



EUROPEAN EDUCATION AND CULTURE EXECUTIVE AGENCY (EACEA)

EACEA.B – Creativity, Citizens, EU values and Joint operations
B.2 – MEDIA

GRANT AGREEMENT

Project 101112458 — NEWAVES

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':

INSTITUTO POLITECNICO DA GUARDA (IPG), PIC 984924130, established in AV DR FRANCISCO DE SA CARNEIRO 50, GUARDA 6300 559, Portugal,

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

2. **RADIALTITUDE-SOCIEDADE DE COMUNICACAO DA GUARDA LDA (Rádio Altitude)**, PIC 885143916, established in RUA BATALHA REIS S/N - PARQUE DA SAUDE, GUARDA 6300-668, Portugal,

3. **TRGOVSKO RADIODIFUZNO DRUSTVO RADIO KANAL 77 DOOEL (Radio Kanal 77)**, PIC 919238058, established in PETTA PARTISKA KONFERENCIJA BB, STIP 2000, Republic of North Macedonia,

4. **REPUBLIC OF NORTH MACEDONIA STATE UNIVERSITY STIP GOCE DELCEV STIP (UGD)**, PIC 972180367, established in UL. KRSTE MISIRKOV 10A, STIP 2000, Republic of North Macedonia,

5. **TRENCIANSKA UNIVERZITA ALEXANDRA DUBCEKA V TRENCINE (TNUAD)**, PIC 967384396, established in STUDENTSKA 2, TRENCIN 91150, Slovakia,

6. **ROZHLAS A TELEVIZIA SLOVENSKA (RTVS)**, PIC 886834141, established in MLYNSKA DOLINA, BRATISLAVA 845 45, Slovakia,

7. SVEUCILISTE JOSIPA JURJA STROSSMAYERA U OSIJEKU, AKADEMIJA ZA UMJETNOST I KULTURU U OSIJEKU (UAOS-UNIOS), PIC 904799026, established in KRALJA PETRA SVACICA 1/F, OSIJEK 31000, Croatia,

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

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

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

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

The Agreement is composed of:

Preamble

Terms and Conditions (including Data Sheet)

- Annex 1 Description of the action¹
- Annex 2 Estimated budget for the action
- Annex 2a Additional information on unit costs and contributions (if applicable)
- Annex 3 Accession forms (if applicable)²
- Annex 3a Declaration on joint and several liability of affiliated entities (if applicable)³
- Annex 4 Model for the financial statements
- Annex 5 Specific rules (if applicable)

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

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

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

TERMS AND CONDITIONS

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DATA SHEET

1. General data

Project summary:

Project summary
<p>The media industry is facing several obstacles, particularly in sparsely populated European regions. NEWAVES is a reaction to these issues. The shift to digital media made it easier to provide news in a variety of formats, which boosted market competition, particularly in the local radio industry, which witnessed a significant decline in listeners and advertising income. By giving local stations throughout Europe the chance to join a supportive network, NEWAVES develops a cross-border and cross-sectorial community that will work collaborative and have access to several tools and resources, including a digital platform for the distribution of radio programming across a variety of genres. The platform will contain the material produced by each of these local radio stations throughout Europe, giving them access and promoting the circulation of a broad variety of European ("glocal") content, enhancing what they can offer their listeners, and boosting their competitiveness. NEWAVES is a network for the exchange of best practices between local radios, journalists and communication professionals from higher education institutions to increase the viability, innovation and creativity in the production and dissemination. The project will implement a knowledge transfer center for the radio sector at the local level acquisition and improvement of professional skills of journalists and media professionals. To do this, NEWAVES envisions training current and future communication professionals and students through physical and online mobility programs as well as an e-learning course program to address the specific needs of local radios. This course program will be developed through a collaborative process of co-creation workshops at the grassroots. By implementing a validation methodology for material to be made available on the platform with strict technical and content quality requirements, NEWAVES actively contributes to high-quality and trustworthy radio journalism.</p>

Keywords:

- Journalists
- Radio and Cross-Media - Culture
- Training
- Community News Media, Low-density Territories,

Project number: 101112458

Project name: NEWAVES – Collaborative Alliance for Radio Recovery and Boost of Community News Media in Low-density Territories

Project acronym: NEWAVES

Call: CREA-CROSS-2022-JOURPART

Topic: CREA-CROSS-2022-JOURPART

Type of action: CREA Project Grants

Granting authority: European Education and Culture Executive Agency

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

Project starting date: fixed date: 9 June 2023

Project end date: 8 June 2025

Project duration: 24 months

Consortium agreement: Yes

2. Participants

List of participants:

Nº	Role	Short name	Legal name	Ctry	PIC	Total eligible costs (BEN and AE)	Max grant amount
1	COO	IPG	INSTITUTO POLITECNICO DA GUARDA	PT	984924130	257 896.75	206 317.40

Nº	Role	Short name	Legal name	Ctry	PIC	Total eligible costs (BEN and AE)	Max grant amount
2	BEN	Rádio Altitude	RADIALTITUDE-SOCIEDADE DE COMUNICACAO DA GUARDA LDA	PT	885143916	86 814.45	69 451.56
3	BEN	Radio Kanal 77	TRGOVSKO RADIODIFUZNO DRUSTVO RADIO KANAL 77 DOOEL	MK	919238058	87 295.95	69 836.76
4	BEN	UGD	REPUBLIC OF NORTH MACEDONIA STATE UNIVERSITY STIP GOCE DELCEV STIP	MK	972180367	125 842.70	100 674.16
5	BEN	TNUAD	TRENCIANSKA UNIVERZITA ALEXANDRA DUBCEKA V TRENCINE	SK	967384396	125 778.50	100 622.80
6	BEN	RTVS	ROZHLAS A TELEVIZIA SLOVENSKA	SK	886834141	87 103.35	69 682.68
7	BEN	UAOS-UNIOS	SVEUCILISTE JOSIPA JURJA STROSSMAYERA U OSIJEKU, AKADEMIJA ZA UMJETNOST I KULTURU U OSIJEKU	HR	904799026	145 584.20	116 467.36
Total						916 315.90	733 052.72

Coordinator:

- INSTITUTO POLITECNICO DA GUARDA (IPG)

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

Total eligible costs (BEN and AE)	Funding rate (%)	Maximum grant amount (Annex 2)	Maximum grant amount (award decision)
916 315.90	80	733 052.72	733 052.72

Grant form: Budget-based**Grant mode:** Action grant**Budget categories/activity types:**

- A. Personnel costs
 - A.1 Employees, A.2 Natural persons under direct contract, A.3 Seconded persons
 - A.4 SME owners and natural person beneficiaries
 - A.5 Volunteers
- B. Subcontracting costs
- C. Purchase costs
 - C.1 Travel and subsistence
 - C.2 Equipment
 - C.3 Other goods, works and services
- D. Other cost categories
 - D.1 Financial support to third parties
- E. Indirect costs

Cost eligibility options:

- Standard supplementary payments
- Limitation for subcontracting

- Travel and subsistence:
 - Travel: Unit or Actual costs
 - Accommodation: Unit or Actual costs
 - Subsistence: Unit or Actual costs
- Equipment: depreciation only
- Costs for providing financial support to third parties (actual cost; max amount for each recipient: EUR 60 000.00)
- Indirect cost flat-rate: 7% of the eligible direct costs (categories A-D, except volunteers costs and exempted specific cost categories, if any)
- VAT: Yes
- Other ineligible costs

Budget flexibility: Yes (no flexibility cap)

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	24	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)	513 136.90	n/a	1 - IPG	n/a
			2 - Rádio Altitude	n/a
			3 - Radio Kanal 77	n/a
			4 - UGD	n/a
			5 - TNUAD	n/a
			6 - RTVS	n/a
			7 - UAOS-UNIOS	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): 90% of the maximum grant amount

No-profit rule: Yes

Late payment interest: ECB + 3.5%

Bank account for payments:

PT50078101120000000769378

Conversion into euros: Double conversion

Reporting language: Language of the Agreement

4.3 Certificates (art 24):

Certificates on the financial statements (CFS):

Conditions:

Schedule: interim/final payment, if threshold is reached

Standard threshold (beneficiary-level):

- financial statement: requested EU contribution to costs \geq EUR 325 000.00

4.4 Recoveries (art 22)

First-line liability for recoveries:

Beneficiary termination: Beneficiary concerned

Final payment: Coordinator

After final payment: Beneficiary concerned

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

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

Joint and several liability of affiliated entities — n/a

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

Applicable law (art 43):

Standard applicable law regime: EU law + law of Belgium

Dispute settlement forum (art 43):

Standard dispute settlement forum:

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

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

6. Other

Specific rules (Annex 5): Yes

Standard time-limits after project end:

Confidentiality (for X years after final payment): 5

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

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

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

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

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

CHAPTER 1 — GENERAL

ARTICLE 1 — SUBJECT OF THE AGREEMENT

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

ARTICLE 2 — DEFINITIONS

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

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

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

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

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

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

Affiliated entities (AE) — Entities affiliated to a beneficiary within the meaning of Article 187 of EU Financial Regulation 2018/1046⁴ which participate in the action with similar rights and obligations as the beneficiaries (obligation to implement action tasks and right to charge costs and claim contributions).

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

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

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

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

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

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

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

Fraud — Fraud within the meaning of Article 3 of EU Directive 2017/1371⁵ and Article 1 of the Convention on the protection of the European Communities' financial interests, drawn up by the Council Act of 26 July 1995⁶, as well as any other wrongful or criminal deception intended to result in financial or personal gain.

Irregularities — Any type of breach (regulatory or contractual) which could impact the EU financial interests, including irregularities within the meaning of Article 1(2) of EU Regulation 2988/95⁷.

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

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

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

CHAPTER 2 ACTION

ARTICLE 3 — ACTION

The grant is awarded for the action **101112458 — NEWAVES** ('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

The grant is an action grant⁸ which takes the form of a budget-based mixed actual cost grant (i.e. a

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

⁶ OJ C 316, 27.11.1995, p. 48.

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

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

grant based on actual costs incurred, but which may also include other forms of funding, such as unit costs or contributions, flat-rate costs or contributions, lump sum costs or contributions or financing not linked to costs).

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

The funding rate for costs is 80% of the action's eligible costs.

Contributions are not subject to any funding rate.

5.4 Estimated budget, budget categories and forms of funding

The estimated budget for the action is set out in Annex 2.

It contains the estimated eligible costs and contributions for the action, broken down by participant and budget category.

Annex 2 also shows the types of costs and contributions (forms of funding)⁹ to be used for each budget category.

If unit costs or contributions are used, the details on the calculation will be explained in Annex 2a.

5.5 Budget flexibility

The budget breakdown may be adjusted — without an amendment (see Article 39) — by transfers (between participants and budget categories), as long as this does not imply any substantive or important change to the description of the action in Annex 1.

However:

- changes to the budget category for volunteers (if used) always require an amendment
- changes to budget categories with lump sums costs or contributions (if used; including financing not linked to costs) always require an amendment
- changes to budget categories with higher funding rates or budget ceilings (if used) always require an amendment
- addition of amounts for subcontracts not provided for in Annex 1 either require an amendment or simplified approval in accordance with Article 6.2
- other changes require an amendment or simplified approval, if specifically provided for in Article 6.2
- flexibility caps: not applicable.

⁹ See Article 125 EU Financial Regulation 2018/1046.

ARTICLE 6 — ELIGIBLE AND INELIGIBLE COSTS AND CONTRIBUTIONS

In order to be eligible, costs and contributions must meet the **eligibility** conditions set out in this Article.

6.1 General eligibility conditions

The **general eligibility conditions** are the following:

(a) for actual costs:

- (i) they must be actually incurred by the beneficiary
- (ii) they must be incurred in the period set out in Article 4 (with the exception of costs relating to the submission of the final periodic report, which may be incurred afterwards; see Article 21)
- (iii) they must be declared under one of the budget categories set out in Article 6.2 and Annex 2
- (iv) they must be incurred in connection with the action as described in Annex 1 and necessary for its implementation
- (v) they must be identifiable and verifiable, in particular recorded in the beneficiary's accounts in accordance with the accounting standards applicable in the country where the beneficiary is established and with the beneficiary's usual cost accounting practices
- (vi) they must comply with the applicable national law on taxes, labour and social security and
- (vii) they must be reasonable, justified and must comply with the principle of sound financial management, in particular regarding economy and efficiency

(b) for unit costs or contributions (if any):

- (i) they must be declared under one of the budget categories set out in Article 6.2 and Annex 2
- (ii) the units must:
 - be actually used or produced by the beneficiary in the period set out in Article 4 (with the exception of units relating to the submission of the final periodic report, which may be used or produced afterwards; see Article 21)
 - be necessary for the implementation of the action and
- (iii) the number of units must be identifiable and verifiable, in particular supported by records and documentation (see Article 20)

(c) for flat-rate costs or contributions (if any):

- (i) they must be declared under one of the budget categories set out in Article 6.2 and Annex 2

- (ii) the costs or contributions to which the flat-rate is applied must:
 - be eligible
 - relate to the period set out in Article 4 (with the exception of costs or contributions relating to the submission of the final periodic report, which may be incurred afterwards; see Article 21)
- (d) for lump sum costs or contributions (if any):
 - (i) they must be declared under one of the budget categories set out in Article 6.2 and Annex 2
 - (ii) the work must be properly implemented by the beneficiary in accordance with Annex 1
 - (iii) the deliverables/outputs must be achieved in the period set out in Article 4 (with the exception of deliverables/outputs relating to the submission of the final periodic report, which may be achieved afterwards; see Article 21)
- (e) for unit, flat-rate or lump sum costs or contributions according to usual cost accounting practices (if any):
 - (i) they must fulfil the general eligibility conditions for the type of cost concerned
 - (ii) the cost accounting practices must be applied in a consistent manner, based on objective criteria, regardless of the source of funding
- (f) for financing not linked to costs (if any): the results must be achieved or the conditions must be fulfilled as described in Annex 1.

In addition, for direct cost categories (e.g. personnel, travel & subsistence, subcontracting and other direct costs) only costs that are directly linked to the action implementation and can therefore be attributed to it directly are eligible. They must not include any indirect costs (i.e. costs that are only indirectly linked to the action, e.g. via cost drivers).

6.2 Specific eligibility conditions for each budget category

For each budget category, the **specific eligibility conditions** are as follows:

Direct costs

A. Personnel costs

A.1 Costs for employees (or equivalent) are eligible as personnel costs if they fulfil the general eligibility conditions and are related to personnel working for the beneficiary under an employment contract (or equivalent appointing act) and assigned to the action.

They must be limited to salaries, social security contributions, taxes and other costs linked to the remuneration, if they arise from national law or the employment contract (or equivalent appointing act) and be calculated on the basis of the costs actually incurred, in accordance with the following method:

{daily rate for the person
multiplied by
number of day-equivalents worked on the action (rounded up or down to the nearest half-day)}.

The daily rate must be calculated as:

{annual personnel costs for the person
divided by
215}.

The number of day-equivalents declared for a person must be identifiable and verifiable (see Article 20).

The total number of day-equivalents declared in EU grants, for a person for a year, cannot be higher than 215.

The personnel costs may also include supplementary payments for personnel assigned to the action (including payments on the basis of supplementary contracts regardless of their nature), if:

- it is part of the beneficiary's usual remuneration practices and is paid in a consistent manner whenever the same kind of work or expertise is required
- the criteria used to calculate the supplementary payments are objective and generally applied by the beneficiary, regardless of the source of funding used.

A.2 and A.3 Costs for natural persons working under a direct contract other than an employment contract and costs for **seconded persons by a third party against payment** are also eligible as personnel costs, if they are assigned to the action, fulfil the general eligibility conditions and:

- (a) work under conditions similar to those of an employee (in particular regarding the way the work is organised, the tasks that are performed and the premises where they are performed) and
- (b) the result of the work belongs to the beneficiary (unless agreed otherwise).

They must be calculated on the basis of a rate which corresponds to the costs actually incurred for the direct contract or secondment and must not be significantly different from those for personnel performing similar tasks under an employment contract with the beneficiary.

A.4 The work of SME owners for the action (i.e. owners of beneficiaries that are small and medium-sized enterprises¹⁰ not receiving a salary) or **natural person beneficiaries** (i.e. beneficiaries that are natural persons not receiving a salary) may be declared as personnel costs, if they fulfil the general

¹⁰ For the definition, see Commission Recommendation 2003/361/EC: micro, small or medium-sized enterprise (SME) are enterprises

- engaged in an economic activity, irrespective of their legal form (including, in particular, self-employed persons and family businesses engaged in craft or other activities, and partnerships or associations regularly engaged in an economic activity) and
- employing fewer than 250 persons (expressed in 'annual working units' as defined in Article 5 of the Recommendation) and which have an annual turnover not exceeding EUR 50 million, and/or an annual balance sheet total not exceeding EUR 43 million.

eligibility conditions and are calculated as unit costs in accordance with the method set out in Annex 2a.

A.5 The work of **volunteers** for the action (i.e. persons who freely work for an organisation, on a non-compulsory basis and without being paid) may be declared as personnel costs, if and as declared eligible in the call conditions, if they fulfil the general eligibility conditions and are calculated as unit costs in accordance with the method set out in Annex 2a.

They:

- may not exceed the maximum amount for volunteers for the action (which corresponds to 50% of the total (ineligible and eligible) project costs and contributions estimated in the proposal)
- may not exceed the maximum amount for volunteers for each beneficiary set out in Annex 2
- may not make the maximum EU contribution to costs higher than the total eligible costs without volunteers.

If also indirect costs for volunteers are declared eligible in the call conditions, the amount of indirect costs may be added to the volunteers costs category in Annex 2, at the flat-rate set out in Point E.

B. Subcontracting costs

Subcontracting costs for the action (including related duties, taxes and charges, such as non-deductible or non-refundable value added tax (VAT)) are eligible, if they are calculated on the basis of the costs actually incurred, fulfil the general eligibility conditions and are awarded using the beneficiary's usual purchasing practices — provided these ensure subcontracts with best value for money (or if appropriate the lowest price) and that there is no conflict of interests (see Article 12).

Beneficiaries that are 'contracting authorities/entities' within the meaning of the EU Directives on public procurement must also comply with the applicable national law on public procurement.

Subcontracting may cover only a limited part of the action.

The tasks to be subcontracted and the estimated cost for each subcontract must be set out in Annex 1 and the total estimated costs of subcontracting per beneficiary must be set out in Annex 2 (or may be approved ex post in the periodic report, if the use of subcontracting does not entail changes to the Agreement which would call into question the decision awarding the grant or breach the principle of equal treatment of applicants; 'simplified approval procedure').

C. Purchase costs

Purchase costs for the action (including related duties, taxes and charges, such as non-deductible or non-refundable value added tax (VAT)) are eligible if they fulfil the general eligibility conditions and are bought using the beneficiary's usual purchasing practices — provided these ensure purchases with best value for money (or if appropriate the lowest price) and that there is no conflict of interests (see Article 12).

Beneficiaries that are 'contracting authorities/entities' within the meaning of the EU Directives on public procurement must also comply with the applicable national law on public procurement.

C.1 Travel and subsistence

Purchases for **travel, accommodation and subsistence** must be calculated as follows:

- travel: as unit costs in accordance with the method set out in Annex 2a if covered by Decision C(2021)35¹¹ or otherwise as costs actually incurred and in line with the beneficiary's usual practices on travel
- accommodation: as unit costs in accordance with the method set out in Annex 2a if covered by Decision C(2021)35¹² or otherwise as costs actually incurred and in line with the beneficiary's usual practices on travel
- subsistence: as unit costs in accordance with the method set out in Annex 2a if covered by Decision C(2021)35¹³ or otherwise as costs actually incurred and in line with the beneficiary's usual practices on travel.

C.2 Equipment

Purchases of **equipment, infrastructure or other assets** used for the action must be declared as depreciation costs, calculated on the basis of the costs actually incurred and written off in accordance with international accounting standards and the beneficiary's usual accounting practices.

Only the portion of the costs that corresponds to the rate of actual use for the action during the action duration can be taken into account.

Costs for **renting or leasing** equipment, infrastructure or other assets are also eligible, if they do not exceed the depreciation costs of similar equipment, infrastructure or assets and do not include any financing fees.

C.3 Other goods, works and services

Purchases of **other goods, works and services** must be calculated on the basis of the costs actually incurred.

Such goods, works and services include, for instance, consumables and supplies, promotion, dissemination, protection of results, translations, publications, certificates and financial guarantees, if required under the Agreement.

D. Other cost categories

D.1 Financial support to third parties

Costs for providing financial support to third parties (in the form of **grants, prizes** or similar forms of support; if any) are eligible, if and as declared eligible in the call conditions, if they fulfil the general eligibility conditions, are calculated on the basis of the costs actually incurred and the support is implemented in accordance with the conditions set out in Annex 1.

¹¹ Commission Decision of 12 January 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 (C(2021)35).

¹² Commission Decision of 12 January 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 (C(2021)35).

¹³ Commission Decision of 12 January 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 (C(2021)35).

These conditions must ensure objective and transparent selection procedures and include at least the following:

- (a) for grants (or similar):
 - (i) the maximum amount of financial support for each third party ('recipient'); this amount may not exceed the amount set out in the Data Sheet (see Point 3) or otherwise agreed with the granting authority
 - (ii) the criteria for calculating the exact amount of the financial support
 - (iii) the different types of activity that qualify for financial support, on the basis of a closed list
 - (iv) the persons or categories of persons that will be supported and
 - (v) the criteria and procedures for giving financial support
- (b) for prizes (or similar):
 - (i) the eligibility and award criteria
 - (ii) the amount of the prize and
 - (iii) the payment arrangements.

Indirect costs

E. Indirect costs

Indirect costs will be reimbursed at the flat-rate of 7% of the eligible direct costs (categories A-D, except volunteers costs and exempted specific cost categories, if any).

Contributions

Not applicable

6.3 Ineligible costs and contributions

The following costs or contributions are **ineligible**:

- (a) costs or contributions that do not comply with the conditions set out above (Article 6.1 and 6.2), in particular:
 - (i) costs related to return on capital and dividends paid by a beneficiary
 - (ii) debt and debt service charges
 - (iii) provisions for future losses or debts
 - (iv) interest owed
 - (v) currency exchange losses
 - (vi) bank costs charged by the beneficiary's bank for transfers from the granting authority

- (vii) excessive or reckless expenditure
- (viii) deductible or refundable VAT (including VAT paid by public bodies acting as public authority)
- (ix) costs incurred or contributions for activities implemented during grant agreement suspension (see Article 31)
- (x) in-kind contributions by third parties
- (b) costs or contributions declared 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 cases:
 - (i) Synergy actions: not applicable
 - (ii) if the action grant is combined with an operating grant¹⁴ running during the same period and the beneficiary can demonstrate that the operating grant does not cover any (direct or indirect) costs of the action grant
- (c) costs or contributions for staff of a national (or regional/local) administration, for activities that are part of the administration's normal activities (i.e. not undertaken only because of the grant)
- (d) costs or contributions (especially travel and subsistence) for staff or representatives of EU institutions, bodies or agencies
- (e) other :
 - (i) country restrictions for eligible costs: not applicable
 - (ii) costs or contributions declared specifically ineligible in the call conditions.

6.4 Consequences of non-compliance

If a beneficiary declares costs or 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

¹⁴ For the definition, see Article 180(2)(b) of EU Financial Regulation 2018/1046: ‘**operating grant**’ means an EU grant to finance “the functioning of a body which has an objective forming part of and supporting an EU policy”.

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. Costs and 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) (if required; see Articles 21 and 24.2 and Data Sheet, Point 4.3)
 - 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’¹⁵ (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

¹⁵ 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.”

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 costs or contributions to the action and the costs for the in-kind contributions are not eligible.

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 costs for the subcontracted tasks (invoiced price from the subcontractor) are eligible and may be charged by the beneficiaries, under the conditions set out in Article 6. The costs will be included in Annex 2 as part of the beneficiaries' costs.

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: to use qualified external auditors which are independent and comply with comparable standards as those set out in EU Directive 2006/43/EC¹⁶
- for the controls under Article 25: to 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.).

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).

¹⁶ 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).

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 the 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 2015/444¹⁷ 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

¹⁷ 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).

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 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 2018/1725¹⁸.

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 2016/679¹⁹).

¹⁸ 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).

¹⁹ 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).

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.

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
- (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 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 costs or 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 in line with the accepted standards in the respective field (if any).

In addition, the beneficiaries must — for the same period — keep the following to justify the amounts declared:

- (a) for actual costs: adequate records and supporting documents to prove the costs declared (such as contracts, subcontracts, invoices and accounting records); in addition, the beneficiaries' usual accounting and internal control procedures must enable direct reconciliation between the amounts declared, the amounts recorded in their accounts and the amounts stated in the supporting documents
- (b) for flat-rate costs and contributions (if any): adequate records and supporting documents to prove the eligibility of the costs or contributions to which the flat-rate is applied
- (c) for the following simplified costs and contributions: the beneficiaries do not need to keep specific records on the actual costs incurred, but must keep:
 - (i) for unit costs and contributions (if any): adequate records and supporting documents to prove the number of units declared
 - (ii) for lump sum costs and contributions (if any): adequate records and supporting documents to prove proper implementation of the work as described in Annex 1
 - (iii) for financing not linked to costs (if any): adequate records and supporting documents to prove the achievement of the results or the fulfilment of the conditions as described in Annex 1
- (d) for unit, flat-rate and lump sum costs and contributions according to usual cost accounting practices (if any): the beneficiaries must keep any adequate records and supporting documents to prove that their cost accounting practices have been applied in a consistent manner, based on objective criteria, regardless of the source of funding, and that they comply with the eligibility conditions set out in Articles 6.1 and 6.2.

Moreover, the following is needed for specific budget categories:

- (e) for personnel costs: time worked for the beneficiary under the action must be supported by declarations signed monthly by the person and their supervisor, unless another reliable time-record system is in place; the granting authority may accept alternative evidence supporting the time worked for the action declared, if it considers that it offers an adequate level of assurance
- (f) additional record-keeping rules: not applicable

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, costs or contributions insufficiently substantiated will be ineligible (see Article 6) and will be rejected (see Article 27), and the grant may be reduced (see Article 28).

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

ARTICLE 21 — REPORTING

21.1 Continuous reporting

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

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

21.2 Periodic reporting: Technical reports and financial statements

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

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

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

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

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

The financial part of the periodic report includes:

- the financial statements (individual and consolidated; for all beneficiaries/affiliated entities)
- the explanation on the use of resources (or detailed cost reporting table, if required)

- the certificates on the financial statements (CFS) (if required; see Article 24.2 and Data Sheet, Point 4.3).

The **financial statements** must detail the eligible costs and contributions for each budget category and, for the final payment, also the revenues for the action (see Articles 6 and 22).

All eligible costs and contributions incurred should be declared, even if they exceed the amounts indicated in the estimated budget (see Annex 2). Amounts that are not declared in the individual financial statements will not be taken into account by the granting authority.

By signing the financial statements (directly in the Portal Periodic Reporting tool), the beneficiaries confirm that:

- the information provided is complete, reliable and true
- the costs and contributions declared are eligible (see Article 6)
- the costs and contributions 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)
- for the final periodic report: all the revenues have been declared (if required; see Article 22).

Beneficiaries will have to submit also the financial statements of their affiliated entities (if any). In case of recoveries (see Article 22), beneficiaries will be held responsible also for the financial statements of their affiliated entities.

21.3 Currency for financial statements and conversion into euros

The financial statements must be drafted in euro.

Beneficiaries with general accounts established in a currency other than the euro must convert the costs recorded in their accounts into euro, at the average of the daily exchange rates published in the C series of the *Official Journal of the European Union* (ECB website), calculated over the corresponding reporting period.

If no daily euro exchange rate is published in the *Official Journal* for the currency in question, they must be converted at the average of the monthly accounting exchange rates published on the European Commission website (InforEuro), calculated over the corresponding reporting period.

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

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. Payments (if any) will be made with the next interim or final payment.

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 for all reporting periods, by calculating the 'maximum EU contribution to costs' (applying the funding rate to the accepted costs of the beneficiary), taking into account requests for a lower contribution to costs and CFS threshold cappings (if any; see Article 24.5) and adding the contributions (accepted unit, flat-rate or lump sum contributions and financing not linked to costs, if any).

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 **positive**, the amount will be included in the next interim or final payment to the consortium.

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**).

The amounts will later on also be taken into account for the next interim or final payment.

22.3.3 Interim payments

Interim payments reimburse the eligible costs and contributions claimed for the implementation of the action 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. Its approval does not imply recognition of compliance, authenticity, completeness or correctness of its content.

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 calculate the ‘accepted EU contribution’ for the action for the reporting period, by first calculating the ‘maximum EU contribution to costs’ (applying the funding rate to the accepted costs of each beneficiary), taking into account requests for a lower contribution to costs, and CFS threshold cappings (if any; see Article 24.5) and adding the contributions (accepted unit, flat-rate or lump sum contributions and financing not linked to costs, if any).

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 part of the eligible costs and contributions claimed for the implementation of the action (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. Its approval does not imply recognition of compliance, authenticity, completeness or correctness of its content.

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 ‘maximum EU contribution to costs’ (applying the funding rate to the total accepted costs of each beneficiary), taking into account requests for a lower contribution to costs, CFS threshold cappings (if any; see Article 24.5) and adding the contributions (accepted unit, flat-rate or lump sum contributions and financing not linked to costs, if any).

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

If the resulting amount is higher than the maximum grant amount set out in Article 5.2, it will be limited to the latter.

Step 3 — Reduction due to the no-profit rule

If the no-profit rule is provided for in the Data Sheet (see Point 4.2), the grant must not produce a profit (i.e. surplus of the amount obtained following Step 2 plus the action’s revenues, over the eligible costs and contributions approved by the granting authority).

‘Revenue’ is all income generated by the action, during its duration (see Article 4), for beneficiaries that are profit legal entities.

If there is a profit, it will be deducted in proportion to the final rate of reimbursement of the eligible

costs approved by the granting authority (as compared to the amount calculated following Steps 1 and 2 minus the contributions).

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 costs or 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 costs' and 'revised accepted contributions'.

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

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

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

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

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

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

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

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

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

22.4 Enforced recovery

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

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

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

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

- (b) by drawing on the financial guarantee(s) (if any)
- (c) by holding other beneficiaries jointly and severally liable (if any; see Data Sheet, Point 4.4)
- (d) by holding affiliated entities jointly and severally liable (if any, see Data Sheet, Point 4.4)
- (e) by taking legal action (see Article 43) or, provided that the granting authority is the European

Commission or an EU executive agency, by adopting an enforceable decision under Article 299 of the Treaty on the Functioning of the EU (TFEU) and Article 100(2) of EU Financial Regulation 2018/1046.

The amount to be recovered will be increased by **late-payment interest** at the rate set out in Article 22.5, 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 2015/2366²⁰ 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 rate applied by the European Central Bank (ECB) for its main refinancing operations in euros ('reference rate'), plus the rate specified in the Data Sheet (Point 4.2). The reference rate is the rate in force on the first day of the 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

²⁰ 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).

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

24.1 Operational verification report (OVR)

Not applicable

24.2 Certificate on the financial statements (CFS)

If required by the granting authority (see Data Sheet, Point 4.3), the beneficiaries must provide certificates on their financial statements (CFS), in accordance with the schedule, threshold and conditions set out in the Data Sheet.

The coordinator must submit them as part of the periodic report (see Article 21).

The certificates must be drawn up using the template published on the Portal, cover the costs declared on the basis of actual costs and costs according to usual cost accounting practices (if any), and fulfil the following conditions:

- (a) be provided by a qualified approved external auditor which is independent and complies with Directive 2006/43/EC²¹ (or for public bodies: by a competent independent public officer)

²¹ 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).

- (b) the verification must be carried out according to the highest professional standards to ensure that the financial statements comply with the provisions under the Agreement and that the costs declared are eligible.

The certificates will not affect the granting authority's right to carry out its own checks, reviews or audits, nor preclude the European Court of Auditors (ECA), the European Public Prosecutor's Office (EPPO) or the European Anti-Fraud Office (OLAF) from using their prerogatives for audits and investigations under the Agreement (see Article 25).

If the costs (or a part of them) were already audited by the granting authority, these costs do not need to be covered by the certificate and will not be counted for calculating the threshold (if any).

24.3 Certificate on the compliance of usual cost accounting practices (CoMUC)

Not applicable

24.4 Systems and process audit (SPA)

Not applicable

24.5 Consequences of non-compliance

If a beneficiary does not submit a certificate on the financial statements (CFS) or the certificate is rejected, the accepted EU contribution to costs will be capped to reflect the CFS threshold.

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

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 costs and 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 (including information on the use of resources). 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 883/2013²² and No 2185/96²³
- 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 results of reviews, audits or investigations

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).

²² 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).

²³ 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).

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

Results 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 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 costs or 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, costs or 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 COSTS AND CONTRIBUTIONS

27.1 Conditions

The granting authority will — at beneficiary termination, interim payment, final payment or afterwards — reject any costs or 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 costs or 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 costs or contributions, it will deduct them from the costs or 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 (see Article 25).

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 audit 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.

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. Costs incurred or contributions for activities implemented during grant suspension are not eligible (see Article 6.3).

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
- (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. Costs incurred or contributions for activities implemented during suspension are not eligible (see Article 6.3).

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 costs incurred and contributions for activities implemented before the end of work date (see Article 22). Costs relating to contracts due for execution only after the end of work are not eligible.

If the granting authority does not receive the report within the deadline, only costs and contributions which are included in an approved periodic report will be taken into account (no costs/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, the financial statement, the explanation on the use of resources, and, if applicable, the certificate on the financial statement (CFS; see Articles 21 and 24.2 and Data Sheet, Point 4.3)

- (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 report submitted and taking into account the costs incurred and contributions for activities implemented before the end of work date (see Article 22). Costs relating to contracts due for execution only after the end of work are not eligible.

The information in the termination report must also be included in the periodic report for the next reporting period (see Article 21).

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

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 from other grants to this grant; see Article 25)
 - (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 costs incurred and contributions for activities implemented before termination takes effect (see Article 22). Costs relating to contracts due for execution only after termination are not eligible.

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 costs and contributions which are included in an approved periodic report will be taken into account (no costs/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, the financial statement, the explanation on the use of resources, and, if applicable, the certificate on the financial statement (CFS; see Articles 21 and 24.2 and Data Sheet, Point 4.3)
- (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 report submitted and taking into account the costs incurred and contributions for activities implemented before termination takes effect (see Article 22). Costs relating to contracts due for execution only after termination are not eligible.

The information in the termination report must also be included in the periodic report for the next reporting period (see Article 21).

If the granting authority does not receive the termination report within the deadline, only costs and contributions included in an approved periodic report will be taken into account (no costs/contributions if no periodic report was ever approved).

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 2988/95²⁴).

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.

²⁴ 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 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).

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 1182/71²⁵, 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.

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.

²⁵ 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).

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	
<i>Grant Preparation (General Information screen) — Enter the info.</i>	
Project number:	101112458
Project name:	NEWAVES – Collaborative Alliance for Radio Recovery and Boost of Community News Media in Low-density Territories
Project acronym:	NEWAVES
Call:	CREA-CROSS-2022-JOURPART
Topic:	CREA-CROSS-2022-JOURPART
Type of action:	CREA-PJG
Service:	EACEA/B/02
Project starting date:	fixed date: 9 June 2023
Project duration:	24 months

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List of work packages	4
Staff effort	12
List of deliverables	13
List of milestones (outputs/outcomes)	20
List of critical risks	20

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 media industry is facing several obstacles, particularly in sparsely populated European regions. NEWAVES is a reaction to these issues. The shift to digital media made it easier to provide news in a variety of formats, which boosted market competition, particularly in the local radio industry, which witnessed a significant decline in listeners and advertising income.

By giving local stations throughout Europe the chance to join a supportive network, NEWAVES develops a cross-border and cross-sectorial community that will work collaborative and have access to several tools and resources, including a digital platform for the distribution of radio programming across a variety of genres. The platform will contain the material produced by each of these local radio stations throughout Europe, giving them access and promoting the circulation of a broad variety of European ("glocal") content, enhancing what they can offer their listeners, and boosting their competitiveness.

NEWAVES is a network for the exchange of best practices between local radios, journalists and communication professionals from higher education institutions to increase the viability, innovation and creativity in the production and dissemination. The project will implement a knowledge transfer center for the radio sector at the local level acquisition and improvement of professional skills of journalists and media professionals. To do this, NEWAVES envisions training current and future communication professionals and students through physical and online mobility programs as well as an e-learning course program to address the specific needs of local radios. This course program will be developed through a collaborative process of co-creation workshops at the grassroots. By implementing a validation methodology for material to be made available on the platform with strict technical and content quality requirements, NEWAVES actively contributes to high-quality and trustworthy radio journalism.

LIST OF PARTICIPANTS

PARTICIPANTS

Grant Preparation (Beneficiaries screen) — Enter the info.

Number	Role	Short name	Legal name	Country	PIC
1	COO	IPG	INSTITUTO POLITECNICO DA GUARDA	PT	984924130
2	BEN	Rádio Altitude	RADIALTITUDE-SOCIEDADE DE COMUNICACAO DA GUARDA LDA	PT	885143916
3	BEN	Radio Kanal 77	TRGOVSKO RADIODIFUZNO DRUSTVO RADIO KANAL 77 DOOEL	MK	919238058
4	BEN	UGD	REPUBLIC OF NORTH MACEDONIA STATE UNIVERSITY STIP GOCE DELCEV STIP	MK	972180367
5	BEN	TNUAD	TRENCIANSKA UNIVERZITA ALEXANDRA DUBCEKA V TRENCINE	SK	967384396
6	BEN	RTVS	ROZHLAS A TELEVIZIA SLOVENSKA	SK	886834141
7	BEN	UAOS-UNIOS	SVEUCILISTE JOSIPA JURJA STROSSMAYERA U OSIJEKU, AKADEMIJA ZA UMJETNOST I KULTURU U OSIJEKU	HR	904799026

LIST OF WORK PACKAGES

Work packages <i>Grant Preparation (Work Packages screen) — Enter the info.</i>						
Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables
WP1	Management and Coordination Activities	1 - IPG	49.17	1	24	D1.1 – Management and financial tools D1.2 – Monitoring, quality control and internal evaluation plan D1.3 – Interim management report
WP2	Platform Development	4 - UGD	110.82	1	14	D2.1 – Best practices and key needs report D2.2 – Digital platform for the radio sector (structure and technical requirements) D2.3 – Grid with the Digital Platform prototyping tests results (and recommendations) D2.4 – Validation protocol D2.5 – Repository for the Digital platform
WP3	Training Programme for the media sector	5 - TNUAD	109.16	10	24	D3.1 – Training report for the media sector D3.2 – Introductory elearning course programme D3.3 – Grid with the elearning course prototyping tests results (and recommendations) D3.4 – Mobility Programme protocol
WP4	Dissemination and Follow Up	7 - UAOS-UNIOS	102.78	1	24	D4.1 – Communication & Dissemination Strategy D4.2 – Project website and including social media pages D4.3 – Promotional toolkit D4.4 – Communication and dissemination monitoring report

Work package WP1 – Management and Coordination Activities

Work Package Number	WP1	Lead Beneficiary	1. IPG
Work Package Name	Management and Coordination Activities		
Start Month	1	End Month	24

Objectives

Developing and implementing efficient project management methods, structures, procedures, and tools to ensure that project activities are carried out successfully and that the required results are attained.

- Promoting and establishing effective partner collaboration, cooperative learning, and communication.
- Ensuring that the project work plan is carried out promptly and effectively, and that performance is continuously enhanced.

Description

This WP is structured around three tasks:

T1.1 Defining financial and managerial tools (M1-M24)

The coordinator will create a set of management and financial tools (consisting of administrative and financial guidelines and a tracking tool) at the start of the project (M1) to lay the groundwork for the subsequent work, support risk management, and provide internal guidance to the team. These tools will also guide collaborative work between consortium members and service providers by clarifying responsibilities, the standards and obligations for delivering and reporting in terms of the policies, requirements connected to the visibility of the EU financing shall get special consideration. Likewise, the coordinator shall guarantee that the processing of personal data complies with applicable national and EU laws on data protection.

The coordinator will ensure compliance with requirements related to maintaining records and other supporting documentation. The coordinator will inform partners and service providers about these requirements and solicit their assistance in gathering evidence, as needed, for reporting, audits, or other circumstances. An Interim management report will be created at the halfway point (M12) of the project to aid in tracking the development and preparing the Final management report, which will be provided 60 days after the project's end. An external audit will be conducted on this later.

T1.2 Collaboration with EU services and coordination among partners (M1-M24)

IPG will have an online kick-off coordination meeting in M1 to go through project management, administrative and financial details, and reporting responsibilities. The purpose of this meeting is to go over the specifics of project management (structure, processes, and tools), fine-tune the GANTT, and agree on the project brand, communication, and dissemination strategy, as well as the monitoring and internal evaluation plan, reporting requirements, and financial regulations. On M2 a kick-off meeting organised by the granting authority will take place in Brussels. The remaining physical meeting will take place on M5, M12, M18, and M23. Minutes and presentations used in the meetings will be added as an annexe to the D1. Management and financial tools. Additional coordination sessions will be scheduled online (every month, with the exception of the months, where physical meetings take place). Using daily interactions through Zoom/Skype/Ms Teams, and/or electronic mailing, IPG will ensure a regular and effective communication flow with the consortium partners during the project's lifespan. The project manager and team will also make sure that contact with the EC services and officials runs well, giving rapid attention to any requests that may arise, assisting with any possible on-the-ground visits, delivering frequent reporting, and seeking advice or permission as needed.

T1.3 Designing and executing a strategy for monitoring, quality control, and internal assessment (M1-M24)

IPG will create the Monitoring, quality control, and internal evaluation plan at the project's beginning (M1). This plan will serve as a roadmap for the activities that follow, defining the focus of the evaluation while taking into account various factors, establishing/fine-tuning key performance indicators, and defining the tools, timeframe for their use, and responsible/involvement of organizations. This plan will also contain a risk assessment table with pertinent data, such as a description of

the risk (which may be operational, time-related, linked to expertise, or budget-related, for example), an assessment of the potential impact and likelihood of occurrence, listing of mitigation measures, and identification of the participants in the controlling, monitoring, and implementation activities (regularly analysed, at the coordinating meetings, before reporting periods and whenever considered relevant). Surveys that will be done at pivotal points in the project will be included in the plan's assessment tools.

Work package WP2 – Platform Development

Work Package Number	WP2	Lead Beneficiary	4. UGD
Work Package Name	Platform Development		
Start Month	1	End Month	14

Objectives

- Create a platform capable of creating, disseminating and promoting locally produced content in Europe to stimulate greater diversity and competitiveness online, in order to demonstrate the rich and varied culture, in addition to promoting social inclusion and freedom of artistic expression
- Make relevant audio content available for subsequent creation and use by clients of the platform (radio stations, educational entities and content creators in general)
- Develop a protocol for analysing and validating content according to technical and information quality criteria

Description

This WP is structured around four WP, as follows:

T2.1 Develop a digital platform to host and distribute locally generated radio programs (M1-M14)

A fine-tuning of the needs analysis to identify existing gaps in the radio sector in each partner country will be developed. This will include a mapping of the major obstacles faced by radios across Europe from the changes caused by the digital transition that highly impacted the media sector. Also, a benchmarking activity will take place to identify and study good practices from different tech solutions/platforms regarding radios, media activities or similar/relatable. As a result of this, a “Best practices and key needs report” (D2.1) will be developed including an analysis of the status of the consortium partners and a set of suggestions/recommendations from the platform's stakeholders for improvement for the radio sector in the partner's countries. The activities described will be the foundations for the implementation of task 2.1, while the activation component will be produced by the execution of 2 co-creation workshops for prototyping and testing of a Digital Platform (with both Radios and HEI from the consortium), also using a user-centred approach. These workshops will occur in one single day, to take place during a physical consortium meeting on M5. The tech development of the Digital Platform will be performed by a hybrid team, combining elements of a subcontractor and in-house experts from the project coordinator (IPG). The Digital Platform will be developed to promote the creation and dissemination of locally produced radio content, encouraging greater diversity, social inclusion, sustainability and ethical consumption, freedom of expression and online competitiveness to showcase Europe's rich and varied culture.

The platform will be developed in English, however, there will be a concern to encouraging linguistic diversity by translating the digital platform into the consortium's languages: Portuguese, Macedonian, Slovak and Croatian.

T2.2 Platform Pilot test (M9-M12)

The digital platform creation process will be interactive, with the conduction of pilot tests to the prototype of the digital platform and making the necessary adjustments during the construction and subsequent finalization. The process will include a multidisciplinary team of radios and IT (both the subcontractor and in-house experts from IPG).

During the development of the platform, and in the initial stage, a test with a small

group of real users of the service will be made available. These users will be recruited at the time of testing (from the project partners). The test, in addition to shaping the platform (prototyping), will aim to test assumptions about how something might work and/or prove (or disprove) whether the proposed solution is viable. With this test, the consortium hopes to obtain a more detailed study of possible problems, giving the flexibility to react quickly to changes that may be necessary.

Testing will start from an initial hypothesis that will support the test plan, which will be executed until sufficient evidence is gathered to satisfy the required objectives. Such evidence is subjective and variable, which makes it difficult to predict it. After the test is completed, it is expected to obtain a robust proposal through iteration and learning, taking on new perspectives on the system, people, information and other resources.

In the second stage, additional radios (each radio partner will invite another radio from their country) will be invited to test the platform and provide their opinion on the usefulness of the platform, guiding to an improved version of the platform. Therefore, the process will include a 2 step validation (intern in the consortium and extern), which is an optimization process of the Digital Platform with the support of radios.

For the reporting of the testing, a webinar with recommendations will be implemented, which will be the basis for the Grid with the Digital Platform prototyping test results (D2.3).

T2.3 Develop a content analysis and validation protocol (M4-M8)

Technical quality indicators for the audio content as content quality identifiers will be identified, based on the experience of specialized professionals, on specific studies that will be developed or on existing outputs in the technical and scientific literature.

The sound technique quality metrics to be included are: spatial impression, stereo impression, transparency, sound balance, timbre, freedom from noise and distortions.

These indicators will be analysed by specialists (part of the consortium entities) so that a technical quality assessment instrument can be determined. If found relevant during the validation protocol development, other indicators may be added if necessary.

Measuring the quality of information will be one of the major challenges of the project. There are many studies that define frameworks to combat disinformation. Now, three dimensions will be automated with AI:

- i. Lexical structure (as measured through the percentage or proportion of specific classes of words, and the length of the title - number of letters).
 - ii. Level of simplicity (as measured through the readability and the preponderance of verbs, adjectives, names or numbers.)
 - iii. Intensity of emotion in terms of valence (strong positive or negative words)
- Many studies and tests will have to be carried out during the project in order to validate a framework for audio content.

- Many studies and tests will have to be carried out during the project in order to validate a framework for audio content.

- These studies will be conducted, in particular, by the academics involved in the project, who will be supported by qualitative and quantitative methodologies, as well as data collection instruments and analysis tools that use technology to obtain more precise answers. It is intended to develop four adjacent studies (one per HEI) and a robust mixed-method study.

- The tests, in addition to academics, will also involve the radios that are part of the consortium. The results of studies and tests will serve as a basis for the creation of a framework for audio content.

After both the technical and content indicators are identified and properly described, a content analysis and validation protocol will be developed. The protocol will be automated through the application of AI, and a framework would have to validate based on: i) existing scientific research; ii) scientific research that we will carry out together with journalists, communication professionals, specialists, professors, students, among others; and iii) scientific research that we will carry out with news consumers.

In this order, at all stages, relevant data will be collected to allow the consortium to define content/information quality metrics. The technical part of this automation will be subcontracted.

T2.4 Repository implementation (M3-M14)

A repository will be established in the Digital Platform to feed and collect significant audio content to be used to support the creation process of the platform users (radio stations, educational entities). Local radios will be the main contributors to this platform, by the implementation of a login system that will allow the upload of content (radio programmes, interviews, sounds and audio descriptions), which later could be used by other content creators. This service will not be available to end audiences (listeners) but for the radio stations themselves as a source of content so they can create their own programmes.

The repository will be open to other radios, to ensure a greater volume of content is provided. Collaborative journalism will be encouraged, also as the main incentive for the Radios participation. This will help the platform users to reduce costs with equipment, travel, HR, among others.

Relationships will also be established with other repositories that by now exist at the European level, namely Pond5 (www.pond5.com), which started in the Czech Republic; Soundly (www.getsoundly.com), based in Oslo; and FreeSound (www.freesound.org), created by Universitat Pompeu Fabra, Barcelona. The goal is to foster synergies in the use of content already developed. Complementarily, and since the available content may not reflect the reality of the consortium countries, additional content will be created to foster additional outputs for the Radios. For this, the task leader will create audio content such as nature sounds or teasers that can be used for transition effects, for example. Many of these contents are already available in databases, but gaps may be identified that justify the creation of new materials. As an example, the content “Support chants of a Croatian football club's supporters” may not be available, so it must be made available for use by content creators.

Work package WP3 – Training Programme for the media sector

Work Package Number	WP3	Lead Beneficiary	5. TNUAD
Work Package Name	Training Programme for the media sector		
Start Month	10	End Month	24

Objectives

- Train local radios, journalists, professionals, students and professors of communication to create opportunities for the exchange of knowledge and stimulate innovation in the radio sector, integrating the traditional digital worlds
- Capacitate students, teachers and communication professionals in agendas that promote innovation in radio, integrating traditional and digital.

Description

This WP is structured around three Tasks, as follows:

T3.1 Training for the media sector (M10-24)

Task 3.1 will start with a mapping exercise of the existing work performed by the consortium partners to identify local radios and media networks in the corresponding countries (Portugal, North Macedonia, Slovakia and Croatia), resulting in a radio database. A survey will be directed to this database (a total of 40 respondents) to assess the training needs of local radios in participating countries.

A Training report for the media sector (D3.1) will result from these steps, including a fine-tuning analysis of training needs to define the contents of the introductory course aimed at diverse stakeholders from the media sector (local radios, journalists, professionals, students and professors).

D3.1 will include both the analysis of the current situation regarding the training needs of the media sector and the e-learning course programme description. A preliminary list of content for the e-learning course programme is as follows: Entrepreneurship, innovation, and creativity in journalism and digital media; Market analysis, audiences,

and revenue opportunities; Production of media products: radio and podcast; Audio Design Practices (Communication Design); Ethics, Laws, and Principles of Journalism; Newsgathering and Multimedia Storytelling.

The Report (D3.1) will be produced by the Higher Education Institutions (HEI) that are part of this consortium, which will contribute with the technical knowledge accumulated through similar past projects to implement the analysis of training needs, as the training programme itself. The role of the local radios of the consortium will be crucial here since they will be the main content source of data for the fine-tuning analysis of training needs performed by the HEI.

2 co-creation workshops (with both Radios and HEI from the consortium) will be implemented using a user-centred approach for fine-tuning the e-learning course programme structure/design and training content (modules to be included and learning outcomes). Each HEI in the consortium is responsible for defining the final 2 modules and monitoring their implementation. These workshops will occur in one single day, to take place during a physical consortium meeting on M5.

The e-learning course programme will be placed inside the Digital Platform (WP2) and will be made available free of charge on the platform to all users. The content will be made available in English and in the languages of the consortium.

T3.2 Pilot test for the e-learning course programme (M14-16)

The e-learning course programme creation process will be interactive, with the conduction of pilot tests to the prototype of the course programme structure/design

and training content (modules to be included and learning outcomes), making the necessary adjustments during the construction and subsequent finalisation.

It is expected to make the prototype of the e-learning course available to future real users, for example, students of the involved HEIs and, based on the outputs obtained, to proceed with the improvements.

This test will basically be an exercise to verify the effectiveness of the content available, that is, we will verify if the technical quality and the information made available via the e-learning course meet the learning objectives initially proposed. This measurement can be done in a qualitative or quantitative way. All project partners will perform an experimentation stage and provide feedback, testing the e-learning course and providing their opinion on its usefulness, guiding to an improved version of the course.

For the reporting of the testing of the e-learning course a webinar with recommendations will be implemented, which will be the basis for the Grid with the e-learning course prototyping test results (D3.3).

T3.3 Mobility programme (M17-24)

A mobility programme will be designed and implemented to promote presential and remote (online) mobility to professionals from the media sector. Specifically targeting the professionals working with the radio stations in the consortium partners, the programme will deliver on-site training to the participants, complementing the e-learning training delivered under task T3.1.

The intention is to stimulate the transfer of knowledge between radios (companies) and higher education institutions (universities and polytechnics) to build a win-win relationship, combining theory and practice.

The physical mobility programme will have the following structure: the consortium partners organise a mutual learning mobility week for: 2 radio partners (2 participants per partner) + 3 radios selected from the survey in Task 3.1 (2 participants per radio) offering a programme that includes visits to local radios for networking, workshops with experts on different topics (both in HEI or radios). These may be provided by the consortium's professionals or may involve external individuals who can share new knowledge and experience.

The programme will have the following phases:

- Phase 1 (M14): IPG/Radio Altitude (Portugal)
- Phase 2 (M16): Kanal 77/ Goce Delcev State University (North Macedonia)
- Phase 3 (M18): University of Trenčín RTVS (Slovakia)
- Phase 4 (M22): University of Osije (Croatia)

The online mobility programme consists of 3 days of online training for the students

from the HEI institutions from the consortium that will receive counselling and will have the chance to contact the current professionals in the radio industry. During a week (2 hours per day), 2 students from each HEI will receive this online training as it follows:

- Team 1: IPG/Rádio Altitude (Portugal)
- Team 2: Goce Delcev State University Stip / Radio Kanal 77 (North Macedonia)
- Team 3: University of Trenčín / RTVS (Slovakia)

The project will promote mobility opportunities in an HEI or radio, to journalists, communication professionals, professors, researchers, media entrepreneurs and others. Periods can consist of training courses, field trips, job tracking or observation periods at relevant organizations, either online or face-to-face.

It is expected to have a positive effect on future prospects for innovation in journalism, especially in the radio sector. This will also be a chance to improve language skills, gain self-confidence and independence, as well as encourage interculturality.

For example, specific opportunities always aligned with the project will be available for all professionals involved in the consortium to promote personal improvement and knowledge sharing.

This mobility should also stimulate cultural understanding and language skills for innovation in journalism, in addition to achieving remarkable learning outcomes for participants.

Work package WP4 – Dissemination and Follow Up

Work Package Number	WP4	Lead Beneficiary	7. UAOS-UNIOS
Work Package Name	Dissemination and Follow Up		
Start Month	1	End Month	24

Objectives

- Enhance the project's impact not only under the partners' network of influence at the local, regional, and national levels but also promote the impact and content at both European and worldwide levels
- Guarantee that best practices are shared with as many media professionals as possible, and perform exchange knowledge initiatives

Description

This WP is structured around three Tasks, as follows:

T4.1 Design of the communication and dissemination strategy (M1-M12)

In order to ensure that the contents are highly relevant and come from partners with specific and sectorial experience, a Communication & Dissemination Strategy (D4.1) will be prepared at the start of the project (M2), distributing tasks and responsibilities among partners. The strategy will coordinate social media communication throughout the project. During the course of the project, partners will adjust it as a temporary plan under the task leader's supervision. The project's visual identity and logo are included in the deliverable.

Additionally, D4.1 will provide guidance concerning to regards to what, when, to whom and how to communicate/disseminate will be provided. The deliverable will include a comprehensive plan and fine-tuned methodological approach that will ensure the realisation of the objectives of the Work Package.

T4.2 Implementation of the communication and dissemination of NEWAVES (M11-M24)

The construction of the project's online presence in several channels, including an online page for NEWAVES, social media profiles (Facebook, Twitter, and LinkedIn) and a newsletter, are all part of the plan that was developed in Task 4.1. All partners will link their websites and social media accounts to the project site, which will serve as the primary project communicator and serve as a repository for papers and

materials to be delivered.

To increase its impact, the project will use current channels to implement contributions on Facebook, Twitter, YouTube, and other social media platforms with a particular hashtag.

The source for communication measures will be extensive video and audio documentation, as well as several expert interviews, radio programmes, sounds and audio descriptions. The communication and promotional materials (brochures, leaflets, infographics, flyers and videos) will be distributed by all project partners within their respective local, regional, national, European, and worldwide networks, and they will all seek assistance from their network partners for additional distribution.

A Promotional toolkit with templates for communication and promotional materials will be put together and made accessible to those interested in utilising it to promote the project's activities and outcomes.

T4.3 Mainstreaming the project results and achievements (M11-M24)

Regular and ongoing dissemination and exploitation efforts will be made to keep the target audiences tuned in and informed about the project's activities and accomplishments. Cross-promotion will be ensured by producing news and publishing it on the institution's website and social media networks. Additionally, targeted advertising emphasising the potential provided by the initiative to professionals, firms, and markets will be utilised to draw attendees to the planned activities (namely the e-learning course and the mobility programme). Also, press releases will be created at crucial points in the project to promote awareness and stimulate the curiosity of a larger audience about the goals and successes of the project.

The promotional toolkit materials will be gradually added to the website, and related news will be posted at the same time on social media, informing the audience of the project's major successes and providing access to interesting and useful content for market research. Partners will also participate in conferences, panels, professional gatherings, radio marketplaces, and radio-related events in order to spread the word about the project and its outcomes: Participation in national and international events: IPG (2 international events); each partner 2 national events); bilateral meetings to present the project to other organizations; establishing collaboration/exploitation protocols (total of 10).

The strategy established at the outset of the project will include these various activities, and they will be detailed in the Communication and dissemination monitoring report, which will also map out the outreach in relation to predetermined KPIs and describe the main activities developed under WP4.

STAFF EFFORT

Staff effort per participant <i>Grant Preparation (Work packages - Effort screen) — Enter the info.</i>					
Participant	WP1	WP2	WP3	WP4	Total Person-Months
1 - IPG	8.33	8.33	8.89	11.39	36.94
2 - Rádio Altitude	6.67	16.11	16.11	14.17	53.06
3 - Radio Kanal 77	6.67	16.11	18.89	14.17	55.84
4 - UGD	7.78	22.22	18.89	18.22	67.11
5 - TNUAD	9.44	19.44	22.22	16.11	67.21
6 - RTVS	2.50	2.50	1.94	1.50	8.44
7 - UAOS-UNIOS	7.78	26.11	22.22	27.22	83.33
Total Person-Months	49.17	110.82	109.16	102.78	371.93

LIST OF DELIVERABLES

Deliverables <i>Grant Preparation (Deliverables screen) — Enter the info.</i> <i>The labels used mean:</i> <i>Public — fully open (🚩 automatically posted online)</i> <i>Sensitive — limited under the conditions of the Grant Agreement</i> <i>EU classified —RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision 2015/444</i>						
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D1.1	Management and financial tools	WP1	1 - IPG	R — Document, report	SEN - Sensitive	1
D1.2	Monitoring, quality control and internal evaluation plan	WP1	1 - IPG	R — Document, report	SEN - Sensitive	24
D1.3	Interim management report	WP1	1 - IPG	R — Document, report	SEN - Sensitive	12
D2.1	Best practices and key needs report	WP2	4 - UGD	R — Document, report	SEN - Sensitive	5
D2.2	Digital platform for the radio sector (structure and technical requirements)	WP2	1 - IPG	R — Document, report	SEN - Sensitive	9
D2.3	Grid with the Digital Platform prototyping tests results (and recommendations)	WP2	1 - IPG	R — Document, report	SEN - Sensitive	12
D2.4	Validation protocol	WP2	1 - IPG	R — Document, report	SEN - Sensitive	7
D2.5	Repository for the Digital platform	WP2	6 - RTVS	DEC — Websites, patent filings, videos, etc	SEN - Sensitive	14
D3.1	Training report for the media sector	WP3	7 - UAOS-UNIOS	R — Document, report	SEN - Sensitive	11
D3.2	Introductory elearning course programme	WP3	7 - UAOS-UNIOS	R — Document, report	SEN - Sensitive	13
D3.3	Grid with the elearning course prototyping tests results (and recommendations)	WP3	5 - TNUAD	R — Document, report	SEN - Sensitive	16

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)
D3.4	Mobility Programme protocol	WP3	4 - UGD	R — Document, report	SEN - Sensitive	17
D4.1	Communication & Dissemination Strategy	WP4	7 - UAOS-UNIOS	R — Document, report	SEN - Sensitive	2
D4.2	Project website and including social media pages	WP4	5 - TNUAD	DEC —Websites, patent filings, videos, etc	PU - Public	12
D4.3	Promotional toolkit	WP4	5 - TNUAD	R — Document, report	SEN - Sensitive	14
D4.4	Communication and dissemination monitoring report	WP4	1 - IPG	R — Document, report	SEN - Sensitive	11

Deliverable D1.1 – Management and financial tools

Deliverable Number	D1.1	Lead Beneficiary	1. IPG
Deliverable Name	Management and financial tools		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	1	Work Package No	WP1

Description
For the consortium's internal usage only. Electronic publication, 20 pages, EN

Deliverable D1.2 – Monitoring, quality control and internal evaluation plan

Deliverable Number	D1.2	Lead Beneficiary	1. IPG
Deliverable Name	Monitoring, quality control and internal evaluation plan		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	24	Work Package No	WP1

Description
For the consortium's internal usage only. Electronic publication, 20 pages, EN

Deliverable D1.3 – Interim management report

Deliverable Number	D1.3	Lead Beneficiary	1. IPG
Deliverable Name	Interim management report		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	12	Work Package No	WP1

Description
For delivering to the EC services using the official template. Publication in electronic format, ~30 pages, EN

Deliverable D2.1 – Best practices and key needs report

Deliverable Number	D2.1	Lead Beneficiary	4. UGD
Deliverable Name	Best practices and key needs report		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	5	Work Package No	WP2

Description
Benchmarking report including good practices from different tech solutions/platforms regarding radios, media activities or similar/relatable, ~30 pages, EN

Deliverable D2.2 – Digital platform for the radio sector (structure and technical requirements)

Deliverable Number	D2.2	Lead Beneficiary	1. IPG
Deliverable Name	Digital platform for the radio sector (structure and technical requirements)		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	9	Work Package No	WP2

Description
Report with technical requirements for the Digital Platform, ~15 pages, EN

Deliverable D2.3 – Grid with the Digital Platform prototyping tests results (and recommendations)

Deliverable Number	D2.3	Lead Beneficiary	1. IPG
Deliverable Name	Grid with the Digital Platform prototyping tests results (and recommendations)		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	12	Work Package No	WP2

Description
Report with the results and recommendations from Digital Platform prototyping tests, ~10 pages, EN

Deliverable D2.4 – Validation protocol

Deliverable Number	D2.4	Lead Beneficiary	1. IPG
Deliverable Name	Validation protocol		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	7	Work Package No	WP2

Description
Procedures for the Validation Protocol, including technical quality indicators for the audio content as content quality identifiers, ~10 pages, EN

Deliverable D2.5 – Repository for the Digital platform

Deliverable Number	D2.5	Lead Beneficiary	6. RTVS
Deliverable Name	Repository for the Digital platform		
Type	DEC — Websites, patent filings, videos, etc	Dissemination Level	SEN - Sensitive
Due Date (month)	14	Work Package No	WP2

Description

The repository includes a minimum content of 250 elements (each partner radio includes 4 content elements per month + radio as associated partner)

Deliverable D3.1 – Training report for the media sector

Deliverable Number	D3.1	Lead Beneficiary	7. UAOS-UNIOS
Deliverable Name	Training report for the media sector		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	11	Work Package No	WP3

Description

Explanatory report with structure, modules and content for the Training Report, ~30 pages, EN

Deliverable D3.2 – Introductory elearning course programme

Deliverable Number	D3.2	Lead Beneficiary	7. UAOS-UNIOS
Deliverable Name	Introductory elearning course programme		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	13	Work Package No	WP3

Description

Detailed programme of the introductory e-learning course, ~20 pages, EN

Deliverable D3.3 – Grid with the elearning course prototyping tests results (and recommendations)

Deliverable Number	D3.3	Lead Beneficiary	5. TNUAD
Deliverable Name	Grid with the elearning course prototyping tests results (and recommendations)		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	16	Work Package No	WP3

Description

Report with the results and recommendations from the e-learning course prototyping tests, ~10 pages, EN

Deliverable D3.4 – Mobility Programme protocol

Deliverable Number	D3.4	Lead Beneficiary	4. UGD
Deliverable Name	Mobility Programme protocol		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	17	Work Package No	WP3

Description

Protocol with structure and rules for the Mobility Programme, ~15 pages, EN

Deliverable D4.1 – Communication & Dissemination Strategy

Deliverable Number	D4.1	Lead Beneficiary	7. UAOS-UNIOS
Deliverable Name	Communication & Dissemination Strategy		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	2	Work Package No	WP4

Description

For internal use of the consortium. Publication in electronic format, ~20 pages, EN

Deliverable D4.2 – Project website and including social media pages

Deliverable Number	D4.2	Lead Beneficiary	5. TNUAD
Deliverable Name	Project website and including social media pages		
Type	DEC — Websites, patent filings, videos, etc	Dissemination Level	PU - Public
Due Date (month)	12	Work Package No	WP4

Description

The centrepiece of dissemination and sustainability will be built upon project's webpages that will provide:

- information about the project,
- presentation of project partners,
- an activity section (including public deliverables, reports and documentations),
- a calendar with events,
- a news section
- project connected partners network
- contact information
- link to social media project pages

Deliverable D4.3 – Promotional toolkit

Deliverable Number	D4.3	Lead Beneficiary	5. TNUAD
Deliverable Name	Promotional toolkit		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	14	Work Package No	WP4

Description

Materials to promote the project and its activities: 2 brochures, available in electronic/downloadable format, ~4 pages, EN, 3 roll-ups, available in electronic/downloadable and printed version, 1 page, EN

Deliverable D4.4 – Communication and dissemination monitoring report

Deliverable Number	D4.4	Lead Beneficiary	1. IPG
Deliverable Name	Communication and dissemination monitoring report		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	11	Work Package No	WP4

Description
For internal use of the consortium. Publication in electronic format, ~30 pages, EN

LIST OF MILESTONES

(None)

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	Risks associated with project management and internal communication: - Missed deadlines - Key personnel changes throughout the project - Partners fail to provide the contributions necessary for the work plan's successful implementation - Partners are unable to deliver the necessary and anticipated resources, skills, and knowledge - The partner organizations fail to deliver financial information on time	WP1, WP2, WP4, WP3	At the start of the project, the coordinating organization will prepare and get approval from the entire consortium for management related risk prevention tools and processes. These tools and procedures will include strategies for risk prevention, risk mitigation, and communication. The coordinating organization will keep track of the project's activities, progress, and the fulfilment of the tasks and obligations set forth by the consortium (e.g., by holding frequent "update" meetings and employing a tracking technology to keep track of activity progress). If a defaulting partner engages in serious misconduct, the consortium will review the situation and consider whether to stop payments and remove them from the consortium and the project. In the unusual event that such a situation occurred, the consortium would act right away, distributing the resources among its surviving partners as needed to lessen the impact.
2	Risks relating to the innovative aspect, relevance, and traction of the platform and resources developed: - Platform content will age and no longer be relevant to the needs of the consortium. - The digital platform that was created does not yield the desired results, and the material it produces is irrelevant outside of the consortium's member nations and areas	WP1, WP2, WP4, WP3	A market analysis will be conducted before the project's launch to assess (if any) the presence of the competitors and to assess the benefits, drawbacks, usage patterns, and popularity of various platforms and resources. This data will be modified to fit the iterative development process of the project's digital platform and resources. The digital platform, in particular, will go through several stages of development (preparation, pilot testing, and launch), so it will have the resources that are the most pertinent, cutting-edge, and market centric, satisfying the needs of actors in the creative, cultural, and audio-visual sectors. The consortium will test the long-term effects of the platforms and resources outside the scope of the project since it will continuously review and update them as required, ensuring that all data and resources

Critical risks & risk management strategy <i>Grant Preparation (Critical Risks screen) — Enter the info.</i>			
Risk number	Description	Work Package No(s)	Proposed Mitigation Measures
			are current and pertinent to the market's changing needs.
3	Data fusion causes a deadline to be missed.	WP1, WP2, WP4, WP3	Step-by-step method of data adjustment
4	Lack of technical expertise during the creation and use of the digital platform	WP2	To ensure that subject-matter specialists are involved in its construction, the consortium will outsource the development of the digital platform. However, to ensure that the platform tailored to the demands, the outsourced specialists will collaborate closely with the inhouse IT professionals and other relevant departments from the partners' organizations during the implementation. In addition, other radios outside of the consortium will be invited to test the platform and provide their opinion.



Creative Europe Programme (CREA)

Application Form

Technical Description (Part B)

(CREA MEDIA and CROSS-SECTORAL)

Version 2.0
15 January 2022





IMPORTANT NOTICE

What is the Application Form?

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

The Form consists of 2 parts:

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

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

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


How to prepare and submit it?

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

Character and page limits:

- page limit normally **70** pages (unless otherwise provided in the Call document)
- supporting documents can be provided as an annex and do not count towards the page limit
- minimum font size — Arial 9 points
- page size: A4
- margins (top, bottom, left and right): at least 15 mm (not including headers & footers).

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

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

 **Please delete only instructions that do NOT concern your call.**



TECHNICAL DESCRIPTION (PART B)

COVER PAGE

Part B of the Application Form must be downloaded from the Portal Submission System, completed and then assembled and re-uploaded as PDF in the system.

Note: Please read carefully the conditions set out in the Call document (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:	NEWAVES – Collaborative Alliance for Radio Recovery and Boost of Community News Media in Low-density Territories
Project acronym:	NEWAVES
Coordinator contact:	Polytechnic Institute of Guarda, Professor Joaquim Brigas

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PROJECT SUMMARY

Project summary

See Abstract (Application Form Part A).

1. RELEVANCE

1.1 Background and general objectives

Background and general objectives

For 'Fostering European media talents and skills', 'Markets & networking', 'Innovative tools and business models', 'MEDIA360', 'Networks of European cinemas', 'Networks of European festivals', 'European VOD networks and operators', 'European festivals', 'Subtitling of cultural content', 'Audience Development and Film Education', 'Creative Innovation Lab', 'Media Literacy', 'Defending media freedom and pluralism' and 'Journalism Partnership': Define the objectives of your proposal and explain their relevance to this call for proposals.

The transition to digital media has a significant impact on how consumers relate to and consume news media. In a world in transformation, the Europeans continue to see radio as one of the most reliable sources of news. According to a recent survey on media and news developed by Eurobarometer¹, 49% of respondents expect radio stations (and public TV) to give them truthful news. Also, 39% of the inquired citizens replied that radio was one of their most used media to access news in the past seven years.

The numerous challenges the media sector is facing have more intense contours at the local and regional levels, especially in sparsely populated European regions. By giving citizens a direct and first-hand source of original reporting, local, regional, and community media news play an important and valuable role in societies. In contrast to large national radios, local regional radios tend to have deeper contact with the community and assist in giving voice to those who are underrepresented. Regional journalism is also viewed as a place for public discussion and engagement with local politics, which is usually underrepresented in national journalism. Local and regional radios also tend to be a space for promoting regional entities/businesses, and most of their contents are thought to boost the identity of each region, thus facilitating intercultural dialogue. These radios are typically distinguished by the community's active involvement in all organizational procedures.

Digitization facilitated the publication of news in different formats and the digital transition caused changes in the consumption and monetization of news content, which increased the competitiveness of the market, especially in the radio sector, which saw its listeners, mainly young people, switch to online sources, and advertising revenues drop considerably. This has impacted the financial sustainability of local and regional radios which, in many cases, had to close down their activities. In addition, the context calls into question the professional practice of journalism and the fight against disinformation and undermines the plural, democratic and inclusive nature of the media. To face the challenges and opportunities, it becomes imperative to develop skills and employment for journalists and communication professionals, as well as support structural and technological changes that make journalism more cooperative, collaborative, sustainable and resilient.

The Commission seeks to provide funding for initiatives that address structural issues facing the media industries and/or advance a free, diversified, and pluralistic media landscape. Supporting collaborative and transnational journalism, keeping an eye on threats to media plurality, mapping instances of press freedom

¹ <https://europa.eu/eurobarometer/surveys/detail/2832>



breaches, defending threatened journalists, media innovation, promoting media literacy, and bolstering the European public sphere are a few examples².

NEWAVES - COLLABORATIVE ALLIANCE FOR RADIO RECOVERY AND BOOST OF COMMUNITY NEWS MEDIA IN LOW-DENSITY TERRITORIES was born from the need to address the challenges of local and regional radios located in low-density areas. Facing a shortage of financial and monetary resources, and news sources of content for their audience, community radios are encountering obstacles that might lead to their extinguishing. This grassroots collaborative initiative is a partnership between education and business, promoting the co-development of resources to promote the upscale of digital skills of local and regional radios aiming for their financial sustainability while fighting misinformation. NEWAVES brings together not only radios in a wide collaborative platform through the digital platform itself but also joins Higher Education Institutions (HEI) specialized in the media sector, and radios in particular. The project is led by a consortium gathering eight organizations³ from four countries (PT, HR, SK, MK), one local and regional radio and one HEI in each country.



Together, these players will:

- Create a digital platform that can disseminate and promote locally/regionally produced content in Europe to encourage more variety and competition online, showcase the continent's rich and diverse culture, and encourage social inclusion and the freedom of the arts
- Set up a collection of audio recordings of news and events (interviews, sounds, reports), which partner entities can access (radio stations, educational entities, etc)
- Establish a methodology (via a validation protocol) for analysing and evaluating material on the platform in accordance with technical and information quality standards
- Develop a European mobility program for current and future radio workers, journalists and communication professionals for in-person and/or online knowledge exchange
- Inform and build capacity for students, teachers, and communication specialists in agendas that support radio innovation by fusing conventional and digital media
- Form exchange networks for sharing best practices between local and regional radios, journalists, and communication professionals, as well as other media, in order to increase the viability, innovation, and creativity in the production and dissemination of news content among various groups of people, including those from different social and linguistic backgrounds and age groups, particularly young people.

The NEWAVES initiative will contribute to enhancing the collaboration between local and regional radio stations, journalists, communicators, and other media; generating an increase in the market's viability and competitiveness for regional radios; supporting a cooperative business transformation that offers these radio stations the chance for innovation and sustainability via cooperation in the creation and distribution of trustworthy news content; creating knowledge transfer and best practices exchange among radios and between HEI and radios, and establishing of a knowledge transfer centre for the regional radio industry that takes into account journalistic and/or technological forms as well as the development of the abilities of journalists and other media professionals.

NEWAVES encourages systemic cooperation between professional news media organisations so that the local and regional radios work together to face the challenges they face as individual institutions competing not only with larger radios, but also with sources of information and entertainment easily accessible to their traditional audience, and with no costs associated to them. In addition to this, local and regional radios face an increasing challenge for content quality production associated with a lack of revenues and funding. NEWAVES directly address both challenges by offering a Digital Platform to promote collaborative journalistic projects, focusing on collaborative business transformation. This new tool allows radios to find common solutions for the challenges they are facing, giving them access to an extended platform of resources to

² <https://digital-strategy.ec.europa.eu/en/library/eu-support-news-media-sector>

³ Seven organizations are partners and one is an associated partner.



improve the offer to their audience. Thus, NEWAVES improves the viability and competitiveness of professionally produced journalism by providing a collaborative network where local and regional radios can benefit from new high-quality content and by offering them a set of training tools (including the e-learning programme and the mobility programme) to improve their digital skills to cope with increasing higher competition.

The project is deeply aligned with the objectives of the call, as it will help to:

- **Improve the economic sustainability of professional journalism:** NEWAVES focuses on providing local and regional radios from less developed regions with the conditions to thrive and compete in a sector where the digital transition is bringing new ways of content consumption (both information and entertainment). By providing a Digital Platform at the disposal of these radios, NEWAVES is enabling them to enhance the offer for their audience, allowing a higher revenue source and more conditions for the sustainability of their business. For professional journalism the NEWAVES project addresses this in two different ways: for the present professionals in the area, training for the media sector will be implemented resulting in an e-learning course programme, together with a physical mobility programme for professionals from the HEI in the consortium; for the future professionals in professional journalism, an online mobility programme will be executed aimed for the students from HEI.
- **Addressing the needs and harnessing the potential of news media operators from low-density territories through cross-border collaboration:** cooperation between the four countries from the partnership is being implemented with several activities designed for mutual learning among radios; transfer of knowledge from the HEI specialized in the media sector, particularly in the radio sector. This will promote cross-border cooperation while fostering collaborative journalism and improvement in the quality of content produced by the radio stations.
- **Help the wider European news media sector become more sustainable and resilient, contributing to a diverse, independent, and pluralistic media environment:** within the framework of social media and the increasing competition that the news and entertainment sectors are facing, NEWAVES will provide high-quality media production within the Digital Platform. The project will implement a cooperation network among the partners' countries built to last not only during the implementation of the project but also beyond through the establishment of a radio database and the involvement in the project activities of radios outside of the consortium.
- **Contribute to trustworthy reporting on current affairs, skills development, and employment:** NEWAVES will collect news and entertainment content from the partner radios to be uploaded to a specific repository, to be included in the Digital Platform, and later be shared among the radio community. This process involves the completion of a demanding validation protocol (including AI for quality guarantee) for all the content produced by the radios and to be shared among the community for mutual benefit. Regarding skills development and employment, all activities described in the previous bullet points will contribute to a stronger social media sector to cope with increasing challenges in terms of new trends in the consumption of digital content, with new and increasing easier forms to access information, which demands new responses of the radio sector to follow the new times and offer an attractive way of content consumption to constant changing consumers.

1.2 Needs analysis and specific objectives

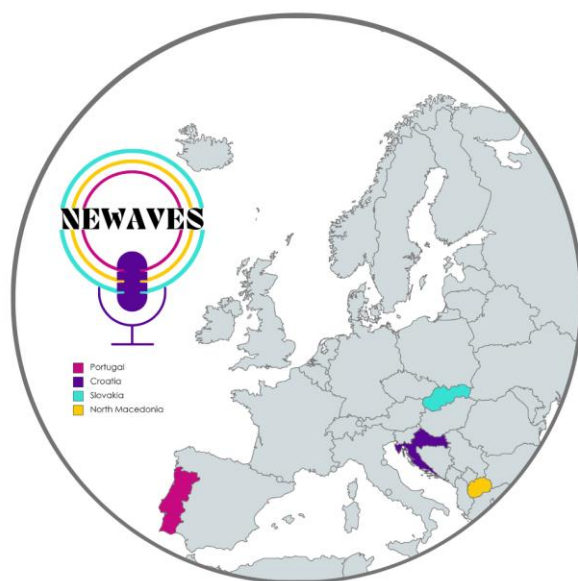
Needs analysis and specific objectives

For 'Fostering European media talents and skills', 'Markets & networking', 'Innovative tools and Business models' and 'MEDIA 360', 'Creative Innovation Lab', 'Media Literacy', 'Defending media freedom and pluralism' and 'Journalism Partnership': Describe how your activity meets the needs of the industry/sectors.

The media sector is facing several challenges at the local and regional levels, especially in sparsely populated European regions. Digitization facilitated the publication of news in different formats and the digital transition caused changes in the consumption and monetization of news content, which increased the competitiveness of the market, especially in the radio sector, which saw its listeners, mainly young people, switch to sources online, and advertising revenues drop considerably. This has impacted the financial sustainability of local and regional radios which, in many cases, had to close their activities.

In addition, the context calls into question the professional practice of journalism (they now need to be multipurpose) and the fight against disinformation and undermines the plural, democratic and inclusive nature of the media. For this reason, it is difficult to attract and retain young journalists, for example. Even so, there is some attempt to reverse this scenario. Some radio stations have bet on opinion journalism, for example. Others, although broadcasting online, have not yet managed to digitize their contents, for example, exploring them in podcast format.

And, to face the challenges and opportunities, it becomes imperative to develop skills and employment for journalists and communication professionals, as well as to support structural and technological changes that make journalism more cooperative, collaborative, sustainable, and resilient.



REGIONAL LANDSCAPES OF THE CONSORTIUM IN A NUTSHELL

Portugal

Local and regional radios are linked to key concepts such as localism and proximity, valuing the model of proximity to the community and appreciation of journalism and local information. These radios, face many difficulties in competing with larger communication groups. The financial weaknesses of these local radios led some operators to broadcast programming in a chain of other stations, transforming themselves, throughout its existence, into signal repeaters of other larger radios, losing their essence and limiting the localism and proximity potential. Most revenues from these radios come from advertising, calculated by the dynamics of the county and its population. This is also a severe constraint for local radios operating in low-density areas. The vast majority of these local radios transmit local news and most of them do not have established

partnerships⁴. Local audiences are interested in accessing local news, and therefore, these radios play a very relevant role in their communities. However, the confluence of traditional radio with technical innovations and multimedia tools gave rise to an innovation of language, content, and the radio model itself, which makes this local media face challenges and be pressured to adapt.

Regarding the market of radio stations in the region of North Macedonia, it has declined significantly. The media market in Macedonia has serious challenges of an economic nature, but also a professional nature. The media outlets are often complaining of a problem with their sustainability, which leads to a lack of funds for development. In the absence of development, sustainability is endangered. We see that such a cycle is magical and leads to a decrease in the quality, but also the quantity of media companies. In the last 10 years, it has been noted that the region, as well as beyond, does not have permits for new radio stations. Local radio stations, according to the AVMU report, saw a drop in revenue of more than 15% in 2020 compared to last year. In total, the local radio stations in Macedonia show a loss of 2.71 million denars in 2020. Currently, local radio stations lack sustainable business models and expertise in the field of economic sustainability. At the same time, they lack adequate restructuring of media content for their online platforms. Almost no local radio station (except UGD FM) adapts its radio content for the Internet space. A very weak media convergence is observed, which is probably due to a lack of expertise in these media. This can also be considered an advantage because this field is not developed at the local level and has the possibility of development.

In North Macedonia, there are 62 for-profit and 4 non-profit radio stations in addition to the public broadcasting service with three radio services. This creates a fairly fragmented radio market. There are four stations in the commercial radio sector at the state level, including Channel 77, the first private radio station to broadcast informational programming. The implementation of a method of operation and adaptation to the increased influence of social networks and digital media are conditioned by the process of digitalization that is being carried out at a faster rate. Kanal 77 has evolved into a multi-platform medium with the dominant concept of Radiovision as a result, producing radio content first, followed by video and content for social media. Kanal 77 is no longer merely a radio station. The reform processes, which have been at a halt for the past two years and, in some parts, are even regressing, also determine the media market and the development of the media in North Macedonia. With severe clienteles' demands from the political sphere towards the media (and simultaneously), internal party-political disputes, and structural pressures, there is simply no political will to implement reforms. The entire region is affected by misinformation and disinformation, which has been exacerbated in particular by the COVID-19 pandemic. This condition is not unique to North Macedonia. Thanks to fact-checking teams and teams of trained journalists, radio has been able to maintain some resistance in such a situation.

In Slovakia, the journalistic market in the radio sector consists of public media (RTVS) and market media (e.g. Expres, Funradio, or Vlna). The commercial radio Expres has the largest market share (22.2% in 2021), followed by the public RTVS (17.8% in 2021). Both broadcasters also offer relevant space for news and political commentary. On the demand side, 44% of Slovaks choose the radio to receive news and information about politics. In this context, Slovaks rely more on public media than on commercial ones. However, almost 30% of respondents are not sure if they can spot fake news or misinformation. In 2022, some broadcasters

⁴ OBERCOM (2018), Local Radios in Portugal: characterization, trends, and futures.



(online media) were blocked by Slovak state authorities for allegedly providing fake news, but effective policies to prevent fake news or to strengthen people's resistance to misinformation are still very much debated, especially in the context of the rise of fake news about the COVID-19 pandemic or the war in Ukraine.

The radio sector in Slovakia is represented mainly by national radio broadcasting through several stations (Radio Slovensko - national, Regina – regional, Patria – minority). There are more multiregional and regional radio stations, some established local and student radio stations with a reach across all of Slovakia. The credibility and reliability of Slovak Radio's news content are considered very high. Generally, in Slovakia is radio journalism in good condition, but resists the constant attacks of easily disseminated fake news in the online environment. The main problems are in reliable sources, using tools for verifying information, analysing data and using them for creating reliable news content, which will protect universal values, freedom and safety, and be strong enough to be apolitical. Transitioning traditional media to the online world, brought a change in perception of news content – it's no more an environment with institutional control. Producers of news content should be everyone with an internet connection.

According to the survey done by IPSOS and the Agency for Electronic Media more than half of the **Croatian** citizens listen to the radio every day or almost every day. The only media that is consumed to a greater extent is television. Significant differences were observed in the frequency of listening to the radio among different groups of citizens. A significant number of people over 55 never listen to the radio, more precisely 20.5% of them never listen to the radio, while among the population of citizens up to 24 years of age, 12.8% never listen to the radio. Radio is perceived as the best medium for informing about local events, better than Internet, television, or daily newspapers. Experts believe that listeners have the greatest need for local information and therefore reach for local information radio stations to meet this need. This is also the main advantage of local radio stations; they offer content that listeners need that is not available on national/regional radio stations.

A total of 84.5% of Croatian citizens listen to the radio, with most listeners listening to the radio in the period from 6 am to 6 p.m., and less than 10% of radio listeners listen to the radio in the late evening hours.

Many listeners of radio stations in the Slavonia region have either a mostly positive (47.3%) or a very positive impression (39.3%) of these stations. The average grade of Slavonian radio stations is 4.2. The general impression of Slavonian radios is slightly higher. On average, listeners rated the music content and openness of the radio for communication with the highest scores, while independence from politics and businessmen received the lowest ratings. As in other regions, listeners of radio stations in Slavonia did not express a desire for major changes in the share of individual speech content on radio stations. A little less than a third of them expressed their desire to increase their share of health and human rights topics.

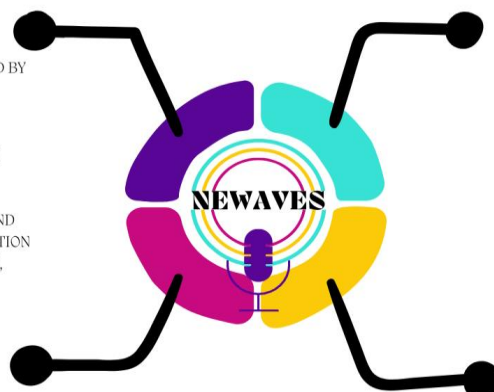
PERCEIVED STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

STRENGTHS

- RECOGNIZED BRANDS AND TRUSTED BY THE AUDIENCES
- ESTABLISHED INSTITUTIONS WITH STRONG TRADITIONS
- PROFESSIONAL MANAGEMENT TEAM AND EXPERIENCED STAFF (MEDIA WORKERS AND JOURNALISTS)
- TECHNICAL CAPACITY, FACILITIES AND EQUIPMENT FOR CONTENT PRODUCTION (INCLUDING AUDIO-VIDEO CONTENT, PHOTO AND PROMO CONTENT)

OPPORTUNITIES

- SUPPORT FROM THE CREATIVE EUROPE PROGRAMME TO THRIVE IN DIGITAL ENVIRONMENTS
- INCREASED CREATION AND CIRCULATION OF LOCAL AND REGIONALLY RELEVANT CONTENT - CELEBRATING DIVERSITY AND PLURALISM
- COLLABORATIONS AND EXCHANGES BETWEEN RADIOS AND HIGHER EDUCATION INSTITUTIONS FOR MORE PROFESSIONAL CONTENT AND CAPACITY BUILDING
- AUDIENCE ENGAGEMENT AND DEVELOPMENT



WEAKNESSES

- BIGGER RADIOS WITH MORE RESOURCES AND READINESS ARE EXPANDING AND ADAPTING RAPIDLY TO DIGITAL ENVIRONMENTS
- DUE TO THE GENERAL ECONOMIC CRISIS, THE FINANCING POSSIBILITIES FOR NEW DIGITAL TOOLS AND CAPACITATION DECREASED
- NEW DIGITAL TRENDS ARE ENTERING THE MEDIA TOO QUICKLY AND YOUNG JOURNALISTS WHO ARE COMING OUT NEED FURTHER EDUCATION

THREATS

- MEDIA NEWS AND RADIOS IN SPECIAL LACKS THE NECESSARY RESOURCES TO PRODUCE HIGH-QUALITY CONTENT
- DIFFERENT TRENDS IN THE WAY NEWS ARE CONSUMED AND MONETISED PUSH FOR SPEEDY ADAPTATIONS THAT REQUIRE CAPACITATION
- LOCAL AND REGIONAL RADIOS FROM LOW-DENSITY TERRITORIES HAVE A LIMITED CROSS-BORDER NETWORK AND TEND TO OPERATE ON A LOCAL/REGIONAL BASE

In response to the needs identified in the radios, NEWAVES will provide a digital platform for the distribution



of radio material across a range of genres, including information, entertainment, opinion, chronicles, and interviews. This content may either be heard directly on the platform or purchased/licensed for local radio broadcasting. The portal will also serve as a library for edited and raw audio content, such as reports, noises, and interviews. A team of experts will be in charge of reviewing the content and approving it on the platform in accordance with quality criteria, such as the quality of the information and technical quality, to ensure that the quality of the content made available on NEWAVES complies with the technical and ethical standards of the European Union. This will also aid in addressing the issue of false information, making NEWAVES a secure platform for all users. Since social media and its rising use are also increasing the misinformation and spread of false information and conspiracies, the Digital Platform (and its validation protocol) will be a powerful tool to fight this modern threat to traditional news channels and society in general.

Facing extra difficulties in revenues and financing, the radio stations will have an increased offer in terms of content and programming which will support them to have a higher power to obtain better revenue streams and models. Also, and since local radios face a lack of resources needed to produce high-quality content, the Digital Platform from NEWAVES will provide a set of resources of high quality (guaranteed by the validation protocol), free of usage, that will exponentially grow the content available for the local radios to improve the offer to their audience.

The project will also have a specific work package dedicated to training for the media sector, divided into an e-learning course programme and a mobility programme. In this sense, current and future social media professionals will benefit from several activities aiming to provide extra digital skills and tools so that local radios can be more competitive in the current market context.

HEI from the consortium will have a crucial role in supporting the development of local radios, helping them to strengthen their capacities to cope with increased competition in the media sector itself and with new sources of information and entertainment in the digital world. The HEI will be responsible to create a training programme for the media sector, taking into consideration the obstacles previously identified and the further research work to be implemented by the project. The training programme will be preceded by the collecting of information for a local radio database so that the training provided covers the needs of local radios. The e-learning course programme resulting from this activity will prepare the local radios to better face the challenges related to this new paradigm and new forms of competition. Thus, the media market's current fragility is directly addressed by NEWAVES with dedicated activities to improve not only the available resources (via Digital Platform) but also to capacitate the professionals with new skills for the digital world.

NEWAVES will follow a line of activities addressed in the Work Plan to achieve the following specific objectives:

- Stimulate cooperation between local radios, journalists and communication professionals and other media,
- Improve the viability and competitiveness of the radio market.
- Promote a collaborative business transformation, providing the opportunity for innovation and sustainability of local radios through collaboration in the production and dissemination of reliable news content.
- Create a platform capable of disseminating and promoting locally produced content in Europe to stimulate greater diversity and competitiveness online, in order to demonstrate the rich and varied culture, in addition to promoting social inclusion and freedom of artistic expression.
- Set up a repository with audio content with records of events (interviews, sounds, reports) for use by partner entities (radio stations, educational entities, etc). This service will not be available to end audiences.
- Design, on the platform, a protocol for analysing and validating content according to technical and information quality criteria.
- Train local radios, journalists and communication professionals, creating a European mobility program (in person and/or remote) for radio professionals to provide opportunities for the exchange of knowledge.
- Train students, teachers and communication professionals in agendas that promote innovation in radio, integrating traditional and digital.
- Establish, from the platform, networks for the exchange of best practices between local radios, journalists and communication professionals and other media to increase the viability, innovation and creativity in the production and dissemination of news content among different groups social and linguistic and age groups, especially young people.
- Create a knowledge transfer centre for the radio sector at the local level, considering technical formats and/or journalistic genres, as well as the acquisition and improvement of professional skills of journalists and media professionals.



1.3 European added value

European added value

For 'Fostering European media talents and skills', 'Markets & networking', 'MEDIA 360°', 'Innovative tools and Business models', 'European VOD Networks and operators', 'Audience Development and Film Education', 'Creative Innovation Lab', 'Media Literacy', 'Defending media freedom and pluralism' and 'Journalism Partnership': Explain the European dimension of your project (including, if applicable: origin of content or audiovisual works; cross-border and cross-language dimension; potential for European expansion; nature of the partnership; scope and size of partners).

The consortium includes a total of seven partners from four different countries – Portugal, North Macedonia, Slovakia, and Croatia – distributed between HEIs and radios.



Portugal

Polytechnic Institute of Guarda - IPG

<https://politecnicoguarda.pt/>

The Polytechnic Institute of Guarda is an institution of higher education oriented to students' formation, research and investigation activities, services to the community and cultural, scientific, and technical exchange. The Decree 303/80, of 16th August, found it in 1980, but its statutes were recognized only in 1985. In 1986, the School of Education began its activities. One year later, the School of Technology and Management also opened its doors to the Higher Education System.

In 1999, the School of Tourism and Hospitality Management of Seia was founded followed, in 2001, by the integration of the Nursing School into this Polytechnic Institute. Thus, the Polytechnic Institute of Guarda has four schools (Education, Communication and Sport, School of Technology and Management, School of Tourism and

Hospitality Management, Health School) a Research Unit for Inland Development.

In the current academic year, this institution has about 3000 students and over 200 teachers. The Institute services are the Presidency, the Legal Advice Office, the Mobility and International Relations Office, the Training and Career Office, the Planning Office, the Administrative Office, the Copy Center, the Culture and Sports Department, the Computers Services, the Information and Communication Office, the Quality Office, the Academic Services, the Technical Services, the Library, the Swimming Pool, the Gymnasium and the Laboratory of Internet and Applied Technology.

The Department of Social Sciences and Communication offers higher technical courses in Communication, Protocol and Event Organization, Digital Communication, Multimedia and Performing Arts and Sound and Image Reporter, the degrees in Multimedia Communication and Communication and Public Relations and collaboration in the master in Marketing and Communication.

It has audio and video laboratories and in addition, iMediaLabs - Communication and Media Laboratory is operating at The School of Education, Communication and Sport, having participated in internal and external innovation projects, with public and private entities.

Radio Altitude

<https://www.altitude.fm/>

Rádio Altitude began regular broadcasts on July 29, 1948, in the city of Guarda, and is the oldest local radio station in Portugal and one of the pioneers in Europe. With structured programming and regular information services, from 1989 on, within the scope of the contest for attribution of local radio frequencies, it began broadcasting on FM (it had already been broadcasting in Medium Wave since its foundation, in the 1940s). In 2001, after a national public contest for the transmission of the broadcasting license and the universality (that is: all the means of legal, physical, and technical existence) of Rádio Altitude, the ownership of the station was attributed to the company Radialtitude - Sociedade de Comunicação da Guarda, Lda., the current owner. On the new platforms, in addition to online broadcasting, Rádio Altitude ensures the daily updating of its podcast contents, making available, through this format, programs and items that it produces. It is also actively present in social networks. Rádio Altitude has also consolidated, in the last few years, its position as the most listened to the local radio station in the district of Guarda. In the Marktest's annual report "Bareme



Rádio" (the standard study of radio audiences in Portugal), Altitude appears as the most listened to the local station in the district of Guarda, in three rankings: in the district of Guarda; in the districts Castelo Branco-Guarda-Viseu; and in the Northern Interior Region.

North Macedonia

Goce Delchev University – Stip - UGD

<https://www.ugd.edu.mk/index.php/en/>

University Goce Delchev in Stip is a state university, ranked in second place in the rankings of State universities in the country. As a new and energetic institution of higher education, which constantly follows the interests of the young population, as well as the newest economic, industrial, and technological trends, we create exquisite opportunities for higher education. University Goce Delchev integrates twelve faculties and three artistic academies organized on three university campuses: Faculty of Law, Faculty of Economics, Faculty of Mining, Geology and Polytechnic, Faculty of Agriculture, Faculty of Computer Science and Information Technology, Faculty of Music, Higher Medical School, Faculty of Medical Science, Faculty of Philology, Faculty of Electrical Engineering, Faculty of Mechanical Engineering, Faculty of Technology, Faculty of Tourism and Business Logistics, Academy of Music, Art Academy, and Film Academy. Around 20.000 students have already recognized University Goce Delchev as an excellent opportunity for their academic development. The University is organized like most European universities. It functions as an integrated university.

The Rector is managing the University. The University Senate is the administrative body of the University. For the past 3 years, the full number of employees is approximately 500 persons, of which more than 250 are scientific staff. Lately, the university changed the paradigm under which it had been operating for more than 10 years i.e. shifting its orientation to enterprises, and opening itself to the community by providing services of a different character.

The learning process is organized according to the Credit Transfer System (Bologna system). To keep pace with the educational development the faculty had been and still is a part of numerous EU-funded projects. The E-learning Center and Laboratory for Digital Resources and Open Access, as parts of the Faculty of Computer Science, implement several very important projects for the University: - UGD Web Visibility - the project aims to improve the web performance indicators of the University. Results: Implemented Digital Academic Repository <http://eprints.ugd.edu.mk>, Academic Personal Web Pages System <http://scholar.ugd.edu.mk> and University Journal System <http://js.ugd.edu.mk>.

During the Covid-19 pandemic, the institution was the first in the country to transform the education process fully online, not losing a single day due to new circumstances that had brought other educational institutions in the country almost to a standstill.

Caring for its students, the university makes sure they are updated with any information that might have a positive influence on their education. University radio, social media profiles and YouTube channels are just a part of the efforts the institution gives to forward relevant information to the students quickly and promptly.

Radio Kanal 77

<https://kanal77.mk/>

The first privately owned national radio station in the Republic of North Macedonia, Radio Kanal 77, began broadcasting on October 4, 1991. In addition to a studio in Stip, Radio Kanal 77 also has a studio in Skopje from where it broadcasts its program. The audience for the program on Radio Kanal 77 is comprised of individuals between the ages of 25 and 45, with a focus on those between 30 and 40. 98 per cent of Macedonia's area is covered by the Kanal 77 signal. Professional journalists and managers with years of expertise make up the team. In its 30 years of broadcasting, Kanal 77 has established a reputation for fact-based, up-to-date journalism that is followed by investigative reporting. He established a team for fact-checking and debunking misinformation during the past two years. The political-economic program "Stadium," which includes audience participation, is one of Kanal 77's biggest brands. There have been several shows with a unique Morning Show in the program's entertainment segment.

According to a study done by the multinational firm Ipsos in July 2018, Radio Kanal 77 is the Republic of North Macedonia's top radio station, a favourite among listeners, and the radio station that has the most trust from listeners when it comes to news. Past 8 years Kanal 77 has been introducing the Radiovizion project, which blends audio, video, photography, text, and data visualization, for a number of years. By using digital means to disseminate the content and communicate with the public, this project is always being developed.

Numerous methods of content visualization are used, including quick movies that may be shared on a variety of social media platforms. The preparation of journalistic products in formats appropriate for many platforms is similar. An audience from all around the world reads the material produced on the website mms.mk, the digital platform that is a part of Kanal 77's integrated newsroom and is used to publish texts, audio, video, photographs, and other visual elements.

**Slovakia**Alexander Dubček University of Trenčín - TnUAD<https://tnuni.sk/aktuality/>

The University was founded at the time of big changes and expectations in Slovakia - at the dawn of the 21st century, in 1997. When the University was open, it had only 720 students. Nowadays about 2.500 students are enrolled in the courses offered by the University. www.tnuni.sk

The mission of Alexander Dubček University of Trenčín (TnUAD), which is a part of the European Higher Education Area and the European Research Area, is to develop a harmonious personality, knowledge, wisdom, goodness, and creativity in a man and to contribute to the development of education, science, culture, and health for the welfare of the whole society and thereby contribute to the development of a new economy and society.

TnUAD, as a university, has in its mission, which is in accordance with the Law on Higher Education, the Bologna process, and international standards, to be an important centre of education with the following development objectives: 1) maintain and develop its identity as a scientific and educational institution in the system of higher education at home and abroad; 2) create conditions for quality education in technical, economic, social and health fields of study; 3) prepare its graduates to represent not only the highest grade of personal and professional quality but also humanity and humanism; 4) contribute to the scientific and cultural development and economic prosperity of the society.

The University provides higher education of university type at its 4 faculties: The Faculty of Social and Economic Relations, The Faculty of Special Technology, The Faculty of Health Care, The Faculty of Industrial Technologies, the university-wide Department of Political Science and the Centre for Functional and Surface Functionalized Glass.

We provide a quality education through 3Q: Quality curricula, Quality teachers and a Quality environment. Alexander Dubček University of Trenčín aspires to be a continuously innovating educational institution, which is inclined to the changes in the context of cultural and motivational changes with an emphasis on output and quality indicators measured by the ability of graduates and their application in the integrated labour market and the real use of research and innovation potential. Science and research and the transfer of knowledge gained in this field to education are very important aspects of our continuous improvement. We successfully concluded various research and creative projects, and we want to continue this trend in the future. Linking science, education and practice is now a necessity in every educational institution that aspires to transfer knowledge into the economy. These areas are interconnected; one cannot advance without the other. These challenges have prompted the implementation of projects from EU structural funds, which resulted in the establishment and operation of unique centres: Centre for Functional and Functionalized Glass surfaces (FunGlass), Creative Centre – FabLab Trenčín, Centre of Excellence for ceramics, glass, and silicate materials (CEKSIM), Centre of Hyperbaric Oxygen Therapy (HBO), Research and educational centre of renewable energy sources (VUCOZ), White Carpathian glass research-development and educational base (KASKLO), and Technology Transfer Centre of Alexander Dubček University of Trenčín (Centratech).

Radio and Television of Slovakia – RTVS<https://www.rtvs.sk/>

Rozhlas a televízia Slovenska (RTVS) is Slovakia's state-owned public television and radio broadcaster. In 2021 commemorated 65 and 95 years since its establishment. It is a merger of Slovenská televízia and Slovenský rozhlas. Slovak Television (STV) is a public television service that broadcasts on two channels, Channel One (Jednotka) and Channel Two (Dvojka) across the entire territory of the Slovak Republic. Viewers have selected STV as the most reliable Slovak television network. It has won hundreds of awards at domestic and international film and television festivals. In 2021 RTVS established three creative centres, ARTENA – audiovisual workroom of RTVS in the main areas of Slovakia – Bratislava, Banská Bystrica and Košice. Banská Bystrica is focusing on radio and new media, Košice on journalism and news, Bratislava on the audiovisual sector. In each ARTENA we are forming Academies, providing knowledge, tools and space & technologies for the community of our members with interest in the audiovisual, cultural and creative industry.

The radio station offers informational Radio Slovakia, regional broadcasting for western, central and eastern Slovakia on Radio Regina or broadcasting of alternative music genres on Rádio_FM. Rádio Devín will satisfy fans of culture, Rádio Patria provides national broadcasting and Rádio Slovakia International broadcasts in five world languages. Through the Internet, visitors can listen to the archives of Rádio Pyramída, Rádio Junior is intended for children, and people can listen to 24 hours of verbal, artistic and literary-dramatic programs thanks to Rádio Litera.

CroatiaThe Academy of Arts and Culture - UAOS<http://www.uaos.unios.hr/eng/>

The Academy of Arts and Culture in Osijek is an institution for higher education which is, in many respects, quite unique within and outside the borders of the Republic of Croatia since it offers study programmes and



grants degrees in art, social sciences, humanities and interdisciplinary fields of science and art, making it an institution of broad views that is open to different types of students where they can acquire artistic and scientific competence in order to be able to live and work in contemporary society. That could only be achieved by different study programmes which are constantly improved by the latest scientific insights. Our aim is to promote and present cultural, artistic and regional characteristics within the wider European context.

Our Centre for Art and Science Research (InterScArt) is an infrastructural and methodological support to all art and science-research projects of the Academy. Its activities are the result of the great variability of scientific and artistic work at our institution. The function of the Centre is, therefore, documentary, project-oriented and innovative in order to improve the scientific position of the institution in general and project assignments of its members in artistic-teaching or scientific-teaching grades. During the next period, we wish to make the Centre the starting point and organisational drive of the scientific work at the Academy, i.e. to be the meeting point of all the initiatives that represent our institution as the place of top contemporary scientific production.

The Department of Culture, Media and Management is a scientific part of the Academy and is unique due to its interdisciplinary model of studying. At the undergraduate level, there is the study of Culture, Media and Management while at the graduate level, there are two study programmes: Management in Culture and Creative Industries and Media and Public Relations.

Besides their interdisciplinary nature, the study programmes at the Department of Culture, Media and Management enable the use of analytical discourses in practice. We promote innovative models of learning that question theoretical sources during the practical part of the teaching process. The teaching process is carried out in cooperation with different cultural institutions and professionals and it takes place outside the official premises so that students, being in direct contact with different activities in creative industries and public relations, could develop the competence and skills that are demanded by the contemporary labour market.

The unique study of culture, media and management combines the best of business, journalism, public relations and managing events. It researches the development of media and the influence of the media on the relations between human beings, the digital sphere, business and marketing.

The study of Media and Public Relations trains students to work with different media (print media, radio, television stations, internet platforms, social networks, etc.) and prepares them for professions such as journalists, specialists in public relations and communication specialists who have the possibility of employment in media companies, public institutions, educational institutions, state administration, political parties, corporations, civil institutions companies and agencies for public relations and digital communication.

Croatian Radio Osijek (Associated Partner)

Croatian Radio is the successor of Radio Station Zagreb, which began broadcasting on May 15, 1926, as the first radio station in Southeast Europe. Preserving the values for which it is recognized, by modernizing the design of the program content, it tries to facilitate the path of precisely these values to the modern audience. With broadcasting that started with just one program that was heard in Zagreb and northwestern, Croatia Radio today consists of different programs, and modern distribution channels available all over the world, including:

Three national programs: The first program of the Croatian Radio (HRT - HR 1) - educational, dramatic, cultural, scientific and musical contents, an informative program with mosaic and specialized shows, news every full hour and the so-called big news shows Jutarnja kronika, Dnevne novosti, Aktualno u 17, Dnevnik, Chronicles; the second program of Croatian Radio (HRT - HR 2) - a mosaic program with a more casual approach to the processing of public content with an emphasis on entertainment and sports content; informative show News every "full hour plus thirty minutes", regular and extraordinary reports on the traffic situation; the third program of the Croatian Radio (HRT - HR 3) - cultural, scientific and dramatic content, classical and alternative music, academic approach to the treatment of topics

Eight regional programs: Eight regional radio stations of Croatian Radio (HRT - Radio Osijek, HRT - Radio Pula, HRT - Radio Rijeka, HRT - Radio Zadar, HRT - Radio Knin, HRT - Radio Split, HRT - Radio Dubrovnik, HRT - Radio Sljeme) respond to public needs of the area where it broadcasts, encourages the solution of local communal and other problems, initiates public dialogue with contact broadcasts and focuses on regional topics in its informative part of the program. In addition to producing their own local program, Croatian Radio's local stations provide national programs with timely and accurate information about events in their area, including broader features about local peculiarities and interesting things.

One international program: The Voice of Croatia program is broadcast online for Croatian expatriates and the international public: the program in foreign languages informs listeners about current events in Croatia with plenty of interesting content from all Croatian Radio programs and its own production of shows.

Croatian Radio Osijek is focused on the area of Eastern Croatia and covers information and events in that area. It responds to the public needs of the area where it broadcasts, encourages the solution of local communal and other problems, initiates public dialogue with contact broadcasts and focuses on regional topics in its informative part of the program. In addition to producing their own local program, Croatian Radio's local stations provide national programs with timely and accurate information about events in their area,



including broader features about local peculiarities and interesting things.

The consortium for this project is committed to the vision agreed upon and considers the diversity of the partners a benefit. The content produced during the project will be available on the platform, so that all partners can access it, thus promoting the dissemination of information. To help this process, texts will be initially produced in English and then translated into the official languages of the partners. Besides that, the contents of the platform can be accessed by other radios from all over the EU.

A team of specialists will analyse the contents and make sure it follows the technical and ethical precepts of the European Union, such as the quality of the information and the technical quality. Then, a tool will be developed to create a validation protocol using AI. This way, it will be possible to make sure all the information is verified and follows the norms.

1.4 Environment and sustainability

Environment and sustainability (n/a for 'European Film Distribution' and 'European Film Sales', 'Journalism Partnership', 'Media literacy' and 'Defending media freedom and pluralism')

N.A.

1.5 Gender balance, inclusion and diversity

Gender balance, inclusion and diversity

Describe the strategies to ensure gender balance, inclusion, diversity and representativeness, either in the project/content or in the way of managing the activities.

The project team allocated to NEWAVES is multidisciplinary, culturally diverse and gender-balanced (with 56% male and 44% female staff members). The multicultural environment generated by the gathering of business players, associations and higher education institutions from four different countries is considered key for the collaborative approach expected to be cocreated and co-delivered at the grassroots, allowing the exchange of practices between media professionals, especially journalists operating in local radios from low-density areas. The importance given to this cooperative component and to the power of the interactions between players is furthermore reflected in the plan to devise a mobility scheme that will contribute to opening the exchanges to other organizations facing similar challenges and interested in strengthening business models where localism and proximity are paired with digital transformation and capacitation of human capital. In this scheme, every radio partner will have the chance to bring more partners to take part in the training, thus expanding the cooperation to at least one other radio from each country.

For this specific element of the project, as for many others that require and expect the engagement of players of the ecosystem, gender balance, inclusion and diversity will be considered as priorities for selection and adequate composition of the participating groups. Another example, among many, is the survey, where balanced and diverse participation is expected, and relevant demographic indicators will be considered to make sure that this goal is accomplished. Same for the participants at the events.

Moreover, to project team will create a thematic group, inside the consortium at the beginning of NEWAVES implementation, dedicated to discussing these topics at project meetings, ensuring that there is a reflection about them during the project and especially in strategic management-related documents. The guidelines and agreements of this group (which will be by nature balanced and diverse), will be key for developing the programs and resources, especially considering that diversity and inclusion are pillars for the project. These core EU values represent a big concern of this project, as it aims at supporting local radio stations, mainly located in low population density regions. The platform to be developed has the purpose of disseminating the content of different varieties, thus becoming inclusive of various types of audiences.

Very much in line with the concept of community radios, where there is a close connection with the local citizens and audiences, the content produced during the project will be available for anyone with access to the local radio stations. Besides that, the fact that the content produced locally will be disseminated at the European level, hence promoting diversity.

Additionally, the platform will be the result of cooperation between local radios and communication professionals, and all parts involved will be constituted bearing in mind a balanced gender distribution promotion of gender-balanced and inclusive practices. A fair representation will be pursued and put into practice within the project itself in addition to the content's representativeness. The creation of platforms that are accessible to everyone in this project, regardless of racial, ethnic, cultural, or religious origin, gender identity, age, education level, or another barrier, is seen by all partners as being of the utmost importance.



The consortium also thinks it's crucial to have an inclusive workplace in order to have a varied and inclusive project team.

2. QUALITY

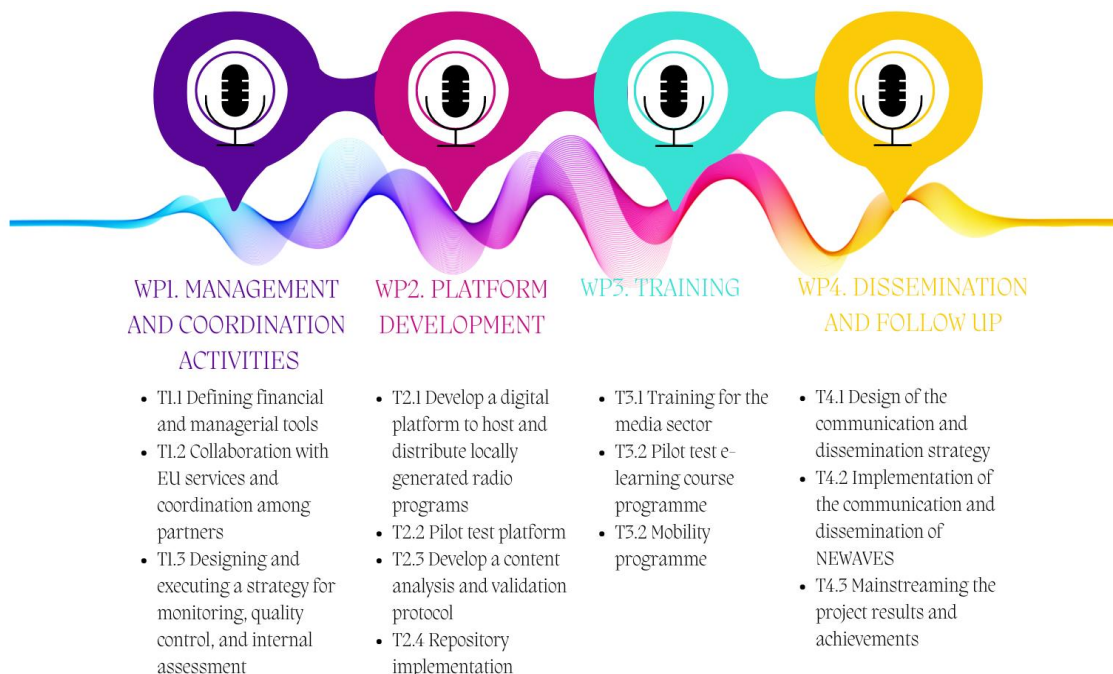
2.1 Concept and methodology

Concept and methodology

For 'Networks of European cinemas', 'European VOD Networks and operators', 'Subtitling of cultural content', 'Media literacy' and 'Defending media freedom and pluralism' and 'Journalism Partnership': Explain the concept/ programme of activities of your project and why the proposed methodology(ies)/strategy(ies) are appropriate to meet the objectives of the call.

NEWAVES is organized around four building elements (Work Packages - WP), each one intending to represent and support the project and consortium goals and objectives for this cooperative endeavour. For partners, this is the beginning of a sustained partnership between the organizations and the relevant teams (connected progressively along with the implementation of the work plan). The goal of this international journey filled with interactions is to become established as a best practice that will entice additional Radio platforms to join the Community of Practice in subsequent iterations. The project was not intended to be finished at the conclusion of the 24th month, but rather to pave the way for ongoing partnerships between the partners and beyond. A particular impact is expected on the radio stations from the partnership and many more involved directly or indirectly in the project activities

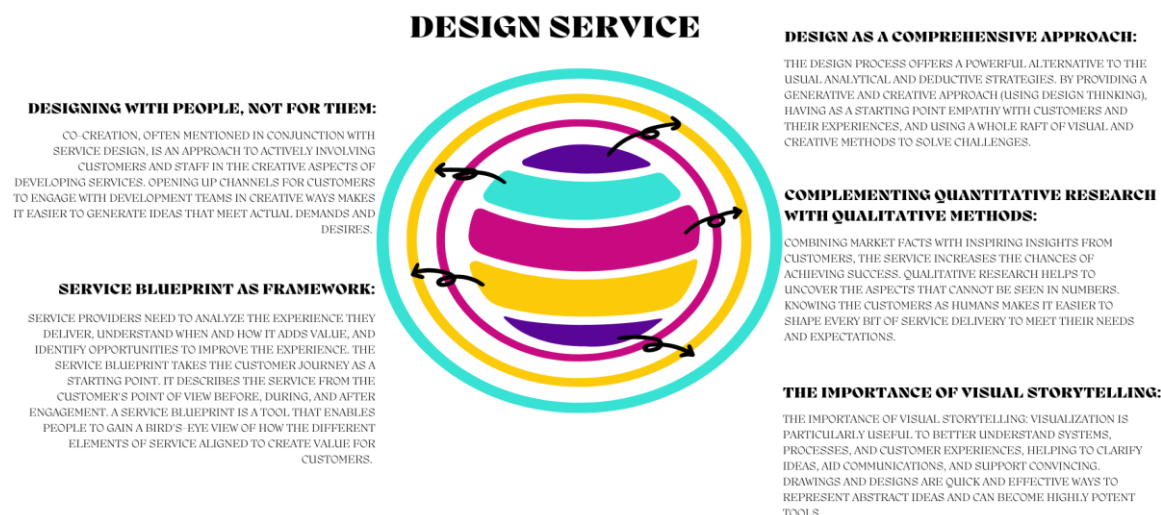
Four work packages make up the proposed workflow, one of which is transversal and devoted to management and monitoring. The connections between the missions and ambitions of the four higher education institutions and the four radio markets (3 partners and 1 associated partner from the consortium) served as the inspiration for the development of two technical building blocks, linked to the platform development and training, that represented the partners' vision for NEWAVES. A final block is dedicated to lessons learned and dissemination, in order to optimize the sustainability of the results and long-term collaboration among partners (and other interest actors). At the operational level, 12 tasks are required to implement the suggested work plan:



WP2 PLATFORM DEVELOPMENT focuses on making significant audio content accessible for later development and usage by platform users (radio stations, educational entities and content creators in general). In close collaboration with both the HEI and the radio stations from the consortium and cooperating network involved in the project, a Digital Platform will be developed, capable of producing, disseminating, and promoting locally generated content in Europe in order to encourage more online variety and competition, to

showcase the rich and varied culture, and to promote social inclusion and the freedom of artistic expression.

Through an interactive process which includes the implementation of **2 co-creation workshops** with HEIs and radio stations and a user-centred approach, the Digital Platform will be prototyped through a participatory approach built on service-design principles. Service design is intended as a collaborative process of co-design that immerses participants in new ways of thinking and encourages prototyping, taking risks, trying out ideas and making mistakes. Experimentation and failure are welcome in a design process that helps to overcome existing barriers by establishing trust and building relationships, encouraging a culture of openness, and developing a shared understanding of the current situation. This immersive process reflected in the workshops will follow the work of fine-tuning the needs analysis to identify existing gaps in the radio sector in each partner country, including a mapping showing the main challenges that radios in Europe encountered as a result of the changes brought on by the digital transition, which had a significant influence on the media industry.



As part of the collaborative design service approach adopted, the **Pilot testing** of the platform will include a multidisciplinary team of radios and IT professionals and is going to happen in 2 phases - 2 step validation (intern in the consortium and extern). Project partners will conduct an experimental stage and offer feedback throughout the first phase. In a subsequent stage, more radios (including at least one guest radio per radio partner) will be invited to test the platform and offer feedback on its usefulness, driving the development of an upgraded version of the platform.

This process will allow checking if the Digital Platform **responds to the needs of the radio stations** by directly involving them in the co-creation process.

WP3 – TRAINING will implement a set of activities to improve the capacities of current and future radio professionals, supporting the adjusting to the structural and technological changes faced by the media. Therefore, training opportunities will be provided to local radio professionals (journalists and others), integrating the conventional digital worlds with the radio industry in order to foster knowledge exchange and innovation. Also, the current students in the media sector (future radio professionals) will be capacitated in agendas that promote innovation in the radio industry.

A mapping exercise will be implemented to identify local radios and media networks in the consortium countries, and to which a survey will be directed. This will allow a fine-tuning of the specific training needs in the radio sector. An **e-learning course programme** is going to be co-designed based on this exercise, directed to radio professionals. This process is going to be enriched by the execution of **2 co-creation workshops** for fine-tuning the e-learning course programme structure/design and training content. Again, principles of design service will be considered, especially the following:

- User-centred (services should be experienced through the customer's eyes): to deliver services, a certain degree of customer participation is necessary. Services are not tangible or standardised goods that can be stored away in an inventory. Instead, services are created through the interaction between a service provider and a customer. The inherent intention of a service is to meet the customer's needs and, as a result, be used frequently and recommended heartily.
- Co-creative (all stakeholders should be included in the service design process): putting the customer at the centre of a service design process involves facing the reality that potentially there is more than just one customer group. Furthermore, providing services also demands consideration of the various stakeholders, as well as non-human interfaces. Thus, a single service proposition can involve a number of actors and different customer groups as well as different employees and interfaces. During a service design process, we need to involve customers as well as all other stakeholders involved in exploring



and defining the service proposition.

- Evidencing (intangible services should be visualised in terms of physical artefacts): services often take place unnoticed in the background. In fact, services like these are intentionally designed to be inconspicuous. However, customers need to become aware of such backstage service processes, avoiding the risk of creating a disparity in customer expectations.
- Holistic (the entire environment of service should be considered): although services are intangible, they take place in a physical environment, using physical artefacts and do in most instances generate some form of physical outcome. Subconsciously, customers perceive this environment with all their senses.

Additionally, a physical **mobility programme** will be designed and implemented to promote presential (current radio professionals) and remote (for current students / future radio professionals) mobility to professionals from the media sector. This programme includes the radios from the consortium but also other radios: from the database of local radios built by the consortium partners, an extra radio from each participating country will be chosen to participate, ensuring a large involvement of the radio sector and the sustainability of NEWAVES.

This will actively promote international cross-border cooperation between professional news media organizations. Sharing of best practices will be encouraged in these 4 physical mobility phases predicted by the NEWAVES project (for current radio professionals):

- Phase 1 (M14): Hosted by IPG/Radio Altitude (Portugal)
- Phase 2 (M16): Hosted by Kanal 77/ Goce Delcev State University (North Macedonia)
- Phase 3 (M18): Hosted by University of Trenčín RTVS (Slovakia) / RTVS
- Phase 4: (M22): Hosted by the University of Osijek (Croatia)

For future radio professionals, an online **mobility programme** will guarantee the involvement of current students in HEI from the consortium, allowing them to have direct contact with the professional side of the media sector.

WP4 – DISSEMINATION AND FOLLOW-UP will focus on assuring awareness for NEWAVES during its implementation and the impact and sustainability of its actions after the project completion. The cooperation between professional news media consortium organisations (HEI and radios) will be strengthened during the project implementation and sustainability is assured through the involvement of other radios (external radios mapped in Task 3.1 and invited by the project partners). This will happen particularly in the elaboration process of the Training for the media sector (Task 2.1), including the participation in dedicated co-creation workshops and in the Introductory e-learning course programme (D3.2), as in the Pilot testing of the Digital Platform itself to be executed under Task 2.1.

These three WPs are supplemented by a transversal building block of activities (**WP1 – Management and Coordination Activities**) that is directly related to the management of the project, laying the groundwork for a strong collaboration between partners and associated partners, monitoring the quality of the activities, deliverables, results produced, and reporting procedures, and adhering to the obligations and rules set forth in the Agreement with Granting Authority.

2.2 Format

Format

For 'Media Literacy' and 'Journalism Partnership': Explain the mechanisms by which the proposal ensures:

- *innovation*
- *collaboration*
- *diversity*
- *impartiality and editorial independence.*

NEWAVES is structured in a way that its activities include and imply a set of mechanisms to promote a group of concepts (innovation, collaboration, diversity, impartiality and editorial independence) that assure the project implementation addresses key dimensions that the project will respond to.

Innovation is based on the project's design, which consists of three layers: governance, activities, and processes. In order to advance the visibility, discoverability, and prominence of European content, NEWAVES relies on the partners' combined expertise and ability to perform even better. The partners are dedicated to the suggested collaborative and all-inclusive approach, bringing their extensive track record of experience. All decisions are made by the consortium, which consists of seven partners, and tasks are delegated to benefit from specialized knowledge. The planned exchanges would establish a safety net where the consortium members may lean on each other assistance.



The most prominent innovative aspect of NEWAVES is the development of a Digital Platform to host and distribute locally generated radio programs, supporting the digital transition of local radios from less developed regions in Europe. The platform includes the repository to be populated by the content created and uploaded by the radio stations from the consortium, a radio as an associated partner in the project and the 3 invited radios to both contribute and benefit from the Digital Platform.

Innovation is assured in NEWAVES by the implementation of:

- Artificial intelligence is going to be used as a part of an innovative concept in the validation protocol for the content to be uploaded to the platform (through the repository);
- An innovative validation protocol is included to assure high standards of quality in the content available in the Digital Platform;
- The service design approach starts with the customers' empathy and concludes with the customer's journey to which the solutions are being created: assuring these address the needs of the radios;
- Co-participation of the end-users aligning the prototyped and tested solutions to their needs and introducing innovation in the involved organizations and communities: reflected in the co-creating workshops implemented both for the development of the Digital Platform itself (WP2) and for the Training Programme for the media sector (WP3);
- The approach of combining HEIs and radios in different countries creates opportunities for a myriad of exchanges between and within these players with mutually beneficial outcomes;
- Supplementing tools with approaches, by dedicating a work package to tech and digital development and the other to capacity building, enhancing the chances of achieving enduring changes and securing the sustainability of the resources produced;
- The project tests only tools and resources but a new way of work, based on cross-border collaboration.

Collaboration

Collaboration is assured in NEWAVES by the implementation of:

- Implementation of common activities for fostering cooperation among the actors of the media sector (HEI and radios) from the consortium and the invited external radios: the execution of co-creation (total of 4) for testing the Digital Platform and for fine-tuning the e-learning course programme. These joint activities will also promote new relationships among consortium members (and beyond) to strengthen current and future collaborative initiatives;
- Creation of a common repository;
- Regular encounters among the consortium partners, including 5 physical meetings and monthly online calls to discuss the project progression, obstacles and solutions, and new collaborative opportunities that may arise;
- Participation in national and international events for the partners to network, learn and communicate NEWAVES activities, allowing that the collaborative spirit promoted through all the project activities is extended to a wider international community of media sector stakeholders.
- A "glocal" alliance committed to shared goals, where preserving the community-locally-oriented identity is balanced with the establishment and development of collaborative actions at the cross-border level;
- Bringing academia and business together to assist in the revival of the sector, by boosting collectively the community news media sector and creating jobs for future professionals;
- Exchanges are deeply encouraged by the co-creation approach of the project as partners, associated partners and other end-users are invited to participate and cooperate from the first day and all through the project.

Diversity

Diversity is assured in NEWAVES by the implementation of:

- Community news media, in general, and local and regional radios, in particular, play a vital role in conveying information to different audiences of the territories where they are located. They help keep citizens informed and citizens rely on these news media to access trustworthy information "glocally" relevant. They are guardians of diversity, pluralism and media literacy by ensuring that no one is left behind, especially the citizens from low-density populated territories;
- The consortium gathers organizations with different capacities and contexts, including North Macedonia, with recently open accession negotiations with the EU and Croatia, the last to join the EU. The involvement of organizations from 4 countries contributes to a multi-cultural environment that benefits pluralism and diversity;
- The project is open to other players beyond the consortium and several activities were devised to secure and motivate their engagement (e.g. survey).

Impartiality and editorial independence

Impartiality and editorial independence are assured in NEWAVES by the implementation of:



- A high standards validation protocol;
- All partners signed a declaration attesting to their standards and independence. At the beginning of the project, together, they will devise and publish the agreed and shared guidelines to secure due independence; sound journalistic standards, including but not limited to methods to ensure accuracy, independence and professional reporting; due impartiality; and multiple and plural viewpoints when implementing the project.

2.3 Potential

Potential *(n/a for 'Video games and immersive content development', 'European Film Distribution', 'European Film Sales', 'Markets & networking', 'Innovative tools and Business models', 'Networks of European cinemas', 'Networks of European festivals', 'European festivals', 'Subtitling of cultural content', 'Audience Development and Film Education', 'Creative Innovation Lab', 'Media literacy', 'Defending media freedom and pluralism' and Journalism Partnership)*

N.A.

2.4 Cost effectiveness and financial management

Cost effectiveness and financial management *(n/a for 'European Slate development', 'European Mini-Slate development' and 'European festivals')*

Demonstrate the cost effectiveness of your action and explain how the estimated budget is conceived in the most economical way. Please also explain your co-financing strategy (if applicable).

The consortium's goals, outcomes, and intended effect to be achieved by the consortium are reflected in the project budget, and this was developed to provide the necessary financial resources to carry out the tasks and activities that would make this possible while also ensuring good cooperation among alliance members and other stakeholders. The incorporation of key competencies and expertise into the partnership and the assurance of maximum value through a continuous monitoring and assessment process are both considered essential ways in which these guidelines may help to avoid implementation risks.

Partners understand that while their eligible expenses will be reimbursed at the 80 per cent funding rate specified in the Grant Agreement, the funds received will not cover all expenses that they will unavoidably incur for project implementation, and these additional expenses will be considered as their own contribution. To do this, several elements were also taken into consideration: the estimated time of each WP and task to be completed; the nature of the outputs and results that will be produced by the activities; partners taking part in certain activities; partners' prior experience working together on projects; and capabilities and performance potential of particular partners.

The overall budget is 916 315,90 euros, with a contribution to the Creative Europe/MEDIA Programme restricted to 80% of that amount (i.e., the grant is equal to 733 158,32 euros and personal financing is equal to 183 289,58 euros). Staff costs make up a sizeable portion of the budget (66,1%), which are essential for maximizing the proposed comprehensive, collaborative, innovative, and experimental approach as well as for guaranteeing the highest quality, relevance, and added value of the activities and resources developed in accordance with the established goals.

Specifically, the project's execution calls for an effort projected to take more than 5 580 working days, which is deemed appropriate given the number of partners engaged and the strategy of harnessing the full potential of the in-house expertise, from a cost-effective perspective, and empowering and capacitation vision.

There are 960 working days were planned for WP1 (where most of the coordination costs from the various projects managers – one per partner – were allocated to reserve the following work packages for a more technical and operational approach), 1 310 for WP2 (dedicated to the Digital Platform development, including the creation of the repository, as the pilot testing of the platform itself), 1 460 for WP3 (linked to design and implementation of the training for the media sector and the physical and online Mobility programme), and 1 850 for WP4 (dedicated for the design and implementation of the communication and dissemination strategy). These working days correspond to an effort of 371,94 person-month (breakdown in 49,17, 110,83, 109,17, 102,78 and 371,94 person-month per work package, respectively).

Diverse degrees of project responsibility are represented while maintaining a balance in the usage of internal knowledge and skills across personnel types and partners (namely, overall coordination, work package or task leadership, participation with key contribution, etc.).



10,6% of the budget is set aside for travel, accommodation, and subsistence expenses related to partners' attendance at five consortium coordination meetings and the project team's participation in major WP3 and WP4 events (such as the mobility programme and national and international relevant events for communication and dissemination, respectively), which are deemed essential for carrying out the planned activities and promoting the project's goals, activities, and outcomes.

0,7% of the budget for direct costs is reserved to support costs with the acquisition of equipment and software for the radios in the consortium for receiving the online mobility programme (namely servers and computers, plus accessories, cloud server, and software).

Expenditures associated with the logistics (meeting planning and catering) of holding these events are listed under "Other Goods and Services," which also includes costs associated with attending national and international trade shows, translation of the Digital Platform and E-learning Course, and legal costs. These expenses account for 5,1% of the whole budget (i.e., 46 910,00 euros), as provided more information on these costs:

WP1. Management and Coordination Activities

- IPG: 1.500€ related to hosting 2 consortium meetings (including a kick-off meeting organised by the granting authority that will take place in Brussels)
- Goce Delcev State University: 750€ for hosting 1 consortium meeting
- University of Trenčín: 750€ for hosting 1 consortium meeting
- University of Osijek: 750€ for hosting 1 consortium meeting

WP2. Platform Development

IPG: Total 6.500 €

- 2.000 € related to translation costs (+Proofreading) for the Digital Platform from English to Portuguese, including the content of the platform itself, the content to be included in the repository (500 characters per element), the Validation protocol and a Manual to use the Digital Platform
- 3.000 € reserved for legal costs: to address copyrights of the content to be produced and uploaded to the repository, assignment of rights to radios and national legislation in Portugal
- 750€ for catering during the 2 co-creation Workshops
- 750€ for travel expenses to speakers and facilitators at the 2 co-creation Workshops

Goce Delcev State University: Total 5.000 €

- 2.000 € related to translation costs (+Proofreading) for the Digital Platform from English to Macedonian, including the content of the platform itself, the content to be included in the repository (500 characters per element), the Validation protocol and a Manual to use the Digital Platform
- 3.000 € reserved for legal costs: to address copyrights of the content to be produced and uploaded to the repository, assignment of rights to radios and national legislation in North Macedonia

University of Trenčín: Total 5.000 €

- 2.000 € related to translation costs (+Proofreading) for the Digital Platform from English to Slovak, including the content of the platform itself, the content to be included in the repository (500 characters per element), the Validation protocol and a Manual to use the Digital Platform
- 3.000 € reserved for legal costs: to address copyrights of the content to be produced and uploaded to the repository, assignment of rights to radios and national legislation in Slovakia

University of Osijek: Total 5.000 €

- 2.000 € related to translation costs (+Proofreading) for the Digital Platform from English to Croatian, including the content of the platform itself, the content to be included in the repository (500 characters per element), the Validation protocol and a Manual to use the Digital Platform
- 3.000 € reserved for legal costs: to address copyrights of the content to be produced and uploaded to the repository, assignment of rights to radios and national legislation in Croatia

WP3. Training

- IPG: 1.500 € related to translation costs (+Proofreading) for the E-learning Course from English to Portuguese, including the section dedicated to it in the Digital Platform and all the course content and materials
- Rádio Altitude: 3.000 € for hardware and software acquisition in order to the radio get prepared for the online mobility programme for HEI students (2 students per HEI)
- Radio Kanal 77: 0 € No need for hardware and software acquisition in order for the radio to get prepared for the online mobility programme for HEI students (2 students per HEI)
- Goce Delcev State University: 1.500 € related to translation costs (+Proofreading) for the E-learning Course from English to Macedonian, including the section dedicated to it in the Digital Platform and all the course content and materials
- University of Trenčín: 1.500 € related to translation costs (+Proofreading) for the E-learning Course from English to Slovak, including the section dedicated to it in the Digital Platform and all the course content



and materials

- RTVS: 3.000 € for hardware and software acquisition in order to the radio get prepared for the online mobility programme for HEI students (2 students per HEI)
- University of Osijek: Total 3.000€
 - 1.500 € related to translation costs (+Proofreading) for the E-learning Course from English to Croatian, including the section dedicated to it in the Digital Platform and all the course content and materials
 - 750€ for catering during the 2 co-creation Workshops
 - 750€ for travel expenses to speakers and facilitators at the 2 co-creation Workshops
 - 14.160€ for hosting the physical mobility of radio professionals under WP3

The project budget also estimates 100 000,00 euros for the development of the platform (a task that will be carried out with the supervision and direct involvement of in-house experts of the project partners), corresponding to 10,9% of the total estimated costs. More details are provided in section 5.4 Subcontracting.

Considering the project's length and the number of partners involved, certain provisions were created to ensure effective financial management. The project coordinator will oversee the project's finances in addition to making sure that the team members deliver results on time, maintain high standards of workmanship, contribute to internal and external reporting and documentation, and manage the project's overall legal, and administrative aspects.

A Financial Handbook will be created and shared with partners to support the project's financial management. It will contain clear instructions for partners on how to carry out the project's activities in accordance with the budgetary provisions, as well as reporting mechanisms (deadlines, tools, and templates to record costs and staff time, etc.), rules and guidelines to ensure a proper cost report, etc. The reporting process will consist of internal intermediate and final reports, ahead of which partners will be notified and reminded to report their period-incurred expenditures to the coordinator and to produce the required proof.

The coordinator will ensure a simple plan to keep the administrative strain connected with these types of tasks. In addition to monitoring budgetary execution, the coordinator will be in a position to give all partners thorough feedback and, as necessary, request further information or offer guidance on changing/updating any problems with the financial report. Additionally, it is anticipated that using this strategy would make it simple for the project coordinator to draft thorough final reports to submit to the granting authority.

2.5 Risk management

Critical risks and risk management strategy

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

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

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

Risk No	Description	Work package No	Proposed risk-mitigation measures
#1	<p>The following are indeed a few of the risks associated with project management and internal communication:</p> <ul style="list-style-type: none"> - Missed deadlines - Key personnel changes throughout the project - Partners fail to provide the contributions necessary for the work plan's successful implementation - Partners are unable to deliver the necessary and anticipated 	All	<p>At the start of the project, the coordinating organization will prepare and get approval from the entire consortium for management-related risk prevention tools and processes. These tools and procedures will include strategies for risk prevention, risk mitigation, and communication.</p> <p>The coordinating organization will keep track of the project's activities, progress, and the fulfilment of the tasks and obligations set forth by the consortium (e.g., by holding frequent</p>



	resources, skills, and knowledge - The partner organizations fail to deliver financial information on time		"update" meetings and employing a tracking technology to keep track of activity progress). If a defaulting partner engages in serious misconduct, the consortium will review the situation and consider whether to stop payments and remove them from the consortium and the project. In the unusual event that such a situation occurred, the consortium would act right away, distributing the resources among its surviving partners as needed to lessen the impact.
#2	The following are just a few of the risks relating to the innovative aspect, relevance, and traction of the platform and resources developed: - Platform content will age and no longer be relevant to the needs of the consortium. - The digital platform that was created does not yield the desired results, and the material it produces is irrelevant outside of the consortium's member nations and areas.	All	A market analysis will be conducted before the project's launch to assess (if any) the presence of the competitors and to assess the benefits, drawbacks, usage patterns, and popularity of various platforms and resources. This data will be modified to fit the iterative development process of the project's digital platform and resources. The digital platform, in particular, will go through several stages of development (preparation, pilot testing, and launch), so it will have the resources that are the most pertinent, cutting-edge, and market-centric, satisfying the needs of actors in the creative, cultural, and audio-visual sectors. The consortium will test the long-term effects of the platforms and resources outside the scope of the project since it will continuously review and update them as required, ensuring that all data and resources are current and pertinent to the market's changing needs.
#3	Data fusion causes a deadline to be missed.	All	Step-by-step method of data adjustment
#4	Lack of technical expertise during the creation and use of the digital platform	WP2	To ensure that subject-matter specialists are involved in its construction, the consortium will outsource the development of the digital platform. However, to ensure that the platform tailored to the demands, the outsourced specialists will collaborate closely with the in-house IT professionals and other relevant departments from the partners' organizations during the implementation. In addition, other radios outside of the consortium will be invited to test the platform and provide their opinion.



3. PROJECT MANAGEMENT

3.1 Partnership and consortium, roles and tasks division

Partnership and consortium, roles and tasks division

For 'Fostering European media talents and skills', 'Markets & networking', 'Innovative tools and Business models', 'MEDIA 360°', 'Networks of European festivals', 'European festivals', 'European VOD Networks and operators', 'Subtitling of cultural content', 'Audience Development and Film Education', 'Creative Innovation Lab', 'Media literacy', 'Defending media freedom and pluralism' and 'Journalism Partnership': Explain the coherence, added value and complementarity of the project teams and/or the consortium regarding the task division, decision making processes, exchange of knowledge vis-à-vis the objectives of the project.

The Polytechnic Institute of Guarda will ensure the overall coordination of the program of activities, assuring its global uniformity and timetable for the 24 months. Partners are firmly dedicated to attaining the set particular objectives with a high rate of success. In its capacity as coordinator, the Polytechnic Institute of Guarda will be in charge of overseeing all legal, accounting, administrative, and financial aspects of the project and will keep in touch with the services of the EU Commission.

The project will rely on an experienced team with demonstrated knowledge and skills in key areas crucial to the project's implementation in order to achieve the suggested goals. This team will be fully capable of carrying out the planned actions in a high-quality manner.

	IPG	Rádio Altitude	Radio Kanal 77	UGD	TnUAD	RTVS	UAOS
WP1. Management and Coordination Activities	WPL						
T1.1 Defining financial and managerial tools	TL	C	C	C	C	C	C
T1.2 Collaboration with EU services and coordination among partners	TL	C	C	C	C	C	C
T1.3 Designing and executing a strategy for monitoring, quality control, and internal assessment	MC	C	C	C	C	C	C
WP2. Platform Development	MC			WPL			
T2.1 Develop a digital platform to host and distribute locally generated radio programs	TL	MC	MC	MC	MC	MC	C
T2.2 Pilot test platform	TL	C	C	MC	C	MC	C
T2.3 Develop a content analysis and validation protocol	MC	C	C	C	TL	C	C
T2.4 Repository implementation	MC	MC	MC	C	C	TL	C
WP3. Training					WPL		
T3.1 Training for the media sector	MC	C	C	MC	MC	C	TL
T3.2 Pilot test e-learning course programme	C	C	C	C	TL	C	MC
T3.2 Mobility programme	MC	C	C	TL	MC	C	MC
WP4. Dissemination and Follow Up	MC						WPL
T4.1 Design of the communication and dissemination strategy	MC	C	C	MC	MC	C	TL
T4.2 Implementation of the communication and dissemination of NEWAVES	MC	C	C	MC	TL	C	MC



T4.3 Mainstreaming the project results and achievements	TL	C	C	MC	MC	C	MC
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3.2 Project teams

Project teams		
Describe the project teams and how they will work together to implement the project.		
List the main staff included in the project by function/profile and describe briefly their tasks.		
For “Fostering European media talents and skills” and “MEDIA 360°” (only if training activities are foreseen): Add also information on tutors, experts and coaches.		
Name and function	Organisation	Role/tasks/professional profile and expertise
Handerson Engrácio Project Manager (Professor)	IPG	Degree in Social Communication; Communication and Public Relations; Master in Educational Multimedia Communication, Doctor in Communication Sciences. Former radio host from 2000-2003; Professor at the Polytechnic Institute of Guarda since 2002; Coordinator of the Audio Laboratory of the Polytechnic Institute of Guarda (School of Education, Communication and Sports); Teaching experience in the areas of Audio, Radio, Multimedia, Social Networks, Semiotics, Public Relations, Strategic Communication.
Joaquim Brigas Senior Expert (Professor)	IPG	Coordinating professor in the Department of Social Sciences and Communication of the Politécnico da Guarda, being the coordinator of the scientific area of communication, advertising, and public relations. He got his PhD in the same area at the University of Vigo. He lectured in communication and graphic expression, visual communication, and infographic communication.
Jorge Gonçalves Senior Expert (Professor)	IPG	Professor in the Department of Social Sciences and Communication at the Politécnico da Guarda. He coordinates the Master in Marketing and Communication since 2019. He has got his PhD in Communication Research with a focus on Digital Platforms at the University of Vigo. He is lecturing on Integrated Communication Campaigns, Advertising Creation and Media Planning, and Digital Communication and Internet.
Fátima Gonçalves Senior Expert (Professor)	IPG	Professor at the Department of Social Sciences and Communication at the Politécnico da Guarda. She has been the head of the Communication department since 2018. She has got her PhD in Communication Research with a focus on Communication Design in Journalism at the University of Vigo. She is lecturing on Communicational Innovation and Creative Processes, Graphic Design, and Infographic communication.
Liliana Carona Senior Expert (Professor)	IPG	Graduated in Journalism, Post-Graduate in Regional Press, Master in Communication and Journalism and currently a doctoral course in Communication Sciences at the Faculty of Arts of the University of Coimbra. She worked as a volunteer at Rádio Universidade de Coimbra (RUC), participating in training activities. She collaborated with the local radio Antena Livre de Gouveia, performing animation functions, with several programs of her own. In 2008, she was on Rádio Brigantia, in Bragança. She has been in the R/COM group (Rádio Renascença) for 12 years, initially as a radio animator at Rádio Sim and after a year as a correspondent journalist for Renascença in the inner-central region, reporting in audio recording, a load she maintains in the days of today, being responsible for the editing and sound design of his works. She also works as a guest lecturer at the Escola Superior de Educação de Viseu and at the Escola Superior de Educação, Comunicação e Desporto da Guarda, in the field of journalism and radio communication. She has done voiceovers and voiceovers for advertising and commercial/political events.
Pedro Simões Senior Expert (Professor)	IPG	Doctor in Strategic Communication – Journalism (Periodismo), 2006, Universidad San Pablo CEU/Madrid; Master in Communication, (UFP, 2001), and Degree in Social Communication (International Journalism) (ESJ-Porto), degree of Specialist in Journalism and Reporting. He assumed superior technical functions in the General Secretariat of the Presidency of the Council of Ministers, in the national dissemination of the Information Division; was



		National Spokesperson for the National Fire and Civil Protection Service (MAI); assumed functions at GAI (Support Press Office – Palácio Foz); at GAERI (Ministry of Education) and support in functions in the area of Communication/EXPO'98 Protocol, with the organization of several international events. He was a journalist and editor in various newsrooms, from Agência LUSA, Público, Se7e, Blitz, DN etc; he was Information and Programming Director for several local radio stations; Broadcaster on the national network of Radio Renascença, Canal 1 and RFM, Rádio Press Porto and Lisboa, Rádio Nova Era; RDP Radio Santarém, Radio Clube de Caldas; Radio Litoral Oeste.
Floribela Rodrigues Senior Expert (Professor)	IPG	Professor at the School of Education, Communication, and Sports - Instituto Politécnico da Guarda - Portugal, since 1994. She teaches foreign languages: French and Spanish. And she is a teacher in the area of teacher training. She is vice-president of the Pedagogical Council of ESECD, was coordinator of the UTC of Education-ESECD and is the director of the TeSp course for Monitoring Children and Youth. PhD in Education (University of Beira Interior, 2008), Master in Educational Supervision (University of Nottingham, 1994); Degree for Basic Education Teachers, Portuguese/French variant (Instituto Politécnico da Guarda, 1990) - Baccalaureat de l'enseignement du second degré Series A1- Letters-Philosophy-Mathematics.
Filipe Caetano Senior Expert (Professor)	IPG	Specialist in Electronics and Automation and Master in Mobile Computing. He was part of the research team at the Center for Mechanical and Aerospace Science and Technologies (CAST) (2013-2014) and at the Center for Research in Electromechatronic Systems (CISE) (2015-2019), both at the University of Beira Interior (2013-2014).). Simultaneously, he was an analyst/programmer at 'PT Inovação' for two years and was part of the Spinoff (IPG) Magickey development team, where he developed and maintained contact with several technologies. He has been developing, since 2014, applied research in the areas of sensor networks, embedded systems and production of innovative solutions for environmental protection, having in this area several international publications. Since 2018 he has been a professor in the IT department of the Politécnico da Guarda.
Carla Ravasco Senior Expert (Professor)	IPG	PhD in Humanities (University of Beira Interior, 2010); Masters in Anglo-American Studies (University of Porto, 1998); Degree in Modern Languages and Literatures (University of Lisboa, 1994). Adjunct Professor in School of Education, Communication, and Sports at Politécnico da Guarda, Erasmus Coordinator and coordinator of the Department of Languages and Cultures. Member of the interinstitutional network Primary English Education in Portugal (PEEP). Member of the Network for the Development of new paradigms in Education. Coordinator of the Internal Projects 'Audiobook' and 'Interactive approaches in Education.
Henrique Marques Junior Expert (Researcher)	IPG	Degree in Management; Master's in Marketing and Communication, PhD Candidate in Communication Sciences from the University of Beira Interior. He has been a consultant for small and medium-sized companies in the areas of marketing and advertising. Professor since 2013, with teaching experience in Marketing and Advertising, and Communication in Social Networks. He is currently a Researcher at the Polytechnic Institute of Guarda.
Sandra Costa Administrative Staff	IPG	Graduated in Computer Engineering and computer specialist at The School of Education, Communication and Sports of the Politécnico da Guarda in 2001. She has experience in marketing and digital content management and was a teacher in the areas of Animation and Graphic Design with a Degree in Multimedia Communication.
Luís Baptista Martins Project Manager	Radio Altitude	Graduated in Marketing and Communication from the University of the Basque Country. Director of the newspaper O Interior and of Rádio Altitude since April 2021.
Pedro José Pena Corrêa Senior Expert	Radio Altitude	Degree in Multimedia Communication from Instituto Politécnico da Guarda. A sound technician with experience in radio communication, video and sound (Audition/Sound Forge). Guitarist musician, he also has a master's degree in Communication, Culture and Media from Coventry University (England).
Carlos Gomes Senior Expert	Radio Altitude	B.A. in Journalism. Journalist, reporter, and sound designer for 27 years. He also has experience in sound editing. He is currently working at Rádio Altitude and has worked for the newspaper O Interior.
Sofia Margarida	Radio Altitude	A journalist with a degree in Social Communication from the Polytechnic Institute of Viseu. She has experience in Radio Communication and works at



Cardoso Pereira Junior Expert		Rádio Altitude, acting also as a reporter, copywriter, photographer and sound editor (Audition/Sound Forge).
Diana Rodrigues Administrative Staff	Radio Altitude	Communication, Marketing, Public Relations and Advertising Technician by IEPF of Guarda. Performs invoicing and customer/partner relationship activities.
Vesna Kolovska Project manager	Kanal 77	23 years working as a journalist, news editor, program leader and editor-in-chief, project management BBC (British Broadcasting Corporation, London) - correspondent from Skopje, a reporter/producer Editor in the projects Editor and moderator of radio debates, community and budget forums Author of research stories Mentor for a young journalist
Zvonko Naumoski Senior Expert	Kanal 77	Zvonko Naumoski is a highly experienced media and community development consultant, facilitator and trainer with over 20 years of direct field experience. He has practical and intensive experience as a Facilitator, Trainer and Manager in the fields of strategic management and project concept design and management and capacity building of personnel by providing direct support through tailored capacity-building programmes and creating partnerships among public, private and civic sectors at the regional and national level and with foreign partners. He possesses vast experience in management and implementation of projects as well as preparation of monitoring and evaluation tools, training needs assessments and delivery of training using different teaching methods and organizing and supporting complex training events. Zvonko Naumoski possesses knowledge and understanding of EU Policies and Operations, including PRAG and Structural and Regional Policies and well-developed networks at the local, national and regional levels. He is a media specialist consultant and a former journalist. He has worked on scripts for several TV documentary films and has directed three of them. In addition, he wrote and directed a couple of music videos and a short film "Hope". He is working on the script for an animated movie named "Hercules' Rescue" and as a Production Coordinator for a Political Debate Show.
Slobodanka Blazhevska Administrative Staff	Kanal 77	Manager of the project On-line Shop Super 7, business development of store, promo and audience engagement. Preparation of project application, budget preparation and planning, negotiations, preparation of documents, competitive procedure (ie bidding) and communication with customers. Realization of the project and others activities and preparation of narrative and financial reports. Managing and communicating with all departments in Radio Kanal 77. Project manager on several projects.
Vasko Zlatkovski Project manager	UGD	UGD Team leader Overall project management and monitoring Preparation of interim progress & final reports Communication and coordination with other partners Dedicated professional with 343 years of working experience Developed and implemented projects under various donor programs.
Igor Stojanov Senior expert	UGD	With an experience in the media field of about 15 years, I have worked on various projects related to the media and their development. Part of my notable work: Editor in chief at University radio UGD FM; Editor in chief and founder of youth online media – www.goce.mk ; Coordinator of a project for founding youth online media – Balkan Youth Newsroom; Leading 25 young journalists and creating the online media www.youthnewsroom.net ; Member of Macedonian American Alumni Association; Got several certified courses related to media and audience growth, as well as business models and monetization for media outlets; Worked in several national and international media outlets. Worked at US radio station WGMU, and national radio Kanal 77. Graduated journalist and Master of Arts in Media and communication.
Toni Mihailov Junior expert	UGD	A journalist with over 30 years of experience, editor of local and regional radio and TV stations in his journalistic career. President of the Regional Organization of the Association of Journalists of Macedonia, with constant communication with journalists from the local media and participation in ZNM projects to improve the situation in these media (ZNM has an open dialogue



		with the relevant institutions in the direction of finding a solution for the difficult situation in which especially the local media). Participated in the implementation of several projects on the situation in the media and journalism in Macedonia, some of them directly related to the situation in the local media, the socioeconomic position of journalists and correspondents, and respect for journalistic standards. In recent years, I have been working with young journalists who write for a youth portal, with journalism students who collaborate with the local University Radio
Ljubica Naskova Administrative Staff	UGD	Administrative management of the project. Preparation of documentation needed for successful project implementation. Communication with other partners Preparation of information materials for project visibility Coordination with internal experts Has experience in project management and administration under different programs (IPA, Erasmus).
Tomáš Hanulík Project manager	TnUAD	Tomáš Hanulík is responsible for the project preparation, implementation, reporting and monitoring. His role is to mediate communication between partners and enables a smooth workflow for the collaboration by keeping the consortium well-informed and supported.
Marcela Galbová Senior expert	TnUAD	Marcela Galbová has several years of experience in the implementation of projects financed by European funds. Since 2014, she has been working as a project and financial manager in the private sector, where she is in charge of the development, implementation, and monitoring of projects financed through EU structural funds within different frameworks. She is also working as a project and financial manager at the Alexander Dubček University of Trenčín since 2016, where she is responsible for processing applications for non-refundable financial contributions, accounting and monitoring projects financed by EU structural funds.
Pavol Struhár Senior expert	TnUAD	Pavol Struhár is an expert in political science. His research and pedagogical activity are aimed at extremism and its prevention, including issues of fake news and disinformation.
Daniela Riavova Project manager	RTVS	Responsible for managing and coordinating the activities of the project from the side of RTVS.
Peter Petruna Administrative Staff	RTVS	Project and program assistant – helps with administrative activities related to the project and assists with project preparation.
Antonija Matić Project manager	UAOS	Head of the Department for Science, Art, EU Projects and Programmes and Interinstitutional Cooperation at the Academy of Arts and Culture in Osijek of the University of Josip Juraj Strossmayer in Osijek. Graduated Financial Management from the Faculty of Economics in Osijek and obtained her MSc (Postgraduate study Entrepreneurship) from the Faculty of Economics in Osijek (master's thesis title: Choosing Financing Strategy for Growing Businesses in Croatia). She received her PhD at the Postgraduate Interdisciplinary University at the J. J. Strossmayer University of Osijek (2015) defending her doctoral dissertation entitled European Union funds and programs – role and importance in the implementation of cultural projects in the Republic of Croatia. Since 2015 she has worked at the Academy of Arts and Culture.
Snježana Barić Šelmić Senior expert	UAOS	Dr Snježana Barić-Šelmić is a postdoctoral researcher at the Academy of Arts and Culture in Osijek at the Josip Juraj Strossmayer University in Osijek. In March 2021, defended her doctoral dissertation entitled Generational Value Differences and their Influence on the Use of Social Networks at the Postgraduate Interdisciplinary Doctoral study in Cultural Studies, the scientific field of Information and Communication in Culture – Module: Media Culture – Media Research at the Doctoral School of Josip Juraj Strossmayer University in Osijek and obtained the academic degree of Doctor of Science. Since 2017, she has been employed at the Department of Cultural Studies of the Josip Juraj Strossmayer University in Osijek, that is, following the merger of the Department and the Academy of Arts, in 2018, she has been employed at the Academy of Arts and Culture in Osijek, at the Department of Culture, Media and Management. Fields of interest are new media, mass media, integrated marketing communication, semiotics, public relations and media culture.



Tomislav Levak Senior expert	UAOS	Tomislav Levak, M.A. in Cultural Studies, is a lecturer at the Academy of Art and Culture in Osijek at the Josip Juraj Strossmayer University in Osijek. He completed two graduate studies at the University interdisciplinary graduate study program of Cultural Studies, in October 2014, at the Department of Cultural Studies of the Josip Juraj Strossmayer University in Osijek, thus obtaining a double M.A. degree in cultural studies in two different fields - Media Culture and Cultural Management. In April 2015, he started working as an assistant at the Department of Cultural Studies of Josip Juraj Strossmayer University in Osijek, at the Department of Media Culture. From June 2018, after the Department was merged with the Academy of Arts and Culture in Osijek, he worked first as an assistant, and from July 2021 as a lecturer at the Academy of Arts and Culture in Osijek, at the Department of Culture, Media and Management. His areas of scientific interest are new media, communication science, media literacy, media and public relations, disinformation and fake news, public speaking, cultural management and creative industries.
Marina Đukić Senior expert	UAOS	Marina Đukić is an assistant professor at the Department of Culture, Media and Management of the Academy of Arts and Culture in Osijek (J.J. Strossmayer University in Osijek) since 2010. She conducts teaching lectures at Media Culture Courses (Media reporting, Introduction to Public Relations, Managing the public relations, Research tools in Public Relations, Media and Cultural policy). She is also an external lecturer at the Faculty of Humanities and Social Science in Osijek (Sociology department) where she teaches Media and Society courses. She mentored, co-mentored and evaluated numerous BA and MA theses. Has B.A. in Journalism (2004), uni.spec. in European Studies (2008), PhD degree (2015) on thesis Cultural aspects of European Media Policy - Consequences on media system of Republic of Croatia. She published 25 scientific papers and two editor books, has participated in scientific conferences, and has been a reviewer for the scientific journal of the Faculty of Humanities and Social Sciences, University of Tuzla, Bosnia and Hercegovina 'Social and humanistic studies', Croatian journal for journalism and media 'Media research' and also for the Conference Proceedings Media and Media Culture (2019) and Movements (2021).

3.3 Development strategy

Development strategy (*n/a for 'TV and Online content', 'Fostering European media talents and skills', 'Markets & networking', 'MEDIA 360', 'European Film Distribution', 'European Film Sales', 'Innovative tools and Business models', 'Networks of European cinemas', 'Networks of European festivals', 'European festivals', 'European VOD Networks and operators', 'Films on the move', 'Subtitling of cultural content', 'Audience Development and Film Education', 'Creative Innovation Lab', 'Media literacy', 'Defending media freedom and pluralism' and 'Journalism Partnership'*)

N.A.

3.4 Financing strategy

Financing strategy (*n/a for 'TV and Online content', 'Fostering European media talents and skills', 'Markets & networking', 'MEDIA 360', 'European Film Distribution', 'European Film Sales', 'Innovative tools and Business models', 'Networks of European cinemas', 'Networks of European festivals', 'European festivals', 'European VOD Networks and operators', 'Films on the move', 'Subtitling of cultural content', 'Audience Development and Film Education', 'Creative Innovation Lab', 'Media literacy', 'Defending media freedom and pluralism' and 'Journalism Partnership'*)

N.A.



4. DISSEMINATION

4.1 Communication, promotion and marketing

Communication, promotion and marketing (n/a for 'Fostering European media talents and skills', 'Markets & networking', 'MEDIA 360', 'European Film Distribution', 'European Film Sales', 'Innovative tools and Business models', 'European festivals', 'European VOD Networks and operators', 'Films on the Move', 'Subtitling of cultural content', 'Creative Innovation Lab', 'Media literacy', 'Defending media freedom and pluralism' and 'Journalism Partnership')

N.A.

4.2 Dissemination and distribution

Dissemination and distribution

For 'Media literacy', 'Defending media freedom and pluralism' and 'Journalism Partnership': Please explain the strategy to exchange knowledge and ensure the transferability of best practices as widely as possible.

To ensure the project's impact at the local, regional, and national levels as well as to promote the impact and content at the European and global levels, NEWAVES built a strong dissemination and distribution strategy. The plan also includes knowledge exchange activities and ensures that best practices are disseminated to as many media professionals as feasible. The strategy to be implemented under WP4 distributes tasks and responsibilities among partners, coordinates social media communication throughout the project, and defines the visual identity and logo. The implementation of the communication and dissemination strategy will design and implement the project's online presence in several channels, including an online page for NEWAVES, social media profiles (Facebook, Twitter, and LinkedIn), and a newsletter.

All project partners will distribute the communication and promotional materials (brochures, leaflets, infographics, flyers, and videos) within their respective local, regional, national, European, and international networks, and they will all ask their network partners for help with additional distribution. Those who are interested in using it to promote the project's activities and results will have access to a **promotional toolkit** that includes templates for communication and promotional materials.

The **Mainstreaming project results and achievements** are going to be implemented through regular and ongoing dissemination and exploitation efforts will be made to keep the target audiences. In order to publicize the project and its results, partners will also take part in conferences, seminars, business gatherings, radio markets, and radio-related events: Participation in national and international events: IPG (2 international events); each partner 2 national events); bilateral meetings to present the project to other organizations; establishing collaboration/exploitation protocols (total of 10).

The instructions recently issued by the Commission in the publication *"How to convey your project: a step-by-step guide on discussing projects and their results"* will also be taken into consideration in the communication and distribution activities.

Therefore, the strategy that will be created at the start of the project will include a list of SMART objectives that will be connected to particular performance indicators for Social media reach (how many people see the project content), impressions (number of times the content is displayed), engagement (number of interactions with the content through likes, comments, shares, or retweets); Website number of visitors, time spent on the website, topical interests of visitors; (number of participants, feedback from participants via short surveys). The consortium will establish KPIs for the project's overall promotion as well as for the actualized branding and marketing activities.

The Commission's guidelines will serve as a guide and aid in the improvement of the metrics. A possible preliminary list of indicators is as follows:

- **Consortium meetings, co-creation workshops, participation in external events:** Number of attendees; Indirect media audience reach; Overall perceived interests/usefulness of the event for attendees; Likelihood to participate in follow-up activities;
- **Number of readers/listeners of the radio content included in the Digital Platform:** Percentage of target audience and specific demographic groups; Percentage of content produced in more than one linguistic version and accessible to impaired persons; Overall perceived interests/ usefulness of content for listeners; Number of listeners who shared the link of the publication with other people; Likelihood to participate in follow-up activities
- **Branding and marketing campaigns using social media:** Number of impressions, followers/fans/subscribers, Number of posts; Number of engagement: shares, likes, clickthroughs, comments; Cost per result; Number of hashtag mentions;
- **Websites:** Number of visits; Number of visitors identified by browsers; Number of page views;



Conversion rate (downloads, registrations, form completed, etc); Overall usefulness of the site, page, content; Number of returning visitors; Likelihood to participate in follow-up activities

The main goals will be to promote the project's impact and content at both the European and global levels, as well as to increase the project's impact within the partners' network of influence at the local, regional, and national levels. To ensure that best practices are disseminated to as many media experts as possible and carrying out knowledge exchange efforts will also be a priority.

A Deliverable on Communication & Dissemination Strategy will be created within the first month of the project, allocating tasks and responsibilities among partners to ensure that the contents are highly relevant and come from partners with particular and sectorial knowledge. Throughout the project, the strategy will coordinate social media communication. Partners will make temporary adjustments to it as needed during the project under the task leader's supervision. The deliverable includes the project's logo and visual identity.

This Deliverable will also include instructions on how to communicate and distribute information, including what to say when, to whom, and how. The deliverable will include a thorough plan and a refined methodological approach that will guarantee the accomplishment of the Work Package's goals.

The platform will be promoted on the social media profiles that will be created in the scope of this project (Facebook, Twitter and LinkedIn), along with a newsletter and an online page specifically for this purpose. The project website, which will act as the main project communicator and serve as a repository for provided papers and materials, will be referred to by all partners' websites and social media pages.

All project partners will distribute the communication and promotional materials (brochures, leaflets, infographics, flyers, and videos) within their respective local, regional, national, European, and international networks, and they will all ask their network partners for help with additional distribution.

In order to educate the audience of the project's significant accomplishments and give them access to engaging and practical content for market research, the promotional toolkit materials will gradually be added to the website and related news will be uploaded at the same time on social media. In order to publicize the project and its results, partners will also take part in conferences, panels, business get-togethers, radio markets, and radio-related events.

It is predicted that the IPG will participate in at least two international events, whilst each partner promotes the project in a minimum of two national events.

4.3 Impact

For 'Media literacy', 'Defending media freedom and pluralism' and 'Journalism Partnership': Explain the potential impact at local, regional, national and/or European levels. What methods will be used to ensure the impact of the project.

The vision of NEWAVES is to reinforce the role of radios in low-density regions by stimulating cooperation between local radios, journalists and communication professionals and other media. This will improve the viability and competitiveness of the radio market, being the premise based on a collaborative business transformation, providing the opportunity for innovation and sustainability of local radios through collaboration in the production and dissemination of reliable news content.

The sustainability of the media sector, and in particular the local radios is very much based on the fight against disinformation which undermines the plural, democratic and inclusive nature of the media. NEWAVES address this concerning issue by promoting high-quality content production (information and diverse material for the usage of the radio in their programming) by the application of a strict validation protocol. This content will be made available on the Digital Platform, aiming for the dissemination of radio content of various genres, for example, information, entertainment, opinion, chronicle, and interview, which can be heard directly, or acquired/licensed for broadcast on local radios. This way, local radio stations, both from the consortium and the ones from the Database to be also involved, are going to be the main actors promoting sustainability in NEWAVES.

NEWAVES will specifically address the expected impacts from the Call for Proposals:

Sector-wide networks for the exchange of best practices among news media professionals: the establishment of a radio database built upon the connections and existing networks of the project consortium will set the base of a new European media sector network targeting mainly local regional radios facing challenges arising from the digital transition and its impact on the business model of this radios, on how these communicate with their audiences and the type of content produced that has to meet higher standards to compete with other sources of information (coming from rapidly growing new sources of information available in the digital world). A best practices dissemination model assures a set of mutual learning activities to be performed between HEI and radios from the partnership. The 4 co-creation workshops (2 in WP2 and 2 in WP3) support this knowledge transfer from HEI to radios and also between radio stations (even from the National dimension one to the remaining local partners). The training report to be produced, as the consequent e-learning course programme will be a way of identifying first and sharing best practices ultimately. The mobility programme will assure the exchange of best practices on site for the media professionals from the consortium.



Improve innovation and creativity in journalistic production and distribution processes of the European news media industry: the content production for radio stations is traditionally individualized, made by each radio, which limits the programming offer they have for their audience. As a way of largely improving the content available for local radios (both from the consortium as the ones from the database), NEWAVES provides a Digital Platform gathering content from all the radios and offering a new distribution process, via the digital platform and its repository, in a live database including a diverse set of content (radio programmes, interviews, sounds and audio descriptions). This consists of a complete transformation of the way local radio produces content, offering a new array of possibilities from the collaborative and exchange environment that the Digital Platform offers to the media sector.

Improve professional skills of journalists as well as media business professionals: NEWAVES is designed around local radios improvement to cope with the challenges of new digital competition and user changes in consuming media services. In this sense, NEWAVES focuses on providing local radios professionals with learning opportunities to grow by (1) offering joint activities with the HEI from the consortium that will conduct the co-creation workshops and design/implement the e-learning course programme, (2) allowing radio stations to brainstorm together in a set of activities designed to develop the deliverables of the project and, with the mobility programme, give opportunity for peer learning among digital sector players from different dimensions (national radio and local radios). Also for future media business professionals (students of social media from the partner HEI), an online mobility programme is implemented in NEWAVES.





Increased interest in journalism, and viability of journalistically produced content: Media sector is facing a digital transition with a growing change in the way the general public consumes information and entertainment. The radio sector is found in the middle of this storm, facing new and fastest digital channels where people can easily access new information and content. To foster the image of the sector and a diversified offer from the radio sector new ways of communication among radios are arising. NEWAVES proposes to offer a new set of content to attract new audiences, by enhancing cooperation between local radios to find better solutions to the challenges the digital world brings to this classic sector. Also to improve the interest in journalism, a recent concern topic for the media sector, misinformation, will have special attention from the validation protocol to assure the sustainability of the content produced and disseminate through the Digital Platform (via the repository). A validation protocol assures the viability of the content produced by the local radios (from the consortium and outside), guaranteeing high standards of technical quality for the audio content as content quality identifiers (a set of dedicated indicators is predicted).

5. WORKPLAN, WORK PACKAGES, TIMING AND SUBCONTRACTING

5.1 Work plan

Work plan

Provide a brief description of the overall structure of the work plan (list of work packages or graphical presentation (Pert chart or similar)).

WP1. MANAGEMENT AND COORDINATION ACTIVITIES	<ul style="list-style-type: none"> T1.1 Defining financial and managerial tools T1.2 Collaboration with EU services and coordination among partners T1.3 Designing and executing a strategy for monitoring, quality control, and internal assessment 	<p>Efficient project management methods, structures, procedures, and tools</p> <p>Effective partner collaboration, cooperative learning, and communication</p> <p>Prompt implementation of the work plan and high performing standards</p> <p>Adherence to contractual obligations and conditions</p>	MI-M24 
WP2. PLATFORM DEVELOPMENT	<ul style="list-style-type: none"> T2.1 Develop a digital platform to host and distribute locally generated radio programs T2.2 Pilot test platform T2.3 Develop a content analysis and validation protocol T2.4 Repository implementation 	<p>Platform capable of creating, disseminating and promoting locally produced content in Europe</p> <p>Relevant audio content available for subsequent creation and use (by radios, educational entities and content creators in general)</p> <p>Protocol for analysing and validating content</p>	MI-M14 
WP3. TRAINING	<ul style="list-style-type: none"> T3.1 Training for the media sector T3.2 Pilot test e-learning course programme T3.2 Mobility programme 	<p>Training programme for local radios, journalists, professionals, students and professors to create opportunities for the exchange and thrive in the digital transition of the radio sector</p> <p>Capacitation of key players in agendas that promote innovation, integrating traditional and digital</p>	M10-M24 
WP4. DISSEMINATION AND FOLLOW UP	<ul style="list-style-type: none"> T4.1 Design of the communication and dissemination strategy T4.2 Implementation of the communication and dissemination of NEWAVES T4.3 Mainstreaming the project results and achievements 	<p>Project impact beyond the partner's network of influence, extended to other players at the European and international levels, mainly operating in low-density regions</p> <p>Best practices shared with as many media professionals as possible</p>	MI-M24 

5.2 Work packages and activities

WORK PACKAGES


This section concerns a detailed description of the project activities.

*Group your activities into work packages. **A work package means a major sub-division of the project.** For each work package, enter an objective (expected outcome) and list the activities, milestones and deliverables that belong to it. The grouping should be logical and guided by identifiable 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.

For very simple projects, it is possible to use a single work package for the entire project (WP1 with the project acronym as WP name).

Each WP should be accompanied by a specific budget. The sum of all specific budget of the work packages should be consistent with the global budget indicated in Part A.

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).*

Work Package 1

Work Package 1: Management and Coordination Activities

Ensure consistence with the detailed budget table/calculator (if applicable). (n/a for 'European Slate development', 'European Mini-Slate development' and 'European festivals')

Duration:

M1 – M24

Lead Beneficiary:

P1 - IPG

Objectives

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

- Developing and implementing efficient project management methods, structures, procedures, and tools to ensure that project activities are carried out successfully and that the required results are attained.
- Promoting and establishing effective partner collaboration, cooperative learning, and communication.
- Ensuring that the project work plan is carried out promptly and effectively, and that performance is continuously enhanced.

- Adherence to contractual obligations, conditions, and details controlling the grant given to the recipient in order to carry out the action

Activities (what, how, where) and division of work

Provide a concise overview of the work (planned tasks). Be specific and give a short name and number for each task.

Show who is participating in each task: Coordinator (COO), Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP), indicating **in bold** the task leader.

Add information on other participants' involvement in the project e.g. subcontractors, in-kind contributions.

Note:

In-kind contributions: In-kind contributions for free are cost-neutral, i.e. cannot be declared as cost. Please indicate the in-kind contributions that are provided in the context of this work package.

The Coordinator remains fully responsible for the coordination tasks, even if they are delegated to someone else. Coordinator tasks cannot be subcontracted.

If there is subcontracting, please also complete the table below.

Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T1.1	Defining financial and managerial tools (M1-M24)	<p>The coordinator will create a set of management and financial tools (consisting of administrative and financial guidelines and a tracking tool) at the start of the project (M1) to lay the groundwork for the subsequent work, support risk management, and provide internal guidance to the team. These tools will also guide collaborative work between consortium members and service providers by clarifying responsibilities, the standards and obligations for delivering and reporting in terms of the policies, requirements connected to the visibility of the EU financing shall get special consideration. Likewise, the coordinator shall guarantee that the processing of personal data complies with applicable national and EU laws on data protection.</p> <p>The coordinator will ensure compliance with requirements related to maintaining records and other supporting documentation. The coordinator will inform partners and service providers about these requirements and solicit their assistance in gathering evidence, as needed, for reporting, audits, or other circumstances.</p> <p>An Interim management report will be created at the halfway point (M12) of the project to aid in tracking the development and preparing the Final management report, which will be provided 60 days after the project's end. An external audit will be conducted on this later.</p>	IPG Radio Altitude Kanal 77 UGD TnUAD RTVS UAOS	COO BEN BEN BEN BEN BEN BEN	NO
T1.2	Collaboration with EU services and coordination among partners (M1-M24)	IPG will have an online kick-off coordination meeting in M1 to go through project management, administrative and financial details, and reporting responsibilities. The purpose of this meeting is to go over the specifics of project management (structure, processes, and tools), fine-tune the GANTT, and agree on the project brand, communication, and dissemination strategy, as well as the monitoring and internal	IPG Radio Altitude Kanal 77 UGD	COO BEN BEN BEN	NO

		<p>evaluation plan, reporting requirements, and financial regulations. On M2 a kick-off meeting organised by the granting authority will take place in Brussels. The remaining physical meeting will take place on M5, M12, M18, and M23. Minutes and presentations used in the meetings will be added as an annexe to the D1. Management and financial tools.</p> <p>Additional coordination sessions will be scheduled online (every month, with the exception of the months, where physical meetings take place).</p> <p>Using daily interactions through Zoom/Skype/Ms Teams, and/or electronic mailing, IPG will ensure a regular and effective communication flow with the consortium partners during the project's lifespan. The project manager and team will also make sure that contact with the EC services and officials runs well, giving rapid attention to any requests that may arise, assisting with any possible on-the-ground visits, delivering frequent reporting, and seeking advice or permission as needed.</p>	TnUAD RTVS UAOS	BEN BEN BEN	
T1.3	Designing and executing a strategy for monitoring, quality control, and internal assessment (M1-M24)	<p>IPG will create the Monitoring, quality control, and internal evaluation plan at the project's beginning (M1). This plan will serve as a roadmap for the activities that follow, defining the focus of the evaluation while taking into account various factors, establishing/fine-tuning key performance indicators, and defining the tools, timeframe for their use, and responsible/involved organizations.</p> <p>This plan will also contain a risk assessment table with pertinent data, such as a description of the risk (which may be operational, time-related, linked to expertise, or budget-related, for example), an assessment of the potential impact and likelihood of occurrence, listing of mitigation measures, and identification of the participants in the controlling, monitoring, and implementation activities (regularly analysed, at the coordinating meetings, before reporting periods and whenever considered relevant). Surveys that will be done at pivotal points in the project will be included in the plan's assessment tools.</p>	IPG Radio Altitude Kanal 77 UGD TnUAD RTVS UAOS	COO BEN BEN BEN BEN BEN	NO

Milestones and deliverables (outputs/outcomes)

Milestones are control points in the project that help to chart progress. Use them only for major outputs in complicated projects. Otherwise leave the section on milestones empty.

Means of verification are how you intend to prove that a milestone has been reached. If appropriate, you can also refer to indicators.

Deliverables are project outputs which are submitted to show project progress (any format). Refer only to major outputs. Do not include minor sub-items, internal working papers, meeting minutes, etc. 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:

<i>Public — fully open (🚩 automatically posted online on the Project Results platforms)</i> <i>Sensitive — limited under the conditions of the Grant Agreement</i> <i>EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision 2015/444.</i>							
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D1.1	Management and financial tools	1	IPG	R — Document, report	SEN — Sensitive	M1	For the consortium's internal usage only. Electronic publication, 20 pages, EN
D1.2	Monitoring, quality control and internal evaluation plan	1	IPG	R — Document, report	SEN — Sensitive	M24	For the consortium's internal usage only. Electronic publication, 20 pages, EN
D1.3	Interim management report	1	IPG	R — Document, report	SEN — Sensitive	M12	For internal use of the consortium (available to be shared with the EC services if requested).

Estimated budget — Resources													
Participant	Costs <i>(n/a for Lump Sum Grants: 'European Co-development', 'European Slate development', 'European Mini-Slate development', 'TV and Online content', 'European festivals' and 'Videogame and immersive content development')</i>												
	A. Personnel		B. Subcontracting	C.1a Travel			C.1b Accomodation	C.1c Subsistence	C.2 Equipment	C.3 Other goods, works and services	D.1 Financial support to third parties		E. Indirect costs
P1 - IPG	8.33	€ 29,490.00		3	6	€ 1,800	€ 2,700	€1,200		€ 1,500			€ 2,568.3
P2 - Rádio Altitude	6.67	€ 7,050.00											€ 493.5
P3 - Kanal 77	6.67	€ 7,050.00											€ 493.5
P4 - UDG	7.78	€		4	8	€ 2,400	€ 2,400	€ 1,600		€ 750			€ 1,309
													€ 20,009

		11,550.00											
P5 - TnUAD	9.44	€ 13,950.00		4	8	€ 2,400	€ 2,400	€ 1,600		€ 750		€ 1,477	€ 22,577
P6 - RTVS	2.50	€ 17,125.00										€ 1,198.75	€ 18,323.75
P7 - UAOS	7.78	€ 9,300.00		4	8	€ 2,400	€ 3,600	€ 1,600		€ 750		€ 1,235.5	€ 18,885.5
Total	49,17	€ 95,515.00		12	24	€ 9,000.00	€ 11,100.00	€ 6,000.00		€ 3,750		€ 8,775.55	€ 134,140.55

Work Package 2

Work Package 2: Platform Development

Ensure consistence with the detailed budget table/calculator (if applicable). (n/a for 'European Slate development', 'European Mini-Slate development' and 'European festivals')

Duration:

M1 – M14

Lead Beneficiary:

P4 - UGD

Objectives

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

- Create a platform capable of creating, disseminating and promoting locally produced content in Europe to stimulate greater diversity and competitiveness online, in order to demonstrate the rich and varied culture, in addition to promoting social inclusion and freedom of artistic expression
- Make relevant audio content available for subsequent creation and use by clients of the platform (radio stations, educational entities and content creators in general)
- Develop a protocol for analysing and validating content according to technical and information quality criteria

Activities (what, how, where) and division of work

Provide a concise overview of the work (planned tasks). Be specific and give a short name and number for each task.

Show who is participating in each task: Coordinator (COO), Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP), indicating **in bold** the task leader.

Add information on other participants' involvement in the project e.g. subcontractors, in-kind contributions.

Note:

In-kind contributions: In-kind contributions for free are cost-neutral, i.e. cannot be declared as cost. Please indicate the in-kind contributions that are provided in the context of this work package.

The Coordinator remains fully responsible for the coordination tasks, even if they are delegated to someone else. Coordinator tasks cannot be subcontracted.

If there is subcontracting, please also complete the table below.

Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T2.1	Develop a digital platform to host and distribute locally generated radio programs (M1-M14)	A fine-tuning of the needs analysis to identify existing gaps in the radio sector in each partner country will be developed. This will include a mapping of the major obstacles faced by radios across Europe from the changes caused by the digital transition that highly impacted the media sector. Also, a benchmarking activity will take place to identify and study good practices from different tech solutions/platforms regarding radios, media activities or similar/relatable. As a result of this, a “ <i>Best practices and key needs report</i> ” (D2.1) will be developed including an analysis of the status of the consortium partners and a set of suggestions/recommendations from the platform's stakeholders for improvement for the radio sector in the partner's countries. The activities described will be the foundations for the implementation of task 2.1, while the activation component will be produced by the execution of 2 co-creation workshops for prototyping and testing of a Digital Platform (with both Radios and HEI from the consortium), also using a user-centred approach. These workshops will occur in one single day, to take place during a physical consortium meeting on M5. The tech development of the Digital Platform will be performed by a hybrid team, combining elements of a subcontractor and in-house experts from the project coordinator (IPG). The Digital Platform will be developed to promote the creation and dissemination of locally produced radio content, encouraging greater diversity, social inclusion, sustainability and ethical consumption, freedom of expression and online competitiveness to showcase Europe's rich and varied culture. The platform will be developed in English, however, there will be a concern to encouraging linguistic diversity by translating the digital platform into the consortium's languages: Portuguese, Macedonian, Slovak and Croatian.	IPG Radio Altitude Kanal 77 UGD TnUAD RTVS UAOS	COO BEN BEN BEN BEN BEN BEN	YES
T2.2	Platform Pilot test (M9-M12)	The digital platform creation process will be interactive, with the conduction of pilot tests to the prototype of the digital platform and making the necessary adjustments during the construction and subsequent finalization. The process will include a multidisciplinary team of radios and IT (both the subcontractor and in-house experts from IPG). During the development of the platform, and in the initial stage , a test with a small	IPG Radio Altitude Kanal 77 UGD TnUAD	COO BEN BEN BEN BEN	No

		<p>group of real users of the service will be made available. These users will be recruited at the time of testing (from the project partners). The test, in addition to shaping the platform (prototyping), will aim to test assumptions about how something might work and/or prove (or disprove) whether the proposed solution is viable. With this test, the consortium hopes to obtain a more detailed study of possible problems, giving the flexibility to react quickly to changes that may be necessary.</p> <p>Testing will start from an initial hypothesis that will support the test plan, which will be executed until sufficient evidence is gathered to satisfy the required objectives. Such evidence is subjective and variable, which makes it difficult to predict it. After the test is completed, it is expected to obtain a robust proposal through iteration and learning, taking on new perspectives on the system, people, information and other resources.</p> <p>In the second stage, additional radios (each radio partner will invite another radio from their country) will be invited to test the platform and provide their opinion on the usefulness of the platform, guiding to an improved version of the platform. Therefore, the process will include a 2 step validation (intern in the consortium and extern), which is an optimization process of the Digital Platform with the support of radios.</p> <p>For the reporting of the testing, a webinar with recommendations will be implemented, which will be the basis for the Grid with the <i>Digital Platform</i> prototyping test results (D2.3).</p>	RTVS UAOS	BEN BEN	
T2.3	Develop a content analysis and validation protocol (M4-M8)	<p>Technical quality indicators for the audio content as content quality identifiers will be identified, based on the experience of specialized professionals, on specific studies that will be developed or on existing outputs in the technical and scientific literature.</p> <p>The sound technique quality metrics to be included are: spatial impression, stereo impression, transparency, sound balance, timbre, freedom from noise and distortions. These indicators will be analysed by specialists (part of the consortium entities) so that a technical quality assessment instrument can be determined. If found relevant during the validation protocol development, other indicators may be added if necessary.</p> <p>Measuring the quality of information will be one of the major challenges of the project. There are many studies that define frameworks to combat disinformation. Now, three dimensions will be automated with AI:</p> <ol style="list-style-type: none"> Lexical structure (as measured through the percentage or proportion of specific classes of words, and the length of the title - number of letters). Level of simplicity (as measured through the readability and the preponderance of verbs, adjectives, names or numbers.). Intensity of emotion in terms of valence (strong positive or negative words) <p>Many studies and tests will have to be carried out during the project in order to validate a framework for audio content.</p> <ul style="list-style-type: none"> Many studies and tests will have to be carried out during the project in order to validate a framework for audio content. 	IPG Radio Altitude Kanal 77 UGD TnUAD RTVS UAOS	COO BEN BEN BEN BEN BEN	No

		<ul style="list-style-type: none"> These studies will be conducted, in particular, by the academics involved in the project, who will be supported by qualitative and quantitative methodologies, as well as data collection instruments and analysis tools that use technology to obtain more precise answers. It is intended to develop four adjacent studies (one per HEI) and a robust mixed-method study. The tests, in addition to academics, will also involve the radios that are part of the consortium. The results of studies and tests will serve as a basis for the creation of a framework for audio content. <p>After both the technical and content indicators are identified and properly described, a content analysis and validation protocol will be developed. The protocol will be automated through the application of AI, and a framework would have to validate based on: i) existing scientific research; ii) scientific research that we will carry out together with journalists, communication professionals, specialists, professors, students, among others; and iii) scientific research that we will carry out with news consumers.</p> <p>In this order, at all stages, relevant data will be collected to allow the consortium to define content/information quality metrics. The technical part of this automation will be subcontracted.</p>			
T2.4	Repository implementation (M3-M14)	<p>A repository will be established in the Digital Platform to feed and collect significant audio content to be used to support the creation process of the platform users (radio stations, educational entities). Local radios will be the main contributors to this platform, by the implementation of a login system that will allow the upload of content (radio programmes, interviews, sounds and audio descriptions), which later could be used by other content creators. This service will not be available to end audiences (listeners), but for the radio stations themselves as a source of content so they can create their own programmes.</p> <p>The repository will be open to other radios, to ensure a greater volume of content is provided. Collaborative journalism will be encouraged, also as the main incentive for the Radios participation. This will help the platform users to reduce costs with equipment, travel, HR, among others.</p> <p>Relationships will also be established with other repositories that by now exist at the European level, namely Pond5 (www.pond5.com), which started in the Czech Republic; Soundly (www.getsoundly.com), based in Oslo; and FreeSound (www.freesound.org), created by Universitat Pompeu Fabra, Barcelona. The goal is to foster synergies in the use of content already developed.</p> <p>Complementarily, and since the available content may not reflect the reality of the consortium countries, additional content will be created to foster additional outputs for the Radios. For this, the task leader will create audio content such as nature sounds or teasers that can be used for transition effects, for example. Many of these contents are already available in databases, but gaps may be identified that justify the creation of new materials. As an example, the content "Support chants of a Croatian football</p>	IPG Radio Altitude Kanal 77 UGD TnUAD RTVS UAOS	COO BEN BEN BEN BEN BEN BEN	No

		club's supporters" may not be available, so it must be made available for use by content creators.				
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Milestones and deliverables (outputs/outcomes)

Milestones are control points in the project that help to chart progress. Use them only for major outputs in complicated projects. Otherwise leave the section on milestones empty.

Means of verification are how you intend to prove that a milestone has been reached. If appropriate, you can also refer to indicators.


Deliverables are project outputs which are submitted to show project progress (any format). Refer only to major outputs. Do not include minor sub-items, internal working papers, meeting minutes, etc. 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.

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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	Best practices and key needs report	2	IPG	R — Document, report	SEN — Sensitive	M5	Benchmarking report including good practices from different tech solutions/platforms regarding radios, media activities or similar/relatable, ~30 pages, EN
D2.2	Digital platform for the radio sector (structure and technical requirements)	2	IPG	R — Document, report	SEN — Sensitive	M9	Report with technical requirements for the Digital Platform, ~15 pages, EN
D2.3	Grid with the <i>Digital Platform</i> prototyping tests	2	IPG	R — Document, report	SEN — Sensitive	M12	Report with the results and recommendations from Digital Platform

	results (and recommendations)						prototyping tests, ~10 pages, EN
D2.4	Validation protocol	2	IPG	R — Document, report	SEN — Sensitive	M7	Procedures for the Validation Protocol, including technical quality indicators for the audio content as content quality identifiers, ~10 pages, EN
D2.5	Repository for the Digital platform	2	RTVS	DEC — Websites, Repository	SEN — Sensitive	M14	The repository includes a minimum content of 250 elements (each partner radio includes 4 content elements per month + radio as associated partner)

Estimated budget — Resources													
Participant	Costs (<i>n/a for Lump Sum Grants: 'European Co-development', 'European Slate development', 'European Mini-Slate development', 'TV and Online content', 'European festivals' and 'Videogame and immersive content development'</i>)												
	A. Personnel		B. Subcontracting	C.1a Travel			C.1b Accomodation	C.1c Subsistence	C.2 Equipment	C.3 Other goods, works and services	D.1 Financial support to third parties		E. Indirect costs
P1 - IPG	8.33	€ 30,555.00	€ 100,000.00							€ 6,500.00			€ 9,593.85
P2 - Rádio Altitude	16.11	€ 18,150.00											€ 1,270.50
P3 - Kanal 77	16.11	€ 18,150.00											€ 1,270.50
P4 - UDG	22.22	€ 33,400.00								€ 5,000.00			€ 2,688.00
P5 - TnUAD	19.44	€ 28,600.00								€ 5,000.00			€ 2,352.00
P6 - RTVS	2.50	€ 17,125.00											€ 1,198.75
													€ 18,323.75

P7 - UAOS	26.11	€ 31,450.00							€ 5,000.00			€ 2,551.50	€ 39,001.50
Total	110.83	€ 177,430.00	€ 100,000.00						€ 21,500.00			€ 20,925.10	€ 319,855.10

Work Package 3

Work Package 3: Training Programme for the media sector				
Ensure consistence with the detailed budget table/calculator (if applicable). (n/a for 'European Slate development', 'European Mini-Slate development' and 'European festivals')				
Duration:	M10 – M24	Lead Beneficiary:	P5 - TnUAD	
Objectives				
List the specific objectives to which this work package is linked.				
<ul style="list-style-type: none"> Train local radios, journalists, professionals, students and professors of communication to create opportunities for the exchange of knowledge and stimulate innovation in the radio sector, integrating the traditional digital worlds Capacitate students, teachers and communication professionals in agendas that promote innovation in radio, integrating traditional and digital. 				
Activities (what, how, where) and division of work				
Provide a concise overview of the work (planned tasks). Be specific and give a short name and number for each task.				
Show who is participating in each task: Coordinator (COO), Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP), indicating in bold the task leader.				
Add information on other participants' involvement in the project e.g. subcontractors, in-kind contributions.				
Note:				
In-kind contributions: In-kind contributions for free are cost-neutral, i.e. cannot be declared as cost. Please indicate the in-kind contributions that are provided in the context of this work package.				
The Coordinator remains fully responsible for the coordination tasks, even if they are delegated to someone else. Coordinator tasks cannot be subcontracted.				
If there is subcontracting, please also complete the table below.				
Task No	Task Name	Description	Participants	In-kind

(continuous numbering linked to WP)			Name	Role (COO, BEN, AE, AP, OTHER)	Contributions and Subcontracting (Yes/No and which)
T3.1	Training for the media sector (M10-24)	<p>Task 3.1 will start with a mapping exercise of the existing work performed by the consortium partners to identify local radios and media networks in the corresponding countries (Portugal, North Macedonia, Slovakia and Croatia), resulting in a radio database. A survey will be directed to this database (a total of 40 respondents) to assess the training needs of local radios in participating countries.</p> <p>A Training report for the media sector (D3.1) will result from these steps, including a fine-tuning analysis of training needs to define the contents of the introductory course aimed at diverse stakeholders from the media sector (local radios, journalists, professionals, students and professors).</p> <p>D3.1 will include both the analysis of the current situation regarding the training needs of the media sector and the <i>e-learning course programme</i> description. A preliminary list of content for the <i>e-learning course programme</i> is as follows: Entrepreneurship, innovation, and creativity in journalism and digital media; Market analysis, audiences, and revenue opportunities; Production of media products: radio and podcast; Audio Design Practices (Communication Design); Ethics, Laws, and Principles of Journalism; Newsgathering and Multimedia Storytelling.</p> <p>The Report (D3.1) will be produced by the Higher Education Institutions (HEI) that are part of this consortium, which will contribute with the technical knowledge accumulated through similar past projects to implement the analysis of training needs, as the training programme itself. The role of the local radios of the consortium will be crucial here since they will be the main content source of data for the fine-tuning analysis of training needs performed by the HEI.</p> <p>2 co-creation workshops (with both Radios and HEI from the consortium) will be implemented using a user-centred approach for fine-tuning the e-learning course programme structure/design and training content (modules to be included and learning outcomes). Each HEI in the consortium is responsible for defining the final 2 modules and monitoring their implementation. These workshops will occur in one single day, to take place during a physical consortium meeting on M5.</p> <p>The e-learning course programme will be placed inside the Digital Platform (WP2) and will be made available free of charge on the platform to all users. The content will be made available in English and in the languages of the consortium.</p>	IPG Radio Altitude Kanal 77 UGD TnUAD RTVS UAOS	COO BEN BEN BEN BEN BEN BEN	
T3.2	Pilot test for the e-learning course programme (M14-16)	<p>The e-learning course programme creation process will be interactive, with the conduction of pilot tests to the prototype of the course programme structure/design and training content (modules to be included and learning outcomes), making the necessary adjustments during the construction and subsequent finalisation.</p> <p>It is expected to make the prototype of the e-learning course available to future real</p>	IPG Radio Altitude Kanal 77 UGD	COO BEN BEN BEN	

		<p>users, for example, students of the involved HEIs and, based on the outputs obtained, to proceed with the improvements.</p> <p>This test will basically be an exercise to verify the effectiveness of the content available, that is, we will verify if the technical quality and the information made available via the e-learning course meet the learning objectives initially proposed. This measurement can be done in a qualitative or quantitative way. All project partners will perform an experimentation stage and provide feedback, testing the e-learning course and providing their opinion on its usefulness, guiding to an improved version of the course.</p> <p>For the reporting of the testing of the <i>e-learning course</i> a webinar with recommendations will be implemented, which will be the basis for the Grid with the <i>e-learning course</i> prototyping test results (D3.3).</p>	<p>TnUAD RTVS UAOS</p>	<p>BEN BEN BEN</p>	
T3.3	Mobility programme (M17-24)	<p>A mobility programme will be designed and implemented to promote presential and remote (online) mobility to professionals from the media sector. Specifically targeting the professionals working with the radio stations in the consortium partners, the programme will deliver on-site training to the participants, complementing the <i>e-learning</i> training delivered under task T3.1.</p> <p>The intention is to stimulate the transfer of knowledge between radios (companies) and higher education institutions (universities and polytechnics) to build a win-win relationship, combining theory and practice.</p> <p>The physical mobility programme will have the following structure: the consortium partners organise a mutual learning <i>mobility week</i> for: 2 radio partners (2 participants per partner) + 3 radios selected from the survey in Task 3.1 (2 participants per radio) offering a programme that includes visits to local radios for networking, workshops with experts on different topics (both in HEI or radios). These may be provided by the consortium's professionals or may involve external individuals who can share new knowledge and experience.</p> <p>The programme will have the following phases:</p> <ul style="list-style-type: none"> • Phase 1 (M14): IPG/Radio Altitude (Portugal) • Phase 2 (M16): Kanal 77/ Goce Delcev State University (North Macedonia) • Phase 3 (M18): University of Trenčín RTVS (Slovakia) • Phase 4 (M22): University of Osije (Croatia) <p>The online mobility programme consists of 3 days of online training for the students from the HEI institutions from the consortium that will receive counselling and will have the chance to contact the current professionals in the radio industry. During a week (2 hours per day), 2 students from each HEI will receive this online training as it follows:</p> <ul style="list-style-type: none"> • Team 1: IPG/Rádio Altitude (Portugal) • Team 2: Goce Delcev State University Stip / Radio Kanal 77 (North Macedonia) • Team 3: University of Trenčín / RTVS (Slovakia) <p>The project will promote mobility opportunities in an HEI or radio, to journalists,</p>	<p>IPG Radio Altitude Kanal 77 UGD TnUAD RTVS UAOS</p>	<p>COO BEN</p> <p>BEN BEN BEN BEN BEN</p>	

		<p>communication professionals, professors, researchers, media entrepreneurs and others. Periods can consist of training courses, field trips, job tracking or observation periods at relevant organizations, either online or face-to-face.</p> <p>It is expected to have a positive effect on future prospects for innovation in journalism, especially in the radio sector. This will also be a chance to improve language skills, gain self-confidence and independence, as well as encourage interculturality.</p> <p>For example, specific opportunities always aligned with the project will be available for all professionals involved in the consortium to promote personal improvement and knowledge sharing.</p> <p>This mobility should also stimulate cultural understanding and language skills for innovation in journalism, in addition to achieving remarkable learning outcomes for participants.</p>			
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Milestones and deliverables (outputs/outcomes)

Milestones are control points in the project that help to chart progress. Use them only for major outputs in complicated projects. Otherwise leave the section on milestones empty.

Means of verification are how you intend to prove that a milestone has been reached. If appropriate, you can also refer to indicators.

Deliverables are project outputs which are submitted to show project progress (any format). Refer only to major outputs. Do not include minor sub-items, internal working papers, meeting minutes, etc. 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](#).

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	Training report for the media sector	3	University of Osijek	R — Document, report	SEN — Sensitive	M11	Explanatory report with structure, modules and content for the Training Report, ~30 pages, EN
D3.2	Introductory e- learning course	3	University of Osijek	R — Document, report	SEN — Sensitive	M13	Detailed programme of the introductory e-learning

	programme						course, ~20 pages, EN
D3.3	Grid with the e-learning course prototyping tests results (and recommendations)	3	University of Trenčín	R — Document, report	SEN — Sensitive	M16	Report with the results and recommendations from the e-learning course prototyping tests, ~10 pages, EN
D3.4	Mobility Programme protocol	3	Goce Delcev State University	R — Document, report	SEN — Sensitive	M17	Protocol with structure and rules for the Mobility Programme, ~15 pages, EN

Estimated budget — Resources													
Participant	Costs (<i>n/a for Lump Sum Grants: 'European Co-development', 'European Slate development', 'European Mini-Slate development', 'TV and Online content', 'European festivals' and 'Videogame and immersive content development'</i>)												
	A. Personnel		B. Subcontracting	C.1a Travel			C.1b Accomodation	C.1c Subsistence	C.2 Equipment	C.3 Other goods, works and services	D.1 Financial support to third parties		E. Indirect costs
P1 - IPG	8.89	€ 31,765.00								€ 1,500.00			€ 2,328.55
P2 - Rádio Alitude	16.11	€ 18,150.00		3	12	€ 3,600.00	€ 7,200.00	€ 3,360.00	€ 3,000.00				€ 2,471.70
P3 - Kanal 77	18.89	€ 21,600.00		3	12	€ 3,600.00	€ 7,200.00	€ 3,360.00					€ 2,503.20
P4 - UDG	18.89	€ 28,050.00								€ 1,500.00			€ 2,068.50
P5 - TnUAD	22.22	€ 33,750.00								€ 1,500.00			€ 2,467.50
P6 - RTVS	1.94	€ 15,325.00		3	12	€ 3,600.00	€ 7,200.00	€ 3,360.00	€ 3,000.00				€ 2,273.95
P7 - UAOS	22.22	€ 27,000.00								€ 17,160.00			€ 3,091.20
Total	109.17	€ 175,640.00		9	36	€ 10,800.00	€ 21,600.00	€ 10,080.00	€ 6,000.00	€ 21,660.00			€ 17,204.60

Work Package 4**Work Package 4: Dissemination and Follow Up**

Ensure consistence with the detailed budget table/calculator (if applicable). (n/a for 'European Slate development', 'European Mini-Slate development' and 'European festivals')

Duration:	M5 – M24	Lead Beneficiary:	P7 - UAOS
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Objectives

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

- Enhance the project's impact not only under the partners' network of influence at the local, regional, and national levels but also promote the impact and content at both European and worldwide levels
- Guarantee that best practices are shared with as many media professionals as possible, and perform exchange knowledge initiatives

Activities (what, how, where) and division of work

Provide a concise overview of the work (planned tasks). Be specific and give a short name and number for each task.

Show who is participating in each task: Coordinator (COO), Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP), indicating **in bold** the task leader.

Add information on other participants' involvement in the project e.g. subcontractors, in-kind contributions.

Note:

In-kind contributions: In-kind contributions for free are cost-neutral, i.e. cannot be declared as cost. Please indicate the in-kind contributions that are provided in the context of this work package.

The Coordinator remains fully responsible for the coordination tasks, even if they are delegated to someone else. Coordinator tasks cannot be subcontracted.

If there is subcontracting, please also complete the table below.

Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T4.1	Design of the communication and	In order to ensure that the contents are highly relevant and come from partners with specific and sectorial experience, a Communication & Dissemination Strategy (D4.1)	IPG Radio	COO BEN	

	dissemination strategy (M1-M12)	<p>will be prepared at the start of the project (M2), distributing tasks and responsibilities among partners. The strategy will coordinate social media communication throughout the project. During the course of the project, partners will adjust it as a temporary plan under the task leader's supervision. The project's visual identity and logo are included in the deliverable.</p> <p>Additionally, D4.1 will provide guidance concerning to regards to what, when, to whom and how to communicate/disseminate will be provided. The deliverable will include a comprehensive plan and fine-tuned methodological approach that will ensure the realisation of the objectives of the Work Package.</p>	Altitude Kanal 77 UGD TnUAD RTVS UAOS	BEN BEN BEN BEN BEN	
T4.2	Implementation of the communication and dissemination of NEWAVES (M11-M24)	<p>The construction of the project's online presence in several channels, including an online page for NEWAVES, social media profiles (Facebook, Twitter, and LinkedIn), and a newsletter, are all part of the plan that was developed in Task 4.1. All partners will link their websites and social media accounts to the project site, which will serve as the primary project communicator and serve as a repository for papers and materials to be delivered.</p> <p>To increase its impact, the project will use current channels to implement contributions on Facebook, Twitter, YouTube, and other social media platforms with a particular hashtag.</p> <p>The source for communication measures will be extensive video and audio documentation, as well as several expert interviews, radio programmes, sounds and audio descriptions. The communication and promotional materials (brochures, leaflets, infographics, flyers and videos) will be distributed by all project partners within their respective local, regional, national, European, and worldwide networks, and they will all seek assistance from their network partners for additional distribution.</p> <p>A Promotional toolkit with templates for communication and promotional materials will be put together and made accessible to those interested in utilising it to promote the project's activities and outcomes.</p>	IPG Radio Altitude Kanal 77 UGD TnUAD RTVS UAOS	COO BEN BEN BEN BEN BEN BEN	
T4.3	Mainstreaming the project results and achievements (M11-M24)	<p>Regular and ongoing dissemination and exploitation efforts will be made to keep the target audiences tuned in and informed about the project's activities and accomplishments. Cross-promotion will be ensured by producing news and publishing it on the institution's website and social media networks. Additionally, targeted advertising emphasising the potential provided by the initiative to professionals, firms, and markets will be utilised to draw attendees to the planned activities (namely the e-learning course and the mobility programme). Also, press releases will be created at crucial points in the project to promote awareness and stimulate the curiosity of a larger audience about the goals and successes of the project.</p> <p>The promotional toolkit materials will be gradually added to the website, and related news will be posted at the same time on social media, informing the audience of the project's major successes and providing access to interesting and useful content for market research. Partners will also participate in conferences, panels, professional gatherings, radio marketplaces, and radio-related events in order to spread the word</p>	IPG Radio Altitude Kanal 77 UGD TnUAD RTVS UAOS	COO BEN BEN BEN BEN BEN	

		<p>about the project and its outcomes: Participation in national and international events: IPG (2 international events); each partner 2 national events); bilateral meetings to present the project to other organizations; establishing collaboration/exploitation protocols (total of 10).</p> <p>The strategy established at the outset of the project will include these various activities, and they will be detailed in the Communication and dissemination monitoring report, which will also map out the outreach in relation to predetermined KPIs and describe the main activities developed under WP4.</p>			
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Milestones and deliverables (outputs/outcomes)

Milestones are control points in the project that help to chart progress. Use them only for major outputs in complicated projects. Otherwise leave the section on milestones empty.

Means of verification are how you intend to prove that a milestone has been reached. If appropriate, you can also refer to indicators.

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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).

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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	Communication & Dissemination Strategy	4	University of Osijek	R — Document, report	SEN — Sensitive	M2	For internal use of the consortium. Publication in electronic format, ~20 pages, EN
D4.2	Project website and including social media pages	4	University of Trenčín	DEC — Websites, patent filings, videos, etc	PU — Public	M12	The centrepiece of dissemination and sustainability will be built upon project's webpages that will provide: ● information about the

							<ul style="list-style-type: none"> project, ●presentation of project partners, ●an activity section (including public deliverables, reports and documentations), ●a calendar with events, ●a news section ●project connected partners network ●contact information ●link to social media project pages
D4.3	Promotional toolkit	4	University of Trenčín	R — Document, report	SEN — Sensitive	M14	Materials to promote the project and its activities: 2 brochures, available in electronic/downloadable format, ~4 pages, EN 3 roll-ups, available in electronic/downloadable and printed version, 1 page, EN
D4.4	Communication and dissemination monitoring report	4	IPG	R — Document, report	SEN — Sensitive	M11	For internal use of the consortium. Publication in electronic format, ~30 pages, EN

Estimated budget — Resources														
Participant	Costs (n/a for Lump Sum Grants: ‘European Co-development’, ‘European Slate development’, ‘European Mini-Slate development’, ‘TV and Online content’, ‘European festivals’ and ‘Videogame and immersive content development’)													
	A. Personnel		B. Subcontracting	C.1a Travel			C.1b Accomodation	C.1c Subsistence	C.2 Equipment	C.3 Other goods, works and services	D.1 Financial support to third parties		E. Indirect costs	Total costs
P1 - IPG	11.39	€		2	4	€	€ 1,800.00	€ 1,200.00					€	€

		29,015.00				2,000.00							2,381.05	36,396.05
P2 - Rádio Altitude	14.17	€ 16,825.00		2	4	€ 800.00	€ 1,800.00	€ 1,200.00					€ 1,443.75	€ 22,068.75
P3 - Kanal 77	14.17	€ 16,825.00		2	4	€ 800.00	€ 1,800.00	€ 1,200.00					€ 1,443.75	€ 22,068.75
P4 - UDG	18.22	€ 27,160.00		2	4	€ 800.00	€ 1,800.00	€ 1,200.00					€ 2,167.20	€ 33,127.20
P5 - TnUAD	16.11	€ 23,800.00		2	4	€ 800.00	€ 1,800.00	€ 1,200.00					€ 1,932.00	€ 29,532.00
P6 - RTVS	1.5	€ 10,870.00		2	4	€ 800.00	€ 1,800.00	€ 1,200.00					€ 1,026.90	€ 15,696.90
P7 - UAOS	27.22	€ 32,800.00		2	4	€ 2,000.00	€ 1,800.00	€ 1,200.00					€ 2,646.00	€ 40,446.00
Total	102.78	€ 157,295.00		14	28	€ 8,000.00	€ 12,600.00	€ 8,400.00					€ 13,040.65	€ 199,335.65

Overview of Work Packages(n/a for Lump Sum Grants: *European Co-development*, *European Slate development*, *European Mini-Slate development*, *TV and Online content*, *European festivals* and *Videogame and immersive content development*)

Staff effort per work package

Fill in the summary on work package information and effort per work package.

Work Package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Start Month	End Month	Person-Months
1	Management and Coordination Activities	P1	IPG	M1	M24	49,17
2	Platform Development	P4	UGD	M1	M14	110,82
3	Training Programme for the Radio Sector	P5	TnUAD	M10	M24	109,16
4	Dissemination and Follow Up	P7	UAOS	M1	M24	102,78

					Total Person- Months	371,93
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Staff effort per participant

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

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

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

Participant	WP1	WP2	WP3	WP4	Total Person-Months
P1 - IPG	8,33	8,33	8,89	11,39	36,94
P2 - Radio Altitude	6,67	16,11	16,11	14,17	53,06
P3 - Kanal 77	6,67	16,11	18,89	14,17	55,83
P4 - UGD	7,78	22,22	18,89	18,22	67,11
P5 - TnUAD	9,44	19,44	22,22	16,11	67,22
P6 - RTVS	2,50	2,50	1,94	1,50	8,44
P7 - UAOS	7,78	26,11	22,22	27,22	83,33
Total Person-Months	49,17	110,82	109,16	102,78	371,93

Events and trainings**Events and trainings**

This table is to be completed for events organised by the applicants as part of the activities in the work packages above

Give more details on the type, location, number of persons attending, etc.

Event No (continuous numbering linked to WP)	Participant	Description					Attendees
		Name	Type	Area	Location	Duration (days)	Number
E1.1	All consortium partners	Physical Meeting between partners (nr. 1)	Meeting	Project management and coordination	Brussels	1	16
E1.2	All consortium partners	Physical Meeting between partners (nr. 2)	Meeting	Project management and coordination	Stip (North Macedonia)	1	14
E1.3	All consortium partners	Physical Meeting between partners (nr. 3)	Meeting	Project management and coordination	Trenčín (Slovakia)	1	14
E1.4	All consortium partners	Physical Meeting between partners (nr. 4)	Meeting	Project management and coordination	Osijek (Croatia)	1	14
E1.5	All consortium partners	Physical Meeting between partners (nr. 5)	Meeting	Project management and coordination	Guarda (Portugal)	1	14
E3.1	Members of the consortium which are radios	Phase 1 of the mobility programme	Mobility programme	Capacity building, exchange and mutual learning	Guarda (Portugal)	3	8
E3.2	Members of the consortium which are radios	Phase 2 of the mobility programme	Mobility programme	Capacity building, exchange and mutual learning	Stip (North Macedonia)	3	8
E3.3	Members of the consortium which are radios	Phase 3 of the mobility programme	Mobility programme	Capacity building, exchange and mutual learning	Trenčín (Slovakia)	3	8
E3.4	Members of the consortium which are radios	Phase 4 of the mobility programme	Mobility programme	Capacity building, exchange and mutual learning	Osijek (Croatia)	3	8
E4.1	IPG	Multiplier actions P1	International conferences, panels, professional gatherings, radio	Dissemination and exploitation of the project results and resources	TBD	2	(2 staff members) TBD total number of participants

			marketplaces				
E4.2	Rádio Altitude	Multiplier actions P2	International conferences, panels, professional gatherings, radio marketplaces	Dissemination and exploitation of the project results and resources	TBD	2	(2 staff members) TBD total number of participants
E4.3	Kanal77	Multiplier actions P3	International conferences, panels, professional gatherings, radio marketplaces	Dissemination and exploitation of the project results and resources	TBD	2	(2 staff members) TBD total number of participants
E4.4	UDG	Multiplier actions P4	International conferences, panels, professional gatherings, radio marketplaces	Dissemination and exploitation of the project results and resources	TBD	2	(2 staff members) TBD total number of participants
E4.5	TnUAD	Multiplier actions P5	International conferences, panels, professional gatherings, radio marketplaces	Dissemination and exploitation of the project results and resources	TBD	2	(2 staff members) TBD total number of participants
E4.6	RTVS	Multiplier actions P6	International conferences, panels, professional gatherings, radio marketplaces	Dissemination and exploitation of the project results and resources	TBD	2	(2 staff members) TBD total number of participants
E4.7	UAOS	Multiplier actions P7	International conferences, panels, professional gatherings, radio marketplaces	Dissemination and exploitation of the project results and resources	TBD	2	(2 staff members) TBD total number of participants

5.3 Timetable

Timetable (projects up to 2 years) Fill in cells in beige to show the duration of activities. Repeat lines/columns as necessary. Note: Use the project month numbers instead of calendar months. Month 1 marks always the start of the project. In the timeline you should indicate the timing of each activity per WP.																								
ACTIVITY	MONTHS																							
	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18	M 19	M 20	M 21	M 22	M 23	M 24
WP1 - MANAGEMENT AND COORDINATION ACTIVITIES																								
T1.1 Defining financial and managerial tools	D1.1											D1.3A												D1.3B
T1.2 Collaboration with EU services and coordination among partners																								
T1.3 Designing and executing a strategy for monitoring, quality control, and internal assessment	D1.2											D1.2												D1.2
WP2 – PLATFORM DEVELOPMENT																								
T2.1 Develop a digital platform to host and distribute locally generated radio programs				D2.1					D2.2															
T2.2 Platform Pilot test												D2.3												
T2.3 Develop a content analysis and validation protocol								D2.4																
T2.4 Repository implementation														D2.5										
WP3 – TRAINING PROGRAMME FOR THE RADIO SECTOR																								
T3.1 Training for the media sector											D3.1		D3.2											
T3.2 Pilot test for the e-learning course programme															D3.3									
T3.3 Mobility programme																	D3.4							
WP4. DISSEMINATION AND FOLLOW UP																								



6. OTHER


6.1 Ethics

Ethics
Not applicable.

6.2 Security

Security
Not applicable.

7. DECLARATIONS

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

Insert text



ANNEXES

LIST OF ANNEXES

Standard

Detailed budget table/Calculator (annex 1 to Part B) — *mandatory for Lump Sum Grants (see [Portal Reference Documents](#))*

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**

List of previous projects					
<i>Please provide a list of your previous projects for the last 4 years.</i>					
Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER)	Amount (EUR)	Website (if any)
[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.

ANNEX 2

ESTIMATED BUDGET FOR THE ACTION

	Estimated eligible ¹ costs (per budget category)											Estimated EU contribution ²				
	Direct costs										Indirect costs	Total costs	EU contribution to eligible costs			Maximum grant amount ⁶
	A. Personnel costs			B. Subcontracting costs	C. Purchase costs				D. Other cost categories	E. Indirect costs ³	Funding rate % ⁴		Maximum EU contribution ⁵	Requested EU contribution		
	A.1 Employees (or equivalent)	A.4 SME owners and natural person beneficiaries	A.5 Volunteers	B. Subcontracting	C.1 Travel and subsistence			C.2 Equipment	C.3 Other goods, works and services	D.1 Financial support to third parties	E. Indirect costs					
	A.2 Natural persons under direct contract				Travel	Accommodation	Subsistence									
Forms of funding	Actual costs	Unit costs ⁷	Unit costs ⁷	Actual costs	Unit ⁷ or actual costs	Unit ⁷ or actual costs	Unit ⁷ or actual costs	Actual costs	Actual costs	Actual costs	Flat-rate costs ⁸					
	a1	a3	a4	b	c1a	c1b	c1c	c2	c3	d1	e = flat-rate * (a1 + a3 + b + c1a + c1b + c1c + c2 + c3 + d1)	f = a + b + c + d + e	U	g = f * U%	h	m
1 - IPG	120 825.00	0.00	0.00	100 000.00	3 800.00	4 500.00	2 400.00	0.00	9 500.00	0.00	16 871.75	257 896.75	80	206 317.40	206 317.40	206 317.40
2 - Rádio Altitude	60 175.00	0.00	0.00	0.00	4 400.00	9 000.00	4 560.00	3 000.00	0.00	0.00	5 679.45	86 814.45	80	69 451.56	69 451.56	69 451.56
3 - Radio Kanal 77	63 625.00	0.00	0.00	0.00	4 400.00	9 000.00	4 560.00	0.00	0.00	0.00	5 710.95	87 295.95	80	69 836.76	69 836.76	69 836.76
4 - UGD	100 160.00	0.00	0.00	0.00	3 200.00	4 200.00	2 800.00	0.00	7 250.00	0.00	8 232.70	125 842.70	80	100 674.16	100 674.16	100 674.16
5 - TNUAD	100 100.00	0.00	0.00	0.00	3 200.00	4 200.00	2 800.00	0.00	7 250.00	0.00	8 228.50	125 778.50	80	100 622.80	100 622.80	100 622.80
6 - RTVS	60 445.00	0.00	0.00	0.00	4 400.00	9 000.00	4 560.00	3 000.00	0.00	0.00	5 698.35	87 103.35	80	69 682.68	69 682.68	69 682.68
7 - UAOS-UNIOS	100 550.00	0.00	0.00	0.00	4 400.00	5 400.00	2 800.00	0.00	22 910.00	0.00	9 524.20	145 584.20	80	116 467.36	116 467.36	116 467.36
Σ consortium	605 880.00	0.00	0.00	100 000.00	27 800.00	45 300.00	24 480.00	6 000.00	46 910.00	0.00	59 945.90	916 315.90		733 052.72	733 052.72	733 052.72

¹ See Article 6 for the eligibility conditions. All amounts must be expressed in EUR (see Article 21 for the conversion rules).

² The consortium remains free to decide on a different internal distribution of the EU funding (via the consortium agreement; see Article 7).

³ Indirect costs already covered by an operating grant (received under any EU funding programme) are ineligible (see Article 6.3). Therefore, a beneficiary/affiliated entity that receives an operating grant during the action duration cannot declare indirect costs for the year(s)/reporting period(s) covered by the operating grant, unless they can demonstrate that the operating grant does not cover any costs of the action. This requires specific accounting tools. Please immediately contact us via the EU Funding & Tenders Portal for details.

⁴ See Data Sheet for the funding rate(s).

⁵ This is the theoretical amount of the EU contribution to costs, if the reimbursement rate is applied to all the budgeted costs. This theoretical amount is then capped by the 'maximum grant amount'.

⁶ The 'maximum grant amount' is the maximum grant amount decided by the EU. It normally corresponds to the requested grant, but may be lower.

⁷ See Annex 2a 'Additional information on the estimated budget' for the details (units, cost per unit).

⁸ See Data Sheet for the flat-rate.

ANNEX 2a

ADDITIONAL INFORMATION ON UNIT COSTS AND CONTRIBUTIONS

SME owners/natural person beneficiaries without salary

See [*Additional information on unit costs and contributions \(Annex 2a and 2b\)*](#)

Volunteers

See [*Additional information on unit costs and contributions \(Annex 2a and 2b\)*](#)

Travel and subsistence

See [*Additional information on unit costs and contributions \(Annex 2a and 2b\)*](#)

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

RADIALTITUDE-SOCIEDADE DE COMUNICACAO DA GUARDA LDA (Rádio Altitude),
PIC 885143916, established in RUA BATALHA REIS S/N - PARQUE DA SAUDE, GUARDA
6300-668, Portugal,

hereby agrees

to become beneficiary

in Agreement No 101112458 — NEWAVES ('the Agreement')

between INSTITUTO POLITECNICO DA GUARDA (IPG) **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

TRGOVSKO RADIODIFUZNO DRUSTVO RADIO KANAL 77 DOOEL (Radio Kanal 77),
PIC 919238058, established in PETTA PARTISKA KONFERENCIJA BB, STIP 2000, Republic of
North Macedonia,

hereby agrees

to become beneficiary

in Agreement No 101112458 — NEWAVES ('the Agreement')

between INSTITUTO POLITECNICO DA GUARDA (IPG) **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

REPUBLIC OF NORTH MACEDONIA STATE UNIVERSITY STIP GOCE DELCEV STIP (UGD), PIC 972180367, established in UL. KRSTE MISIRKOV 10A, STIP 2000, Republic of North Macedonia,

hereby agrees

to become beneficiary

in Agreement No 101112458 — NEWAVES ('the Agreement')

between INSTITUTO POLITECNICO DA GUARDA (IPG) **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

TRENCIANSKA UNIVERZITA ALEXANDRA DUBCEKA V TRENCINE (TNUAD), PIC 967384396, established in STUDENTSKA 2, TRENCIN 91150, Slovakia,

hereby agrees

to become beneficiary

in Agreement No 101112458 — NEWAVES ('the Agreement')

between INSTITUTO POLITECNICO DA GUARDA (IPG) **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

ROZHLAS A TELEVIZIA SLOVENSKA (RTVS), PIC 886834141, established in MLYNSKA DOLINA, BRATISLAVA 845 45, Slovakia,

hereby agrees

to become beneficiary

in Agreement No 101112458 — NEWAVES ('the Agreement')

between INSTITUTO POLITECNICO DA GUARDA (IPG) **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

SVEUCILISTE JOSIPA JURJA STROSSMAYERA U OSIJEKU, AKADEMIJA ZA UMJETNOST I KULTURU U OSIJEKU (UAOS-UNIOS), PIC 904799026, established in KRALJA PETRA SVACICA 1/F, OSIJEK 31000, Croatia,

hereby agrees

to become beneficiary

in Agreement No 101112458 — NEWAVES ('the Agreement')

between INSTITUTO POLITECNICO DA GUARDA (IPG) **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 4 CREATIVE EUROPE MGA — MULTI + MONO

FINANCIAL STATEMENT FOR [PARTICIPANT NAME] FOR REPORTING PERIOD [NUMBER]

	Eligible ¹ costs (per budget category)											EU contribution ²				Revenues	
	Direct costs										Indirect costs	Total costs	EU contribution to eligible costs			Total requested EU contribution	Income generated by the action
	A. Personnel costs			B. Subcontracting costs	C. Purchase costs				D. Other cost categories	E. Indirect costs ²	Funding rate % ³		Maximum EU contribution ⁴	Requested EU contribution			
	A.1 Employees (or equivalent)	A.4 SME owners and natural person beneficiaries	A.5 Volunteers	B. Subcontracting	C.1 Travel and subsistence			C.2 Equipment	C.3 Other goods, works and services	D.X Financial support to third parties	E. Indirect costs						
	A.2 Natural persons under direct contract				Travel	Accommodation	Subsistence										
A.3 Seconded persons																	
Forms of funding	Actual costs	Unit costs ⁵	Unit costs ⁵	Actual costs	Unit ⁵ or actual costs	Unit ⁵ or actual costs	Unit ⁵ or actual costs	Actual costs	Actual costs	Actual costs	Flat-rate costs ⁶						
	a1	a3	a4	b	c1a	c1b	c1c	c2	c3	d1a	e = flat-rate * (a1 + a3 + b + c1a + c1b + c1c + c2 + c3 + d1a)	f = a+b+c+d+e	U	g = f*U%	h	m	n
XX – [short name beneficiary/affiliated entity]																	

The beneficiary/affiliated entity hereby confirms that:

The information provided is complete, reliable and true.

The costs and contributions declared are eligible (see Article 6).

The costs and contributions 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, 20 and 25).

For the last reporting period: that all the revenues have been declared (see Article 22).

① Please declare all eligible costs and contributions, even if they exceed the amounts indicated in the estimated budget (see Annex 2). Only amounts that were declared in your individual financial statements can be taken into account lateron, in order to replace costs/contributions that are found to be ineligible.

¹ See Article 6 for the eligibility conditions. All amounts must be expressed in EUR (see Article 21 for the conversion rules).

² If you have also received an EU operating grant during this reporting period, you cannot claim indirect costs - unless you can demonstrate that the operating grant does not cover any costs of the action. This requires specific accounting tools. Please contact us immediately via the Funding & Tenders Portal for details.

³ See Data Sheet for the reimbursement rate(s).

⁴ This is the *theoretical* amount of EU contribution to costs that the system calculates automatically (by multiplying the reimbursement rates by the costs declared). The amount you request (in the column 'requested EU contribution') may be less.

⁵ See Annex 2a 'Additional information on the estimated budget' for the details (units, cost per unit).

⁶ See Data Sheet for the flat-rate.

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:

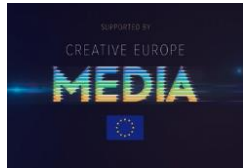
- for Creative Europe Media grants and Creative Europe Desk communication activities about the MEDIA strand:

- the Creative Europe Media logo



and

- for actions involving the distribution of audiovisual works: the Creative Europe Media animated logo:

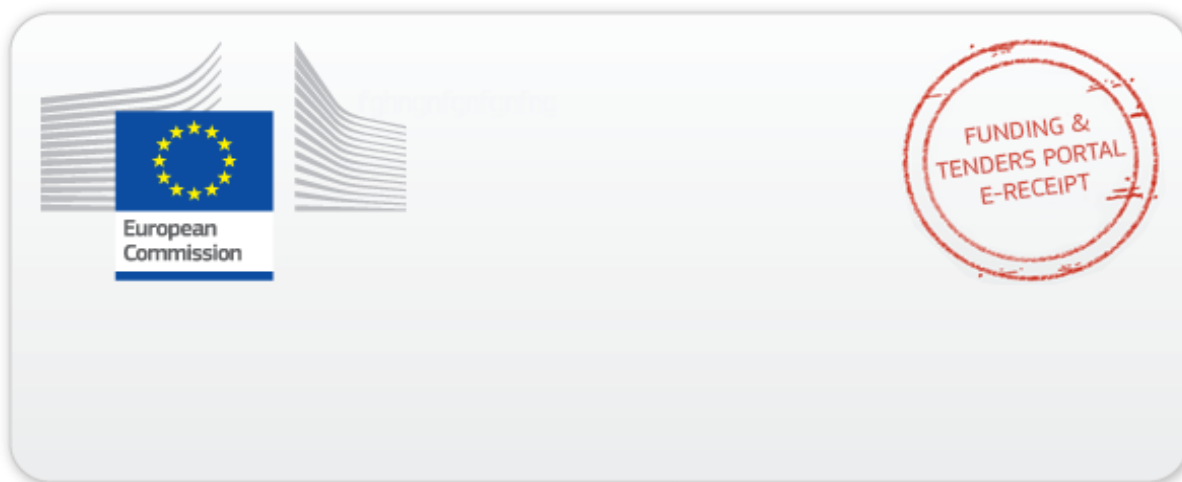


- for Creative Europe Desk communication activities covering all strands of the Creative Europe programme: a combined logo



SPECIFIC RULES FOR CARRYING OUT THE ACTION (— ARTICLE 18)

n/a



This electronic receipt is a digitally signed version of the document submitted by your organisation. Both the content of the document and a set of metadata have been digitally sealed.

This digital signature mechanism, using a public-private key pair mechanism, uniquely binds this eReceipt to the modules of the Funding & Tenders Portal of the European Commission, to the transaction for which it was generated and ensures its full integrity. Therefore a complete digitally signed trail of the transaction is available both for your organisation and for the issuer of the eReceipt.

Any attempt to modify the content will lead to a break of the integrity of the electronic signature, which can be verified at any time by clicking on the eReceipt validation symbol.

More info about eReceipts can be found in the FAQ page of the Funding & Tenders Portal.

(<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/faq>)