she will provide support and assistance to the participants of the online training course (WP3).</p> <p><b>Expertise:</b> in addition to the teaching role within the Music Academy, writing scientific papers and participating in symposia in Montenegro and the surrounding area (Serbia, Bosnia and Herzegovina), she is engaged in various activities related to the art of music, such as: a member of the Committee for Musical Art of the Montenegrin Academy of Sciences and Arts, President of the School Reform Commission for Musical Culture and Musical Art at the Ministry of Education and Science of Montenegro, expert consultant and editor of the Institute for Textbooks and Teaching Aids, consultant and lecturer at the seminars of the Institute for Education, participant in the project of the Ministry of Culture and the Zeta Home "Orfej", as well as the project of the Music Center and Montenegrin National Theater "Balkanska carica", and as a member of the most eminent Montenegrin choirs, she performed at concerts and festivals in Montenegro ("Barski ljetopis" and "KotorArt"), Serbia, Slovakia, Spain and Germany.</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 5.*

The consortium involved in this project comprises a highly qualified team to carry out the planned activities. However, in order to ensure that the project objectives are achieved as effectively and efficiently as possible, subcontracting and contracting of natural person have been planned:

- **WP1:** a human resource will complement the LAZIOcrea team in project monitoring and evaluation activities.
- **WP3 and WP4:** assignments will be given to external lecturers, i.e. high-level professionals who will enrich the content of the training course with their direct testimonies (fees under A1 Other costs).
- **WP5:** in this case the subcontracting concerns the assignment of a service to an agency that will implement T5.2 for communication and dissemination.



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### 3.4 Cost effectiveness and financial management

#### Cost effectiveness and financial management

*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 and where relevant, 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.

#### Financial management

Within the leading partner's project team are technical and administrative figures with extensive experience in terms of financial management of EU-funded projects. In particular, a **financial manager** is expected to take care of the proper financial management of the project, handling purchasing procedures, and overseeing the financial budget status of each partner. Furthermore, he will provide the other beneficiaries with the **necessary instruction** on budget monitoring in order to allow them to control the budget and monitor the progress of their expenses.

#### Rationale of the budget

The project budget has been designed according to realistic and in-depth real-cost estimations of staff involvement and direct costs per work package. To determine staff costs, the consortium members reflected on the time spent on previous projects to arrive at the times needed for this project.

**Budget allocation** between the consortium is in line with the activities they implement: LAZIOcrea has a higher share because is both project leader and responsible for the Communication and Dissemination of the project.

In terms of the average **personnel costs**, those of the Italian partners are higher than those of the Albanian and Montenegrin partners.

Also, when assessing the cost related to each activity, must be taken into account the fact that these are in most cases activities that will be held **online remotely**, which clearly have less economic impact.

Costs related to **travel and accommodation** were defined using frameworks provided by the European Commission (Commission Decision of 12.1.2021 authorising the use of unit costs for travel, accommodation and subsistence costs under an action or work programme under the 2021-2027 multi-annual financial framework).

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### 3.5 Project management, quality assurance, risk management and monitoring and evaluation strategy.

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

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

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

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

The project leader will coordinate the project management and evaluation by preparing the **management, monitoring and evaluation documents** of the project and coordinating the projects activities. The rest of partners will also have an active participation by cooperating with the project leader in order to ensure a smooth and successful running of the project.

When running the first project meeting, project leader will establish the responsibilities of each partner in order to monitor the progress of the project and to face any risks that may arise. In this context, a project monitoring and control body, the **Steering Committee**, will be made official. It will be composed of the project managers of each partner and its aim will be to verify that all the tasks are completed correctly and on time. An **Action Plan** will be designed and shared to each partner, with the division of roles, deliverables to be produced and deadlines. A **Project Management Quality Plan** (PMQP) will be designed at the beginning of the project with the aim of establishing the best strategies to guarantee the success of the project and the achievement of the expected results.

### 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 of risk	Work package No	Proposed risk-mitigation measures
1	Delay in organizational meeting	1	Using PM Toolkit to coordinate all human resources employed on the project
2	Violating rights to privacy and the protection of confidentiality	1	Establishment of an ethics committee which will be assisted by legal advisers
3	Error in the scientific evaluation of the questionnaires and of the research	1	Establishment of a scientific committee able to establish the lines of research
4	The target of participants susceptible to the issues and may be fueled by violent or discriminatory behaviors	1	Establishment of an ethics committee to ensure ethical guidelines co-organized by sociological consultants, psychologists and experts
5	Delay in locating insurance policies	1,2	Investigation of insurance policies covering the company
6	Delay in training activities	3,4	Weekly meetings on the progress of the works
7	Participants-operator injuries	3,4	Insurance coverage
8	Delay in building the web application	5	The selection of the external supplier will be designed in order to guarantee the effectiveness and time-efficiency of the provision
9	Resource management risk (lack of enough resources to complete the project).	1	Within the project management activities, a resource allocation plan will be created in order to mitigate resource risk. In fact, the risk itself is very unlikely as the core team responsible for project activities is already identified and its capacity secured.
10	Poor internal communication	1,5	Effective project communication tools such as e-mail, text messages, a chat service and/or will be selected Google built-in apps. and explain them to your team at the beginning of your project.
11	Risk of insufficient data of students participating in the project	1,3,4	The contact person of each partner will maintain a record of the joint short-term staff training event, exchanges and dissemination activities in order to create a database for later use.
12	Risk of insufficient knowledge of the project activities carried out during the project period	1,3,4	The coordinator will have to keep track of the documents created after activities, meetings, etc. in order to protect the flow of knowledge.
13	Privacy and data processing	1,3,4	A standard disclosure shared with the partners, with students and with all events/courses participants will be introduced to be administered to all participants
14	Reduce pollution	3,4	Develop the questionnaire on the web platform through which the research activity will be managed
15	Services of suppliers not suitable for the stipulated contract	1,3,4,5	Initial meeting before starting the activities; interim meeting and final feedback meeting



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## 4 DISSEMINATION

### 4.2 Impact and ambition

#### Impact and ambition — Progress beyond the state-of-the-art *(n/a for Creative Europe Desks)*

*Define the short, medium and long-term effects of the project.*

*Does the project aim to trigger change/innovation? If so, describe the changes / innovations envisaged and the degree of ambition (progress beyond the status quo/state-of-the-art).*

The project will have a wide impact both on participants and participating organisations as well as at the local, regional, national and EU level; the impact of the project is intended to give positive results even after the project end.

#### Short-term effects (a few months to a year after the end of the project)

In this time period, the expected impacts are mainly related to the **participants' immediate acquisition of knowledge** during the programme: indeed, participants will acquire specific knowledge and skills, related to the music sector, that they will be able to **apply immediately in their everyday work**.

If the capacity building programme was effectively developed and achieved its objectives, it may be **replicated in other cultural and social contexts and with other groups of music professionals**. Additionally, the success of the programme could positively **influence the reputation of the organisations involved in the partnership**, making them more attractive to other organisations working in similar fields.

#### Medium-term effects (one to three years after the end of the project)

During this period, the expected impacts mainly concern the application at work by participants **of more complex knowledge** acquired during the training: participants should be able to apply the acquired knowledge to **improve their work and achieve better results**. This could include, for example, implementing new marketing strategies, adopting new technologies or using new management techniques.

In the medium term, partners could benefit from the experience gained in setting up and managing an international cooperation project, **acquiring skills and knowledge useful for participation in future similar initiatives**.

#### Long-term effects (beyond three years after the end of the project)

In this period, the expected impacts are **related to systemic and cultural change in the music sector**. Participants, using their acquired knowledge and new skills, should contribute to **developing a more sustainable and innovative music ecosystem**. This could include the creation of new job opportunities, the adoption of new forms of music production or the introduction of new business models. To sum up, the project could contribute to the **creation of a community of more knowledgeable and skilled music professionals**, able to collaborate and innovate.

The project will have a wide impact both on participants and participating organisations as well as at the local, regional, national and EU level; the impact of the project is intended to give positive results even after the project end.

**Short-term effects (a few months to a year after the end of the project)**

In this time period, the expected impacts are mainly related to the **participants' immediate acquisition of knowledge** during the programme: indeed, participants will acquire specific knowledge and skills, related to the music sector, that they will be able to **apply immediately in their everyday work**.

If the capacity building programme was effectively developed and achieved its objectives, it may be **replicated in other cultural and social contexts and with other groups of music professionals**. Additionally, the success of the programme could positively **influence the reputation of the organisations involved in the partnership**, making them more attractive to other organisations working in similar fields.

**Medium-term effects (one to three years after the end of the project)**

During this period, the expected impacts mainly concern the application at work by participants **of more complex knowledge** acquired during the training: participants should be able to apply the acquired knowledge to **improve their work and achieve better results**. This could include, for example, implementing new marketing strategies, adopting new technologies or using new management techniques.

In the medium term, partners could benefit from the experience gained in setting up and managing an international cooperation project, **acquiring skills and knowledge useful for participation in future similar initiatives**.

**Long-term effects (beyond three years after the end of the project)**

In this period, the expected impacts are **related to systemic and cultural change in the music sector**. Participants, using their acquired knowledge and new skills, should contribute to **developing a more sustainable and innovative music ecosystem**. This could include the creation of new job opportunities, the adoption of new forms of music production or the introduction of new businessmodels. To sum up, the project could contribute to the **creation of a community of more knowledgeable and skilled music professionals**, able to collaborate and innovate.

**Impact on non-EU countries (if applicable) *(n/a for Creative Europe Desks)***

*Please specify which country(ies) will benefit from the project and explain why the project is important for this (those) country(ies)? Specify the ways the project aims to improve the situation the country(ies) concerned?*

N/A

### 4.3 Communication, dissemination and visibility

#### Communication, dissemination and visibility of funding

*Describe the communication and dissemination activities which are planned in order to promote the Creative Europe Programme to the relevant stakeholders, the project 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.*

*For Creative Europe Desks: Describe your plans to communicate and disseminate the selection results, results of finalised projects (in particular of successful projects addressing environmental issues as well as diversity and inclusiveness) and the impact of the Creative Europe Programme in your country.*

#### Overall strategy

Project partners considers Communication and Dissemination of project's activities, outputs and results an issue of high strategic importance in order to maximize project impact and successfully reach the objectives. Thus, **the whole WP5 is dedicated to such activities**. C&D Activities will be implemented throughout all project life and **in coordination with all other WPs activities**, through a multi-layered and tailored strategy, using various tools and communication channels (both online and offline) in a targeted way, based on the mapping of recipients, to reach the widest possible audience.

C&D Strategic Plan will be designed in the very beginning of the project, consisting of an integrated, coherent and well-targeted planning document, aiming at developing concrete C&D tactical implementation methodologies and instruments.

C&D Plan will provide partners with guidelines related to the project objectives and actions and tools to be developed and used (during the whole project and after the conclusion), based on 3 basic axes: a) mapping of stakeholders to be targeted; b) C&D media and tools to be used; c) success indicators. Moreover, C&D Plan will provide partners with a C&D Toolkit (tools, procedures, guidelines, formats, graphic layouts) and will clearly indicate how to apply EU Logo and Disclaimer on any project output.

TARGET GROUPS	DESCRIPTION
General Public (GP)	<p>The GP includes all natural persons interested in the subjectmatter of the production, distribution, publishing, promotion, technology, as well as creatives and artists.</p> <p>Such as:</p> <ul style="list-style-type: none"> <li>• Young, adult and older people involved in the music industry.</li> <li>• People who know little about the music industry and want to learn more.</li> </ul>

<b>GP Subset</b>	<b>Music industry experts.</b>	This category includes experts from production, distribution, publishing, promotion, technology, as well as creatives and artists.	
<b>Multi-stakeholders Group (MSG)</b>		<p>The MSG includes all entities interested, for various reasons, in the topic, such as:</p> <ul style="list-style-type: none"> <li>• Providers of Advanced Arts Education;</li> <li>• Providers of music production material, music distribution, music publishing, music promotion, technology, as well as creatives and artists.</li> <li>• Providers of cultural and educational reference for young musicians of all nationalities.</li> <li>• Public and private training organisations.</li> </ul>	
<b>MSG subset</b>	<b>Institutional Interlocutors (IIs)</b>	<p>This category includes entities to be involved in the discussion strictly connected to</p> <p>the promotion of replicability and institutionalization viable and replicable capacity building program for music professionals (training methodology and tools included:</p> <ul style="list-style-type: none"> <li>• Institutional entities and Policy Makers;</li> <li>• Associations and organizations music of the production, distribution, publishing, promotion, technology, as well as creatives and artists.</li> </ul>	
<b>Media and mass communication operators (MCOs)</b>		This category includes journalists and mass media operators.	
<b>MEDIA</b>		<b>TARGET</b>	<b>IMPACT</b>
<b>Project and EU Logos (applied on each project output)</b>		GP, MSG, MCOs	Project graphic design identity and UE funding immediately recognizable.
<b>Online campaign</b>	<b>Project Website</b>	GP	<p>Availability of a tool providing:</p> <p>In short, medium and long term: a showcase of the project and its aims, partnership (including contact area), news on activities / results.</p>
			1 Project Logo; 1 EU Logo with indication of REC Programme and G.A. no°; 1 EU Disclaimer
			<p>People reached: 50.000 Project references by other websites: 15</p>

Online campaign	Social Media Pages	.GP, MSG, MCOs	In short, medium and long term: quick access to project updates, curiosities and news, through concise methods of social networks communication	In short, medium and long term: quick access to project updates, curiosities and news, through concise methods of social networks communication
Online campaign	Online Materials	GP, MSG, MCOs	IT tools suitable for direct and immediate communication and dissemination of the project activities and results, suitable for optimal spread through online channels	1 Promotional Video 1 Success Story Video Targeted mailing lists
Offline campaign	Press Office (see below for further details)	MCOs	Availability of assets responsible for managing relations with the media	6 Press releases. 5 Articles on sector newspaper. 1 Press Conference
	“Offline” Materials	GP, MSG, MCOs	Supply of materials allowing direct and immediate knowledge about project identity and its main results / outputs.	7 Plates 1 Roll-up 60 T-shirts

## 4.4 Sustainability and continuation

### Sustainability, long-term impact and continuation *(n/a for Creative Europe Desks)*

*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? What resources will be necessary to continue the project? How will the results be used?*

*Are there any possible synergies/complementarities with other (EU funded) activities that can build on the project results?*

The main project result is to develop a training and capacity-building programme for young professionals in the music sector. The success of this programme will be defined by its **impact on the working life of the target group and the possibility of replicating it in other social and cultural contexts.**

Therefore, in order to ensure the impact of the project, it is important to define a **follow-up plan** that includes short-, medium- and long-term monitoring and evaluation activities. Assuming that monitoring and evaluation activities will be endemic to the project itself, the follow-up will include a critical analysis of the results obtained and the activities carried out, in order to identify the strengths and weaknesses of the programme and possible areas for improvement. In the follow-up phase, it will also be important to involve the project partners in order to ensure shared management of future activities.

Furthermore, through communication and dissemination activities (publication of reports and organisation of events), it is planned to use the project results to disseminate the good practices that emerged during the training programme.

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## 5 WORK PLAN, WORK PACKAGES, ACTIVITIES, RESOURCES AND TIMING

### 5.2 Work plan

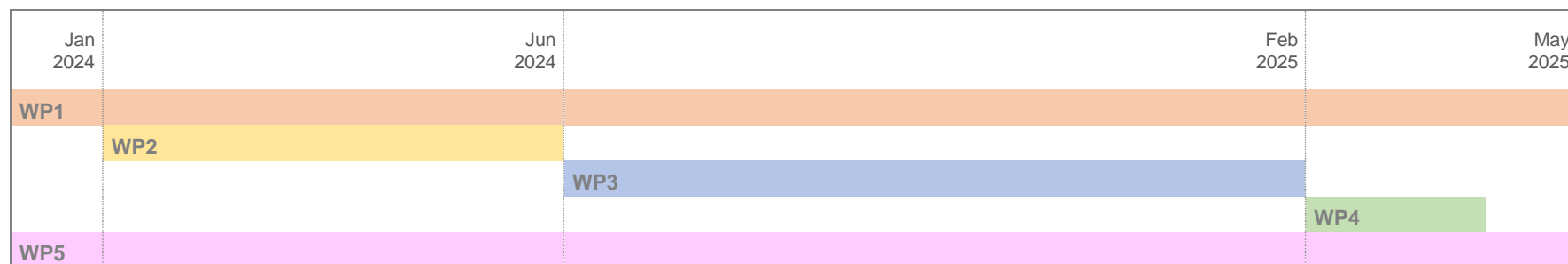
#### Work plan

*Provide a brief description of the overall structure of the work plan (list of work packages or graphical presentation (Pert chart or similar)).*

If accepted, the project will start in January 2024 and end in May 2025 (estimated duration is 17 months). WP1 will cover all tasks related to the general management and co-ordination of activities and will last for the entire duration of the project. WP2, WP3 and WP4 have been designed as consecutive to each other: once WP2 is finished, WP3 will start, followed by WP4. WP5 concerns all activities related to the dissemination and communication of the project and its results: its duration will extend throughout the project.

Following this approach, the project will be shaped as follows:

- Work Package 1: Project management & coordination
- Work Package 2: Preparatory activities: designing the capacity-building program.
- Work Package 3: LEARN. Running of the capacity-building program
- Work Package 4: DEVELOP&PERFORM. Applying acquired capacities.
- Work Package 5: Communication and Dissemination Activities



### 5.3 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.*

*Work packages covering financial support to third parties (⚠ only allowed if authorised in the Call document) 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). There should be a limited number of tasks per work package: the definition of tasks should enable the lead beneficiary to monitor the overall progress of the work package. 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. In monobeneficiary projects the 'COO' and 'BEN' are the same.*

*Add information on other participants' involvement in the project e.g. subcontractors, in-kind contributions.*

##### Note:

*In-kind contributions: In-kind contributions for free are cost-neutral, i.e. cannot be declared as cost. Please indicate the in-kind contributions that are provided in the context of this work package.*

*The Coordinator remains fully responsible for the coordination tasks, even if they are delegated to someone else. Coordinator tasks cannot be subcontracted.*

*If there is subcontracting, please also complete the table below.*



**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. You may be asked to further reduce the number during grant preparation.

For deliverables such as meetings, events, seminars, trainings, workshops, webinars, conferences, etc., enter each deliverable separately and provide the following in the 'Description' field: invitation, agenda, signed presence list, target group, number of estimated participants, duration of the event, report of the event, training material package, presentations, evaluation report, feedback questionnaire.

For deliverables such as manuals, toolkits, guides, reports, leaflets, brochures, training materials etc., add in the 'Description' field: format (electronic or printed), language(s), approximate number of pages and estimated number of copies of publications (if any).

For each deliverable you will have to indicate a due month by when you commit to upload it in the Portal. The due month of the deliverable cannot be outside the duration of the work package and must be in line with the timeline provided below. Month 1 marks the start of the project and all deadlines should be related to this starting date.

The labels used mean:

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

Sensitive — limited under the conditions of the Grant Agreement

EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision [2015/444](#). For items classified under other rules (e.g. national or international organisation), please select the equivalent EU classification level.

**Work Package 1****Work Package 1: Project management & coordination****Duration:**

M1 – M17

**Lead Beneficiary:**

LAZIOcrea spa

**Objectives**

- Ensuring a sound and efficient management of the overall project
- Applying proper financial and technical management
- Monitoring the correct implementation of the activities and, when needed, generating corrective actions
- Ensuring the internal communication between project partners
- Managing relationship with the European Commission (for the submission of deliverables)

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	General Management and Monitoring	<p>All This task is intended to ensure proper project management, the achievement of the objectives and the quality of results. This task includes the following subtasks:</p> <p><u>General Management and Monitoring:</u></p> <ul style="list-style-type: none"> <li>• Global project management.</li> <li>• Project Meetings and periodic online check conferences organization.</li> <li>• Compliance with the technical description of the work and the Grant Agreement.</li> <li>• Monitoring project developments according to the established roadmap, checking schedules and milestones.</li> <li>• Approval of deliverables and reports.</li> <li>• overseeing the financial budget status of each partner.</li> </ul> <p>The responsibility for this subtask will be assigned to the <b>Steering Committee</b>.</p> <p><u>Scientific Management:</u></p> <p>This subtask will ensure that technical and scientific aspects of the project will be properly addressed, and related objectives and milestones will be met. The responsibility for this subtask will be assigned to the Scientific Committee.</p>	<p>LAZIOcrea S.p.A.</p> <p>Other Partners</p>	<p>COO</p> <p>BEN</p>	NO

		<u>Quality Assurance:</u> This task will ensure that project activities will be carried out professionally, efficiently, and effectively, according to the quality standards established in the Project Management Quality Plan (PMQP). The responsibility for this subtask will be assigned to the <b>Quality Assurance Body</b> .			
T1.2	Technical Management	<p>All This task will ensure that all management related issues are properly addressed, and all objectives and milestones are met. This task includes the following subtasks:</p> <p><u>Project Risk Assessment &amp; Management:</u></p> <p>The Project Leader will ensure that potential risks are properly assessed and managed in terms of both communication as well as contingency management. The main aim is to ensure that possible or potential risks will be identified, analysed, and considered. Avoidance or mitigation policies will be defined depending on risk occurrence probability and potential impact severity. To respond systematically to every potential risk, the PMQP will be provided with Risk Management Plan part.</p> <p><u>Ethical issues:</u></p> <p>The Project Leader ensures that all ethical issues will be properly assessed and managed and guarantees that, prior to undertaking any activity involving the acquisition of data (such as those related to administered tests), data protection and privacy preserving standards have been adhered and an appropriate procedure have been undertaken to ensure full legal and ethical compliance. Data Management The Project Leader will ensure that all data collected by partners, through the website and tests will strictly comply with GDPR and with Italian law. The PMQP will be provided with Data Management Plan</p>	LAZIOcrea S.p.A.	COO	NO
T1.3	Project Administration	<p>All This task will ensure that all administrative aspects of the project are properly monitored and handled, including –but not limited to – progress, efforts, costs, and reports.</p>	LAZIOcrea S.p.A.	COO	NO

Milestones and deliverables (outputs/outcomes)							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work PackageNo	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work PackageNo	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D1.1	Kick-off Meeting report	1	LC	R — Document, report	SEN (sensitive)	2	Document; Electronic; English agenda/invitation/program , signed attendance list, summary of the main outputs.
D1.2	Intermediate report	1	LC	R — Document, report	PUB (public)	8	Document; Electronic; English  Report following the intermediate project meeting.
D1.3	Final Evaluation report	1	LC	R — Document, report	SEN (sensitive)	17	Document; Electronic; English.  Report following the final project meeting.

**Work Package 2**

<b>Work Package 2: Preparatory activities: designing the capacity-building program</b>					
<b>Duration:</b>	M2 – M6	<b>Lead Beneficiary:</b>	Kruje Municipality (AL)		
<b>Objectives</b>					
<ul style="list-style-type: none"> <li>▪ Collect in-depth data on the main training needs of young music professionals;</li> <li>▪ Design a structured, viable and replicable capacity-building program, including guidelines, tools and training methodology;</li> <li>▪ Define the main requirements for participant selection and evaluation procedures.</li> <li>▪ Ensure the integration of clear inclusion and environmental policies during the project implementation</li> </ul>					
<b>Activities and division of work (WP description)</b>					
Task No (Continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE,	
T2.1	Desk research on the main training needs for young music professionals	This task will be dedicated to the analysis of the current training needs of young music professionals in the European landscape. The idea is to create a common background for all partners in order to effectively address the development of the capacity building programme. Researches could also adopt tools like online surveys.	Kruje Municipality	BEN	NO
			Arte2o	BEN	
			Music Academy – University of Montenegro	BEN	

T2.2	Preparation and running of the co-design sessions	Once the research results are ready and the main training needs of young music professionals are defined, the partners will meet to discuss and debate together on the shaping of the capacity building programme. At least 4 co- design sessions will be scheduled to be attended by at least 2 representatives from each partner. This activity covers the preparation and running of the sessions: 1) Choice of format (e.g. group brainstorming or prototyping process); 2) Preparation of material; 3) Facilitation of the collaborative process; 4) Collection of results.	<b>Kruje Municipality (AL)</b>  Arte2o  Music Academy – University of Montenegro  LAZIOcrea S.p.A.	<b>BEN</b>  BEN  BEN  COO	NO
T2.3	Designing of the overall capacity-building program	<p>Once the previous collaborative process is completed, the results are systematised in order to design an effective and, above all, replicable capacity building programme for young music professionals.</p> <p>During this phase, the following aspects will be defined: 1) the didactic structure of the programme; 2) the guidelines for the running of the lessons and the drafting of the teaching material; 3) the quality standards and evaluation questionnaires; 4) the teaching tools that will be used (e.g. platform for sharing didactic material and for online lessons).</p>	<b>Kruje Municipality</b>  Arte2o  Music Academy – University of Montenegro	BEN  BEN  BEN	NO
T2.4	Definition of the criteria and requirements for participants' selection	Once the specific contents of the training course have been worked out, the criteria and requirements on the basis of which participants will be selected from each country will be defined, as well as the evaluation procedures.	Kruje Municipality	BEN	NO
<b>Milestones and deliverables (outputs/outcomes)</b>					

Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D2.1	Detailed schedule of training activities	2	Kruje Municipality (AL)	R — Document, report	SEN (sensitive)	6	Document; Electronic; English
D2.2	Call for participants	2	Kruje Municipality (AL)	R — Document, report	PUB (public)	6	Document; Electronic; English
D2.3	Capacity-building program	2	Kruje Municipality (AL)	R — Document, report	SEN (sensitive)	7	Document; Electronic; English

### Work Package 3

<b>Work Package 3: LEARN. Running of the capacity-building program</b>			
<b>Duration:</b>	M7-M14	<b>Lead Beneficiary:</b>	Music Academy – University of Montenegro
<b>Objectives</b>			
<ul style="list-style-type: none"> <li>▪ Providing music professionals from 3 countries with new skills which will enrich their professional life</li> <li>▪ Promoting a collaborative and networking environment between participants and teachers</li> <li>▪ Assessing the results of the first phase of capacity-building in order to steer the second phase (WP4)</li> </ul>			
<b>Activities and division of work (WP description)</b>			

Task No (Continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP,	
T3.1	Selection of participants	Once all preparatory activities are completed, project partners will launch an open call, disseminating it through their main communication channels and within their network. The objective is to select up to 10 participants per country. Once all the applications are collected, the steering committee of the project will select the participants following the selection guidelines designed in WP2.	<b>Music Academy – University of Montenegro</b>  LAZIOcrea S.p.A.  Kruje Municipality  Arte2o	BEN  COO  BEN  BEN	NO
T3.2	Running of the online training activities	The running of online lessons involves 1) managing relations with lecturers and students, including through tutoring activities; 2) managing teaching materials and uploading them to the sharing platform; 3) collecting attendance data	<b>Music Academy – University of Montenegro</b>  Arte2o	BEN  BEN	
T3.3	Data monitoring and analysis	Evaluation activities will be carried out on a regular basis during the online training, including: - Design of evaluation questionnaires to be administered to incoming, ongoing, and outgoing participants: the questionnaires will be used to collect feedback and	<b>Music Academy – University of Montenegro</b>	BEN	NO



		evaluations on the quality of the capacity building course and participants' expectations.  - Design of specific questionnaires to be administered to incoming and outgoing participants to assess skills acquired: questionnaires are developed to assess skills and knowledge acquired during the capacity building course.  - Data collection and analysis: data collected from the questionnaires are analysed and used to assess the effectiveness of the capacity building course and identify any areas for improvement.  - Reporting: periodic reports on evaluation and monitoring results are prepared.					
<b>Milestones and deliverables (outputs/outcomes)</b>							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
MS3	Publication of open call for participants	3	Music Academy – University of Montenegro	All project partners will launch an <b>open call</b> , disseminating it through their main communication channels and within their network. The call for participants will stay open for one month.		7	
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	Attendance lists of each online lesson	3	Music Academy – University of Montenegro	R — Document, report	SEN (sensitive)	12	Document; Electronic; English

D3.3	Report of questionnaires regarding satisfaction of participants and new skills acquired	3	Kruje Municipality (AL)	R — Document, report	SEN (sensitive)	12	Document; Electronic; English
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**Work Package 4**


<b>Work Package 4: DEVELOP&amp;PERFORM. Applying acquired capacities</b>					
<b>Duration:</b>	15-16	<b>Lead Beneficiary:</b>	Arte2o (IT)		
<b>Objectives</b>					
<ul style="list-style-type: none"> <li>- Enable participants to apply in real contexts the theoretical knowledge acquired</li> <li>- Provide logistical organisation of the reception of participants in presence in Rome</li> <li>- Provide support to participants during the organisation of the final music event</li> </ul>					
<b>Activities and division of work (WP description)</b>					
Task No (Continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP,	
T4.1	Logistical organisation of the reception of participants in presence in Rome	The logistical organisation of the participants' reception inside the Castle of Santa Severa includes a series of activities that are fundamental for the success of the project: 1) Planning of transports; 2) Accommodation of the participants in the lodgings already present inside the	LAZIOcrea S.p.A.	COO	NO

		Castle of Santa Severa; 3) Management of the participants' free time (this could be a solution to further enrich the training experience and improve the interaction between them); 4) Providing support to the participants during their stay, such as health care or assistance in case of emergencies.			
T4.2	Running of the in-presence training activities	Participants will be hosted for ten days at Santa Severa Castle. As a follow-up to the online training activities, this phase is designed to give participants the opportunity to apply the knowledge acquired in the theoretical lessons (WP3) through practical and group activities, working together with other music professionals and with the support of music industry experts. Even if the details of this phase will be defined during WP2, it is foreseen to include workshops, live performance classes, and individual and group mentoring sessions. In this phase, participants will be supported and guided in order to organise the final event of their capacity-building course.	Arte2o  Music Academy – University of Montenegro  Kruje Municipality	BEN  BEN  BEN	
T4.3	Running of the final event organised by participants.	This Task will include giving logistic support to participants during the event.	Arte2o LAZIO crea s.p.a	BEN COO	
T.4.4	Data monitoring and analysis	<p>Evaluation activities will be carried out on a regular basis during the in-presence training, including:</p> <ul style="list-style-type: none"> <li>- Design of evaluation questionnaires to be administered to participants: the questionnaires will be used to collect feedback and evaluations on the quality of the capacity building course.</li> <li>- Design of specific questionnaires to be administered to incoming and outgoing participants to assess skills acquired: questionnaires are developed to assess skills and knowledge acquired during the capacity building course.</li> <li>- Data collection and analysis: data collected from the questionnaires are analysed and used to assess the effectiveness of the capacity building course and identify any areas for improvement.</li> <li>- Reporting: reports on evaluation and monitoring results are prepared.</li> </ul>	Arte2o LAZIO crea s.p.a	BEN 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)
D4.1	Report online - presence training activities	4	Arte2o (IT)	R — Document,report	SEN (sensitive)	16	Document; Electronic; English agenda/invitation/progra m, signed attendance list, summary of the main outputs report, training materials presentations, pictures, etc.
D4.2	Programme of the event to be organised by the participants	4	Arte2o (IT)	R — Document,report	PUB (public)	16	Document; Electronic; English

### Work Package 5

Work Package 5: Communication and Dissemination Activities				
Duration:	1-17	Lead Beneficiary:	LAZIOcrea S.p.A.	
Objectives				
<ul style="list-style-type: none"><li>- Creating a dissemination and communication plan</li><li>- Defining a multi-layered strategy</li><li>- Hosting and managing dissemination event (online and/or in-presence)</li></ul>				
Activities and division of work (WP description)				
Task No (Continuous	Task Name	Description	Participants	In-kind Contributions

numbering linked to WP)				 Associated with document Name	Role (COO, BEN, AE, AP, OTHER)	Ref. Ares(2023)7623429 - 09/11/2023 and Subcontracting (Yes/No and which)	
T5.1	C&D General Management	This task will include 3 macro-activities: <ul style="list-style-type: none"><li>Design of Communication and Dissemination(C&amp;D) Strategic Plan</li><li>C&amp;D Activities monitoring and data collecting</li></ul>		LAZIOcrea	COO	NO	
T5.2	C&D Activities	This task will include: <ul style="list-style-type: none"><li>Management of project website and social media contents</li></ul>		LAZIOcrea	COO	Subcontracting costs allocated to external communication agency/professional	
		➤ T.5.3 Online and offline awareness-raising campaign, including press office activities		LAZIOcrea	COO	NO	
T5.4	Planning and running 2 meetings with music industriesprofessionals	This task will be dedicated to the analysis of the current training needs of young music professionals in the European landscape. The idea is to create a common background for all partners in order to effectively address the development of the capacity building programme. Researches could also adopt tools like online surveys.		LAZIOcrea	COO	NO	
Milestones and deliverables (outputs/outcomes)							
Milestone No (continuous numbering not linkedto 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 andlanguage)
D5.1	Communication & Dissemination plan	5	LC	R — Document, report	SEN (sensitive)	3	Document; Electronic; English  C&D Plan will provide the plan and guidelines for the actions and material to be delivered during the whole project lifetime

Call: [CREA-CULT-2023-COOP] — [Small scale European Cooperation projects]

 Associated with document Ref. Ares(2023)7623429 - 09/11/2023							
D5.2	5 press releases will be realized during the project:	5	LC	R — Document, report	PUB (public)	17	Document; Electronic; English  After the Kick-off Meeting (M1) After Publication of open call for participants (M7) After Training Activity (M6) Before final event (M17) After final event (M17)
D5.3	1 Success Story Video.	5	LC	R — Document, report	PUB (public)	17	Document; Electronic; English

### Staff effort (n/a for Lump Sum Grants: Creative Europe Desks, Circulation of European Literary Works, European Cooperation Projects)

N/A – Lump Sum Grant

### Subcontracting (n/a for prefixed Lump Sum Grants)

#### Subcontracting

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 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 coordinator 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?)
5	S1.3	Communication and Dissemination Activities	Task 5.2 C&D Activities	€ 20.000	In order to ensure that the project objectives are achieved as effectively and efficiently as possible, LAZIOcrea will assign this task to an agency that will complement LAZIOcrea's communication work.	The cost was estimated on the basis of work already performed by the organization. However, different economic proposals will be compared in order to evaluate the most efficient one.

## Other issues:

*If subcontracting for the project goes beyond 30% of the total eligible costs, give specific reasons.*

Insert text

(CREA CULT and CROSS): V2.0 – 01.06.2022

## Events and trainings

### Events and trainings (including performances, residencies, exhibitions, workshops, conferences, etc. both face to face and virtual events are to be included).

*This table is to be completed for events organised by the applicants as part of the activities in the work packages above*

*Complete the table below with **realistic** estimates in terms of the number of attendees / participants / audience size. This data will be used in part to assess the success of the implementation of the project. Use your risk assessment to explain your mitigating measures.*

Event No (continuous numbering linked to WP)	Participant	Description					Attendees
		Name	Type	Area	Location	Duration (days)	Number
E1.1	LAZIOcrea Kruje Municipality Arte2o Music Academy	Co-design session	Co-design session with project partners	Partners will meet to discuss and debatetogether, within a participatory process, on the shaping of the capacity building programme. At least 4 co-deasign session will be scheduled to be attendedby at least 2 representatives (experts) from each partner.	Online - remotely	4	8
E1.2	LAZIOcrea	Meeting with professionals	Round-table	Two meetings will be organised with leading exponents of the music industryaimed at enriching the discussion on training needs, teaching models and the new skills needed in sector.	Online - remotely	2	15
E1.3	Arte2o	Final event	Music event	Final event organised by the capacity building course participants.	Santa Severa Castle (Santa Marinella Municipality), Italy	1	300
E1.4	LAZIOcrea	Final press conference	Press conference	A final press conference is planned withinthe communication and dissemination activities to present the project results	Santa Severa Castle (Santa Marinella Municipality), Italy	1	50

[illegible]



## Task 5.3 - Planning and running 2 meetings with music industries professionals

## 6.2 Ethics

Ethics
Not applicable.

#§ETH-ICS-EI\$# #@SEC-URI-SU@#

6.3 Security

Security
Not applicable.

#§SEC-URI-SU\$# #@DEC-LAR-DL@#

7 DECLARATIONS

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

Financial support to third parties (if applicable)
If in your project the maximum amount per third party will be more than the threshold amount set in the Call document, justify and explain why the higher amount is necessary in order to fulfil your project's objectives.
N/A

#§DEC-LAR-DL\$#

## ANNEXES

### LIST OF ANNEXES

#### Standard

Detailed budget table/Calculator (annex 1 to Part B) — *mandatory for Lump Sum Grants (see [Portal ReferenceDocuments](#))*

CVs (annex 2 to Part B) — *mandatory if required in the Call document*

Annual activity reports (annex 3 to Part B) — *not applicable*

List of previous projects (annex 4 to Part B) — *mandatory, if required in the Call document*

#### Special

Other annexes (annex X to Part B) — *mandatory, if required in the Call document*

**LIST OF PREVIOUS PROJECTS**

<b>List of previous projects</b>					
<i>Please provide a list of your previous projects for the last 4 years.</i>					
Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER)	Amount (EUR)	Website (if any)
[name]					
[name]					

HISTORY OF CHANGES		
VERSION	PUBLICATION DATE	CHANGE
1.0	15.04.2021	Initial version (new MFF).
2.0	15.01.2022	Update for 2022 calls.
	01.06.2022	Consolidation, formatting and layout changes. Tags added.

## LIST OF PREVIOUS PROJECTS

List of previous projects					
Please provide a list of your previous projects for the last 4 years.					
Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER)	Amount (EUR)	Website (if any)
LAZIOcrea SpA	<p>"Safe, Safe and Accountable Futsal Environment for Children"</p> <p>REC (Rights, Equality and Citizenship Program)</p>	<p>Project Start Date: 01/09/2019</p> <p>Project End Date: 31/05/2021</p>	COO	€ 172.839,19.	<a href="#">Website Project</a>
LAZIOcrea SpA	<p>"WiSHES: Wish for Schools' High Environment – Safeguarding"</p> <p>REC (Rights, Equality and Citizenship Program)</p>	<p>Project Start Date: 01/04/2020</p> <p>Project End Date: 31/03/2022</p>	COO	€ 219,497.66	<a href="#">Website Project</a>
LAZIOcrea SpA	<p>"FEEL FREE T@BE: training path on LGBT+ issues for socio-psycho-healthcare operators"</p> <p>REC, Rights, Equality and Citizenship Program</p>	<p>Project Start Date: 01/01/2021</p> <p>Project End Date: 31/12/2022</p>	COO	€ 247,934.87	<a href="#">Website Project</a>
ARTE20	<p>"WEGIL to read"</p> <p>Direzione sviluppo e promozione del territorio</p>	<p>Project Start Date: 24/02/2023</p> <p>Project End Date: 26/02/2023</p>	OTHER	€ 15.000	
ARTE20	<p>"Arte 2.0"</p> <p>POR FESR LAZIO 2014/2020</p>	<p>Project Start Date: 25/03/2021</p> <p>- In progress</p>	BEN	€ 16.340,53	
ARTE20	<p>"Il Rock nei suoi tre decenni fondamentali 70-80-90"</p> <p>D.G.R. n. 421 del 8/07/2021 Direzione Sviluppo e Promozione del Territorio – Divisione Valorizzazione del</p>	<p>Project Start Date: 30/09/2021</p> <p>Project End Date: 20/11/2021</p>	BEN	€ 14.007,10	

	Patrimonio Culturale - Area Cultura				
<b>ARTE20</b>	<p>"Il castello delle 7 note"</p> <p>Avviso Concorrenziale DET. 758 del 09/08/2019</p>	<p>Project Start Date: 22/01/2020</p> <p>Project End Date: 29/01/2020</p>	BEN	€ 15.000	
<b>Music Academy – University of Montenegro</b>	<p>"Musical Heritage of Montenegro – Musical Practices of Montenegro and their Potential – MusiH"</p> <p>Ministry of Science of Montenegro</p>	<p>Project Start Date: January 2017</p> <p>Project End Date: January 2019</p>	COO	€ 96.700	
<b>Kruja Municipality</b>	<p>"Rehabilitation of the Concert Hall in the Ibrahim Berdaku Palace of Culture"</p>	<p>Project Start Date: September 2020</p> <p>Project End Date: February 2022</p>	COO	€ 260.000	<a href="http://rdpa.al/">http://rdpa.al/</a>
<b>Kruja Municipality</b>	<p>"Artisans Between Past and Future"</p>	<p>Project Start Date: September 2022</p> <p>- In progress</p>	BEN	€ 45.000	<a href="https://progress.org.al/">https://progress.org.al/</a>
<b>Kruja Municipality</b>	<p>Economic Empowerment of Women in the Handicraft Value Chain in the Municipality of Kruja.</p>	<p>Project Start Date: September 2022</p> <p>Project End Date: February 2023</p>	BEN	€ 65.000	<a href="https://arvizanetekrujes.al/">https://arvizanetekrujes.al/</a>
<b>Kruja Municipality</b>	<p>"YES – Skills for Youth"</p>	<p>Project Start Date: April 2022</p> <p>Project End Date: January 2023</p>	BEN	€ 26.000	<a href="https://www.actforthesocietycenter.org/">https://www.actforthesocietycenter.org/</a>

ANNEX 2

ESTIMATED BUDGET (LUMP SUM BREAKDOWN) FOR THE ACTION

Forms of funding	Estimated EU contribution					
	Estimated eligible lump sum contributions (per work package)					Maximum grant amount <sup>1</sup>
	WP1 Project management & coordination	WP2 Preparatory activities: designing the capacity-building program	WP3 LEARN. Running of the capacity-building program	WP4 DEVELOP&PERFORM. Applying acquired capacities	WP5 Communication and Dissemination Activities	
	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	
	a	b	c	d	e	f = a + b + c + d + e
1 - LAZIOCREA SPA	27 988.00	3 534.00	0.00	3 534.00	30 949.00	66 005.00
2 - Arte2o	3 597.00	3 989.00	4 268.00	51 118.00	0.00	62 972.00
3 - MAK	1 626.00	2 949.00	18 940.00	7 250.00	1 149.00	31 914.00
4 - Kruje	1 471.00	8 690.00	2 359.00	4 974.00	842.00	18 336.00
Σ consortium	34 682.00	19 162.00	25 567.00	66 876.00	32 940.00	179 227.00

<sup>1</sup> The 'maximum grant amount' is the maximum grant amount fixed in the grant agreement (on the basis of the sum of the beneficiaries' lump sum shares for the work packages).

**ANNEX 3**

**ACCESSION FORM FOR BENEFICIARIES**

**ASS ARTE2O (Arte2o)**, PIC 883581343, established in VIA DEI PRATI FISCALI 215, ROMA 00141, Italy,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101131856 — Bet on the Beat** ('the Agreement')

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

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary



**ANNEX 3**

**ACCESSION FORM FOR BENEFICIARIES**

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

**hereby agrees**

**to become beneficiary**

**in Agreement No 101131856 — Bet on the Beat** ('the Agreement')

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

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

**ANNEX 3**

**ACCESSION FORM FOR BENEFICIARIES**

**BASHKIA KRUJE (Kruje)**, PIC 881093487, established in SCANDERBEG SQUARE CITY CENTER, KRUJE 1501, Albania,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101131856 — Bet on the Beat** ('the Agreement')

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

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

FINANCIAL STATEMENT FOR THE ACTION FOR REPORTING PERIOD [NUMBER]

EU contribution												
Eligible lump sum contributions (per work package)												Requested EU contribution
	WP1 [name]	WP2 [name]	WP3 [name]	WP4 [name]	WP5 [name]	WP6 [name]	WP7 [name]	WP8 [name]	WP9 [name]	WP10 [name]	WP [XX]	
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)**

**Different rights of use of the granting authority on materials, documents and information received for policy, information, communication, dissemination and publicity purposes**

When the action includes a work intended for commercial exploitation, Article 16.3 can only be applied to the promotion materials and documents related to the work, but not to the artistic material related to the work or to the work itself.

#### **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 special logo and project results) on the beneficiaries' **websites** or **social media accounts**
- for actions involving **publications**, mention the action and the European flag and funding statement and special logo on the cover or the first pages following the editor's mention
- for actions involving public **events**, display signs and posters mentioning the action and the European flag and funding statement and special logo
- for actions involving the distribution of audiovisual works, mention the European flag, funding statement and special logo in the opening credits of the work
- for actions involving the production of audiovisual works, mention the funding statement in the opening credits and the European flag, funding statement and special logo in the end credits of the work
- upload the public **project results** to the Creative Europe Project Results platform, available through the Funding & Tenders Portal.

##### **Special logos**

Communication activities and infrastructure, equipment or major results funded by the grant must moreover display the following logo:

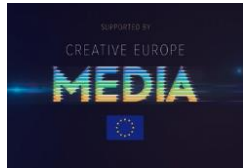
- for Creative Europe Media grants and Creative Europe Desk communication activities about the MEDIA strand:

- the Creative Europe Media logo



and

- for actions involving the distribution of audiovisual works: the Creative Europe Media animated logo:

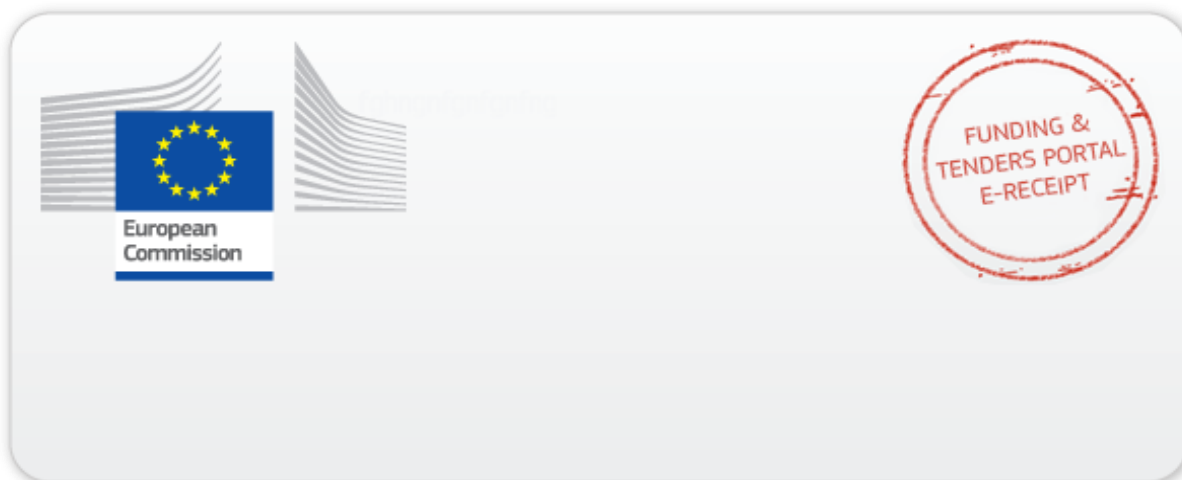


- for Creative Europe Desk communication activities covering all strands of the Creative Europe programme: a combined logo



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

n/a



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