



EUROPEAN EDUCATION AND CULTURE EXECUTIVE AGENCY (EACEA)

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

GRANT AGREEMENT

Project 101173303 — SAGA

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':

MINISTERIO DE CULTURA (MCU SPAIN), PIC 904776037, established in PLAZA DEL REY 1, MADRID 28004, Spain,

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

2. **NATIONAL ARCHIVES OF HUNGARY (NAH)**, PIC 958366306, established in BECSI KAPU TER 2-4, BUDAPEST 1014, Hungary,

3. **NATIONAL ARCHIVES OF MALTA (NAM)**, PIC 958400450, established in Head Office, Triq L-Isptar, Rabat RBT 1043, Malta,

4. **DIRECAO-GERAL DO LIVRO DOS ARQUIVOS E DAS BIBLIOTECAS (DGLAB)**, PIC 941319623, established in EDIFICIO DA TORRE DO TOMBO ALAMEDA DA UNIVERSIDADE, LISBOA 1649-010, Portugal,

5. **MUNSTER TECHNOLOGICAL UNIVERSITY (MTU)**, PIC 892106673, established in ROSSA AVENUE BISHOPSTOWN, CORK T12 P928, Ireland,

6. **DESARROLLO DE ESTRATEGIAS EXTERIORES SA (DEX)**, PIC 972458272, established in PLAZA SAN MIGUEL 1, GIJON 33202, Spain,

7. **EUROPEAN UNIVERSITY INSTITUTE (EUI)**, PIC 999902385, established in VIA DEI ROCCETTINI 9, FIESOLE 50014, Italy,

8. USTAV MOLEKULARNEJ BIOLOGIE SLOVENSKEJ AKADEMIE VIED (IMB SAS), PIC 968356433, established in DUBRAVSKA CESTA 21, BRATISLAVA 845 51, Slovakia,

9. FUNDACJA OCHRONY KRAJOBRAZU (FO KRAJOBRAZ), PIC 890975847, established in KIEPURY 1/9, JELENIA GORA 58-506, Poland,

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

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

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

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

The Agreement is composed of:

Preamble

Terms and Conditions (including Data Sheet)

Annex 1 Description of the action¹

Annex 2 Estimated budget for the action

Annex 3 Accession forms (if applicable)²

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

Annex 4 Model for the financial statements

Annex 5 Specific rules (if applicable)

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

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

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

TERMS AND CONDITIONS

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DATA SHEET

1. General data

Project summary:

Project summary
<p>There is a lack of homogeneous preventive and reactive measures to protect documentary heritage in Europe, in particular towards natural and man-made disasters, as well as towards the consequences of Global Warming on archives, which could lead to a damage and even disappearance of the heritage. In parallel, archival institutions have to reduce their carbon footprint in their day-to-day activities of conservation, digitisation and promotion of European heritage and History. SAGA aims at preparing, improving and testing archival institutions with regard to resilience and recovery against disasters and climate change, developing pilot solutions and joint recommendations for the protection and management of documentary heritage, and fostering the adoption of more sustainable practices. The main purpose of the project is: • To strengthen the preparedness of archival institution towards potential natural and man-made threats. • To develop pilot preventive and reactive methodologies for the archival institutions to apply against unexpected events by implementing new digital tools and policies to reduce damages and safeguard their heritage. • To promote a change of mindset and offer the necessary skills to smoothly move to greener approaches. Thanks to the collaboration between cultural institutions and scientific & academic sectors (architectural, microbiological, sustainability, energy efficiency, socio-economic experts), the partnership will assess disaster effects on archives/documents, buildings and staff (humidity levels, fungus, health affections, etc.) and explore how to improve their management methods to be in line with more sustainable practices and the European Green Deal, incl. promoting the consumption of proximity goods and using sustainable raw materials (biodegradable or recycled) for new merchandising campaigns, as well as create public awareness and visibility around these topics.</p>

Keywords:

- Archives and Libraries - Culture
- Digitisation; Protection; New Models; Heritage; Archives, Green Deal; Sustainability; History; Risk Management; Exhibitions; Energy Efficiency; Health; Training; Capacity Building;

Project number: 101173303

Project name: Sustainable Archives and Greener Approaches

Project acronym: SAGA

Call: CREA-CULT-2024-COOP

Topic: CREA-CULT-2024-COOP-2

Type of action: CREA Lump Sum Grants

Granting authority: European Education and Culture Executive Agency

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

Project starting date: fixed date: 1 September 2024

Project end date: 31 October 2027

Project duration: 38 months

Consortium agreement: Yes

2. Participants

List of participants:

N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
1	COO	MCU SPAIN	MINISTERIO DE CULTURA	ES	904776037	162 682.80
2	BEN	NAH	NATIONAL ARCHIVES OF HUNGARY	HU	958366306	115 683.05
3	BEN	NAM	NATIONAL ARCHIVES OF MALTA	MT	958400450	99 969.05

N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
4	BEN	DGLAB	DIRECAO-GERAL DO LIVRO DOS ARQUIVOS E DAS BIBLIOTECAS	PT	941319623	99 216.29
5	BEN	MTU	MUNSTER TECHNOLOGICAL UNIVERSITY	IE	892106673	116 106.24
6	BEN	DEX	DESARROLLO DE ESTRATEGIAS EXTERIORES SA	ES	972458272	75 214.55
7	BEN (IO)	EUI	EUROPEAN UNIVERSITY INSTITUTE	IT	999902385	110 286.52
8	BEN	IMB SAS	USTAV MOLEKULARNEJ BIOLOGIE SLOVENSKEJ AKADEMIE VIED	SK	968356433	129 162.05
9	BEN	FO KRAJOBRAZ	FUNDACJA OCHRONY KRAJOBRAZU	PL	890975847	78 034.57
10	AP	ICARUS	International Centre for Archival Research (ICARUS)	AT	960114440	0.00
11	AP	NO Archives	Kulturdepartementet - Ministry of Culture	NO	958778459	0.00
12	AP	IPCA	Instituto Politécnico do Cávado e do Ave	PT	943602712	0.00
Total						986 355.12

Coordinator:

- MINISTERIO DE CULTURA (MCU SPAIN)

3. Grant

Maximum grant amount, total estimated eligible costs and contributions and funding rate:

Maximum grant amount (Annex 2)	Maximum grant amount (award decision)
986 355.12	986 355.12

Grant form: Lump Sum

Grant mode: Action grant

Budget categories/activity types: Lump sum contributions

Cost eligibility options: n/a

Budget flexibility: No

4. Reporting, payments and recoveries

4.1 Continuous reporting (art 21)

Deliverables: see Funding & Tenders Portal Continuous Reporting tool

4.2 Periodic reporting and payments

Reporting and payment schedule (art 21, 22):

Reporting					Payments	
Reporting periods			Type	Deadline	Type	Deadline (time to pay)
RP No	Month from	Month to				
					Initial prefinancing	30 days from entry into force/ financial guarantee (if required) – whichever is the latest
					Final payment	90 days from receiving periodic report
1	1	38	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)	789 084.10	n/a	1 - MCU SPAIN	n/a
			2 - NAH	n/a
			3 - NAM	n/a
			4 - DGLAB	n/a
			5 - MTU	n/a
			6 - DEX	n/a
			7 - EUI	n/a
			8 - IMB SAS	n/a
			9 - FO KRAJOBRAZ	n/a

Reporting and payment modalities (art 21, 22):

Mutual Insurance Mechanism (MIM): No

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

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

No-profit rule: n/a

Late payment interest: ECB + 3.5%

Bank account for payments:

ES4490000001200253107033 ESPBESMM

Conversion into euros: n/a

Reporting language: Language of the Agreement

4.3 Certificates (art 24): n/a

4.4 Recoveries (art 22)**First-line liability for recoveries:**

Beneficiary termination: Beneficiary concerned

Final payment: Coordinator

After final payment: Beneficiary concerned

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

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

Joint and several liability of affiliated entities — n/a

5. Consequences of non-compliance, applicable law & dispute settlement forum**Applicable law** (art 43):

Standard applicable law regime: EU law + law of Belgium

Special applicable law regime:

- EUROPEAN UNIVERSITY INSTITUTE (EUI): EU law + law of Italy + general principles governing the law of international organisations and the general rules of international law

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)

Special dispute settlement forum:

- EUROPEAN UNIVERSITY INSTITUTE (EUI): Arbitration

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 **101173303 — SAGA** ('action'), as described in Annex 1.

ARTICLE 4 — DURATION AND STARTING DATE

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

CHAPTER 3 GRANT

ARTICLE 5 — GRANT

5.1 Form of grant

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

⁶ OJ C 316, 27.11.1995, p. 48.

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

The grant is an action grant⁸ which takes the form of a lump sum grant for the completion of work packages.

5.2 Maximum grant amount

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

5.3 Funding rate

Not applicable

5.4 Estimated budget, budget categories and forms of funding

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

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

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

5.5 Budget flexibility

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

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

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

ARTICLE 6 — ELIGIBLE AND INELIGIBLE CONTRIBUTIONS

6.1 and 6.2 General and specific eligibility conditions

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

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

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

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

⁹ See Article 125 EU Financial Regulation 2018/1046.

6.3 Ineligible contributions

‘Ineligible contributions’ are:

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

6.4 Consequences of non-compliance

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

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

CHAPTER 4 GRANT IMPLEMENTATION

SECTION 1 CONSORTIUM: BENEFICIARIES, AFFILIATED ENTITIES AND OTHER PARTICIPANTS

ARTICLE 7 — BENEFICIARIES

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

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

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

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

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

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

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

(a) Each beneficiary must:

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

(b) The coordinator must:

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

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

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

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

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

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

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

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

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

ARTICLE 8 — AFFILIATED ENTITIES

Not applicable

ARTICLE 9 — OTHER PARTICIPANTS INVOLVED IN THE ACTION

9.1 Associated partners

The following entities which cooperate with a beneficiary will participate in the action as ‘associated partners’:

- **International Centre for Archival Research (ICARUS) (ICARUS)**, PIC 960114440
- **Kulturdepartementet - Ministry of Culture (NO Archives)**, PIC 958778459
- **Instituto Politécnico do Cávado e do Ave (IPCA)**, PIC 943602712

Associated partners must implement the action tasks attributed to them in Annex 1 in accordance with

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

Article 11. They may not charge contributions to the action (no lump sum contributions) and the costs for their tasks are not eligible (may not be included in the estimated budget in Annex 2).

The tasks must be set out in Annex 1.

The beneficiaries must ensure that their contractual obligations under Articles 11 (proper implementation), 12 (conflict of interests), 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 associated partners.

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 associated partners.

9.2 Third parties giving in-kind contributions to the action

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

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

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

9.3 Subcontractors

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

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

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

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

9.4 Recipients of financial support to third parties

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

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

ARTICLE 10 — PARTICIPANTS WITH SPECIAL STATUS

10.1 Non-EU participants

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

- to respect general principles (including fundamental rights, values and ethical principles, environmental and labour standards, rules on classified information, intellectual property rights, visibility of funding and protection of personal data)
- for the submission of certificates under Article 24: use qualified external auditors which are independent and comply with comparable standards as those set out in EU Directive 2006/43/EC¹¹
- for the controls under Article 25: allow for checks, reviews, audits and investigations (including on-the-spot checks, visits and inspections) by the bodies mentioned in that Article (e.g. granting authority, OLAF, Court of Auditors (ECA), etc.).

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

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

system, external audits, financing of third parties, rules on recovery and exclusion, information on recipients and protection of personal data; see Article 154 EU Financial Regulation 2018/1046).

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

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

and use the following specific rules, for:

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

parties' rights by the participant or one of its employees or individual for whom the employees are responsible.

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

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

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

- eligibility (Article 6)
- consortium roles and set-up (Articles 7-9)
- security and ethics (Articles 13, 14)
- IPR (including background and results, access rights and rights of use), communication, dissemination and visibility (Articles 16 and 17)
- information obligation (Article 19)
- payment, reporting and amendments (Articles 21, 22 and 39)
- rejections, reductions, suspensions and terminations (Articles 27, 28, 29-32)

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

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

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

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

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

SECTION 2 RULES FOR CARRYING OUT THE ACTION

ARTICLE 11 — PROPER IMPLEMENTATION OF THE ACTION

11.1 Obligation to properly implement the action

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

11.2 Consequences of non-compliance

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

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

ARTICLE 12 — CONFLICT OF INTERESTS

12.1 Conflict of interests

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

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

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

12.2 Consequences of non-compliance

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

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

ARTICLE 13 — CONFIDENTIALITY AND SECURITY

13.1 Sensitive information

The parties must keep confidential any data, documents or other material (in any form) that is identified

as sensitive in writing ('sensitive information') — during the implementation of the action and for at least until the time-limit set out in the Data Sheet (see Point 6).

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

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

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

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

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

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

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

The confidentiality obligations no longer apply if:

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

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

13.2 Classified information

The parties must handle classified information in accordance with the applicable EU, international or national law on classified information (in particular, Decision 2015/444¹² and its implementing rules).

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

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

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

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

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

13.3 Consequences of non-compliance

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

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

ARTICLE 14 — ETHICS AND VALUES

14.1 Ethics

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

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

14.2 Values

The beneficiaries must commit to and ensure the respect of basic EU values (such as respect for human dignity, freedom, democracy, equality, the rule of law and human rights, including the rights of minorities).

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

14.3 Consequences of non-compliance

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

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

ARTICLE 15 — DATA PROTECTION

15.1 Data processing by the granting authority

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

For grants where the granting authority is the European Commission, an EU regulatory or executive agency, joint undertaking or other EU body, the processing will be subject to Regulation 2018/1725¹³.

15.2 Data processing by the beneficiaries

The beneficiaries must process personal data under the Agreement in compliance with the applicable EU, international and national law on data protection (in particular, Regulation 2016/679¹⁴).

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

¹⁴ Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural

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.

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).

16.2 Ownership of results

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

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

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

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

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

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

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

If materials or documents are subject to moral rights or third party rights (including intellectual property rights or rights of natural persons on their image and voice), the beneficiaries must ensure

that they comply with their obligations under this Agreement (in particular, by obtaining the necessary licences and authorisations from the rights holders concerned).

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

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

16.4 Specific rules on IPR, results and background

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

16.5 Consequences of non-compliance

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

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

ARTICLE 17 — COMMUNICATION, DISSEMINATION AND VISIBILITY

17.1 Communication — Dissemination — Promoting the action

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

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

17.2 Visibility — European flag and funding statement

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



Funded by the
European Union



Co-funded by the
European Union



Funded by the
European Union



Co-funded by the
European Union

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

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

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

For the purposes of their obligations under this Article, the beneficiaries may use the emblem without first obtaining approval from the granting authority. This does not, however, give them the right to exclusive use. Moreover, they may not appropriate the emblem or any similar trademark or logo, either by registration or by any other means.

17.3 Quality of information — Disclaimer

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

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

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

17.4 Specific communication, dissemination and visibility rules

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

17.5 Consequences of non-compliance

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

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

ARTICLE 18 — SPECIFIC RULES FOR CARRYING OUT THE ACTION

18.1 Specific rules for carrying out the action

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

18.2 Consequences of non-compliance

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

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

SECTION 3 GRANT ADMINISTRATION

ARTICLE 19 — GENERAL INFORMATION OBLIGATIONS

19.1 Information requests

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

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

19.2 Participant Register data updates

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

19.3 Information about events and circumstances which impact the action

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

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

19.4 Consequences of non-compliance

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

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

ARTICLE 20 — RECORD-KEEPING

20.1 Keeping records and supporting documents

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

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

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

The beneficiaries must keep the original documents. Digital and digitalised documents are considered originals if they are authorised by the applicable national law. The granting authority may accept non-original documents if they offer a comparable level of assurance.

20.2 Consequences of non-compliance

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

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

ARTICLE 21 — REPORTING

21.1 Continuous reporting

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

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

21.2 Periodic reporting: Technical reports and financial statements

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

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

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

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

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

The financial part of the periodic report includes:

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

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

For the last reporting period, the beneficiaries may exceptionally also declare partial lump sum contributions for work packages that were not completed (e.g. due to force majeure or technical impossibility).

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

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

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

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

21.3 Currency for financial statements and conversion into euros

The financial statements must be drafted in euro.

21.4 Reporting language

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

21.5 Consequences of non-compliance

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

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

ARTICLE 22 — PAYMENTS AND RECOVERIES — CALCULATION OF AMOUNTS DUE

22.1 Payments and payment arrangements

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

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

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

The cost of payment transfers will be borne as follows:

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

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

22.2 Recoveries

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

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

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

In case of enforced recoveries (see Article 22.4):

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

22.3 Amounts due

22.3.1 Prefinancing payments

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

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

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

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

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

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

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

22.3.2 Amount due at beneficiary termination — Recovery

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

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

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

Step 1 — Calculation of the total accepted EU contribution

Step 1 — Calculation of the total accepted EU contribution

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

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

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

{total accepted EU contribution for the beneficiary
 minus

{prefinancing and interim payments received (if any)}.

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

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

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

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

22.3.3 Interim payments

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

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

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

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

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

Step 1 — Calculation of the total accepted EU contribution

Step 2 — Limit to the interim payment ceiling

Step 1 — Calculation of the total accepted EU contribution

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

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

Step 2 — Limit to the interim payment ceiling

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

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

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

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

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

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

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

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

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

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

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

Step 1 — Calculation of the total accepted EU contribution

Step 2 — Limit to the maximum grant amount

Step 3 — Reduction due to the no-profit rule

Step 1 — Calculation of the total accepted EU contribution

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

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

Step 2 — Limit to the maximum grant amount

Not applicable

Step 3 — Reduction due to the no-profit rule

Not applicable

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Step 1 — Calculation of the revised total accepted EU contribution

Step 1 — Calculation of the revised total accepted EU contribution

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

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

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

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

{ {total accepted EU contribution for the beneficiary

divided by
total accepted EU contribution for the action}
multiplied by
final grant amount for the action}.

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

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

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

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

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

22.4 Enforced recovery

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

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

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

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

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

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

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

Bank charges incurred in the recovery process will be borne by the beneficiary, unless Directive 2015/2366¹⁵ applies.

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

22.5 Consequences of non-compliance

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

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

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

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

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

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

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

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

ARTICLE 23 — GUARANTEES

23.1 Prefinancing guarantee

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

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

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

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

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

They will be released within the following month.

23.2 Consequences of non-compliance

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

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

ARTICLE 24 — CERTIFICATES

Not applicable

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

25.1 Granting authority checks, reviews and audits

25.1.1 Internal checks

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

25.1.2 Project reviews

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

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

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

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

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

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

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

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

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

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

25.1.3 Audits

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

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

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

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

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

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

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

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

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

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

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

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

25.3 Access to records for assessing simplified forms of funding

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

25.4 OLAF, EPPO and ECA audits and investigations

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

- the European Anti-Fraud Office (OLAF) under Regulations No 883/2013¹⁶ and No 2185/96¹⁷
- the European Public Prosecutor's Office (EPPO) under Regulation 2017/1939
- the European Court of Auditors (ECA) under Article 287 of the Treaty on the Functioning of the EU (TFEU) and Article 257 of EU Financial Regulation 2018/1046.

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

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

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

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

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

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

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

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

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

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

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

25.5.2 Extension from other grants

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

- (a) the beneficiary concerned is found, in other EU grants awarded under similar conditions, to have committed systemic or recurrent errors, irregularities, fraud or breach of obligations that have a material impact on this grant and
- (b) those findings are formally notified to the beneficiary concerned — together with the list of grants affected by the findings — within the time-limit for audits set out in the Data Sheet (see Point 6).

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

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

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

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

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

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

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

25.6 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, lump sum contributions insufficiently



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

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

ARTICLE 26 — IMPACT EVALUATIONS

26.1 Impact evaluation

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

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

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

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

26.2 Consequences of non-compliance

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

CHAPTER 5 CONSEQUENCES OF NON-COMPLIANCE

SECTION 1 REJECTIONS AND GRANT REDUCTION

ARTICLE 27 — REJECTION OF CONTRIBUTIONS

27.1 Conditions

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

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

Ineligible lump sum contributions will be rejected.

27.2 Procedure

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

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

27.3 Effects

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

ARTICLE 28 — GRANT REDUCTION

28.1 Conditions

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

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

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

28.2 Procedure

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

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

28.3 Effects

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

SECTION 2 — SUSPENSION AND TERMINATION

ARTICLE 29 — PAYMENT DEADLINE SUSPENSION

29.1 Conditions

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

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

29.2 Procedure

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

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

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

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

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

ARTICLE 30 — PAYMENT SUSPENSION

30.1 Conditions

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

- (a) a beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed or is suspected of having committed:
 - (i) substantial errors, irregularities or fraud or
 - (ii) serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.), or

- (b) a beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5).

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

30.2 Procedure

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

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

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

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

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

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

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

ARTICLE 31 — GRANT AGREEMENT SUSPENSION

31.1 Consortium-requested GA suspension

31.1.1 Conditions and procedure

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

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

- the reasons why

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

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

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

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

31.2 EU-initiated GA suspension

31.2.1 Conditions

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

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

31.2.2 Procedure

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

- formally notifying the intention to suspend the grant and the reasons why and

- requesting observations within 30 days of receiving notification.

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

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

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

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

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

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

ARTICLE 32 — GRANT AGREEMENT OR BENEFICIARY TERMINATION

32.1 Consortium-requested GA termination

32.1.1 Conditions and procedure

The beneficiaries may request the termination of the grant.

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

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

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

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

32.1.2 Effects

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

The granting authority will calculate the final grant amount and final payment on the basis of the

report submitted and taking into account the lump sum contributions for activities implemented before the end of work date (see Article 22). Partial lump sum contributions for work packages that were not completed (e.g. due to technical reasons) may exceptionally be taken into account.

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

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

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

32.2 Consortium-requested beneficiary termination

32.2.1 Conditions and procedure

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

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

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

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

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

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

32.2.2 Effects

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

- (i) a **report on the distribution of payments** to the beneficiary concerned
- (ii) a **termination report** from the beneficiary concerned, for the open reporting period until termination, containing an overview of the progress of the work
- (iii) a second **request for amendment** (see Article 39) with other amendments needed (e.g.

reallocation of the tasks and the estimated budget of the terminated beneficiary; addition of a new beneficiary to replace the terminated beneficiary; change of coordinator, etc.).

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

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

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

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

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

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

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

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

32.3 EU-initiated GA or beneficiary termination

32.3.1 Conditions

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

- (a) one or more beneficiaries do not accede to the Agreement (see Article 40)
- (b) a change to the action or the legal, financial, technical, organisational or ownership situation of a beneficiary is likely to substantially affect the implementation of the action or calls into question the decision to award the grant (including changes linked to one of the exclusion grounds listed in the declaration of honour)
- (c) following termination of one or more beneficiaries, the necessary changes to the Agreement (and their impact on the action) would call into question the decision awarding the grant or breach the principle of equal treatment of applicants
- (d) implementation of the action has become impossible or the changes necessary for its continuation would call into question the decision awarding the grant or breach the principle of equal treatment of applicants

- (e) a beneficiary (or person with unlimited liability for its debts) is subject to bankruptcy proceedings or similar (including insolvency, winding-up, administration by a liquidator or court, arrangement with creditors, suspension of business activities, etc.)
- (f) a beneficiary (or person with unlimited liability for its debts) is in breach of social security or tax obligations
- (g) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has been found guilty of grave professional misconduct
- (h) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed fraud, corruption, or is involved in a criminal organisation, money laundering, terrorism-related crimes (including terrorism financing), child labour or human trafficking
- (i) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) was created under a different jurisdiction with the intent to circumvent fiscal, social or other legal obligations in the country of origin (or created another entity with this purpose)
- (j) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed:
 - (i) substantial errors, irregularities or fraud or
 - (ii) serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.)
- (k) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5)
- (l) despite a specific request by the granting authority, a beneficiary does not request — through the coordinator — an amendment to the Agreement to end the participation of one of its affiliated entities or associated partners that is in one of the situations under points (d), (f), (e), (g), (h), (i) or (j) and to reallocate its tasks, or
- (m) other:
 - (i) linked action issues: not applicable
 - (ii) additional GA termination grounds: not applicable.

32.3.2 Procedure

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

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

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

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

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

32.3.3 Effects

(a) for **GA termination**:

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

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

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

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

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

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

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

(b) for **beneficiary termination**:

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

- (i) a **report on the distribution of payments** to the beneficiary concerned
- (ii) a **termination report** from the beneficiary concerned, for the open reporting period until termination, containing an overview of the progress of the work

- (iii) a **request for amendment** (see Article 39) with any amendments needed (e.g. reallocation of the tasks and the estimated budget of the terminated beneficiary; addition of a new beneficiary to replace the terminated beneficiary; change of coordinator, etc.).

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

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

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

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

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

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

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

SECTION 3 OTHER CONSEQUENCES: DAMAGES AND ADMINISTRATIVE SANCTIONS

ARTICLE 33 — DAMAGES

33.1 Liability of the granting authority

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

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

33.2 Liability of the beneficiaries

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

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

ARTICLE 34 — ADMINISTRATIVE SANCTIONS AND OTHER MEASURES

Nothing in this Agreement may be construed as preventing the adoption of administrative sanctions (i.e. exclusion from EU award procedures and/or financial penalties) or other public law measures, in addition or as an alternative to the contractual measures provided under this Agreement (see, for instance, Articles 135 to 145 EU Financial Regulation 2018/1046 and Articles 4 and 7 of Regulation 2988/95¹⁸).

SECTION 4 FORCE MAJEURE

ARTICLE 35 — FORCE MAJEURE

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

‘Force majeure’ means any situation or event that:

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

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

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

CHAPTER 6 FINAL PROVISIONS

ARTICLE 36 — COMMUNICATION BETWEEN THE PARTIES

36.1 Forms and means of communication — Electronic management

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

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

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

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 1182/71¹⁹, periods expressed in days, months or years are calculated from the moment the triggering event occurs.

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

‘Days’ means calendar days, not working days.

ARTICLE 39 — AMENDMENTS

39.1 Conditions

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

Amendments may be requested by any of the parties.

39.2 Procedure

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

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

The request for amendment must include:

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

The granting authority may request additional information.

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

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

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

ARTICLE 40 — ACCESSION AND ADDITION OF NEW BENEFICIARIES

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

40.1 Accession of the beneficiaries mentioned in the Preamble

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

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

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

40.2 Addition of new beneficiaries

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

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

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

Additions are also possible in mono-beneficiary grants.

ARTICLE 41 — TRANSFER OF THE AGREEMENT

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

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

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

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

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

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

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

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

ARTICLE 43 — APPLICABLE LAW AND SETTLEMENT OF DISPUTES

43.1 Applicable law

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

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

43.2 Dispute settlement

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

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

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

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

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

ARTICLE 44 — ENTRY INTO FORCE

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

SIGNATURES

For the coordinator

For the granting authority



ANNEX 1



Creative Europe Programme (CREA)

Description of the action (DoA)

Part A

Part B

DESCRIPTION OF THE ACTION (PART A)

COVER PAGE

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

PROJECT	
Grant Preparation (General Information screen) — Enter the info.	
Project number:	101173303
Project name:	Sustainable Archives and Greener Approaches
Project acronym:	SAGA
Call:	CREA-CULT-2024-COOP
Topic:	CREA-CULT-2024-COOP-2
Type of action:	CREA-LS
Service:	EACEA/B/01
Project starting date:	fixed date: 1 September 2024
Project duration:	38 months

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PROJECT SUMMARY

Project summary

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

Use the project summary from your proposal.

There is a lack of homogeneous preventive and reactive measures to protect documentary heritage in Europe, in particular towards natural and man-made disasters, as well as towards the consequences of Global Warming on archives, which could lead to a damage and even disappearance of the heritage. In parallel, archival institutions have to reduce their carbon footprint in their day-to-day activities of conservation, digitisation and promotion of European heritage and History.

SAGA aims at preparing, improving and testing archival institutions with regard to resilience and recovery against disasters and climate change, developing pilot solutions and joint recommendations for the protection and management of documentary heritage, and fostering the adoption of more sustainable practices.

The main purpose of the project is:

- To strengthen the preparedness of archival institution towards potential natural and man-made threats.
- To develop pilot preventive and reactive methodologies for the archival institutions to apply against unexpected events by implementing new digital tools and policies to reduce damages and safeguard their heritage.
- To promote a change of mindset and offer the necessary skills to smoothly move to greener approaches.

Thanks to the collaboration between cultural institutions and scientific & academic sectors (architectural, microbiological, sustainability, energy efficiency, socio-economic experts), the partnership will assess disaster effects on archives/documents, buildings and staff (humidity levels, fungus, health affections, etc.) and explore how to improve their management methods to be in line with more sustainable practices and the European Green Deal, incl. promoting the consumption of proximity goods and using sustainable raw materials (biodegradable or recycled) for new merchandising campaigns, as well as create public awareness and visibility around these topics.

LIST OF PARTICIPANTS

PARTICIPANTS

Grant Preparation (Beneficiaries screen) — Enter the info.

Number	Role	Short name	Legal name	Country	PIC
1	COO	MCU SPAIN	MINISTERIO DE CULTURA	ES	904776037
2	BEN	NAH	NATIONAL ARCHIVES OF HUNGARY	HU	958366306
3	BEN	NAM	NATIONAL ARCHIVES OF MALTA	MT	958400450
4	BEN	DGLAB	DIRECAO-GERAL DO LIVRO DOS ARQUIVOS E DAS BIBLIOTECAS	PT	941319623

PARTICIPANTS					
Grant Preparation (Beneficiaries screen) — Enter the info.					
Number	Role	Short name	Legal name	Country	PIC
5	BEN	MTU	MUNSTER TECHNOLOGICAL UNIVERSITY	IE	892106673
6	BEN	DEX	DESARROLLO DE ESTRATEGIAS EXTERIORES SA	ES	972458272
7	BEN	EUI	EUROPEAN UNIVERSITY INSTITUTE	IT	999902385
8	BEN	IMB SAS	USTAV MOLEKULARNEJ BIOLOGIE SLOVENSKEJ AKADEMIE VIED	SK	968356433
9	BEN	FO KRAJOBRAZ	FUNDACJA OCHRONY KRAJOBRAZU	PL	890975847
10	AP	ICARUS	International Centre for Archival Research (ICARUS)	AT	960114440
11	AP	NO Archives	Kulturdepartementet - Ministry of Culture	NO	958778459
12	AP	IPCA	Instituto Politécnico do Cávado e do Ave	PT	943602712

LIST OF WORK PACKAGES

Work packages						
Grant Preparation (Work Packages screen) — Enter the info.						
Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables
WP1	Project Management & Monitoring	1 - MCU SPAIN	15.75	1	38	D1.1 – ICT tools for partnership coordination and project management D1.2 – Risk Management Plan D1.3 – Quality assurance report D1.4 – KO Minutes
WP2	Risk Prevention and Disaster Risk Management	8 - IMB SAS	70.84	1	38	D2.1 – State of the Arts Report on Hazardous and Man-Made Risks management in European Archival Institutions D2.2 – Action Plans and Management Policies on Archival Institutions towards “Climate Change” & “Man-Made” Risks D2.3 – Transnational built heritage management plan, strategy and road map D2.4 – Good Practices
WP3	Archives Greening	4 - DGLAB	43.61	1	38	D3.1 – Diagnosis D3.2 – Monitoring Tool D3.3 – Sustainability and greening strategy for archival institutions D3.4 – Report on the pilot implementation of sustainable measures D3.5 – Showcase Catalogue of eco-friendly merchandising products for archival institutions
WP4	Capacity Building & Training	5 - MTU	29.28	1	35	D4.1 – 1 Generic Workshop

Work packages						
Grant Preparation (Work Packages screen) — Enter the info.						
Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables
						D4.2 – 5 workshops on disaster risk management and archival greening D4.3 – Digital Multilingual Training Courses: Disaster Risk Management D4.4 – Digital Multilingual Training Courses: Sustainable practices on archives
WP5	Project Communication and Participation	6 - DEX	28.01	1	38	D5.1 – Project Communication Plan & Project Logo D5.2 – Audio-visual materials D5.3 – E-communication & Social Networking Strategy D5.4 – Hybrid Exhibitions

Work package WP1 – Project Management & Monitoring

Work Package Number	WP1	Lead Beneficiary	1 - MCU SPAIN
Work Package Name	Project Management & Monitoring		
Start Month	1	End Month	38

Objectives

- To set up the appropriate Management, Communication and Coordination structures and procedures to ensure a smooth, controlled and coordinated operational management of the project and fluent internal communication.
- To monitor project progress towards the achievement of project objectives and their contribution to the Programme objectives.
- To guarantee quality control, taking all necessary decisions to avoid potential risks and ensure the correct implementation of the work plan.
- To ensure the correct execution of all the activities (technically and financially), meetings, and the production of results.
- To establish the appropriate working tools to access and manage the project documentation, ensuring internal communication about ongoing activities of the project (online depository).

Description

The WP will be divided in the following tasks:

T1.1 Partnership coordination for project implementation The Partners' Project Managers (PM) will ensure partnership coordination for project implementation and sign a Partnership Agreement, to be drafted by the Coordinator.

The kick-off meeting shall take place in November 2024 in Spain. The Steering Committee (SC) will regularly meet digitally, and at least once/semester in face-to-face meetings, to review project progress, milestones and take all necessary decisions to ensure a correct project implementation. These meetings will be hosted in ES, HU, SK, MT, PT, IT.

All SC meetings will take place in parallel to key activities and/or milestones, to ensure scale economy and avoid excess of travels and reduce the corresponding carbon emissions.

T1.2 Project Internal monitoring: activity and financial report The beneficiaries will report regularly on the progress of project implementation. Each beneficiary will produce a summary activity report which will be submitted to the coordinator and presented at the SC meetings.

PMs will report to the coordinator any issue that could affect project implementation as soon as they become aware of it. Beneficiaries will also produce internal reports of the financial execution on a six-month basis to assess the project level of execution and offer corrective measures if needed (internal monitoring and evaluation). These actions will allow the consortium to continuously evaluate the status of the project and report on the project progress, in accordance with the requirements of the programme.

T1.3 Risk management Project risk management will be a continuous process throughout the lifetime of the project. For such purpose, DEX will draft a risk monitoring and control internal tool to identify, prevent, manage any risk related to the project implementation. The purpose of this task is to provide a framework to ensure that adverse situations are properly managed along the evolution of the project. Risk assessment will be updated throughout the project lifecycle as unexpected sources of risk could be identified at any time.

Work package WP2 – Risk Prevention and Disaster Risk Management

Work Package Number	WP2	Lead Beneficiary	8 - IMB SAS
Work Package Name	Risk Prevention and Disaster Risk Management		
Start Month	1	End Month	38

Objectives

The development of the current WP "Risk Prevention and Disaster Risk Management" will transversally contribute to all main objectives of the project:

- Bringing together representative entities of the documentary heritage value chain and initiate a discussion on its resilience to negative events, such as natural, man-made disasters and climate change
- Developing innovative strategies and smart solutions based on new technologies in response to identified risks.

- Fostering the adoption of more sustainable practices and methodologies by archives.

Description

This WP is divided into the following tasks:

T2.1 Understanding risk management in relation to documentary heritage - Assessment of capacities and resources of archival institutions across Europe.

Throughout a first kick-off phase (Betv. Nov 24 and Apr 25), under the leadership of the Historical Archives of the EU (EUI) and with the assistance of DEX, the partner experienced in benchmarking cultural institutions, partners will gather and exchange information about how risk management of documentary heritage needs to be part of the general preparedness of societies to avoid and manage threats caused by disasters and climate change, being the last one very important to a medium-term risk planification. Man-made disasters, those caused by human action (arson, fires, armed conflict) will be also considered. Threats coming from this source of disaster become immediate, that is why lack of time to react is a critical matter and it is very important in this case to develop prevention policies and increase their reaction capacity.

Early recognition of risks to documentary heritage is essential in building up capacities to react quickly in the various situations through global actions.

Next step will be to assess each participant resources and capacities, bearing in mind that there is an existing inequality of human, technological and financial resources, and thus capacities for each of them. This first task will contribute to better assess and understand their needs and adequate better their specific risk management policies.

For such purpose, an initial pilot survey will be developed and spread not only to the National Archives participating in the project, but also to their branches, the members of Icarus and, above all, those represented in the EAG Group of the European Commission, taking into account that risk management on archives is a priority for future EAG meetings and the networking capacity of the partners. The results will be presented under a State of the Arts report on risk management in EU archival institutions.

T2.2 Risks on archives / documentary heritage

Under the leadership of the Institute of Molecular Biology of SAS, together with the support of the relevant archival experts each country/National Archives, the purpose of this activity is to identify risks associated to archives exposed to the natural physical environment. It is important to understand the evolution of risks coming from these sources, their origin and how they are interconnected with previous and future disasters in order to achieve a better protection of collections.

With National Archives collection materials serving as a living labs, SAS experts will particularly be able to assess (qualitatively and quantitatively) the impacts on archives conservation taking into account both, physical impacts (light, temperature, humidity) and biological agents (fungi, bacteria and insects) thanks to the collection of biological samples, different measuring and predictive tools, with the final objective of identifying gaps and risks in the participant archival institutions. The microbiological analysis will permit the identification of paper deteriorating microorganisms which can contaminate the documents, the books and also the surrounding environments (for example air, walls and other surfaces). Also, man-made damage on archives will be considered, as human actions have a huge impact on the proper documents, leading to their complete loss or damaging archives which will be very hard to recover.

For such purpose, the SAS will collect samples in 5 Archival buildings across Europe and from different kind of State of the Arts situations (different climatic situation and perspective, different kind of buildings, etc.). Risks on digital archives and non-paper supports, especially highly vulnerable media that need ad hoc physical stores (films, disks, photographic negative, etc.) will also be taken into account. As for T2.3 and T2.4, samples and data will be collected and analysed throughout a period of 12 months, between April 2025 and March 2026, and their results will particularly contribute to T2.5, as corrective and preventive procedures/methods and Plans for pilot implementation will be drafted.

T2.3 Risks on human health: staff and visitors

In parallel to T2.2, the Institute of Molecular Biology of SAS will separately assess how environmental and biological agents on archives and in buildings could damage human health (reactions, allergies, other affections such as asthma) and to propose pilot measures to prevent damage and relieve effects on archival staff and users' health, especially taking into account the risks linked to climate change. The microbiological samples will allow the detection of existing pathogens and identification of future ones responsible for several health disturbs in humans. For such purpose, in addition and parallel to the microbiological data being collected and analysed in Task 2.2, samples and surveys will also be obtained with the voluntary collaboration of employees and visitors-users, to identify different symptomatology associated to the natural and physical environment. Results will be useful for the correct adoption of occupational hazards policies.

T2.4 Risks on built heritage

While the microbiological investigation can give important information about the "sick-building syndrome" (connected

with the presence of moulds and their mycotoxins) and possible solutions in order to avoid or mitigate it, partners will have to identify other potential risks on built heritage, such as natural disasters, structural problems, or human-caused damage. An assessment of the likelihood and potential impact of each risk can help prioritize management efforts. Within this task, FOK will prepare the methodology for evaluations of the current state of buildings to assess their condition and vulnerabilities, in order to establish a baseline for creating tools to map potential risks around them, and collaborate with the archival institutions to conduct those evaluations. Tools must be identified for preventive maintenance and conservation of buildings fostering archives and improving resilience of buildings. Regarding man-made hazards, buildings are at high risk of exposure, leading to structure loss and having a direct impact on the material and equipment they are hosting. Based on the transnational plan, with the support of FOK, the National Archives will create a road map for archival buildings, containing recommendations for specific actions such as renovation of old buildings or the need for including climate change policies on architecture, containing recommendations for specific actions such as renovation of old buildings or the need for including climate change policies on architecture. The transnational built heritage management plan and the road maps, will help mitigate these risks and protect built heritage from damage and destruction.

T2.5 Implementation of action plans and management policies on archival institutions towards “Climate Change” and “Man-made” risks

Further to the research and action planning previous period (all previous tasks, that will end in March 2026), a second phase of pilot implementation stage will take place in order to promote, test, exchange and showcase preventing and reacting measures related to climate change damage on management of historical archives. Such measure will provoke thus new managerial models that will be tested at the five Archival institutions, under the monitorisation of DEX that will collect results and good practices, and with the support of the scientific partners.

The measures towards “Climate Change” will be identified/drafted in the previous phase based on the scientific results will include ad hoc procedures on collection care and storage environments linked to lighting, temperature and humidity management, tools to detect anomalies and to understand the data collected, monitoring activities for workers (i.e. identifying action of mouldy or showing signs at a damaging environment, management of previously non-identified or unmanaged risks, accuracy of readings, checks of boxes at packed materials, rectification measures, etc.

In the case of the “Man-made risks”, they will focus on staff and building readiness to react to threats preparing inventories, listing priorities (according to the identified risks and taking into account UNESCO instructions), evacuating holdings to safe geographical locations having regard for security and environmental conditions, taking it into account in the digitisation plans of each institution and with the digitisation tools, organising cooperation and coordination between archives in the country, informing a broader audience about the needs (e.g. policy-makers, police, security forces, firefighters, etc.). With the support of WP4 of capacity-building and public awareness, this task will also contribute to make all staff aware of the need for disaster control measures and provide an understanding of what may be expected of them to play a part in protecting the heritage material in the care of the archival institution.

Regarding the facilities, preventing and reacting measures to be identified and implemented might include actions such as building plans, pointing out areas available for material salvation procedures and emergency havens for heritage in case of extreme danger.

The pilot implementation of the Plans won't be only about procedures (affecting staff), but also about policies (the accreditation in holistic standards should be part of a bigger picture) and budgets for these cultural institutions (increase or redistribution of costs). It will contribute to create havens for European documentary heritage.

The plans will identify facility-specific risks and vulnerabilities based on local conditions and anticipated climate impacts, and assess those risks for staff and visitors, buildings, holdings, programmes, and operations at each location. An update of climate risk assessment will be made to mitigate and adapt to the progressive effects of climate change.

Work package WP3 – Archives Greening

Work Package Number	WP3	Lead Beneficiary	4 - DGLAB
Work Package Name	Archives Greening		
Start Month	1	End Month	38

Objectives

In complement to the previous WP, the aim of this work package “Archives Greening” is to reduce the environmental impact of activities linked to archive holdings. With this aim, we will identify different measures that will contribute

to reducing the carbon and environment footprint of each archival institution, as well as to promote and incorporate sustainable practices and technologies towards the preservation and promotion of their collections, including resource consumption or waste generation.

The purpose of this work package is to balance documentary heritage with sustainable practices and raise awareness on sustainable development applied to archives through cultural activities, that will also allow to engage existing and new audience.

The current WP3 “Archives Greening” will contribute to the following objective of the project, addressed in 1.1 part of the application form:

- Fostering the adoption of more sustainable practices and methodologies by archives, in relation to parameters such as energy efficiency
- To increase cultural access to and participation in culture as well as audience engagement and development both physically and digitally
- To adopt and disseminate more environment-friendly practices as well as to raise awareness on sustainable development through cultural activities

Description

This WP is divided into the 4 following tasks:

T3.1 Diagnosis of activities within archival institutions

Following the methodology of the previous WP, a first 6 month period (Nov 24-June 25) will serve to quantify the daily consumption and environmental impacts of the day-to-day activities, to have a better understanding of each institution's needs for the later integration of green practices in their activity.

For such purpose, CTC department of MTU will use econometric approaches to examine the review and synthesize institutional governance on environmental policy, environmental outcomes, performances and investments, analysing variables and gathering primary data in situ and from secondary sources, in fields such as green investments, energy or waste management, among others. This will allow to assess the impact of archival institutions and their governance on environmental performance indicators such as emissions (methane, carbon dioxide, sulphur dioxide, etc.) or other pollutants (carbon monoxide, chlorofluorocarbon, lead), and in particular taking into account new consumptions linked to the digitisation of the sector.

The creation of an environmental self-assessment tool will be developed with the objective of evaluating each archival institutions activities and facilitate the adoption of adequate measures. The tool will be developed by CTC-MTU and tested and validated by the archival institutions, as its aim is to be a shareable tool for third organisations.

T3.2 Proposal for an environmental improvement in archival institutions through the adoption of green practices

Taking into account the results from the diagnosis, next stage that will be carried out within a period of +- 12 months (June25-May26) will contribute to identify and draft holistic approaches promoting simple, attainable, green initiatives that archivists can readily implement, offering a pragmatic framework of strategies and resources needed to incorporate more affordable, sustainable, and socially responsible archival management practices into the profession.

It will identify feasible clean energy consumption measures, such as turning into 100% renewable electricity consumptions, space management considering natural light source, particularly taking into account the electricity consumption derived from digitization.

Other proposals will be included related to digitization itself, sustainable building practices, transportation or environmental monitoring. As to waste management, practices such as boosting green purchasing of administrative services such as recycled paper and materials; including environmental clauses when hiring external services, utilisation of sustainable and reusable materials for exhibitions or circular economy practices will be promoted.

Initially, the following priorities will be taken into account when developing the plans:

- Digitization: Digitizing collections can reduce the need for physical storage space and the environmental impact of transportation, and it can make collections more accessible to a wider audience.
- Energy efficiency: Archives can reduce their energy consumption by using energy-efficient lighting and HVAC systems, switching to renewable energy sources, and implementing conservation measures such as installing insulation and weather-stripping.
- Sustainable building practices: When constructing or renovating archival facilities, sustainable building practices such as using eco-friendly building materials and designing for energy efficiency can be incorporated.
- Waste reduction and recycling: Implementing recycling programs, reducing paper usage, and implementing composting practices can help reduce waste.
- Transportation: Archives can reduce their transportation-related emissions by promoting public transportation, carpooling, or using electric or hybrid vehicles.
- Environmental monitoring: Regular monitoring of temperature, humidity, and other environmental factors can help preserve archival collections while reducing energy usage.

While a general sustainability and greening strategy for archival institutions aligned with the Green Deal will be drafted by MTU and DEX, each archival institution will adapt it to its own possibilities and reality through the drafting of Plans to be implemented in a testing and showcasing phase (T.3.3).

T3.3 Integration of sustainable environmental practices in the archival institutions Further to the previous steps of analysis and planning, the archival institutions involved in the project will smoothly integrate the measures identified for their own organisations within their own governance and policies.

The idea is to apply these measures of consumption/use of ecological materials in their daily managerial and conservation activities (such as storage, digitisation, etc.), but also in external and communication activities such as exhibitions, events, promotional materials, etc.

In parallel, MTU will monitor the impacts of the measures on environment and society/staff, while DEX will assess the economic impacts of their implementation (savings versus new costs/investments).

Moreover, archival institutions will inform the public about other sustainable practices and technologies that are being implemented to minimize the environmental footprint of these institutions.

T3.4 Pilot project “Green Merchandising”: eco-designed creative products

In parallel to the previous tasks, between July 25 and July 26), in order to test innovative ways of sustainability and to promote actions with a wider visibility for the external audience, and thus to promote archival institutions as green institutions, a pilot experience for the creation of sustainable merchandising products will be launched.

Coordinated by National Archives of Portugal with the collaboration of the School of Arts and Design of the associate partner “Instituto Politécnico do Cávado e do Ave (IPCA)”, that will develop samples and proposals, each archival institutions will co-create with local producers or designers eco-products inspired by archival heritage (History, stories, patents, maps, etc.), to create at least 2 pilot green merchandising product proposal/archival institution (10 in total).

In this task, the products will be manufactured with sustainable organic materials that do not produce any harm throughout its manufacturing process, its utilization or when thrown away. Examples of these materials are wheat and bamboo fibres, cork, recycled plastic, organic cotton, or recycled cardboard. Proximity products and raw materials will also be promoted, including from green agriculture. Issues related to waste reduction and recycling of merchandising products will be tackled by the pilot as well. In parallel, DEX will support the archival institutions to assess the economic feasibility of the products.

Work package WP4 – Capacity Building & Training

Work Package Number	WP4	Lead Beneficiary	5 - MTU
Work Package Name	Capacity Building & Training		
Start Month	1	End Month	35

Objectives

In parallel to the previous WP2 and WP3, the aim of WP4 “Capacity building and training” is:

- To set up educational training systems in preparation, response, recovery, and mitigation of risks for decision-makers, staff, and other key actors in relation to the topics addressed by the project.
- Raise awareness for archival staff and even all levels of society of possible harms caused by disasters and climate change, and ultimately to adopt habits that will contribute to prevent damage and lay on the table the need for further investments in research and education.

This work package refers to the process of developing the skills, knowledge, and resources needed to effectively introduce sustainable practices and technologies. It involves building the capacity of archival institutions and their staff to carry out their mission and meet the environmental needs.

Description

This WP will be divided into the 3 following tasks:

T4.1 Launching workshop to raise awareness among archival professionals

At the launching phase of the project, between Sept and oct 2024, an initial generic workshop on disaster risk management and climate change on archives take place, coordinated by the Hungarian Archives in the framework of the Hungarian Presidency of the European Union, addressing thus not only the partners, but also the rest of EU Archives and members of EAG. Their format will be participative and dynamic in order to motivate the professionals participating. The idea is

to co-create different materials by first, developing self-assessment tasks related to disaster management and sustainable practices, and second, ensuring teamwork by sharing the results among all the participants.

Apart from raising awareness and involvement in particular in T.2.1, the immediate purpose will be to identify contents that could be addressed afterwards in activities T4.2 and T4.3.

T4.2 Hybrid Workshops

In parallel to activities carried out in T2.2, T2.3, T2.4 and T3.2 and in order to benefit from previous results and experiences, each partner from the archival field will develop a 2-day hybrid workshop on each of the following topics: disaster risk management and archives greening. It will be each partner duty to design and implement these workshops in their national language, with inputs from the scientific partners. These workshops will take place between May and December 2025.

T4.3 Digital Multilingual Training Courses

-Disaster Risk management

-Archives Greening

This activity will be coordinated by the Department of Technology Enhanced Learning of MTU and address the topics that have been exposed in the previous activities. It will be divided into three stages:

a) the design of the platform and implementation of the contents that have been created from the different activities and WPs of this project.

b) Testing the digital platform among the participant archival institutions and its members (10-20 people per institution) and collecting feedback from them.

c) Fine-tuning and improvements. Launching of the training platform/digital courses

The digital multilingual training courses will employ a number of pedagogical strategies which will be aligned with the content and designed to deliver an engaging learning experience. These strategies may include directive instruction, guided discovery, exploratory instruction, etc. Adopting a universal design approach which UNCRPD Article 2 defines as design which results in outputs which are “usable by all...without need for adaption or specialized design”. Specifically, the principles of universal design for learning (UDL) will be applied and the training courses will consist of multiple means of engagement (i.e. allowing the learners to discover why the course is salient and important), multiple means of representation (i.e. presenting the material using multiple pedagogical strategies, learning technologies, etc) and multiple means of action and expression (i.e. allow the learners to practice or act upon the concepts they have learned). Accessibility is a primary goal and the UDL framework will ensure that the course content and activities are aligned with the WCAG 2.0 standards and will consequently be accessible to all learners by being perceivable, operable, understandable, and robust.

Work package WP5 – Project Communication and Participation

Work Package Number	WP5	Lead Beneficiary	6 - DEX
Work Package Name	Project Communication and Participation		
Start Month	1	End Month	38

Objectives

Under the coordination of DEX, this transversal work package will contribute to reach the target groups and give visibility to the activities, results, EU support and, above all, main conclusions and recommendations that should be shared further to the implementation of the previous work packages.

In that sense, it is clearly linked to all main objectives of the project, namely:

- To give visibility to the pilot actions in documentary institutions by implementing risk management policies and green practices in order to adapt to the current times.
- To give visibility to capacity-building activities in order to reach professionals and decision-makers.
- To contribute to the attraction and engagement of new audiences by promoting activities involving the archival sector.

Logically, the WP of Communication and Dissemination is also linked to all specific objectives are concerned identified under chapter 1.2 (Needs Analysis), and contribute to:


- Distribute and share results of research, innovation, specialisation (data management, use of tools, etc.)
- Promote new ways to balance documentary heritage with sustainable practices and raise awareness in this issue.
- Promote the cooperation between beneficiaries, knowledge exchange, information, and good practices through dissemination activities

Description
<p>This WP will be divided into the 5 following tasks:</p> <p>T5.1 Communication Plan & Visual Identity DEX will propose a communication plan to achieve the project communication objectives and make sure that it contributes to project objectives from a visibility perspective. The communication plan will identify more in depth the target groups, define the key messages and propose the different communication tools and activities. The plan will also describe how communication results will be measured. The plan shall be ready to be implement at month 3 and include the production of the visual identity of the project (logo).</p> <p>T5.2 E-communication & Social Networking The project website and e-communication strategy will be coordinated and hosted by MTU. Each output and activity of the project will be available not only on the project and beneficiaries' websites, but also promoted and uploaded through Social Networks of each beneficiary (Facebook, Twitter, Instagram & LinkedIn). The rhythm and hashtags will be adapted to the needs of the project and potential of each Social Network. The project website will also be used as a centralised resource where all materials and results from the project will be publicly accessible. In addition, partners will be required to collaborate as e-reporters to transfer their experiences and learnings, using their own online channels, blogs and social networks.</p> <p>T5.3 Audio-visual materials These audio-visual materials will be under coordination of DEX with the involvement of all beneficiaries and participants. The aim of this task is to reinforce the online visibility of the activities, short videos and images shot and recorded at the archives, workshops and in other specific events of the project (exhibitions, trainings, and workshops) to strengthen the online channels and social networks.</p> <p>T5.4 Hybrid exhibitions Apart from the above-mentioned tasks of communication, partners will develop and host 2 exhibitions: one related to natural and human-made disasters (under the coordination of NA Malta) and the other one on "past and present of sustainability" (coordinated by NA Hungary), based on historical archives and following the same methodology: -Preparation stage (May 25-May 26): The first step will be identifying the content that will be used in the exhibitions: materials, documents, etc. This activity is going to be curated out by selecting at least 1 historian per archival institution who will decide and develop the chosen content with the agreement of the rest of participants. -Design stage (June-Dec 26): Agreement on the final content to be exposed and discuss its whole digitisation, in order to adapt the content to the subsequent exhibitions. A first version of this content in English is going to be handled with the assistance of EUI, and then it is under each archival beneficiary to translate and adjust this content for their local exhibitions. -Production stage (Jan-June 27): A cost-effective local production of ad hoc materials will be adopted, taking advantage of exhibition equipment (booths, exhibitors, screens) already available. Along with the above, the Technological Department of Enhanced Learning of MTU will be in charge of the digitisation process for these exhibitions, making the content accessible and adapting it for the digital format. -Openings: Throughout the 2nd half of 2027, the exhibition will remain open for at least 2 months at each Archival institutions partners (ES, HU, IT, MT & PT).</p> <p>T5.5 Transfer of results In parallel to the project implementation, partners will transfer results through the presentation of the main outcomes at international networking events such as ICARUS Conventions or EAG, and organise 2 ad hoc project events: a) A Capitalisation Seminar (April-May 26) : To be hosted by EUI (Archives of the European Commission in Florence), this event open to archival professionals will contribute to launch, discuss and promote the policy and governance actions identified thanks to T. 3.3, 3.4, 3.4 and 3.2 b) A Project Final Conference (Nov-Dec 27): To be hosted by the lead partner, Spanish National Archives, in parallel to the exhibition in Spain, to share project results and created tools to their European counterparts</p>

STAFF EFFORT

Staff effort per participant						
Grant Preparation (Work packages - Effort screen) — Enter the info.						
Participant	WP1	WP2	WP3	WP4	WP5	Total Person-Months
1 - MCU SPAIN	3.89	8.06	7.78	3.61	4.67	28.01
2 - NAH	1.44	3.33	4.17	2.22	4.44	15.60
3 - NAM	1.44	1.94	2.33	1.67	2.50	9.88
4 - DGLAB	1.44	3.06	3.89	1.94	2.50	12.83
5 - MTU	1.44	1.11	7.50	8.89	3.89	22.83
6 - DEX	1.78	3.06	8.00	1.67	2.67	17.18
7 - EUI	1.44	3.89	3.89	2.22	3.89	15.33
8 - IMB SAS	1.44	31.67	3.83	3.89	1.78	42.61
9 - FO KRAJOBRAZ	1.44	14.72	2.22	3.17	1.67	23.22
Total Person-Months	15.75	70.84	43.61	29.28	28.01	187.49

LIST OF DELIVERABLES

<div>Deliverables</div> <div>Grant Preparation (Deliverables screen) — Enter the info.</div> <div>The labels used mean:</div> <div>Public — fully open ( automatically posted online)</div> <div>Sensitive — limited under the conditions of the Grant Agreement</div> <div>EU classified —RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision 2015/444</div>						
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D1.1	ICT tools for partnership coordination and project management	WP1	1 - MCU SPAIN	OTHER	SEN - Sensitive	5
D1.2	Risk Management Plan	WP1	6 - DEX	R — Document, report	SEN - Sensitive	7
D1.3	Quality assurance report	WP1	6 - DEX	R — Document, report	SEN - Sensitive	7
D1.4	KO Minutes	WP1	1 - MCU SPAIN	R — Document, report	SEN - Sensitive	3
D2.1	State of the Arts Report on Hazardous and Man-Made Risks management in European Archival Institutions	WP2	7 - EUI	R — Document, report	SEN - Sensitive	8
D2.2	Action Plans and Management Policies on Archival Institutions towards “Climate Change” & “Man-Made” Risks	WP2	8 - IMB SAS	DMP — Data Management Plan	SEN - Sensitive	19
D2.3	Transnational built heritage management plan, strategy and road map	WP2	9 - FO KRAJOBRAZ	DMP — Data Management Plan	SEN - Sensitive	19
D2.4	Good Practices	WP2	7 - EUI	R — Document, report	PU - Public	38
D3.1	Diagnosis	WP3	5 - MTU	R — Document, report	SEN - Sensitive	10
D3.2	Monitoring Tool	WP3	5 - MTU	OTHER	PU - Public	10

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)
D3.3	Sustainability and greening strategy for archival institutions	WP3	5 - MTU	R — Document, report	PU - Public	38
D3.4	Report on the pilot implementation of sustainable measures	WP3	4 - DGLAB	R — Document, report	PU - Public	38
D3.5	Showcase Catalogue of eco-friendly merchandising products for archival institutions	WP3	4 - DGLAB	DEM — Demonstrator, pilot, prototype	PU - Public	23
D4.1	1 Generic Workshop	WP4	2 - NAH	R — Document, report	SEN - Sensitive	9
D4.2	5 workshops on disaster risk management and archival greening	WP4	1 - MCU SPAIN	R — Document, report	SEN - Sensitive	16
D4.3	Digital Multilingual Training Courses: Disaster Risk Management	WP4	5 - MTU	DEC — Websites, patent filings, videos, etc	SEN - Sensitive	35
D4.4	Digital Multilingual Training Courses: Sustainable practices on archives	WP4	5 - MTU	DEC — Websites, patent filings, videos, etc	SEN - Sensitive	35
D5.1	Project Communication Plan & Project Logo	WP5	6 - DEX	R — Document, report	PU - Public	5
D5.2	Audio-visual materials	WP5	6 - DEX	DEC — Websites, patent filings, videos, etc	PU - Public	38
D5.3	E-communication & Social Networking Strategy	WP5	5 - MTU	DEC — Websites, patent filings, videos, etc	PU - Public	8
D5.4	Hybrid Exhibitions	WP5	3 - NAM	OTHER	PU - Public	35

Deliverable D1.1 – ICT tools for partnership coordination and project management

Deliverable Number	D1.1	Lead Beneficiary	1 - MCU SPAIN
Deliverable Name	ICT tools for partnership coordination and project management		
Type	OTHER	Dissemination Level	SEN - Sensitive
Due Date (month)	5	Work Package No	WP1

Description
Internal communication systems (using CIRCA or TEAMS tool of the Spanish Government as a joint internal depository + Google Drive for shared working documents) will be used to facilitate consortium coordination and project management. Digital.English.
As it is a platform, as a deliverable for EC control, a .pdf document will be uploaded showcasing its main features. (min. 5 pages).

Deliverable D1.2 – Risk Management Plan

Deliverable Number	D1.2	Lead Beneficiary	6 - DEX
Deliverable Name	Risk Management Plan		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	7	Work Package No	WP1

Description
It will contain methods to ensure the efficient management of risks during the project and contingency schemes which could be applied to limit the impacts of such risks. PDF. Digital. English. Min. 10 pages

Deliverable D1.3 – Quality assurance report

Deliverable Number	D1.3	Lead Beneficiary	6 - DEX
Deliverable Name	Quality assurance report		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	7	Work Package No	WP1

Description
It will contain methods to ensure the overall monitorisation of the activities, including a grid, identification of both, quantitative and qualitative indicators, templates for gathering qualitative feedback from participants and reminders on key visibility rules. Digital (.pdf). English. Min. 10 pages

Deliverable D1.4 – KO Minutes

Deliverable Number	D1.4	Lead Beneficiary	1 - MCU SPAIN
Deliverable Name	KO Minutes		
Type	R — Document, report	Dissemination Level	SEN - Sensitive

Due Date (month)	3	Work Package No	WP1
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Description			
Minutes of the Kick-Off Meeting to take place in Madrid at mid-November 2024. .pdf / English / Min. 5 pages			

Deliverable D2.1 – State of the Arts Report on Hazardous and Man-Made Risks management in European Archival Institutions

Deliverable Number	D2.1	Lead Beneficiary	7 - EUI
Deliverable Name	State of the Arts Report on Hazardous and Man-Made Risks management in European Archival Institutions		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	8	Work Package No	WP2

Description			
English/Digital edition: State of the Arts report on archival institutions capacities & management of risks. Identification of existing indicators, data sources, ways to collect them and gaps. Min. 50 pages			

Deliverable D2.2 – Action Plans and Management Policies on Archival Institutions towards “Climate Change” & “Man-Made” Risks

Deliverable Number	D2.2	Lead Beneficiary	8 - IMB SAS
Deliverable Name	Action Plans and Management Policies on Archival Institutions towards “Climate Change” & “Man-Made” Risks		
Type	DMP — Data Management Plan	Dissemination Level	SEN - Sensitive
Due Date (month)	19	Work Package No	WP2

Description			
English/Digital edition (zip file containing data & Plan): Collection and measurement of data related to risks on archives, staffs & visitors analysis and drafting of corrective procedures/methods and Plans for pilot implementation. Min. 40 pages			

Deliverable D2.3 – Transnational built heritage management plan, strategy and road map

Deliverable Number	D2.3	Lead Beneficiary	9 - FO KRAJOBRAZ
Deliverable Name	Transnational built heritage management plan, strategy and road map		
Type	DMP — Data Management Plan	Dissemination Level	SEN - Sensitive
Due Date (month)	19	Work Package No	WP2

Description
English/Digital edition (.pdf): Pan-European transferrable strategy for the effective and coordinated management of built heritage. Min. 40 pages

Deliverable D2.4 – Good Practices

Deliverable Number	D2.4	Lead Beneficiary	7 - EUI
Deliverable Name	Good Practices		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	38	Work Package No	WP2

Description
English/Digital edition (.pdf) Report gathering Good Practices and Success Stories in terms of governance and procedures, including impacts and human, technological and financial means required. Joint conclusions and recommendations for the implementation to other cultural institutions as well. Min. 25 pages

Deliverable D3.1 – Diagnosis

Deliverable Number	D3.1	Lead Beneficiary	5 - MTU
Deliverable Name	Diagnosis		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	10	Work Package No	WP3

Description
English. Digital (.pdf): Review of the institutional governance on environmental policy, environmental outcomes, performances and investments of the participating archival institutions. Min. 25 pages

Deliverable D3.2 – Monitoring Tool

Deliverable Number	D3.2	Lead Beneficiary	5 - MTU
Deliverable Name	Monitoring Tool		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	10	Work Package No	WP3

Description
English. Digital: Self-assessment tool to assess the environmental impacts/performances of archival institutions. As an online tool, the document to be uploaded for the EC control of the deliverable should be a .pdf explaining its main features. Min. 5 pages

Deliverable D3.3 – Sustainability and greening strategy for archival institutions

Deliverable Number	D3.3	Lead Beneficiary	5 - MTU
Deliverable Name	Sustainability and greening strategy for archival institutions		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	38	Work Package No	WP3

Description
<p>English. Digital (.pdf):</p> <p>Establishment of sets of proposals aligned with the Green Deal for an environmental improvement in archival institutions through the adoption of green practices</p> <p>Ad hoc plans for archival institutions</p> <p>Min. 40 pages</p>

Deliverable D3.4 – Report on the pilot implementation of sustainable measures

Deliverable Number	D3.4	Lead Beneficiary	4 - DGLAB
Deliverable Name	Report on the pilot implementation of sustainable measures		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	38	Work Package No	WP3

Description
<p>English. Digital (.pdf):</p> <p>Report covering the impacts & results of the greener measures tested and adopted by the archival institutions.</p> <p>Min. 20 pages</p>

Deliverable D3.5 – Showcase Catalogue of eco-friendly merchandising products for archival institutions

Deliverable Number	D3.5	Lead Beneficiary	4 - DGLAB
Deliverable Name	Showcase Catalogue of eco-friendly merchandising products for archival institutions		
Type	DEM — Demonstrator, pilot, prototype	Dissemination Level	PU - Public
Due Date (month)	23	Work Package No	WP3

Description
<p>Presentation of the 10 green merchandising products designed and created within the project as a pilot experience, to showcase how the use of sustainable organic materials and proximity products can be integrated in cultural institutions.</p> <p>Digital catalogue (.pdf) in English with pictures, drawings and concepts. Min. 20 pages</p> <p>Products available physically.</p>

Deliverable D4.1 – 1 Generic Workshop

Deliverable Number	D4.1	Lead Beneficiary	2 - NAH
Deliverable Name	1 Generic Workshop		

Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	9	Work Package No	WP4

Description
Materials gathering current and future facts about both natural and man-made disaster hazards. English. Digital (.pdf). Min. 15 pages

Deliverable D4.2 – 5 workshops on disaster risk management and archival greening

Deliverable Number	D4.2	Lead Beneficiary	1 - MCU SPAIN
Deliverable Name	5 workshops on disaster risk management and archival greening		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	16	Work Package No	WP4

Description
Materials gathering the group conclusions about risk management strategies and specific knowledge and experience of each archival institution. English. Digital (.pdf). Min. 15 pages

Deliverable D4.3 – Digital Multilingual Training Courses: Disaster Risk Management

Deliverable Number	D4.3	Lead Beneficiary	5 - MTU
Deliverable Name	Digital Multilingual Training Courses: Disaster Risk Management		
Type	DEC — Websites, patent filings, videos, etc	Dissemination Level	SEN - Sensitive
Due Date (month)	35	Work Package No	WP4

Description
Digital training platform/course. English and native language of beneficiaries (Min. EN, ES, HU, PT) Link and user access to the course will be uploaded for EC control.

Deliverable D4.4 – Digital Multilingual Training Courses: Sustainable practices on archives

Deliverable Number	D4.4	Lead Beneficiary	5 - MTU
Deliverable Name	Digital Multilingual Training Courses: Sustainable practices on archives		
Type	DEC — Websites, patent filings, videos, etc	Dissemination Level	SEN - Sensitive
Due Date (month)	35	Work Package No	WP4

Description
Digital platform/course. English and native language of beneficiaries (Min. EN, ES, HU, PT)

Link and user access to the course will be uploaded for EC control.

Deliverable D5.1 – Project Communication Plan & Project Logo

Deliverable Number	D5.1	Lead Beneficiary	6 - DEX
Deliverable Name	Project Communication Plan & Project Logo		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	5	Work Package No	WP5

Description

A brief but effective Communication Plan will be drafted in English and in PDF format in order to help beneficiaries to organise and monitor all communication activities in a homogenous way and fix some minimum quantitative outputs and impacts + visual identity guidelines.
Min. 15 pages

Deliverable D5.2 – Audio-visual materials

Deliverable Number	D5.2	Lead Beneficiary	6 - DEX
Deliverable Name	Audio-visual materials		
Type	DEC — Websites, patent filings, videos, etc	Dissemination Level	PU - Public
Due Date (month)	38	Work Package No	WP5

Description

To reinforce the online visibility of the activities, short videos and images recorded and edited around the main activities of the project (workshops, exhibitions...) will be distributed through online channels. Average of 2 videos per archival institution. These videos will allow a reinforcement of the presence of the project on Internet channel.
.pdf including link to videos will be provided. English or with English subtitles

Deliverable D5.3 – E-communication & Social Networking Strategy

Deliverable Number	D5.3	Lead Beneficiary	5 - MTU
Deliverable Name	E-communication & Social Networking Strategy		
Type	DEC — Websites, patent filings, videos, etc	Dissemination Level	PU - Public
Due Date (month)	8	Work Package No	WP5

Description

The project Internet homepage will be available in all partners' languages and will be updated throughout the whole project.
Beneficiaries will use their own social networks (Facebook, Twitter, Instagram & LinkedIn) right from the start of the project.
Link to the website & social networks will be given for EC control.

Deliverable D5.4 – Hybrid Exhibitions

Deliverable Number	D5.4	Lead Beneficiary	3 - NAM
Deliverable Name	Hybrid Exhibitions		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	35	Work Package No	WP5
Description			
<p>The different presentations prepared for the 2 large exhibitions events will be collected and made available on the project website.</p> <p>The deliverable will also include a report on the contents and feedback from visitors.</p> <p>Digital (.pdf). English. Min. 20 pages</p>			

LIST OF MILESTONES

Milestones					
Grant Preparation (Milestones screen) — Enter the info.					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
1	Project starts. Partnership Agreement (PA) signed	WP1	1 - MCU SPAIN	Kick-Off Meeting takes place. Partnership Agreement signed by all beneficiaries	5
2	Project completed	WP1	1 - MCU SPAIN	Final event takes place and final report	38
3	Data Collection	WP2	8 - IMB SAS	Data extract report Tables	19
4	Plans implemented	WP2	1 - MCU SPAIN	Report of measures implemented. Monitoring indicators from the Plans	38
5	New sustainable practices in the archival institutions implemented	WP3	6 - DEX	Monitoring grid and report	38
6	Archival professionals trained	WP4	5 - MTU	English. Digital questionnaire	9
7	Final impacts	WP5	6 - DEX	Checklist (from Communication Plan)	38

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	Consortium disruption Impact: high Likelihood: low	WP4, WP5, WP1, WP2, WP3	All beneficiaries have experience and proven track records in culture-related projects. All objectives have been defined in the common interest of all beneficiaries and taking into account their competences.

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
			The risk is very low thus. In any case, any partner should have to leave the partnership, depending on the stage of the project it could be substituted by another one with similar profile and interest.
2	Data Collection difficulties at one partner site Impact: medium Likelihood: low	WP2, WP3	The budget and methodology allow the technological-scientific partners to collect data at least five different sites/archival buildings, and to count on the necessary fungibles and laboratory materials. If one site was to be closed, alternative building with similar architectural structure and geophysical/meteorological profile would be picked and provided out of ICARUS network's member.
3	Higher costs of production for the hybrid exhibitions Impact: low Likelihood: medium	WP5	The production costs have been carefully estimated based on existing past experience and the availability of existing equipment. Still, if the costs were to be higher, partners will bear any extra expenses on their own financial resources.
4	Pandemic Need to change project activities, outputs, budget allocations and time schedules due to unforeseen events, including new pandemic Impact: high Likelihood: medium	WP4, WP5, WP1, WP2, WP3	According to the experience gained during Covid-19, face-to-face activities and exhibitions would turn digital. If the scientific team wouldn't be able to travel to collect samples, contacts with local universities would be established to find out solutions through new cooperations. Plans, models and measures would be established based on third existing data from other sectors and experience, extrapolating them to the archival sector with the necessary algorithms. Energy and other consumptions would be analysed on the basis of past invoices and data.



TECHNICAL DESCRIPTION (PART B)

COVER PAGE

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

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

PROJECT	
Project name:	Sustainable Archives and Greener Approaches
Project acronym:	SAGA
Coordinator contact:	Cristina Díaz, Spanish National Archives

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PROJECT SUMMARY

Project summary

See Abstract (Application Form Part A).

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

1. RELEVANCE

1.1 Background and objectives

Background and objectives

Describe the background and rationale of the project.

- *How is the project relevant to the scope of the call? How does the project address the objectives of the call? What is the project's contribution to the priorities of the call (see section 2 of the Call document)?*

Recent events such as the pandemic, armed conflict and natural disasters have amply demonstrated the significant role of cultural heritage in every country. Such role is larger than initially expected, contributing to the ability of a society to face unexpected situations and to recover. Resilience, adaptation strategies and contingency actions are crucial elements for any society.

A 2021 report by UK National Commission for UNESCO and PRAXIS at the University of Leeds puts forward two key insights, namely that cultural heritage is an invaluable resource for emergency preparedness and recovery and that the effectiveness of disaster resilience and recovery depends heavily on the implementation of approaches that are inclusive, locally and culturally appropriate.¹

Documentary heritage and archives are no exception. The etymology of the word "document" stems from "docu" (to teach) and "ment" (action, result, state, means), therefore, "document" means anything that teaches us about human activity. In 2011, the UNESCO² endorsed the Universal Declaration on Archives, declaring that archives play an essential role in the development of societies by safeguarding and contributing to individual and community memory. Archives serve society in preserving their collective memory, history, and values by leaving a wealth legacy in aspects as cultural identity, ensuring that human rights are not violated and contributing to societal progress.

The European archives offer the most reliable and original sources to (re)discover, highlight, promote and show the history and culture of Europe (joint European Heritage). Beyond the interest that they can awake in researchers, students or history and genealogy enthusiasts, they can reinforce curricular activities at schools, as well as be sources of inspiration for the generation of new creative products, and sources of new activities for citizens in an ageing society.

¹ <https://www.preventionweb.net/publication/heritage-disaster-response-and-resilience>

² United Nations Educational, Scientific and Cultural Organization



As stated above, archives play a key role as a mean when dealing with past issues and ensuring future processes and are often subjected to the risk of destruction or change due to several interactions with their environment.

The increasing impacts of climate change, natural and man-made hazards, and related technological, environmental, and biological risks have endangered considerable parts of the archival heritage. These kinds of circumstances frequently imply the need for a quick response.

In this field, as several international organisations such as the UNDRR³ or the UNESCO highlight, it is essential to actively reach out and work with relevant partners and stakeholders to undertake risk assessment and systemise good practices related to disaster risk reduction and documentary heritage (“endangered archives”), to facilitate knowledge exchange and to enhance the readiness of organisations.

Naturally, new technologies and digitalisation open multiple possibilities for the upgrading of risk management tools and systems. Besides the digitalisation of documents, they also allow remote monitoring of parameters, integration of intelligent alert systems and activation of self-protection measures, among others.

The damages that both, climate change and/or conflicts can cause on archives does not impact only tangible heritage (documents/buildings), but it also harms people’s health (users and workers).

In addition, towards a more sustainable management of institutions in charge of preserving, protecting, researching and disseminating archival heritage, new approaches should be adopted towards more efficient day-to-day activities, energy consumption and greening their processes.

Within this framework, aligned with the general objectives Creative Europe, SAGA project envisages a set of complementary activities seeking to achieve the following general objectives:

- Bringing together entities of the documentary heritage value chain and initiating a discussion on their resilience to negative events, such as natural disasters and man-made hazards, (conflicts, pests, etc).
- Developing innovative strategies and smart solutions based on new technologies in response to identified risks.
- Setting up training systems for staff and other key actors in relation to the topics addressed by the project.
- Fostering the adoption of more sustainable practices and methodologies by archives, in relation to parameters such as energy efficiency.
- Generating a greater added value, profitability, visibility and economic return of European archives, through the identification and implementation of new business models and activities
- Broadening visibility of the European Heritage, History and Culture, through the available archives and the transnational mobility of works and professionals.

As described below, such objectives will be reached through the implementation of activities and trainings seeking results and impacts, such as:

- ✓ Enhanced strategies for disaster risk mitigation.
- ✓ Assessment of the possibilities opened-up by digital and innovative technologies for archival smart management.
- ✓ Improvement of the staff and stakeholders’ preparation for unexpected destructive events.
- ✓ Searching for solutions and measures to reduce the climate impact on documentary heritage, and on archival institutions on the climate.

Throughout the past decades, the National Archives have closely worked together in order to define technical archival standards and tools, such as the Archives Portal Europe platform, in particular to encourage and secure interoperability with the various national and institutional archives portals. In addition, through the European Board of National Archivists (EBNA) and the European Archives Group (EAG), many efforts have been made to discuss strategic questions of the sector and its services, but mostly from technical – and not managerial - perspectives: Preservation of electronic records, digitisation, theft and natural disasters inflicting archives etc. In fact, at its last meeting held in Oslo on 24th November 2022, the European Archives Group (EAG) of the European Commission approved that risk management on archives is a priority for future activities.



Figure 1: Example of biological (mold) impact on a historical document

³ United Nations Office for Disaster Risk Reduction



It is thus important to improve not only resilience but also prevention measures and find out solutions to a problem that affects both, the economy and the conservation of documentary heritage. Our goal is to be prepared beforehand and for the recovery in the aftermath. Therefore, organizations within the sector are obliged to think about how to develop and implement risk management policies associated with these phenomena in order to prevent, adapt and mitigate their effects. It is their duty as relevant actors in society to ensure the proper conservation of documentary heritage, as they host the historical memory of each society.

1.2 Needs analysis

Needs analysis

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

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

This project has been conceived, developed, and drafted with the needs of documentary heritage as the central focus of our work. To this end, an analysis of the needs of the sector and, in particular, of the partners collaborating in this project has been carried out, which is reflected in the following SWOT analysis.

This SWOT analysis examines the Strengths, Weaknesses, Opportunities and Threats of the documentary heritage sector, which have served as a starting point for devising the project.

Strengths

- 👉 Documentary heritage archives play an essential role in the development of societies by safeguarding and contributing to individual and community memory.
- 👉 Archives are indispensable centres of information, knowledge and networking that contribute to the development and well-being of citizens.
- 👉 Partners participating in the project have consolidated experience in the field.
- 👉 Strong European cooperation and networking commitments within the archival sector.

Weaknesses

- 👉 The archival sector is particularly at risk due to the high degree of fragmentation that characterises it, as well as its reliance upon physical presence in their facilities.
- 👉 Documentary heritage is closely dependent on climate and environmental conditions, making them extremely vulnerable to natural hazards and the effects of climate change.
- 👉 Lack of research and data around risk management and impacts of the climate change (on heritage and on workers/visitors)
- 👉 Many archives cannot operate independently because they rely on higher entities as Ministries, Councils or Municipalities.
- 👉 Limited budget available for investments in equipment, research, or external experts. This is why it gets also difficult cooperating with private sector.
- 👉 Lack of risk management policies.
- 👉 Lack of homogeneous preventive measures to mitigate damage from risk.
- 👉 Although there are previous efforts in introducing new technologies, the sector is still conditioned using traditional practices.
- 👉 Lack of countrywide network with other national archives to generate joint project management policies.
- 👉 Lack of maintenance and neglect can lead to deterioration of historic buildings and structures. This can be caused by inadequate funding, lack of awareness or understanding of the significance of the building, or simply neglect by owners or managers.

Opportunities

- ☞ To improve existing analyse of risks.
- ☞ To develop natural disaster and risk management policies.
- ☞ To strengthen institutional structures for the protection and conservation of archival buildings.
- ☞ To develop further cooperating with research and Academic institutions to generate new scientific knowledge and data and identify correcting measures.
- ☞ To promote Public-Private Partnerships (PPPs) towards the generation of new sustainable products/services.



- ☞ Digitization accelerated by recent events as the COVID-19 pandemic open a new range of possibilities for this sector, by developing software focused on, for example, digital alarms when preventing risks.
- ☞ New technologies can facilitate resilience when reacting to the effects of damage.
- ☞ Smart data management protects archival sites, facilitating the readiness of staff and stakeholders for unexpected destructive events.
- ☞ Innovative technology will allow the appearance of enhanced homogenous strategies for disaster risk mitigation.
- ☞ Green technology and architectural solutions also contribute towards the sustainable objectives by reducing carbon footprint and it can be also applied to the archival heritage.
- ☞ To promote proximity goods and use sustainable raw materials (biodegradable or recycled) for merchandising/marketing or exhibiting products and activities.
- ☞ To increase national budgets for documentary heritage policies.

Threats

- ☞ Documentary heritage is at the bottom list of actions to be taken when facing a disaster, which means there are not enough human resources available to rescue archives nor a specific plan of action.
- ☞ Climate change and natural disasters put archives at risk and often institutions may not know how to address this challenge.
- ☞ Climate change, global warming can affect both, the conservation of built and documentary heritage, and of the health of workers.
- ☞ Energy crisis – increase of energetic costs and decrease of traditional energetic resources availability.
- ☞ The traditional management methods that are still in use long with the above slow down the recovery after a disaster.

Given the SWOT analysis above, and together with what was stated in 1.1 section, several needs for the documentary field can be identified.

Protection of archives happens to be nowadays a major concern. From the Alexandria Library to the Napoleonic wars or the Indian Ocean Tsunami of 2004, there are many examples of costly disasters that had highlighted the need to integrate risk reduction practices and management strategies for the sustainable preservation of heritage. In Europe and worldwide, several incidents have created an increasing awareness of the need to implement disaster management policies and strategies (we might recall the Florence disaster of 1966, when Arno river flooded causing serious damage to the National Library's holdings in Florence, including immense damage to documents preserved in the State Archives of Florence that, in fact, triggered the construction of a purpose-built new and modern State Archives. More recently, dramatic scenes of flooding paintings in several museums across Europe (such as at Le Louvre or Musée d'Orsay in 2016).

It has been observed that there is a **lack of homogeneous preventive measures to protect archives and this could lead to a damage and even disappearance of national heritage**, as many of the documentary heritage is fostered by historical buildings, which may as well suffer the consequences of major disaster events. This is the reason why new practices and measures must be included to ensure protection and preservation of archives.

Disasters can be classified into two groups:

-Natural disasters. Earthquakes, floods, volcan eruptions, hurricanes or droughts. Climate change and global warming can increase the frequency and intensity of this events, conforming a potential threat to archives.

-Man-made disasters. Arson or fires, explosions, war and armed conflict are part of man-made disasters. Recent vandalism attacks to works of art in public galleries done by climate change activists are included in this group.

Recent events as the Ukraine war serve as an example of how an armed conflict could threaten national archives. In fact, during the preparation of the present project, the partners have been in touch with the State Archival Service of Ukraine, willing to involve them, but, despite their interest (a letter of interest is available if needed), the situation they are currently suffering makes their participation just impossible at this time, which reinforce our idea that preventive measures are necessary to avoid future man-made disasters as well. The ICA⁴ asks Russia to not damage the Ukrainian cultural heritage, in respect of 1954 Convention for the Protection of Cultural Property in the Event of Armed Conflict. The ICA recommends

⁴ International Council on Archives



some actions (according to UNESCO instructions) to limit the impact of damage in case of armed conflict, like the creation of inventories, copies, and storage on different sites.

However, the truth is that archival institutions actually face obstacles to get the appropriate financial resources to develop an exhaustive programme of risk management and disaster prevention measures. The main goal as a starting point is to own a list of priorities for action and implement each of them as soon as resources become available. Risk will never be fully removed, but it is of course possible to limit its consequences.

Priority areas of action (based on UNESCO report on Preservation of Documentary Heritage through Policy Development and Capacity Building):

- 1) Understanding disaster risk management in relation to documentary heritage.
- 2) Strengthening disaster risk governance for preservation and accessibility to documentary heritage.
- 3) Investing in disaster risk reduction for documentary heritage to enhance resilience.
- 4) Enhancing disaster preparedness for effective response and to «build back better» in recovery to documentary heritage.

Cultural resources are directly affected by climate change. In this regard, archives are at risk of degradation due to the continuous threats they are exposed to. Archives can be found in many formats and they include special ones as photographs, maps and plans, audio-visual media, films, digital documents, etc. Organic nature storage mediums get easily damaged as time goes by, but this process gets accelerated by the effect of physical agents such as light, temperature, relative humidity or chemical and biological agents. Biological agents use these materials as a nutrient to their development, causing damage in their chemical composition and altering their physical-mechanical structure, besides the aesthetic damage that affects the archives' appearance and makes difficult to read the message there are intended to transmit.

Biological agents should also be considered as a threaten not only to archives but also to the employees' health. There are some studies, as the **“Environmental impact of archives on worker's health”**⁵, developed by the National Archive of the Republic of Cuba as part of the Iberarchivos cooperation programme, a cooperation programme of the Ibero-American General Secretariat coordinated by the Spanish State Archives, that prove that mycology quality of archives plays a key role in the workers' health. A high concentration of dust or fungi could trigger allergies or other conditions. It is a non-exploited file of study and although data is not available at European level, it shows the importance of this data for the archives themselves and for the occupational risk prevention departments in the institutions (Human Resources or Medical Cabinets of the Institutions).

When it comes to environmental impact, archives are not alien to the challenges of sustainable development practices, which are addressed in the European Green Deal. There is an existing need to put a focus not only on archives and buildings, but also on its management models. It is clear that reducing the carbon footprint is a priority, but institutions should be required to look for solutions to also mitigate the cost of energy. Energetic efficiency has a relevance particularly in buildings that foster archives, because it contributes to ensure perfect atmosphere conditions to avoid the presence of microorganisms that could cause pledges or health harm. This issue gets currently more complicated to manage due to the increasing cost of energy.

Apart from preventive measures related to climate change and microbiology, the development of new types of technology must seek to be energy-efficient and integrate properties that allow working across different media formats. This implies a meaningful change with economic consequences (high investments) in which both public and private institutions should be involved. While digitisation helps to prevent loss content from magnetic tape media, the preservation of documentary heritage does not stop at digitisation. It needs a continuous effort in updating the necessary software to access and use the different archives in the long-term.

Finally, and as transversal need/opportunity identified and discussed among the partners, many cultural institutions that welcome visitors (such as libraries or museums, and particularly historical archives) are developing new management models in which they include as well as the creation of merchandising products to generate new incomes and as a way to improve their image and the visitor's experience. In this context, opposite to low quality products designed in Europe but manufactured in third countries (often using contaminating products such as plastics, textile fibres...) SAGA intends to explore how **to improve their management methods to be in line with more sustainable practices and the European Green Deal, like promoting the consumption of proximity goods and using sustainable raw materials (biodegradable or recycled)** for new merchandising campaigns, as well as for the creation of visibility activities such as exhibitions or marketing tools. The project intends to demonstrate examples of good

⁵ <https://www.iberarchivos.org/wp-content/uploads/2021/09/Impacto-ambiental-de-los-archivos.pdf>



practices that could be also applied in the future and transferred not only to archives but also to other cultural sectors. SAGA project addresses the needs that the sector encounters by focusing on disaster risk management, archives greening and training activities related to these topics.

#@COM-PLE-CP@#

1.3 Complementarity with other actions and innovation — European added value

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

Complementarity with other actions and innovation

Explain how the project builds on the results of past activities carried out in the field and describe its innovative aspects. Explain how the activities are complementary to other activities carried out by other organisations.

Illustrate the European dimension of the activities: trans-national dimension of the project; impact/interest for a number of EU countries; possibility to use the results in other countries, potential to develop mutual trust/cross-border cooperation among EU countries, etc.

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

Despite the increasing interest of developing a common risk management strategy for archival sites among European countries, the truth is that this matter is still not explored and there is actually a vast scope for it to be studied and implemented.

SAGA project is nevertheless complementary to competences and activities carried out by organizations such as the International Council on Archives (ICA), International Council of Museums (ICOM), The international Council on Monuments and Sites (ICOMOS) or the International Federation of Library Associations and Institutions (IFL). In addition, SAGA is complementary to some activities performed by other organizations such as Blue Shield International, a network working globally to protect cultural heritage in emergency situations.

It has to be highlighted that, in 1997, a Committee on Disaster Prevention of ICA published a paper on “Guidelines on Disaster Prevention and Control in Archives”⁶, with the purpose of assisting archival institutions and archivists in need of guidance to implement a disaster management policy and strategy. While these guidelines remain of interest, they are over 25 years old and do not include recent technological innovations and trends.

This project is also clearly complimentary and learnt from the previous “European Digital Treasures”⁷ large-scale cooperation project. In that framework, a State of the Arts of European Archives in terms of management, cooperation and innovation has been drafted, and new measures had been tested, the environmental, sustainability or risk management issues haven’t been tackled. Also, the design of pilot merchandising products was explored, but without the Green Deal considerations.

The European and transnational character of the project is essential for the achievement of its objectives. Due to the heterogeneity of documentary heritage circumstances depending on the country, it is vital that the partnership includes organizations with diverse backgrounds and experience that can offer different knowledge, resources, perspectives, expertise, and skills.

While the project will have a direct short-term impacts on archival institutions archival institutions in Spain, Hungary, Portugal, Malta or Italy - where pilot tests and plans will be carried out - and bring and increase knowledge from scientific and academic partners from Ireland or Poland, from a mid-term perspective, it has a clear wider European dimension as the results will be presented and transferred not only to ICARUS members, but also to the rest of European Archives through EBNA and EAG.

As stated under point 2, our core partnership is composed by 9 organizations from the archival area, natural and economic sciences applied to cultural heritage, and technology development applied to different sectors. They come from different countries spread along the European area, and their motivation to take part in this project is due to their common need of identifying the risks that documentary heritage is exposed to as well as to develop and implement different measures for being able to prevent and react to potential threats and damages. Sustainability is, along with risk management, the focus of this project. These processes imply the development of new strategies that would make them increase their competitiveness and of course, their interest in participating on transnational co-operations and be supported by an interoperability network in the sector.

SAGA will generate the creation of new management models to add value to the existing sustainability efforts and that have never been tested yet at Archival institutions in Europe, thanks to a holistic approach

⁶ https://www.ica.org/sites/default/files/ICA_Study-11-Disaster-prevention-and-control-in-archives_EN.pdf

⁷ <https://www.digitaltreasures.eu/>



mixing knowledge development and analysis with training, action planning and public awareness kind of activities. From a technological perspective, we should refer to a clear evolutionary kind of innovation thus, as the solutions proposed will be built on previous experiences and capacities of the partners and adapted to the needs of the archival sector. It is also innovative due to the scarcity of quantitative data related to disaster risk management, and as it will bring up to the table the sustainability concept along with documentary heritage, which is clearly a new priority for any kind of institution.

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[OPTION for Creative Europe Desks:**Complementarity with other actions and cross-border activities**

Illustrate the European dimension of the activities: trans-national dimension of the project; impact/interest for a number of EU countries; possibility to use the results in other countries, potential to develop mutual trust/cross-border cooperation among participating countries, etc.

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

N/A

Synergies with other EU funding programmes

Describe any synergies/complementarities with other EU Programmes. Explain how you intend to ensure an exchange of information between the offices/contact points of other programmes and any networking activities.

N/A (we understand the question is for Creative Europe Desks)

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1.4 Cross-cutting priorities**Environment**

Explain what in the project design and its implementation will specifically contribute to tackling environmental challenges?

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

One of the priorities of SAGA is to promote models that are in line with the priorities and objectives of the European Green Deal, as well as to ensure the project's own sustainability and minimum environmental impact. The environmental aspect is highly important in the documentary heritage organizations. In response to climate change and natural hazards and disasters, it is essential that industries in the field are able to mitigate and combat these effects and develop new adaptation strategies.

The environmental aspect is highly important in archival heritage organizations. A high percentage of Europe's archival heritage is located in cities, even though they are not directly connected to the natural environment, they are exposed to biological agents and pollution and therefore at risk of disappearance, which makes the conservation and preservation of archives a key element in the sector. On the other hand, in response to climate change and natural hazards and disasters, it is essential that industries in the field are able to mitigate and combat these effects and develop new adaptation strategies.

SAGA aims at promoting environmental-friendly activities to reduce the risk of human pressure and climate agents on documentary heritage and enhance the preservation and conservation of archives. In addition, the project seeks to expand the sector's knowledge and practices regarding prevention, control, and response to these threats.

To do this, a situational analysis of the different archival institutions involved in the project will be carried out. The different geographical, social, economic, and environmental factors affecting each location will be studied and their impact will be analysed from a researcher experience. The results of this analysis will be shared and used to subsequently produce a best practices manual focused on how to overcome the environmental challenges faced by archival sites.

Throughout the implementation of the project, the European Green Deal will be used as working reference. In addition, The New European Bauhaus initiative will be closely followed, and its framework



and its three dimensions (sustainability, quality of experience and inclusion) will be used as a reference, as these are directly applicable to the cultural and natural heritage sites addressed by the project.

The project will consider that key environmental criteria are applied during its implementation: an inventory of emissions associated with the project will be kept, the use of paper will be kept to a minimum and recycled in the case of printing. Publications will be disseminated electronically. Printing of publications will only be done if strictly necessary and with a clear and concrete purpose. Priority will be given to travel by public transport, and coordination meetings will be held by videoconference as much as possible. An environmental officer with experience in the elaboration of environmental strategies will be appointed and will be part of the project team. This person will be in charge of assessing the different KPIs related to the environmental impact of the project and the inclusion of digital tools in cultural and natural heritage sites and will oversee the production of best practice manuals.

Finally, being aware of the role of the documentary heritage sector in the green transition and in the promotion of sustainable environmental practices in European industries, educational and awareness-raising actions will be carried out targeting other organizations and companies in the sector in order to spread the good practices concluded in accordance with the principles of the European Green Deal.

Gender balance, inclusion, diversity and representativeness

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

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

The project will promote the balanced participation of men and women in all its activities, both in terms of gathering and generation of data, participation to events and activities, and of the teams and experts involved (see point 3.2), as well as in the selection processes for designers to create green merchandising products.

The partners commit to incorporate in all actions and recommendations of some key documents such as the EU Gender Equality Strategy, that seeks significant progress towards a gender-equal Europe by 2025, the previous European Pact for gender equality (2011 – 2020), the Wom@rts Charter and good practices and, above all, outcomes from the recently released Open Method of Coordination (OMC) expert group on gender equality (“Towards gender equality in the cultural and creative sectors”). The partner DEX has collaborated in drafting such documents and will bring its experience to the project.

This will contribute to address some key cross-cutting gender challenges such as stereotypes, sexual harassment, or access to resources, among others.

In that framework, and following its recommendations, we will contribute to use gender-sensitive language, implementing gender equality in the workplace as well as gender budgeting and gender mainstreaming methodologies.

The project expects to contribute to the following points:

Gender balance

Equal representation of men and women in decision-making processes and in the operational structure of the project

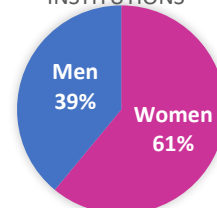
Balanced participation of both in all the activities

Promotion of gender-sensitive language in official communication

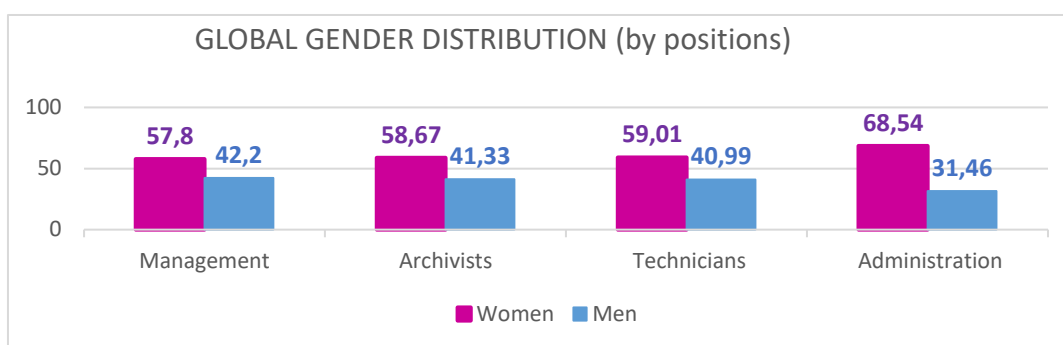
As a final remark around gender balance, it is very important to highlight that the Archives cultural subsector is probably the most “feminized” one among all subsectors of the cultural and creative industries, with over 60% of the positions covered by women. From a gender equality perspective, the fact that such predominance of women in the “archives world” occurs in all kind of positions, including at managerial ones, is a clear differential aspect that should be underlined and promoted as a positive characteristic of this subsector.

Still, the project will incorporate positive actions with the aim of strengthening the capacities and participation of women, e.g., by improving the status and position of women in the work teams, the spaces of power within the organisations and decision-making. It has to be underlined that the overall project coordinator at the Spanish National Archives is a woman.

AVERAGE GLOBAL GENDER DISTRIBUTION IN ARCHIVAL INSTITUTIONS



Source: State of the Arts Report (European Digital Treasures)



Source: *State of the Arts Report (European Digital Treasures)*

Inclusion and diversity

The project beneficiaries adhere to the principle of inclusiveness and, as for the call for participants, partners must include a specific reference to the prohibition of any discrimination based on race, creed, ideology, age, disability or sexual orientation, in accordance with the founding principles of the European Union and by applying the EU strategy on non-discrimination and equal opportunities for all. The participation of people with disabilities or people at risk of social exclusion in project activities will be promoted.

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2. QUALITY OF CONTENT AND ACTIVITIES

2.1 Concept and methodology

Concept and methodology

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

SAGA is an innovative European transnational project built on the identified common need of protecting national archives from natural and man-made disasters and also climate change. This project aims at establishing risk management strategies to prevent archives from damage and to study the existing biological threats that endanger not only archives but also staff working with them and users. In addition, it also tends to explore how archival institutions can be more sustainable through the adoption of green practices within their daily activity (improving energy management or developing sustainable merchandising products).

On the top of the transversal WPs of Project Management (WP1) and Project Communication (WP5), the project holistic approach and methodology turns around a set of complementary steps and activities throughout, while different, pursue the following structure:

- ✓ WP2 (Risk Prevention and Disaster Risk Management) first phase will consist of understanding risk management related to documentary heritage by assessing the capacities and resources of archival institutions to respond when facing damage. Technical microbiological and architectural studies of risks on archives, human health and buildings will be developed, with samples and data collection in 5 pilot sites of different profiles (historical building versus modern ones, different climatology, etc.), in order to draft and test implementation of risk management policies and at a later stage, sharing of the knowledge acquired with other EU counterparts.
- ✓ On its side, WP3 (Archives greening) will identify, test and showcase different measures that should contribute to reducing the carbon footprint of each archival institution and the identification of different sustainable practices applied to documentary heritage.
- ✓ Finally, WP4 (Capacity Building and Training) will carry out several educational awareness and training through workshops and online courses related to risk management on documentary heritage as well as sustainable practices among archival professionals.

Activities proposed are in line with the project objectives detailed in section 1.2 as stated in the following table:



Specific Objective	Work Package(s)
Support research and capacity building actions to enhance understanding of disaster and climate risks to cultural and natural heritage. Bringing together representative entities of the documentary heritage value chain and initiate a discussion on its resilience to negative events, such as natural disasters and man-made hazards, (conflicts, pests, etc).	WP2 Risk Prevention and Disaster Risk Management
Developing innovative strategies and smart solutions based on new technologies in response to identified risks.	WP2 Risk Prevention and Disaster Risk Management WP3 Archives Greening WP4 Capacity Building and Training
Increase transnational and European cooperation in the sector and exchange knowledge, information, and good practices.	WP3: Archives Greening WP4 Capacity Building and Training
Apply a though strategy to research, innovation, specialisation, and knowledge sharing in the sector.	WP2 Risk Prevention and Disaster Risk Management WP3 Archives Greening
Balance cultural heritage with sustainable practices, boost synergies between cultural and natural heritage and raise awareness in this issue.	WP3 Greening Archives WP4 Capacity Building and Training

The project activities thus allow all objectives to be pursued systematically and coherently. In addition, the high degree of internal consistency of the work plan and its eminently practical approach ensures a smooth implementation and the absence of excessive risks that could threaten it.

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2.2 Partnership and consortium

Partnership and consortium (if applicable)

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

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

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

This project is being promoted by the Spanish State Archives (Lead Partner), in collaboration with a multidisciplinary team of 8 other beneficiaries and 3 associated organisations. They could be divided into 3 groups with complementary skills, knowledge and competences, as follows:

- Archival institutions: 5 partners are managing protected documentary heritage institutions. They share the same concerns and will be the main laboratories to test and implement the activities
- Scientific, Academic and Technological partners: 1 Scientific (Slovak Academy of Sciences) has research capacities and experience in natural science and biology applied to cultural heritage. 2 partners (Foundation for Landscape Protection and MTU, through its Clean Technology Centre) with technical capacities to assess greening measures in buildings and procedures, incl. digital consumptions). On the top of that, MTU's Technology Enhanced Learning (TEL) has the specific technical competences for the development of online training courses.
- Socioeconomic Sustainability and Cultural Management research: DEX include experts on economic sustainability and results transfer and management.

Here is a brief information about their main institutional profiles and competences:

1. National Archives of Spain: The Sub- directorate General of the Spanish State Archives is the unit under the Directorate of Cultural Heritage and Fine Arts and is entrusted of the archives' management. Its mission is to draw up, direct and coordinate all those actions aimed at the custody, conservation and dissemination of documentary heritage. It is the body in charge of preparing, directing and coordinating all actions aimed at the custody, conservation and dissemination of the documentary heritage. It also manages the network of archives and centres dependent on the Ministry of Culture.



2. National Archives of Hungary: It is the nation's record keeper. Its objective is to collect, catalogue and restore historic documents as well as serve the needs of society and the citizens, providing them assistance on their research.
3. National Archives of Malta: The National Archives of Malta is a public entity set up at law to preserve the collective memory of the Maltese nation through the protection and accessibility of all public archives regulated by the National Archives Act and holds one of the largest archival collections in Malta, spanning from the 1530s up to the current day. Its main functions include the selection, preservation and access to the archives, the acquisition of private records of national significance and the professional training of archivists and records managers.
4. National Archives of Portugal: Integrated in the Ministry of Culture of the country, it is the home for **diversity** of archival heritage, including original documents from IX century and accomplishing its main objective of protection, valorisation and divulgation of this heritage.
5. Munster Technological University (MTU, Ireland): MTU is a multi-campus technological university, contributing to the region through the provision of academic programmes that support student development and opportunities, education and research. MTU has an extensive and impressive regional footprint with six campuses across the South-West region in Cork and Kerry, and a student body of 18,000. The University offers a wide range of flexible full-time, part-time and online higher education courses in art & design, business, engineering, humanities, music, maritime studies and science & information technology. The MTU Department of Technology Enhanced Learning (TEL) is a newly created department with a brief to support the use of technology to support online and classroom learning. The Department of Technology Enhanced Learning, formerly DEIS, has a mission to innovate in education and currently its research includes authentic assessment methods/instruments, innovative use of learning portfolios and eportfolios, elearning, education/workplace partnerships for adult learning and learner support in the workplace. In the framework of SAGA, it will also involve its Clean Technology Centre (CTC), an organisation established within the University in 1992. CTC is nationally and internationally recognised in the field of sustainability and can be credited as being the first organisation in Ireland to work on the issues of waste prevention, cleaner production, sustainable production, and related factors.
6. Desarrollo de Estrategias Exteriores (DEX, Spain): DEX is a research and strategic development private agency specialized in socio-economic development issues created in 1997. DEX produces policy analysis, advice, evaluation and strategy, with recognised experience in cultural projects and, in particular, in CCIs support and development. DEX has collaborated in several Creative Europe projects such as European Digital Treasures, Z-Elements or Wom@rts, in which its participation was mostly related to research and business planning tasks. Moreover, DEX has participated/is participating in several projects linked to digital transformation and/or the music sector (Erasmus+ NS4NA – New Skills for New Artists; or DISK - Digital Skills for music teachers) or the digital transformation (Erasmus+ DITA). In addition, DEX is developing the business model for a NFT platform in the framework of VIDEOMUSE project (Innovation Labs of Creative Europe). It has proven experience in the data management and analytics, having participated in the HERIT-DATA and BODAH projects, which proposed a strategy for the intelligent management of built heritage against tourist flows thanks to big and smart data.
7. Historical Archives of the European Union (EUI, Italy): EUI is a lead institute in Europe dedicated to social sciences and humanities. Founded in 1972 by the six original members of the then European Communities, the EUI has earned a reputation as a transnational hub of research and higher learning. The EUI's provides doctoral, postdoctoral, master and executive education programmes for a community of 1000 scholars from over 60 countries. The EUI also hosts the Historical Archives of the European Union, that preserves and makes accessible for research the archives deposited by EU institutions according to the thirty-year rule governing access to archival material. It also collects and preserves private papers of individuals, movements and international organisations involved in European integration. Finally, it facilitates research on the history of the European Union, promotes public interest in European integration and enhances transparency in the functioning of EU Institutions.
8. Institute of Molecular Biology (Slovak Academy of Sciences, Bratislava, SAS): It has been involved for many years in the study of the biodeterioration of cultural heritage objects and the microbiota present in the surrounding environments (air, surfaces and building materials). Its experience in this field is attested by their publication activity and by various collaborations with museums, archives and cultural organizations. Its past activities will help to analyse the microbiota (and its deterioration / degradation properties) of archive and museum samples using non-invasive sampling and of the samples of surrounding environments. The investigation will carry out combining classical microbiological methods (based on the cultivation of microorganisms; culture-dependent strategy) with modern molecular approaches such as high-throughput sequencing (culture-independent strategy). The analysis of microbiota of paper objects and archives environments will permit the precise identification of deteriorating microbiota and the detection of potential human pathogens (fungi and bacteria).
9. Foundation for Landscape Protection (FOK, Poland): Among the competences of FOK towards SAGA, we should highlight its capacity on Culture heritage management (co-developing solutions to support cultural institutions in the integrated and sustainable management of cultural heritage) and



in particular on Conservation & archaeology (conducting research projects around the preservation and restoration of artifacts, buildings and excavation of artifacts). FOK cooperates with the "Journal of Heritage Conservation" and is partner in the New European Bauhaus.

The archival institutions will serve as a laboratory for the activities related to WP 2 and 3. Towards the gathering of data and transfer of results, the project also counts as Associated partners with National Archives of Norway and with International Centre for Archival Research (ICARUS, Austria), a network formed by more than 180 public bodies from over 30 European states and Canada. In addition, the Higher School of Design of "Instituto Politécnico do Cávado e do Ave" (IPCA), in Portugal, will also collaborate, bringing its expertise and support to Activity 3.4 (Pilot project "Green Merchandising": eco-designed creative products).

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2.3 Target groups and audiences

Target groups and audiences

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

As for the target groups and audiences, we can divide them into the following groups:

- a) Professionals/workers at archival institutions, including decision-makers
- b) Visitors-Users
- c) Visitors – General audience (society as a whole)
- d) Other agents of the cultural and creative sector (libraries, museums)

A. Professionals/Workers at archival institutions, including decision-makers

The main target groups that will benefit from the project are workers/professionals working mostly at National or Local/Regional Archives in Europe, as well as their main users/visitors.

As far as the workers/professionals are concerned, as previously mentioned, the sector is highly "feminized", with women representing around 60% of the workforce. The sizes in terms of teams at National Archives vary from large ones (over 500 people) to smaller ones (between 30-50 people), while the large majority of local/regional archives have team formed by less than 50 people. Saying so, we are talking about over **60.000 professionals that can benefit from the knowledge, training and measures that will be developed in the framework of SAGA, and in particular from the reduction of risks on their own health**, distributed among the following profiles: 45% Archivist; 18% Administrative staff; 16% Technicians, 10% Managerial staff and 50% Historians.

B. Visitors-users

On the other hand, primary sources are consulted mostly by researchers, archivists or information professionals (the "visitors") who seek the necessary data for their own work, using information to enhance their research. According to existing surveys, the virtual user of archives seems to be the same as the real user in the reading rooms where history enthusiasts, like genealogists or hobby researchers for local history, scientific researchers and university students are the three biggest user groups. But it is evident that, although the researchers are a key element and the most important exiting users, they represent a somewhat a small one audience, with respect to the use of archives that can be offered to the whole of society under new models. According to the "Pan-European Diagnosis & State of the Arts report about Archival Holdings Institutions"⁸ and survey carried out among 42 archival holding institutions (from 21 European countries), **the average nr. of on-site visitors per year is of almost 12.000 people at National Archives, against 2000 at regional/local ones, which means that the nr. of archives users in the EU is of over 1Mio people**, that will indirectly benefit from the improvements and preventive measures identified and implemented thanks to SAGA

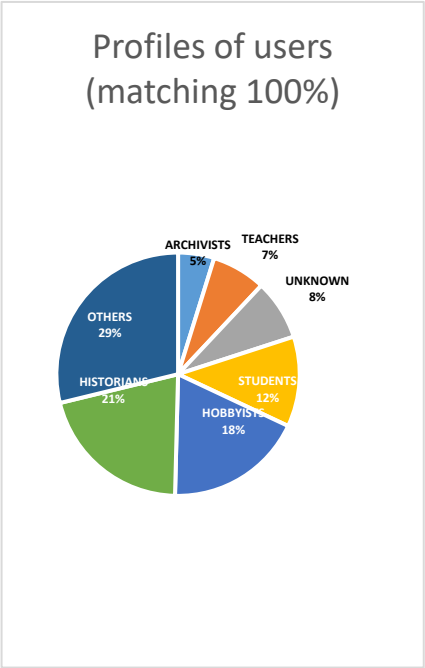
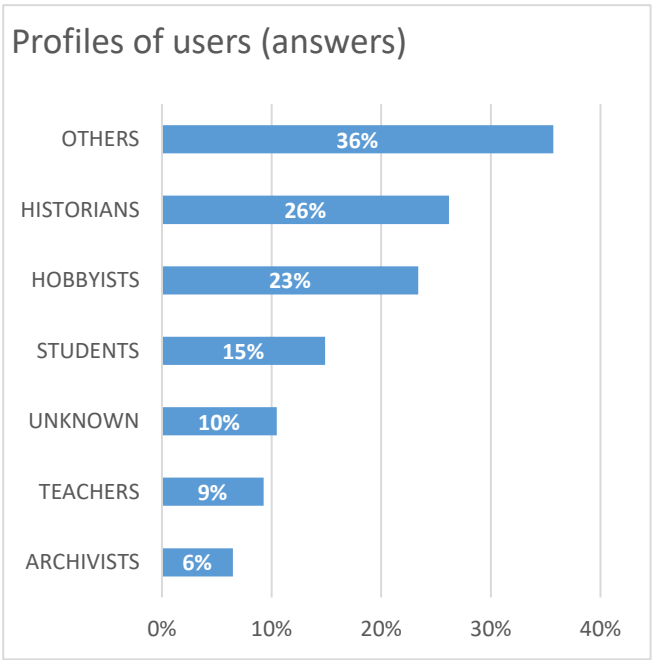
C. Visitors – General audience

In addition, it is from one side important to give visibility about the efforts of the archival institutions towards the society as a whole, as well as to take advantage of the partners capacity to reach external audience to transmit key messages around sustainability issues. While Social Media are more followed by the previous groups, according to the mentioned State of the Arts Research, archival institutions manage to connect with the general audience mostly thanks to stories/impacts in the media, and through thematic exhibitions, that reach an average number of between 5.500-6.000 people per exhibition in situ (2.000

⁸ <https://www.digitaltreasures.eu/pan-european-diagnosis-and-state-of-the-arts-definition-of-an-international-benchmark/>



visitors at online exhibitions). For that purpose, within WP 5 of Communication, openings of 2 thematic exhibitions linked some key topics of the project (“Stories and History of Sustainability” and “Heritage@



Source: 1 State of the Arts Research - European Digital Treasures

Risk”) will be hosted in different formats (movables, fix and hybrids) and venues (in 7 countries), with the objective of reaching over 100.000 people, who will learn about both, the project and its topics.

Other agents of the cultural and creative sector

Finally, it is important to highlight that, while the key topics of SAGA (Risk prevention and Greening of institutions) and its activities will focus on archival holding institutions, that will work together with scientific and technical experts to analyse in depth the risks and potential solutions and implement changes in their management models, the challenges are shared by other agents of the cultural and creative sectors, especially those in charge of preserving heritage, such as libraries or museum. In that sense, the methodology and learnings of the project can be shared, capitalised, adapted and benefit to third organisations out of the archival world.

Target Group	How to reach them?	Their benefit / What will change
Professionals / workers at archival institutions, including decision-makers	<p>Apart from the partners’ teams that will collaborate in the implementation of the project, the key way to reach and involve other professionals from the sector will be through:</p> <ul style="list-style-type: none">- Participation to workshops and online training activities in relation to risk management and sustainable practices (WP4)- Bilateral meetings and presentations of results, including participation to press conferences (for decision-makers)- Invitation to key events and openings (hybrid exhibitions)- Networking and presentations of results at external events (i.e. ICARUS, EBNA; ICA, UNESCO meetings, etc.) and distribution of reports and recommendations through existing channels.	<ul style="list-style-type: none">- Innovative ways of preventing, managing and increasing resilience of documentary heritage- Facilitate their work towards the protection of heritage (reduction of risk of diseases)- Reduction of environmental impact of their day-to-day activities.- Health prevention – reduction of risks for the health of workers- Generation of new services/new incomes.- Satisfaction and commitment of the teams



Visitors/users	According to the data provided, the users (historians, students, external archivists, etc.) are reached automatically through their need of archives for their research work. No specific strategy will be needed to reach them, but information should be provided about the efforts and the project both, at the different research venues and through the social networks.	<ul style="list-style-type: none"> - Better conditions to facilitate their research work - Health prevention – reduction of risks for the health of visitors
General audience (society as a whole)	<p>As stated, the general audience will be reached mostly through:</p> <ul style="list-style-type: none"> - The promotion of hybrid exhibitions in ES, HU, MT, PT, AT, IT and BE - The inclusion of the pilot green merchandising products in the exhibitions to showcase attractive alternative measures and solutions - And through press impacts in general media 	<ul style="list-style-type: none"> - Reinforcement of the visibility of the efforts carried out by the partners - Public awareness on the impacts of human and natural disasters on cultural heritage - Public awareness on sustainability efforts and the European Green Deal
Other agents from the cultural and creative sector	<p>In order to reach agents from other cultural sectors, the partners will focus their efforts around two main ways:</p> <ul style="list-style-type: none"> - Digitally: Through an active dissemination of the project activities, results in Social Media and the availability of deliverables in the project and beneficiaries' websites, - Face-to-face/personal contacts: <ul style="list-style-type: none"> • Most partners belong to their Ministry of Culture and have daily coordination meetings with other departments/sectors) • Through the invitation of third sectors to training and capacity-building activities (Workshops and online training) • Through the presentation of the project results at events organized by third organisations or networks out of the archival subsector 	<ul style="list-style-type: none"> - Inspiration, identification of Good Practices, identification of solutions tested by the partners, to adopt and adapt those suitable to other cultural and creative sectors. - Awareness of new risks not already identified or measured in their sector, on both, heritage and health.

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2.4 Project design

Project design

Description of the project and its main activities

Identify and describe the main activities to be undertaken to produce results, justifying the choice of activities and specifying the role of each organisation involved in the activities (co-applicants, affiliated entities, associated partners, subcontractors and/or recipients of financial support, where applicable). Do not repeat the information provided in section 5, but provide the details that are required for a complete understanding of the activities to be implemented, and demonstrate coherence and consistency of the project design.

SAGA has been designed to implement a series of activities to tackle the identified needs and challenges previously presented, taking advantage of the complementary profiles of the partners that will allow an efficient delivery and engagement.

The project activities have been carefully designed between partners to ensure a smooth implementation and meet the different expectations towards the existing challenges (lack of homogeneous risk management strategies in the archival sector, towards both, Climate Change and Natural and man-made hazards; Low consciousness and strategies for sustainability within the archival sector; Need for new habits and new attitudes within documentary heritage management, etc.)

**SAGA - How to tackle them?**

Improved Resilience towards Disasters and Climate Change and adoption of Green practices in the archival sector

For such purpose, in addition to the transversal WPs of Management (WP1) and Communication (WP5), the activities to be undertaken split into three kind of complementary Work Packages (fully explained under section 5), that can be briefed as follows:

WP2: Risk Prevention and Disaster Risk Management

The goal of this WP is to raise awareness of risk management in relation to documentary heritage, to collect and measure data related to risks and, above all, to draft a transnational and shareable strategy and procedures for the effective and coordinated management, including the elaboration of action plans. This work package will contribute to understand the evolution of risks coming from these sources, their origin and how they are interconnected with previous and future disasters in order to achieve a better protection of archives. In a first starting stage, as a totally new topic for the partners, they will gather and exchange information to assess their situation, knowledge, resources and capacities, before assessing how environmental and biological agents on archives could damage the archival documents themselves (taking into account that, among this precious heritage, apart from antique papers, manuscripts, parchments, maps, etc., we can also find pictures and photography negatives, films, old PC disks, etc. in different formats). But these activities will also assess how such agents and other external factors can affect staff and users' health, as well as the buildings that actually keep the collections. This will be carried out thanks to the specific knowledge of the partner from the Slovak Academy of Sciences, with measurements taken at the different participating archival institutions that will serve as living labs.

In addition, WP2 will also identify facility-specific risks and vulnerabilities based on local conditions and anticipated climate impacts, and assess those risks for staff and visitors, buildings, holdings, programmes, and operations at each location. During the last stage of the project a round table for discussion and sharing of experiences and solutions on this matter.

WP3: Archives Greening

The goal of this WP is to identify different measures that will contribute to reducing the carbon footprint of archival institutions, and to identify measures to minimize their environmental footprint of and promote and demonstrate how sustainable activities can be implemented. Again, the archival institutions will serve as laboratory, in this case where MTU (through its CTC department) will diagnose their situation to propose solutions to adopt greener approaches and practices (in terms of energy consumption, use of materials, digitisation, storage management, waste management, etc.). This will allow to have first a better understanding of each institution's needs for the later integration of green practices in their activity (pilot

implementation). The activities will encourage the adoption of good practices and raise awareness on sustainable development through archival activities.

In addition, the archival institutions will organise and share a pilot experience to showcase that more ecological practices can also be adopted through the pilot eco-designed creative products inspired by their heritage for merchandising purpose ("Green Merchandising"), with the support of the Portuguese associated partner (IPCA' School of Design) and its experts on sustainable products development, and of DEX to analyse the socio-economic implementation and impacts of the new measures.

WP4: Capacity Building and Training

The aim of this work package is to develop the skills and reinforce human resources needed to effectively introduce sustainable practices and technologies from a medium to long-term perspective, through a series of complementary activities, based on the learnings and activities of the previous WPs.

As a first step, taking into account the mentioned lack of conscientiousness and habits, the archival partners will host a series of more generic workshops to raise awareness among their teams and colleagues (throughout the first semester of the project implementation). Afterwards, in parallel to the works of analysis and measurements, taking advantage of the knowledge and first results from the scientific and technical partners (see point 2.2), specific short-term training workshops on “Risk Management” and on “Greening on Archives” will be organised.

In parallel, MTU department of Technology Enhanced Learning (TEL) will develop two digital multilingual training courses on the two topics for self-training of professionals working at archival institutions, that will be tested and validated by the partners, in order to produce a sustainable and easy-to-share training product.

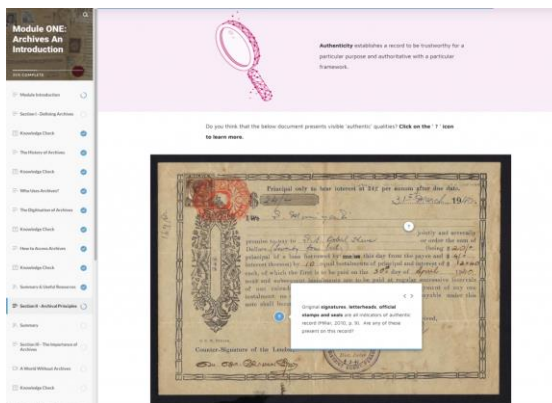


Figure 2: MTU Technology Enhanced Learning Department are experienced in online courses for archival institutions

Financial support to third parties (if applicable)

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

N/A

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3. PROJECT MANAGEMENT

3.1 Consortium management and decision-making

Consortium management and decision-making (if applicable)

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

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

As far as the consortium management and project implementation are concerned, the beneficiaries have agreed on a clear work plan, timetable and distribution of tasks and responsibilities in order to reach the project objectives, highlighting clearly differentiated activities to be hosted according to their fields of specialization or knowledge, that would guarantee not only the production of the proposed outputs, but also an efficient management, evaluation and dissemination of the project and the mainstreaming of its results.



Each partner has appointed a project manager (PM) to ensure a smooth, controlled and coordinated operational management of SAGA, as well as technical coordinator/Assistant (AC). The PM will cover all aspects of non-technical operations, such as administration, reporting and general compliance with the Creative Europe's Grant Agreement, under the supervision and coordination of the main beneficiary, Spanish National Archives. On their side, the AC will control the qualitative implementation of the activities from both, an artistic (green merchandising and exhibition of results) and technical perspective (data monitorisation of sustainable indicators, selection of tools and equipment, etc.), to guarantee a proper and smooth development of the activities and a correct use of the information and tools.

Regarding the management structures, the project will try to keep them simple but relevant, with the overall goal of facilitating internal communication and smooth decision-making. In this sense, the Steering Committee (SC) will be responsible for the overall administrative monitoring and governance of the project. The following table summarises the main features of the SC:

The following table summarises the main features of the SC:

Composition	Each beneficiary will appoint two representatives (PM & AC), who will be duly authorized to act on behalf of the organisation they represent. The project coordinator (Spanish Archives) shall act as chairman of the SC
Meetings	The SC shall meet at least 8 times face-to-face throughout the project life, in parallel to key events or important activities linked to the project objectives (workshops, launching of measurements, exhibitions, etc.), for scale-economy strategy and to avoid an excess of travels. The meetings will be hosts by the following partners: National Archives of Spain, Hungary, Malta, Portugal, Norway, Icarus and EU Institute+ a final meeting in Brussels in parallel to the opening of the exhibition, coordinated by the lead partner. Partners shall meet as well when presenting the project results at key international events and working groups of networks such as EBNA or ICA. In parallel, the SC members plan to meet on a regularly basis through videoconferences. In this sense, the Spanish Archives will be responsible for scheduling the meetings and for their moderation.
Logistics	The host partner will be responsible for sharing practical information on how to reach the meeting venue or recommended accommodation, among others
Documentation	Agenda and information for decision-making shall be sent to members three weeks ahead. Minutes will be produced and formally approved by written procedure at every meeting.
Decision-making	SC shall act by consensus; however, if a vote is required, SC agreement should require the positive vote of 3/4 of the beneficiaries. Each beneficiary shall cast a simple vote
Responsibilities	The SC will be responsible of finally approving and validating all project deliverables and any potential project modification to be submitted to the programme.
Implementation	Implementation of the decisions made by the SC will be delegated to main beneficiary/PM (Spanish Archives), who will be in charge of the project monitoring, financial management and preparation of consolidated reports.

Beneficiaries shall subscribe a partnership agreement (PA) to lay down all obligations, responsibilities and rights of the beneficiaries of the project. Resolution of any conflicts will be managed by the lead applicant, using the Grant Agreement, project management guidelines and the PA as references on correct procedures within Creative Europe cooperation projects.

Regarding the **internal communication**, from an operative perspective, the project foresees the creation of a collaborative working space and documentation repository (using a platform provided by the Spanish Archives) in which all relevant documents and templates will be stored. Particularly, a contact list will be elaborated and will be made available to all partners in order to be easily reachable.

The project will implement an internal **monitoring** process to assess if the project progresses in a timely and efficient manner with all set objectives & results meet the planned deadlines. For that purpose, all beneficiaries will provide regular progress feedback on a six-months basis (internal progress reports). That information will then be merged and distributed twice a year, thus providing beneficiaries with a regularly updated status report covering all technical and operational aspects of the project's progress, and in particular monitoring the quantitative results and financial implementation.

In addition, in order to assess the level of satisfaction of the different target audiences and final beneficiaries/participants in a cheap, quick and efficient way, the partner responsible for each of the actions foreseen will prepare and distribute online evaluation questionnaires to the participants to the key activities organized within the project, in particular at workshops and training events. A questionnaire



around the satisfaction and interest of the exhibition will be available for the general audience online, being accessible through QR codes.

3.2 Project teams, staff and outside resources

Project teams and staff		
<p><i>Describe the project teams and how they will work together to implement the project.</i></p> <p><i>List the staff included in the project budget (budget category A) by function/profile (e.g. project manager, senior expert/advisor/researcher, junior expert/advisor/researcher, trainers/teachers, technical personnel, administrative personnel etc. — use the same profiles as in the detailed budget table, if any) and describe briefly their tasks.</i></p> <p><i>For Creative Europe Desks: Indicate the % time allocated to the project for each staff member listed.</i></p>		
Name and function	Organisation	Role/tasks/professional profile and expertise
Cristina Díaz Martínez Overall Project coordinator	Spanish State Archives	Cristina belongs to the Body of Senior Archivists, Librarians and Archaeologists since 2002, currently working as Head of the Institutional Relations Area. Cristina coordinates the general development of the European project Digital Treasures, being also a member of the Steering Committee. She is also a member of the European Commission of several expert groups related to sustainability and cultural heritage.
Miguel Ángel Bermejo Alonso Assistant	Spanish State Archives	Miguel belongs to the Body of Assistants of Archives, Libraries and Museums since 2017, at the moment he works as Head of the International Cooperation Service working on various European projects such as "European Digital Treasures" or "AToM", where he is a member of the Executive Committee.
Zoltán Szatucsek Project coordinator	National Archives of Hungary	He is a senior archivist of the National Archives of Hungary (NAH), Director of the IT and Innovation Department. He is an active member of professional communities. He represents the NAH at Archives Portal Europe Foundation (APEF), the European Commission's European Archives Group (EAG) and the Expert Group on a common European Data Space for Cultural Heritage (CEDCHE).
Leonard Callus Project coordinator	National Archives of Malta	Leonard forms part of the National Archives' management team and he is responsible for records management, community relations and outreach initiatives. Before 2013 he served in several managerial and policy-related capacities within the public administration and various ministries, including five years as policy co-ordinator and nine years as the deputy head of the Prime Minister's secretariat.
Sabrina Calleja Jackson Assistant	National Archives of Malta	Sabrina, holding a Master's degree in Fine Art, Site and Archiving is an archivist at the National Archives of Malta. Previous experiences include Programme Coordinator at Spazju Kreattiv, focusing on the visual art and cinema programmes including the general oversight and archives of artworks forming part of Malta's National Collection. She also worked as a Curator at Heritage Malta - MUŻA, Malta's National Community Art Museum.
Rita Vella Brincat Assistant	National Archives of Malta	Rita joined the Government Service in 1982 and worked in for a long time at the Ministry for Home Affairs as Personal Secretary to various Ministers and Permanent Secretaries. Five years ago she joined the National Archives of Malta and she serves as the personal assistant to the Chief Executive Officer and National Archivist.
Silvestre de Almeida Lacerda Director	National Archives of Portugal	Silvestre is the general Director of DGLAB and Director of the National Archives of Torre do Tombo; Member of the intergovernmental committee of the ADAI Program: Iber-Archivos; elected to the steering committee of the Latin American Archives Association (ALA) — regional branch of the International Council on Archives; Member of the Group of Experts in Archives, with the European Commission (EAG), and representative of Portugal in the EBNA — European Board of National Archives.
Anabela Borges Teles Ribeiro	National Archives of Portugal	Head of the Department of Availability and Production of Digital Contents of DGLAB, and of the Center of Conservation, Restoration and Reproduction of the National Archives of Torre do Tombo; Head



Project coordinator		of the Project Management Division of the General Direction of Archives; Responsible for the Support Transfer Center at the National Archives Institute.
José Maria Furtado Assistant	National Archives of Portugal	Head of the Division of Information Systems, Statistics and Quality in the Directorate General of Books, Archives and Libraries. Management of internal and external training; elaboration of studies on the quality of processes and services; monitorization of service performance indicators system.
Gearóid Ó Súilleabháin Project coordinator	Munster Technology University (MTU)	Gearóid is head of the Department of Technology Enhanced Learning in MTU and has lectured on various modules relating to the fields of education, multimedia, educational psychology and e-learning. He has also lectured on social studies modules, including in the area of community development and engagement. He had been working in the educational technology space for over 12 years and published widely on a range of topics as well as personally managing over 20 national and European research and development projects.
Roisin Garvey Technician	MTU	E-Learning Developer in the Department of Technology Enhanced Learning. Roisin's research interests include the use of multimedia and other technologies for education, rich internet applications, accessibility in design and how it can be used in e-learning applications. She has been involved in a number of EU funded research projects in the area of Game-Based Learning, notably the ENGAGE project and the SEGAN serious games networking project.
Darragh Coakley Technician	MTU	E-Learning Developer in the Department of Technology Enhanced Learning. He has been involved with a number of European projects and was project manager and coordinator of a recent transnational European project (ELM) aimed at developing the training and accreditation for the job role of a European e-learning manager.
Yvan Corbat Project coordinator	Desarrollo de Estrategias Exteriores (DEX)	University expert in Cultural Management with over 25 years of experience in the management of international projects. Teacher at Complutense University MBA for CCIs. Former P.A. at the Spanish Ministry of Culture and Chief of Staff for the XXV Anniversary of the Prince of Asturias Awards, under the auspice of UNESCO. Selected expert for Capacity Building for European Capitals of Culture and external evaluator for Urban Innovative Actions (UIA), cultural heritage projects.
Fernando Mendez-Navia Researcher	DEX	As Director of Grupo DEX, Fernando has led and had the ultimate responsibility in the research work carried out by the company, in areas such as local and regional strategic development, R&D and innovation strategies, job creation, European integration and international relations. He has over 25 years of experience in the participation in and support to international projects, strategic planning and benchmarking.
Diego Díaz Socio-economic Researcher	DEX	Graduate in Law and business administration, Diego has closely collaborated with EU projects in the cultural and technological fields, such as Herit-DATA (Interreg MED), 4H-CREAT (Interreg Atlantic Area), Erasmus+ Digital Industry Training Atlas and Creative Europe's Digital Treasures and Z-Elements projects.
Dieter Schlenker Director	Historical Archives of the EU (EUI)	Director of the Historical Archives of the European Union. PhD in History, Archivist Diploma by the Vatican Apostolic Archives. Staff and budget management, strategizing and setting work objectives, work programming.
Valérie Mathevon Project coordinator	EUI	Archivist, PhD in history at the European University Institute, expert in European Union institutions and European integration, archivist at the Historical Archives of the European Union, specialised in risk management, sustainability and greening policies at the Archives.
Juan Alonso Technician Expert	EUI	Audio-visual expert, Graduate in History, documentation and communications, Master in photographic and film archives, specialist and audio-visual archivist at the Historical Archives of the European Union.
Domenico Pangallo Project coordinator	Slovak Academy of Sciences (SAS)	He is an expert molecular biologist. As head of the department, he will coordinate all the research activities of the Slovak group. He will check and interpret the data produced during the project. He will be also involved in the administrative issues of the project.



Andrea Puškárová	SAS	Expert microbiologist who will be responsible for the study in the activities related to the isolation of microorganisms from cultural heritage objects and their surrounding environment.
Lucia Kraková	SAS	Molecular biologist who will coordinate the analysis of the microbiota present on cultural heritage objects and their surrounding environment using high-throughput sequencing (HTS) approaches.
Jelena Pavlović	SAS	Molecular biologist specialized in bioinformatics. Her role and task will be mainly focused on the analysis of the bioinformatics data produced by the HTS approaches.
Tomasz Kołomański	Foundation for Landscape Protection (FOK)	PhD in Humanities and expert in revitalisation and restoration practices. He has been working with monuments, churches and other heritage sites for 20 years providing expert support. He has a strong network of cooperating institutions in the Lower Silesia and in the whole of Poland.
Małgorzata Steckiewicz	FOK	Master in Economics and Environmental Protection, with more than 10 years of experience with cross-border, transnational and interregional projects implemented in the EU framework. Initiator of various project connected with sustainability.
Anna Kraszewska	FOK	Master in Logistics and Media Administration, with experience in audience development and new media content creation (visual as well as audio-visual content). She has skills in marketing and social media management.
Agata Wawrowska	FOK	Bachelor in Art History and Management and Law in Business, with expertise in art, culture and cultural institutions such as museums. She is experienced in event organization and working with museum and art galleries.

Outside resources (subcontracting, seconded staff, etc)

If you do not have all skills/resources in-house, describe how you intend to get them (contributions of members, partner organisations, subcontracting, etc).

If there is subcontracting, please also complete the table in section 5.

As explained under point 2.2, the partnership has been built specifically to gather institutions and experts in the different fields tackled by the project, including not only experts on archival institutions management, but also partners with specific scientific and technical knowledge on issues such as microbiology, heritage management, sustainability, economy, enhanced learning and digitisation. For that reason, most of the activities will be carried out with in-house staff from the partners. However, a direct contract was identified for the successful implementation of the project, the coordinating partner shall directly recruit this person that will be in charge of several tasks related to the technical economic and administrative coordination. The budget includes some necessary external services to guarantee the higher quality standards of the deliverables (design and production costs for the exhibition, logistics for the workshops, basic support services for the plans, etc.).

It has to be highlighted that the scientific partners also include some measurement and fungible/consumable means to carry out their analysis activities. The budget form doesn't allow to describe them in detail, but here is a list of such kind of needs:

- Sanger DNA sequencing for microorganisms' identification.
- Special analyses.
- Chemical reagents (kits) for high-throughput sequencing (MinION platform) in order to identify the microbial communities.
- Chemicals, bio-chemicals, microbiological cultivation media.
- Enzymes, DNA markers, kits for cDNA synthesis, oligonucleotides; consumable materials for the enzymatic extraction and proteomics analysis.
- Kits for cloning, DNA / RNA extraction and PCR product purification kits.
- Laboratory plastic disposables such as pipette tips, tubes, Petri dishes etc.
- Laboratory aids such as pipettes, shakers/mixers, racks etc.
- Software for processing bioinformatics data.



3.3 Cost effectiveness and financial management

Cost effectiveness and financial management

Describe the measures adopted to ensure that the proposed results and objectives will be achieved in the most cost-effective way.

Indicate the arrangements adopted for the financial management of the project and, in particular and where relevant, how the financial resources will be allocated and managed within the consortium.

⚠ Do NOT compare and justify the costs of each work package, but summarize briefly why your budget is cost effective.

The budget has been jointly drafted and agreed to ensure the feasibility of the project implementation, but using conservative and realistic estimates to allow a proportionate economic effort between its beneficiaries co-financing contribution and the requested grant.

The budget has been designed according to the needs of the work programme, and in consistence with it, providing a well-balanced summary of costs necessary for a successful implementation of the project.

As far as the staff costs are concerned, each partner has a balanced distribution of costs in accordance to the needs and responsibilities to be assumed in each WP. The human resources (staff, expertise, technical fees) are logically higher than any other production costs, taking into account the kind of activities that will be carried out. Travel costs are quite similar for each partner, as we are using similar rates and similar number of mobilities especially within the WP of Management (that will serve to monitor the rest of the activities), with some extra travels especially for the scientific partners for the collection of samples and study visits to the archival institutions.

The beneficiaries have elaborated the budget in such a way that cost effectiveness and scale economy issues have been taken into account. Mainly, cost-effectiveness is reflected in the following aspects:

- Link of managerial transnational activities to some key events or activities organized in the framework of other WPs (reduction of time and travel costs)
- Only necessary travel costs at realistic rates have been budgeted.
- Production and other goods and services have been reduced to the minimum necessary to guarantee a high-level of quality and excellence for the different outputs and events.
- All edited deliverables will be available on digital version, to make their online distribution easier and avoid unnecessary excessive printing costs and also in compliance with the project greening principle.

Budget allocation between beneficiaries has been done democratically, with each beneficiary setting their own budget according to a pre-defined budget planning tool.

As stated above, a strict financial control and monitorization will be organized to identify any deviation, overspending or underspending. The financial implementation and progress of the project will be a key part of the periodic monitorization foreseen, where all beneficiaries will provide regular internal progress feedback on a six-months basis (internal progress reports), in order to merge and distribute joint internal financial reports once a year, thus providing beneficiaries with a regularly updated status report covering all technical and operational aspects of the project's progress. These updated status report will not only work as a diagnosis, since they will also comprise remedial actions for the problems detected.

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3.4 Project management, quality assurance, risk management and monitoring and evaluation strategy

Project management, quality assurance and monitoring and evaluation strategy

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

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

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

It has to be highlighted that the partnership is experienced on the management of transnational projects co-funded by European Programmes or public funds, and therefore very experienced in the effective and efficient management and monitoring of EU projects, from both the implementation of financial and technical joint activities.

As far as the project implementation is concerned, the partners have agreed on a clear work plan, timetable and distribution of tasks and responsibilities in order to reach the project objectives, highlighting clearly differentiated activities to be hosted according to their fields of specialization or knowledge, that



would guarantee not only the production of the proposed outputs, but also an efficient management, evaluation and dissemination of the project and its results afterwards.

As for the quality check of the project results and outcomes, the Steering Committee, as previously mentioned, will be the body responsible for this task. All beneficiaries will have the right and the duty to share their view about the different outcomes and activities. The beneficiary responsible for the activity will address these comments and take them into consideration for improving the outcome. This way, all activities and products will be commonly agreed and will ensure a high-quality standard.

The project will also assess the level of satisfaction of the different target audiences through digital surveys. The partner responsible for each activity involving target audiences will prepare and distribute online evaluation questionnaires to the participants and/or generate QR codes available at exhibitions, where the audience can freely contribute to the qualitative assessment of the project. The information extracted from these questionnaires will be considered as valuable insight for the next round of trainings and workshops.

Monitoring and control will be strongly linked with risk management and with timely project implementation. As previously described, the project envisages a continuous monitoring, taking place on a six-month basis. All partners will produce a financial and a progress report that will subsequently be consolidated for obtaining the information at project level. These monitoring reports will serve as a diagnosis of the project implementation, both operationally and financially, but will also point out the main challenges or risks identified and will propose remedial measures for addressing them and avoiding/mitigating any potential negative impact. They will also update the working calendar; in case some minor adjustments are necessary.

In that framework, a set of Monitoring Indicators will be established, including not only all Milestones and Deliverables that appear in the Work Plan, but also additional internal and more detailed milestones and targets. For such purpose, a Monitoring Grid will be drafted for the Kick-Off meeting for the approval of the SC. Monitoring reports will be presented at each face-to-face SC meetings and available for all partners via the project repository.

At the beginning of the project, a brief risk management plan will be drafted with the goal of identifying and handling potential causes of project deviations that may compromise objectives. The plan will be updated throughout the project lifecycle as unexpected sources of risk can be identified at any time. An initial identification of potential risks can be consulted in the dedicated table showed in next section.

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	Consortium disruption Impact: high Likelihood: low	1, 2, 3, 4, 5	All beneficiaries have experience and proven track records in culture-related projects. All objectives have been defined in the common interest of all beneficiaries and taking into account their competences. The risk is very low thus. In any case, any partner should have to leave the partnership, depending on the stage of the project it could be substituted by another one with similar profile and interest.
2	Data Collection difficulties at one partner site Impact: medium Likelihood: low	2, 3	The budget and methodology allow the technological-scientific partners to collect data at least five different sites/archival buildings, and to count on the necessary fungibles and laboratory materials. If one site was to be closed, alternative building with similar architectural structure and geophysical/meteorological profile would be picked and provided out of ICARUS network's member.
3	Higher costs of production for the	5	The production costs have been carefully estimated based on existing past experience and the availability of existing



	hybrid exhibitions Impact: low Likelihood: medium		equipment. Still, if the costs were to be higher, partners will bear any extra expenses on their own financial resources.
4	Pandemic Need to change project activities, outputs, budget allocations and time schedules due to unforeseen events, including new pandemic Impact: high Likelihood: medium	All	According to the experience gained during Covid-19, face-to-face activities and exhibitions would turn digital. If the scientific team wouldn't be able to travel to collect samples, contacts with local universities would be established to find out solutions through new cooperations. Plans, models and measures would be established based on third existing data from other sectors and experience, extrapolating them to the archival sector with the necessary algorithms. Energy and other consumptions would be analysed on the basis of past invoices and data.

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4. DISSEMINATION

4.1 Impact and ambition

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

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

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

SAGA has been drafted as a pilot experience to demonstrate that changes and innovative models and tools can contribute to renovate practices and models in the management of documentary heritage sites. It should encourage not only to contributing to raising awareness in sustainability and disaster risk management within the sector, but also to implement the good practices and methods found by the project.

In that sense, the key changes and impacts expected from the short-term perspective is to provoke a mindset change for managers, decision-makers, staff, and users of archival sites, who will become more open to both, innovation, and creativity in their daily activities around conservation, preservation and promotion of documentary heritage.

Throughout the different events and meetings planned (workshops, trainings, openings, hybrid exhibitions, etc.), the project will directly impact over 350 participants (managers, staff and visitors, local stakeholders, public authorities, and decision-makers, etc.). They will discover new ways of protecting tangible archival heritage, preventing risks, taking better advantage of the use of new digital technologies, discovering the potential of cross-sectorial collaborations with scientists and technicians from different sectors. At the end of the project, participants will gain, among others:

- Improved understanding and readiness of risk management threats and climate change effects within archival sites
- Better data available and data management methods for measuring different threats
- Improved skills, with professionals trained for the transition
- Greener attitudes and approaches
- New opportunities of sustainable creations and exhibitions, and identification of new incomes through Green Merchandising

Such knowledge gained by the partners will also be shared and transferred to their counterparts across Europe (National, local and regional historical archives, members of EBNA, members of ICARUS, etc.), and thus should reach several thousands of professionals.

The results will also be explained to other cultural agents that might use or adapt part of them, or at least get inspired by SAGA, and the hybrid exhibitions should contribute to a general public awareness on the importance of protecting cultural heritage against human and natural risks, and of highlighting the historical importance of environmental sustainability concepts in the construction of Europe.

From a mid-term perspective (3-5 years after the project ends), the sector will gain in qualitative aspects:

- Preventing measures in place to reduce risks on holdings, buildings and people, and corresponding safety of heritage, workers and visitors.
- Reduction of consumption impacts and costs, including a contribution to the reduction of greenhouse gas emissions by 2030, being the sector aligned at this stage with the European Green Deal objectives.
- Increase of preventing measures and corresponding budgets towards renovated, energy efficient



buildings.

- Systematic use of long lasting, proximity and ecological materials and products in the day-to-day activities of archival institutions.
- Improvement of the digital access to cultural heritage.
- Contribution of the sector to Goals 8 (Decent work), 12 (Responsible consumption and production), 13 (Climate action) and 17 (partnerships) of the 2030 Sustainable Development Goals.

From a longer-term perspective, the project should contribute to the fulfilment of the European Green Deal objectives for 2050, applying key policies towards circular economy, building renovations and innovation. These are not empty words: SAGA will build the foundation for new ways of managing in a sustainable way, while contributing to achieving the adequate procedures to protect archival institutions from natural and human pressures and reduce risks related to external factors such as climate change.

As far as the innovation is concerned, the project will test new procedures in different fields (data management and interpretation, hybrid exhibitions, greening merchandising products, digital trainings) adapted to the documentary heritage sector. The proposed methodology should be considered thus as an “Evolutionary” or “Incremental” kind of innovation.

On top of that, the pilot experiences and management plans will contribute to innovate in the management of the archival sites by incorporating new methods to protect and promote their heritage.

Impact on non-EU countries (if applicable) *(n/a for Creative Europe Desks)*

Please specify which country(ies) will benefit from the project and explain why the project is important for this (those) country(ies)? Specify the ways the project aims to improve the situation the country(ies) concerned?

As mentioned, the National Archives are particularly active in EU networks as board members of the European Board of National Archivists (EBNA) and the European Archives Group (EAG) of the Commission, but also cooperate at international level through the participation in ICA (International Council on Archives) at global level (gathering 2.100 professionals from 161 countries and territories) and in its Forum of National Archivists.

In that framework, several Expert Groups have been established to exchange about good practices and hot topics. The results of SAGA will particularly be shared with Expert Group 2 (on Archive Buildings and Environments – EGABE). On the top of that, ICA has created a Fund for the International Development of Archives (FIDA), particularly orientated to supporting archives in less-developed countries (financing projects mostly in Africa, Asia and the Pacific, and also in Central and South America). The results of SAGA can be transferred to such countries thanks to FIDA, and the training materials will be available for all members.

In addition, the coordinators and directors of Spanish and Portuguese Archives are active members of “IBERARCHIVOS”, a programme of cooperation and integration initiative of the Ibero-American countries articulated and ratified by the Ibero-American Summits of Heads of State and Government, for the promotion of access, organization, description, conservation and dissemination of documentary heritage. The results of SAGA will be presented IBERARCHIVOS Annual Events throughout the project implementation.

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4.2 Communication, dissemination and visibility

Communication, dissemination and visibility of funding

Describe the communication and dissemination activities which are planned in order to promote the Creative Europe Programme to the relevant stakeholders, the project activities/results and maximise the impact (to whom, which format, how many, etc.). Clarify how you will reach the target groups, relevant stakeholders, policymakers and the general public and explain the choice of the dissemination channels.

Describe how the visibility of EU funding will be ensured.

For Creative Europe Desks: Describe your plans to communicate and disseminate the selection results, results of finalised projects (in particular of successful projects addressing environmental issues as well as diversity and inclusiveness) and the impact of the Creative Europe Programme in your country.

The main message to be disseminated by the SAGA project will be focused on the possibilities existing for archival sites for the valorisation and resilience, enhancement of documentary heritage assets and, particularly, adopting a sustainable attitude towards their activity.

In parallel to the running of technical activities of WP2, WP3 & WP4, the transversal WP5 will contribute to reach the project's target groups and give visibility to the activities, results, EU support and, more



importantly, to the final conclusions derived from each activity, which will represent a valuable source of information and a solid starting point for bigger-scale initiatives to be furtherly developed. This way, dissemination activities will rely on the narrative developed within the technical activities (WP2 & WP3) complemented by the pilot experience “Green Merchandising”, (creation of eco-designed products) and hybrid exhibitions to be held in Spain, Hungary, Malta, Portugal and Italy. The project is of key importance for the archival sectors, but partners are aware that some of its contents might seem complex and initially less attractive for a wider audience. In that sense, the exhibitions and the use of the pilot green merchandising products will be of particular importance to reach the society through attractive and innovative storytelling.

In relation to the main target groups, as detailed in section 2.3, the SAGA project has preliminarily defined a tailored strategy that takes into consideration the 4 main target groups and relevant stakeholders (Professionals/workers at archival institutions, including decision-makers; Visitors-Users, with profiles clearly identified in point 2.3; General audience; and other actors from the cultural and creative sector).

In order to achieve a wide and effective promotion and dissemination of the project objectives and results, SAGA will create a specific and structured Communication Strategy. Such plan will encompass a variety of messages aimed at reaching the general public and specific audiences targeted in the project, having SMART objectives in mind: the communication plan will follow Specific, Measurable, Attainable, Relevant and Timely criteria, thanks to networking activities and an appropriate use of new digital technologies.

Although more in-depth information about the dissemination strategy is explained with occasion of WP5 (section 5.2), it has to be highlighted that the dissemination strategy will turn around 3 main channels, selected by the project participants because of their cost-efficiency and appropriateness to the needs and expectations of the target groups and project partners. The table below summarises the 3 different approaches and the main target group to which each one of them is addressed:

Comm. & Dissem. activities	Target group (section 2.3)	Strategy/description
e-Communication (website, social networks, e-flash, etc)	Mostly “Visitors-users” in Facebook, Professionals in LinkedIn and through the webpage and e-flashes, younger generation among general audience in Instagram	The project webpage will include some standard information easy to update, as well as links to the training events, online courses, deliverables, and Social Networks. Instead of creating new social media accounts, the project considers more recommendable to use the already-existing beneficiaries’ own accounts to disseminate the activities and results of the project, using the appropriate hashtags (#CreativeEurope #GreeningArchives #EuropeForCulture, etc.). e.g., the Spanish Archives have got over 42.000 followers in Facebook, the Norwegian ones over 24.000, Hungarian over 4.000, etc.). The e-Communication will maintain a modern and accessible tone adapted to each target audience, so that the project is easily understandable and attractive, to motivate digital and in site visitors. Social Media will be completed by the production of an e-flash, to be distributed every 3 months to the database of contacts and networks of the partners. In addition, a minimum of 12 short-videos will be produced to strengthen the digital presence and impacts.
Hybrid Exhibitions	Professionals and other cultural actors (at openings) Users-Visitors and General audience (in general)	The project foresees the organisation of 2 hybrid exhibitions with 10 international openings, taking advantage of the already existing archival facilities and national networks/branches. These exhibitions will showcase the project experience and tackle the issues addressed in SAGA with a language, contents and formats particularly fostering public awareness to the general public. For example, the exhibition, “ <i>Stories and History of Sustainability</i> ,” will explore the ways in which medieval to 20th century European societies approached environmental sustainability, for example in their farming and production methods. Drawing on a variety of archival records from the collections of the European archives, the exhibition will examine the various techniques and technologies used to maintain a balance between economic and environmental needs. Visitors will gain insight into the ingenuity and resilience of past European civilizations in their efforts to sustainably produce food and goods. Visitors will learn



		<p>through the exhibition the challenges and successes of these efforts and how these historical examples can contribute to contemporary conversations about sustainable production and farming practices in Europe.</p> <p>In the case of the exhibition “Heritage@Risk”, it will explore how natural disasters over the centuries and man-made disasters, including human conflicts, have threaten European heritage and the corresponding recovery measures (i.e. pictures and testimonies about how almost 2000 Spanish artworks were moved to Geneva in order to protect them from the impacts of the Spanish civil war).</p>
Networking (dissem. events and workshops)	Managers and staff of archival sites, including decision-makers Professionals from other cultural sectors	<p>Beneficiaries are aware project’s sustainability highly depends on the use and reproduction of the project results after its implementation. In that sense, a close interaction with the relevant stakeholders and counterparts is necessary.</p> <p>This will be achieved through an active strategy of presenting the results at key events (Annual Assemblies, Working Groups, Thematic Workshops, International Meetings, etc.) of existing networks such as ICARUS, EBNA and EAG at European level, DLM Forum and ICA at international level, as well as ICOMOS to reach professionals managing other kind of heritage/sites.</p> <p>As several partners are board members of the Archives Portal Europe Foundation (APEF), the results will also be shared and disseminated through APEF.</p>
Press Impacts	Decision-makers & General audience	<p>As far as traditional media are concerned, each partner will be responsible of distributing press releases, hosting press conferences and attending interviews. Among the project activities, each key results, activities and events shall generate news at local/regional levels. From a quantitative objective, it is expected that a minimum of 25 press releases will be distributed (an average of 5 per partner), coinciding with the key moments of the project development (Workshops, Events, Transnational meetings, Openings of Exhibitions, presentation of scientific results, etc.).</p> <p>According to our first estimates, an internal objective is to reach some 56 media (an average of 7 per partner).</p> <p>In parallel, it is planned to reach press impacts in specialized (channels and magazines of Culture, Arts, History, Ethnography, etc.) and academic media, to generate at least 8 impacts. A joint Press Book gathering all results/impacts will be available at the end of the project.</p>

According to Creative Europe’s rules, the Union’s contribution in all outputs and deliverables will be clearly acknowledged, as well as in the press notes, and the name, logo and link of the Programme will be included on the project webpage. In this regard, all publicity obligations will be duly highlighted at the beginning of the project by the lead beneficiary, who will be in charge of supervising the compliance. Moreover, the Communication Plan to be produced within the first 4 months of the project will contain guidelines on how to ensure compliance with the Creative Europe publicity requirements.

Finally, all relevant results, materials and deliverables will be published on the mentioned ad hoc project website, which will function as a centralized resource. All partner websites will have a tab dedicated to the project and will redirect to the centralized resource, ensuring all materials are easily accessible, even after the end of the project. The specific Work Package (WP5) dedicated to Project Communication and dissemination activities includes more details and specific targets.

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4.3 Sustainability and continuation

Sustainability, long-term impact and continuation *(n/a for Creative Europe Desks)*

Describe the follow-up of the project after the EU funding ends. How will the project impact be ensured and sustained?

What will need to be done? Which parts of the project should be continued or maintained? How will this be achieved?

What resources will be necessary to continue the project? How will the results be used?

Are there any possible synergies/complementarities with other (EU funded) activities that can build on the project results?

The whole project is to be considered as a strategic starting point to identify changes and measures within the archival organisations, that will have to be sustained after the project ends. SAGA wouldn't make sense without a sustainable use and implementation of its solutions and a mid-term perspective.

Further to the analysis and identification of risks for archives, workers and buildings, either linked to climate change (global warming and natural disasters) or man-made actions, and to the identification of greening measures to reduce the impact of archival institutions on the environment, the partners will draft actions plans and management policies (see WPs 2 & 3).

The implementation of such plans will have to be tested during the project and be sustained and improved after its end. In fact, **the Plans themselves should include indicators and target objectives from a mid-term perspective, especially towards 2030 goals, and include the analysis of the economic and human resources necessary for their implementation.** The Plans will be thus specific tools to implement measures and policies after the project ends.

As far as the pilot green merchandising products are concerned, the project will not only support the design and creation of some 21 products, but also provide **socioeconomic feasibility analysis to guarantee that they can be produced and commercialised or distributed in the future.** DEX will not only analyse the production costs and potential market for such products, but also propose public-private partnerships solutions to ensure sustainability.

Within WP4, two digital multilingual training courses will be created by MTU, with inputs from the partners and learnings from the project. The courses will be tested during the project implementation, and **an agreement will be signed at the end of the project with Portal Europe Foundation (APEF), to maintain and update them in their portal.** In addition, it has to be underlined that the courses will adopt a universal design approach which UNCRPD Article 2 defines as design which results in outputs which are "usable by all...without need for adaption or specialized design".

As mentioned, several transfer activities are planned within the project to make sure that its results will be shared and used by third organisations both, within the archival sector and among other institutions in charge of safeguarding and enhancing cultural heritage.

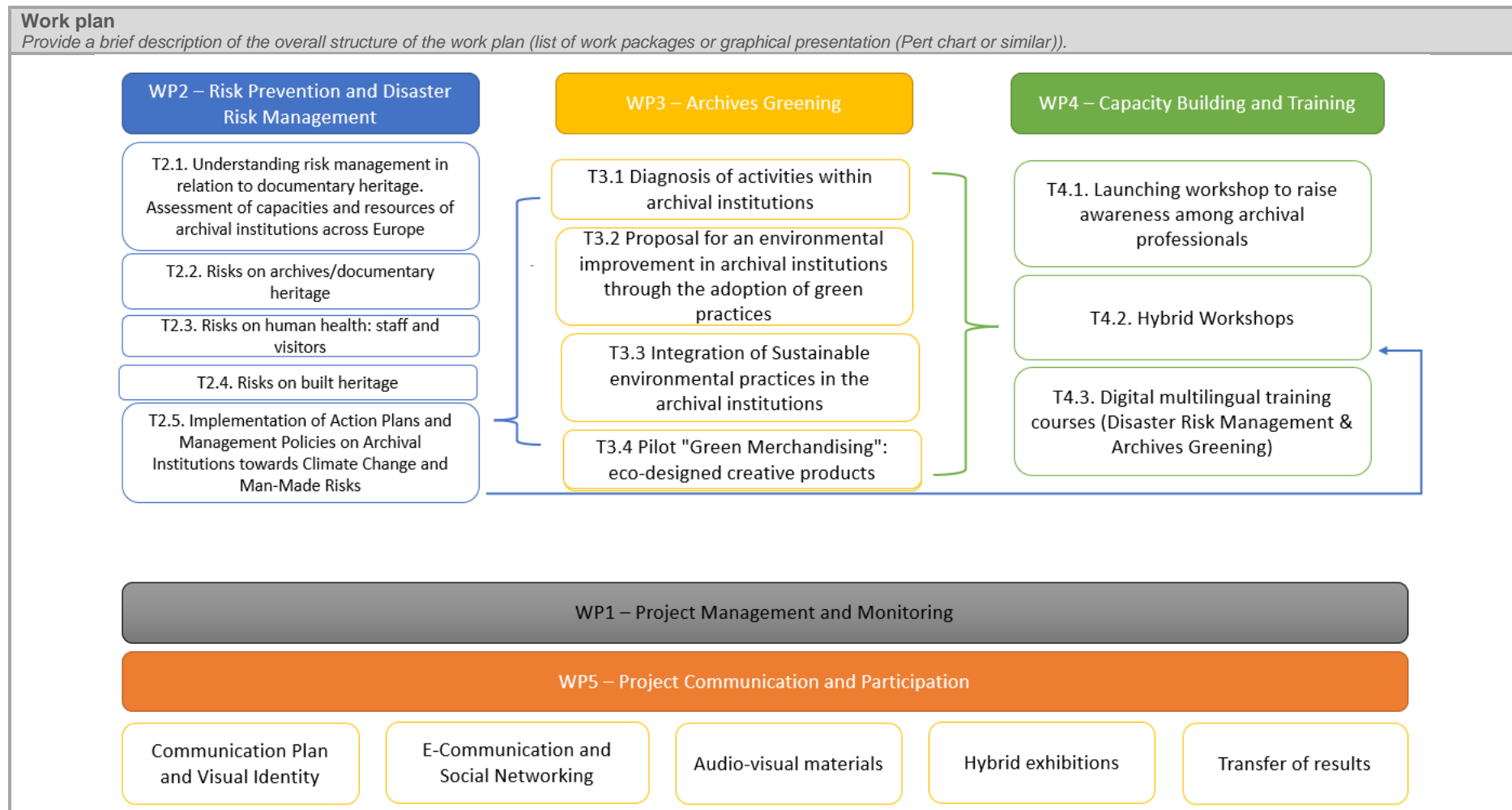
As far as synergies with other EU funded activities that can build on the project activities, we believe that the results of the project could generate further investments for innovation activities to be funded by ERDF through National or Regional Operational Programmes, some future Horizon Europe topics, or even for the development of a Life+ demonstrative proposal linking heritage and climate change. Further training activities could be developed from the initial training programmes and workshops, and get support from ESF or, eventually, Erasmus+.

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5. WORK PLAN, WORK PACKAGES, ACTIVITIES, RESOURCES AND TIMING

5.1 Work plan



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.

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 Project Management and Monitoring

Work Package 1: Project Management and Monitoring

Ensure consistence with the detailed budget table/calculator (if applicable). (n/a for prefixed Lump Sum Grants)

Duration:

M1 – M38

Lead Beneficiary:

Spanish National Archives

Objectives

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

The overall work package will be coordinated by Spanish State of Archives, as the Lead beneficiary/Coordinator, in close cooperation with all the beneficiaries.

Its main objectives are transversal to ensure a smooth implementation of the project from an administrative and financial perspective, well-coordinated and monitored, namely:

- To set up the appropriate Management, Communication and Coordination structures and procedures to ensure a smooth, controlled and coordinated operational management of the project and fluent internal communication.
- To monitor project progress towards the achievement of project objectives and their contribution to the Programme objectives.
- To guarantee quality control, taking all necessary decisions to avoid potential risks and ensure the correct implementation of the work plan.
- To ensure the correct execution of all the activities (technically and financially), meetings, and the production of results.
- To establish the appropriate working tools to access and manage the project documentation, ensuring internal communication about ongoing activities of the project (online depository).

The partners will sign a Partnership Agreement which will regulate the relationship between the partners for the execution of the SAGA project.

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

Provide a concise overview of the work (planned tasks). There should be a limited number of tasks per work package: the definition of tasks should enable the lead beneficiary to monitor the overall progress of the work package. Be specific and give a short name and number for each task.

Show who is participating in each task: Coordinator (COO), Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP), indicating **in bold** the task leader. In monobeneficiary projects the 'COO' and 'BEN' are the same.

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

Note:

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

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

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

Task No	Task Name	Description	Participants		In-kind Contributions and Subcontracting
			Name	Role	
T1.1	Partnership coordination for project implementation	The Partners' Project Managers (PM) will ensure partnership coordination for project implementation and sign a Partnership Agreement, to be drafted by the Coordinator. The kick-off meeting will take place in Budapest in the framework of HU Presidency and in parallel to T.4.1. The Steering Committee (SC) will regularly meet digitally, and at least once/semester in face-to-face meetings, to review project progress, milestones and take all necessary decisions to ensure a correct project implementation. These meetings will be hosted in HU, ES, SK, MT, PT, IT. All SC meetings will take place in parallel to key activities and/or milestones, to ensure scale economy and avoid excess of travels and reduce the corresponding carbon emissions.	- NA ES - NA PT - NA HU - NA Malta - MTU - DEX - EUI - SAS - FOK	COO BEN BEN BEN BEN BEN BEN BEN BEN	NO
T1.2	Project Internal monitoring: activity and financial report	The beneficiaries will report regularly on the progress of project implementation. Each beneficiary will produce a summary activity report which will be submitted to the coordinator and presented at the SC meetings. PMs will report to the coordinator any issue that could affect project implementation as soon as they become aware of it. Beneficiaries will also produce internal reports of the financial execution on a six-month basis to assess the project level of execution and offer corrective measures if needed (internal monitoring and evaluation). These actions will allow the consortium to continuously evaluate the status of the project and report on the project progress, in accordance with the requirements of the programme.	- NA ES - All	COO BEN	NO
T1.3	Risk management	Project risk management will be a continuous process throughout the lifetime of the project. For such purpose, DEX will draft a risk monitoring and control internal tool to identify, prevent, manage any risk related to the project implementation. The purpose of this task is to provide a framework to ensure that adverse situations are properly managed along the evolution of the project. Risk assessment will be updated throughout the project lifecycle as unexpected sources of risk could be identified at any time.	- DEX - All	BEN BEN & COO	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:

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](#).

Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description			Due Date (month number)	Means of Verification
M1	Project starts. Partnership Agreement (PA) signed	1	National Archives of Spain	The project will start with the signing of the PA by all beneficiaries and with the kick-off meeting, ideally held in Madrid, where the decision- making bodies and the guidelines for the development of the activities will be established.			5	Kick-Off Meeting takes place. Partnership Agreement signed by all beneficiaries
M2	Project completed	1	National Archives of Spain	The project will end at the final event in Brussels where a project meeting will be held simultaneously. The submission of the final report will be discussed and organised to be subsequently handed in according to the rules of the programme.			38	Final event takes place and final report
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date	Description (including format and language)	
D1.1	ICT tools for partnership coordination and	1	National Archives of Spain	OTHER	SEN – Sensitive	5	Internal communication systems (using CIRCA tool of the Spanish Government as a joint internal depository + Google Drive for shared working documents) will be used to facilitate consortium coordination and project management. Digital.English.	

	project management						
D1.2	Risk Management Plan	1	DEX	R-Document	SEN – Sensitive	7	It will contain methods to ensure the efficient management of risks during the project and contingency schemes which could be applied to limit the impacts of such risks. Digital. English.
D.1.3	Quality assurance report	1	DEX	R-Document	SEN-Sensitive	7	It will contain methods to ensure the overall monitorisation of the activities, including a grid, identification of both, quantitative and qualitative indicators, templates for gathering qualitative feedback from participants and reminders on key visibility rules. Digital. English
D.1.4	Kick-Off Minutes	1	MCU Spain	R-Document	SEN-Sensitive	3	Minutes of the Kick-Off Meeting to take place in Madrid at mid-November 2024.

Estimated budget — Resources *(n/a for Lump Sum Grants: Creative Europe Desks, Circulation of European Literary Works, European Cooperation Projects)*

Participant	Costs									
	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
For Lump Sum Grants (<i>Creative Europe Desks, Circulation of European Literary Works, European Cooperation Projects</i>), see detailed budget table/calculator (annex 1 to Part B; see Portal Reference Documents).										

Work Package 2 Risk Prevention and Disaster Risk Management

Work Package 2: Risk Prevention and Disaster Risk Management					
Ensure consistence with the detailed budget table/calculator (if applicable). (n/a for prefixed Lump Sum Grants)					
Duration:		M1 – M38	Lead Beneficiary:		SAS
Objectives List the specific objectives to which this work package is linked.					
The development of the current WP “Risk Prevention and Disaster Risk Management” will transversally contribute to all main objectives of the project: <ul style="list-style-type: none"> • Bringing together representative entities of the documentary heritage value chain and initiate a discussion on its resilience to negative events, such as natural, man-made disasters and climate change • Developing innovative strategies and smart solutions based on new technologies in response to identified risks. • Fostering the adoption of more sustainable practices and methodologies by archives. 					
Activities (what, how, where) and division of work					
Task No	Task Name	Description	Participants		In-kind Contributions and Subcontracting
			Name	Role	
T2.1	Understanding risk management in relation to documentary heritage - Assessment of capacities and resources of archival institutions across Europe	Throughout a first kick-off phase (Betv. Nov 24 and Apr 25), under the leadership of the Historical Archives of the EU (EUI) and with the assistance of DEX, the partner experienced in benchmarking cultural institutions, partners will gather and exchange information about how risk management of documentary heritage needs to be part of the general preparedness of societies to avoid and manage threats caused by disasters and climate change, being the last one very important to a medium-term risk planification. Man-made disasters, those caused by human action (arson, fires, armed conflict) will be also considered. Threats coming from this source of disaster become immediate, that is why lack of time to react is a critical matter and it is very important in this case to develop prevention policies and increase their reaction capacity. Early recognition of risks to documentary heritage is essential in building up capacities to react quickly in the various situations through global actions. Next step will be to assess each participant resources and capacities, bearing in mind that there is an existing inequality of human, technological and financial resources, and thus capacities for each of them. This first task will contribute to better assess and understand their needs and adequate better their specific risk management policies.	- NA ES - NA PT - NA HU - NA Malta - MTU - DEX - EUI - SAS - FOK - NA NO - ICARUS	COO BEN BEN BEN BEN BEN BEN BEN AP AP	NO

		For such purpose, an initial pilot survey will be developed and spread not only to the National Archives participating in the project, but also to their branches, the members of Icarus and, above all, those represented in the EAG Group of the European Commission, taking into account that risk management on archives is a priority for future EAG meetings and the networking capacity of the partners. The results will be presented under a State of the Arts report on risk management in EU archival institutions.			
T2.2	Risks on archives / documentary heritage	<p>Under the leadership of the Institute of Molecular Biology of SAS, together with the support of the relevant archival experts each country/National Archives, the purpose of this activity is to identify risks associated to archives exposed to the natural physical environment. It is important to understand the evolution of risks coming from these sources, their origin and how they are interconnected with previous and future disasters in order to achieve a better protection of collections.</p> <p>With National Archives collection materials serving as a living labs, SAS experts will particularly be able to assess (qualitatively and quantitatively) the impacts on archives conservation taking into account both, physical impacts (light, temperature, humidity) and biological agents (fungi, bacteria and insects) thanks to the collection of biological samples, different measuring and predictive tools, with the final objective of identifying gaps and risks in the participant archival institutions. The microbiological analysis will permit the identification of paper deteriorating microorganisms which can contaminate the documents, the books and also the surrounding environments (for example air, walls and other surfaces). Also, man-made damage on archives will be considered, as human actions have a huge impact on the proper documents, leading to their complete loss or damaging archives which will be very hard to recover.</p> <p>For such purpose, the SAS will collect samples in 5 Archival buildings across Europe and from different kind of State of the Arts situations (different climatic situation and perspective, different kind of buildings, etc.). Risks on digital archives and non-paper supports, especially highly vulnerable media that need ad hoc physical stores (films, disks, photographic negative, etc.) will also be taken into account. As for T2.3 and T2.4, samples and data will be collected and analysed throughout a period of 12 months, between April 2025 and March 2026, and their results will particularly contribute to T.2.5, as corrective and preventive procedures/methods and Plans for pilot implementation will be drafted.</p>	- NA ES - NA PT - NA HU - NA Malta - MTU - DEX - EUI - SAS - FOK	COO BEN BEN BEN BEN BEN BEN BEN BEN	NO
T2.3	Risks on human health: staff and visitors	In parallel to T.2.2, the Institute of Molecular Biology of SAS will separately assess how environmental and biological agents on archives and in buildings could damage human health (reactions, allergies, other affections such as asthma) and to propose pilot measures to prevent damage and relieve effects on archival staff and users' health, especially taking into account the risks linked to climate change. The microbiological samples will allow the detection of existing pathogens and identification of future ones responsible for several health disturbs in humans. For such purpose, in addition and parallel to the microbiological data being collected and analysed in Task 2.2, samples and surveys will also be obtained with the voluntary collaboration of employees and visitors-users, to identify different symptomatology associated to the natural and physical environment. Results will be useful for the correct adoption of occupational hazards policies.	- NA ES - NA PT - NA HU - NA Malta - MTU - DEX - EUI - SAS - FOK	COO BEN BEN BEN BEN BEN BEN BEN BEN	NO
T2.4	Risks on built heritage	<p>While the microbiological investigation can give important information about the "sick-building syndrome" (connected with the presence of moulds and their mycotoxins) and possible solutions in order to avoid or mitigate it, partners will have to identify other potential risks on built heritage, such as natural disasters, structural problems, or human-caused damage. An assessment of the likelihood and potential impact of each risk can help prioritize management efforts.</p> <p>Within this task, FOK will prepare the methodology for evaluations of the current state of buildings to assess their condition and vulnerabilities, in order to establish a baseline for creating tools to map potential risks</p>	- NA ES - NA PT - NA HU - NA Malta - MTU - DEX - EUI	COO BEN BEN BEN BEN BEN BEN	NO

		<p>around them, and collaborate with the archival institutions to conduct those evaluations.</p> <p>Tools must be identified for preventive maintenance and conservation of buildings fostering archives and improving resilience of buildings. Regarding man-made hazards, buildings are at high risk of exposure, leading to structure loss and having a direct impact on the material and equipment they are hosting.</p> <p>Based on the transnational plan, with the support of FOK, the National Archives will create a road map for archival buildings, containing recommendations for specific actions such as renovation of old buildings or the need for including climate change policies on architecture, containing recommendations for specific actions such as renovation of old buildings or the need for including climate change policies on architecture. The transnational built heritage management plan and the road maps, will help mitigate these risks and protect built heritage from damage and destruction.</p>	- SAS - FOK	BEN BEN	
T2.5	Implementation of action plans and management policies on archival institutions towards “Climate Change” and “Man-made” risks	<p>Further to the research and action planning previous period (all previous tasks, that will end in March 2026), a second phase of pilot implementation stage will take place in order to promote, test, exchange and showcase preventing and reacting measures related to climate change damage on management of historical archives. Such measure will provoke thus new managerial models that will be tested at the five Archival institutions, under the monitorisation of DEX that will collect results and good practices, and with the support of the scientific partners.</p> <p>The measures towards “Climate Change” will be identified/drafted in the previous phase based on the scientific results will include ad hoc procedures on collection care and storage environments linked to lighting, temperature and humidity management, tools to detect anomalies and to understand the data collected, monitoring activities for workers (i.e. identifying action of mouldy or showing signs at a damaging environment, management of previously non-identified or unmanaged risks, accuracy of readings, checks of boxes at packed materials, rectification measures, etc.</p> <p>In the case of the “Man-made risks”, they will focus on staff and building readiness to react to threats preparing inventories, listing priorities (according to the identified risks and taking into account UNESCO instructions), evacuating holdings to safe geographical locations having regard for security and environmental conditions, taking it into account in the digitisation plans of each institution and with the digitisation tools, organising cooperation and coordination between archives in the country, informing a broader audience about the needs (e.g. policy-makers, police, security forces, firefighters, etc.). With the support of WP4 of capacity-building and public awareness, this task will also contribute to make all staff aware of the need for disaster control measures and provide an understanding of what may be expected of them to play a part in protecting the heritage material in the care of the archival institution.</p> <p>Regarding the facilities, preventing and reacting measures to be identified and implemented might include actions such as building plans, pointing out areas available for material salvation procedures and emergency havens for heritage in case of extreme danger.</p> <p>The pilot implementation of the Plans won't be only about procedures (affecting staff), but also about policies (the accreditation in holistic standards should be part of a bigger picture) and budgets for these cultural institutions (increase or redistribution of costs). It will contribute to create havens for European documentary heritage.</p> <p>The plans will identify facility-specific risks and vulnerabilities based on local conditions and anticipated climate impacts, and assess those risks for staff and visitors, buildings, holdings, programmes, and operations at each location. An update of climate risk assessment will be made to mitigate and adapt to the progressive effects of climate change.</p>	- NA ES - NA PT - NA NO - NA HU - NA Malta - MTU - ICARUS - DEX - EUI - SAS - FOK	COO BEN AP BEN BEN AP BEN BEN BEN BEN	NO

Milestones and deliverables (outputs/outcomes)									
Milest one No	Milestone Name	Work Package No	Lead Beneficiary	Description				Due Date	Means of Verification
M3	Data Collection	2	SAS - Institute of Molecular Biology	Sets of data indicators collected in 5 different European archival sites covering a period of 12 months.				19	Data extract report Tables
M4	Plans implemented	2	NA Spain	Action Plans and Management Policies on Archival Institutions towards Climate Change Risks and Man-Made Risks implemented at 5 archival institutions partners				38	Report of measures implemented. Monitoring indicators from the Plans
Deliv erabl e No	Deliverable Name		Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date	Description	
D2.1	State of the Arts Report on Hazardous and Man-Made Risks management in European Archival Institutions		2	EUI (& DEX)	R - Report	SEN - Sensitive	8	English/Digital edition: State of the Arts report on archival institutions capacities & management of risks. Identification of existing indicators, data sources, ways to collect them and gaps.	
D2.2	Action Plans and Management Policies on Archival Institutions towards “Climate Change” & “Man-Made” Risks		2	SAS	DMP Data Manag Plan	SEN - Sensitive	19	English/Digital edition: Collection and measurement of data related to risks on archives, staffs & visitors analysis and drafting of corrective procedures/methods and Plans for pilot implementation.	
D2.3	Transnational built heritage management plan, strategy and road map		2	FAK	DMP Data Manag Plan	SEN-Sensitive	19	English/Digital edition: Pan-European transferrable strategy for the effective and coordinated management of built heritage.	
D2.5	Good Practices		2	EUI (& DEX)	R-Report	PU- Public	38	English/Digital edition: Report gathering Good Practices and Success Stories in terms of governance and procedures, including impacts and human, technological and financial means required. Joint conclusions and recommendations for the implementation to other cultural institutions as well	

Work Package 3 Archives Greening

Work Package 3: Archives Greening					
Ensure consistence with the detailed budget table/calculator (if applicable). (n/a for prefixed Lump Sum Grants)					
Duration:	M1 – M38	Lead Beneficiary:	DGLab - Portugal		
Objectives List the specific objectives to which this work package is linked.					
<p>In complement to the previous WP, the aim of this work package “Archives Greening” is to reduce the environmental impact of activities linked to archive holdings. With this aim, we will identify different measures that will contribute to reducing the carbon and environment footprint of each archival institution, as well as to promote and incorporate sustainable practices and technologies towards the preservation and promotion of their collections, including resource consumption or waste generation.</p> <p>The purpose of this work package is to balance documentary heritage with sustainable practices and raise awareness on sustainable development applied to archives through cultural activities, that will also allow to engage existing and new audience.</p> <p>The current WP3 “Archives Greening” will contribute to the following objective of the project, addressed in 1.1 part of the application form:</p> <ul style="list-style-type: none"> • Fostering the adoption of more sustainable practices and methodologies by archives, in relation to parameters such as energy efficiency • To increase cultural access to and participation in culture as well as audience engagement and development both physically and digitally • To adopt and disseminate more environment-friendly practices as well as to raise awareness on sustainable development through cultural activities 					
Activities (what, how, where) and division of work					
Task No	Task Name	Description	Participants		In-kind Contributions and Subcontracting
			Name	Role	
T3.1	Diagnosis of activities within archival institutions	Following the methodology of the previous WP, a first 6 month period (Nov 24-June 25) will serve to quantify the daily consumption and environmental impacts of the day-to-day activities, to have a better understanding of each institution's needs for the later integration of green practices in their activity. For such purpose, CTC department of MTU will use econometric approaches to examine the review and synthesize institutional governance on environmental policy, environmental outcomes, performances and investments, analysing variables and gathering primary data in situ and from secondary sources, in fields such as green investments, energy or waste management, among others. This will allow to assess the impact of archival institutions and their governance on environmental performance indicators such as emissions (methane, carbon dioxide, sulphur dioxide, etc.) or other pollutants (carbon monoxide, chlorofluorocarbon, lead), and in particular taking into account new consumptions linked to the digitisation of the sector.	- NA ES - NA PT - NA HU - NA MT - MTU - EUI	COO BEN BEN BEN BEN BEN	NO

		The creation of an environmental self-assessment tool will be developed with the objective of evaluating each archival institutions activities and facilitate the adoption of adequate measures. The tool will be developed by CTC-MTU and tested and validated by the archival institutions, as its aim is to be a shareable tool for third organisations.			
T3.2	Proposal for an environmental improvement in archival institutions through the adoption of green practices	<p>Taking into account the results from the diagnosis, next stage that will be carried out within a period of +- 12 months (June25-May26) will contribute to identify and draft holistic approaches promoting simple, attainable, green initiatives that archivists can readily implement, offering a pragmatic framework of strategies and resources needed to incorporate more affordable, sustainable, and socially responsible archival management practices into the profession.</p> <p>It will identify feasible clean energy consumption measures, such as turning into 100% renewable electricity consumptions, space management considering natural light source, particularly taking into account the electricity consumption derived from digitization.</p> <p>Other proposals will be included related to digitization itself, sustainable building practices, transportation or environmental monitoring. As to waste management, practices such as boosting green purchasing of administrative services such as recycled paper and materials; including environmental clauses when hiring external services, utilisation of sustainable and reusable materials for exhibitions or circular economy practices will be promoted.</p> <p>Initially, the following priorities will be taken into account when developing the plans:</p> <ul style="list-style-type: none"> • Digitization: Digitizing collections can reduce the need for physical storage space and the environmental impact of transportation, and it can make collections more accessible to a wider audience. • Energy efficiency: Archives can reduce their energy consumption by using energy-efficient lighting and HVAC systems, switching to renewable energy sources, and implementing conservation measures such as installing insulation and weather-stripping. • Sustainable building practices: When constructing or renovating archival facilities, sustainable building practices such as using eco-friendly building materials and designing for energy efficiency can be incorporated. • Waste reduction and recycling: Implementing recycling programs, reducing paper usage, and implementing composting practices can help reduce waste. • Transportation: Archives can reduce their transportation-related emissions by promoting public transportation, carpooling, or using electric or hybrid vehicles. • Environmental monitoring: Regular monitoring of temperature, humidity, and other environmental factors can help preserve archival collections while reducing energy usage. <p>While a general sustainability and greening strategy for archival institutions aligned with the Green Deal will be drafted by MTU and DEX, each archival institution will adapt it to its own possibilities and reality through the drafting of Plans to be implemented in a testing and showcasing phase (T.3.3).</p>	- NA ES - NA PT - NA HU - NA MT - MTU - EUI - DEX	COO BEN BEN BEN BEN BEN BEN	NO
T3.3	Integration of sustainable environmental practices in the	Further to the previous steps of analysis and planning, the archival institutions involved in the project will smoothly integrate the measures identified for their own organisations within their own governance and policies. The idea is to apply these measures of consumption/use of ecological materials in their daily managerial and conservation activities (such as storage, digitisation, etc.), but also in external and communication activities such as exhibitions, events, promotional materials, etc.	- NA ES - NA PT - NA HU - NA MT - MTU	COO BEN BEN BEN BEN	NO

	archival institutions	In parallel, MTU will monitor the impacts of the measures on environment and society/staff, while DEX will assess the economic impacts of their implementation (savings versus new costs/investments). Moreover, archival institutions will inform the public about other sustainable practices and technologies that are being implemented to minimize the environmental footprint of these institutions.	- EUI - DEX	BEN BEN	
T3.4	Pilot project "Green Merchandising": eco-designed creative products	In parallel to the previous tasks, between July 25 and July 26), in order to test innovative ways of sustainability and to promote actions with a wider visibility for the external audience, and thus to promote archival institutions as green institutions, a pilot experience for the creation of sustainable merchandising products will be launched. Coordinated by National Archives of Portugal with the collaboration of the School of Arts and Design of the associate partner "Instituto Politécnico do Cávado e do Ave (IPCA)", that will develop samples and proposals, each archival institutions will co-create with local producers or designers eco-products inspired by archival heritage (History, stories, patents, maps, etc.), to create at least 2 pilot green merchandising product proposal/archival institution (10 in total). In this task, the products will be manufactured with sustainable organic materials that do not produce any harm throughout its manufacturing process, its utilization or when thrown away. Examples of these materials are wheat and bamboo fibres, cork, recycled plastic, organic cotton, or recycled cardboard. Proximity products and raw materials will also be promoted, including from green agriculture. Issues related to waste reduction and recycling of merchandising products will be tackled by the pilot as well. In parallel, DEX will support the archival institutions to assess the economic feasibility of the products.	- NA ES - NA PT - NA HU - NA MT - MTU - EUI - DEX - IPCA	COO BEN BEN BEN BEN BEN AP	NO

Milestones and deliverables (outputs/outcomes)

Milest one No	Milestone Name	Work Package No	Lead Beneficiary	Description			Due Date	Means of Verification
M5	New sustainable practices in the archival institutions implemented	3	DEX	Implementation of measures reducing the environmental impact of the archival institutions in their day-to-day activities of management, conservation and promotion of documentary heritage.			38	Monitoring grid and report
Delive rable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date	Description	
D3.1	Diagnosis	3	MTU	R-Report	SE-Sensitive	10	English. Digital: Review of the institutional governance on environmental policy, environmental outcomes, performances and investments of the participating archival institutions	
D3.2	Monitoring Tool	3	MTU	Other	PU-Public	10	English. Digital: Self-assessment tool to assess the environmental impacts/performances of archival institutions.	

D3.3	Sustainability and greening strategy for archival institutions	3	MTU (& DEX)	R-Docume nt	PU-Public	38	English. Digital: Establishment of sets of proposals aligned with the Green Deal for an environmental improvement in archival institutions through the adoption of green practices Ad hoc plans for archival institutions
D3.4	Report on the pilot implementation of sustainable measures	3	NA Portugal	R-Report	PU-Public	38	English. Digital: Report covering the impacts & results of the greener measures tested and adopted by the archival institutions.
D3.5	Showcase Catalogue of eco-friendly merchandising products for archival institutions	3	NA Portugal (DGLab)	DEM — Demonstrator, pilot, prototype	PU-Public	23	Presentation of the 10 green merchandising products designed and created within the project as a pilot experience, to showcase how the use of sustainable organic materials and proximity products can be integrated in cultural institutions. Digital catalogue in English with pictures, drawings and concepts. Products available physically.

Work Package 4: Capacity Building and Training

Ensure consistence with the detailed budget table/calculator (if applicable). (n/a for prefixed Lump Sum Grants)			
Duration:	M1 – M35	Lead Beneficiary:	MTU
Objectives List the specific objectives to which this work package is linked.			
<p>In parallel to the previous WP2 and WP3, the aim of WP4 “Capacity building and training” is:</p> <ul style="list-style-type: none"> To set up educational training systems in preparation, response, recovery, and mitigation of risks for decision-makers, staff, and other key actors in relation to the topics addressed by the project. Raise awareness for archival staff and even all levels of society of possible harms caused by disasters and climate change, and ultimately to adopt habits that will contribute to prevent damage and lay on the table the need for further investments in research and education. <p>This work package refers to the process of developing the skills, knowledge, and resources needed to effectively introduce sustainable practices and technologies. It involves building the capacity of archival institutions and their staff to carry out their mission and meet the environmental needs.</p>			
Activities (what, how, where) and division of work			

Task No	Task Name	Description	Participants		In-kind Contributions and Subcontracting
			Name	Role	
T4.1	Launching workshop to raise awareness among archival professionals	At the launching phase of the project, between Sept and Oct 2024, an initial generic workshop on disaster risk management and climate change on archives take place, coordinated by the Hungarian Archives in the framework of the Hungarian Presidency of the European Union, addressing thus not only the partners, but also the rest of EU Archives and members of EAG. Their format will be participative and dynamic in order to motivate the professionals participating, The idea is to co-create different materials by first, developing self-assessment tasks related to disaster management and sustainable practices, and second, ensuring teamwork by sharing the results among all the participants. Apart from raising awareness and involvement in particular in T.2.1, the immediate purpose will be to identify contents that could be addressed afterwards in activities T4.2 and T4.3.	- NA ES - NA PT - NA HU - NA MT - MTU - EUI - DEX - FOK - SAS	COO BEN BEN BEN BEN BEN BEN BEN BEN	NO
T4.2	Hybrid Workshops	In parallel to activities carried out in T2.2, T2.3, T2.4 and T3.2 and in order to benefit from previous results and experiences, each partner from the archival field will develop a 2-day hybrid workshop on each of the following topics: disaster risk management and archives greening. It will be each partner duty to design and implement these workshops in their national language, with inputs from the scientific partners. These workshops will take place between May and December 2025.	- NA ES - NA PT - NA HU - NA MT - EUI	COO BEN BEN BEN BEN	NO
T4.3	Digital Multilingual Training Courses -Disaster Risk management -Archives Greening	This activity will be coordinated by the Department of Technology Enhanced Learning of MTU and address the topics that have been exposed in the previous activities. It will be divided into three stages: a) the design of the platform and implementation of the contents that have been created from the different activities and WPs of this project. b) Testing the digital platform among the participant archival institutions and its members (10-20 people per institution) and collecting feedback from them. c) Fine-tuning and improvements. Launching of the training platform/digital courses The digital multilingual training courses will employ a number of pedagogical strategies which will be aligned with the content and designed to deliver an engaging learning experience. These strategies may include directive instruction, guided discovery, exploratory instruction, etc. Adopting a universal design approach which UNCRPD Article 2 defines as design which results in outputs which are “usable by all...without need for adaption or specialized design”. Specifically, the principles of universal design for learning (UDL) will be applied and the training courses will consist of multiple means of engagement (i.e. allowing the learners to discover why the course is salient and important), multiple means of representation (i.e. presenting the material using multiple pedagogical strategies, learning technologies, etc) and multiple means of action and expression (i.e. allow the learners to practice or act upon the concepts they have learned). Accessibility is a primary goal and the UDL framework will ensure that the course content and activities are aligned with the WCAG 2.0 standards and will consequently be accessible to all learners by being perceivable, operable, understandable, and robust.	- NA Spain - NA Portugal - NA Hungary - NA Malta - MTU - EUI - NA NO - ICARUS	COO BEN BEN BEN BEN BEN BEN AP AP	NO

Milestones and deliverables (outputs/outcomes)								
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Description			Due Date	Means of Verification
M6	Archival professionals trained	4	MTU	80% of archival professionals sensitized			9	English. Digital questionnaire
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date	Description	
D4.1	1 generic Workshop	4	NA Hungary	R-Document	SEN-Sensitive	9	Materials gathering current and future facts about both natural and man-made disaster hazards. English. Digital	
D4.2	5 workshops on disaster risk management and archival greening	4	NA ES	R-Document	SEN-Sensitive	16	Materials gathering the group conclusions about risk management strategies and specific knowledge and experience of each archival institution. English. Digital	
D4.3	1 Digital Multilingual Training Courses: Disaster Risk Management	4	MTU	DEC — Digital Platform	SEN-Sensitive	35	Digital platform. English and native language of beneficiaries (Min. EN, ES, HU, PT)	
D4.4	1 Digital Multilingual Training Courses: Sustainable practices on archives	4	MTU	DEC-Digital Platform	SEN-Sensitive	35	Digital platform. English and native language of beneficiaries (Min. EN, ES, HU, PT)	

Work Package 5 Project Communication and Participation**Work Package 5: Project Communication and Participation**

Ensure consistence with the detailed budget table/calculator (if applicable). (n/a for prefixed Lump Sum Grants)

Duration: M1 – M38 **Lead Beneficiary:** DEX

Objectives

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

Under the coordination of DEX, this transversal work package will contribute to reach the target groups and give visibility to the activities, results, EU support and, above all, main conclusions and recommendations that should be shared further to the implementation of the previous work packages.

In that sense, it is clearly linked to all main objectives of the project, namely:

- To give visibility to the pilot actions in documentary institutions by implementing risk management policies and green practices in order to adapt to the current times.
- To give visibility to capacity-building activities in order to reach professionals and decision-makers.
- To contribute to the attraction and engagement of new audiences by promoting activities involving the archival sector.

Logically, the WP of Communication and Dissemination is also linked to all specific objectives are concerned identified under chapter 1.2 (Needs Analysis), and contribute to:

- Distribute and share results of research, innovation, specialisation (data management, use of tools, etc.)
- Promote new ways to balance documentary heritage with sustainable practices and raise awareness in this issue.
- Promote the cooperation between beneficiaries, knowledge exchange, information, and good practices through dissemination activities

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

Task No	Task Name	Description	Participants		In-kind Contributions and Subcontracting
			Name	Role	
T5.1	Communication Plan & Visual Identity	DEX will propose a communication plan to achieve the project communication objectives and make sure that it contributes to project objectives from a visibility perspective. The communication plan will identify more in depth the target groups, define the key messages and propose the different communication tools and activities. The plan will also describe how communication results will be measured. The plan shall be ready to be implement at month 3 and include the production of the visual identity of the project (logo).	- NA ES - DEX - All partners	COO BEN BEN	NO
T5.2	E-communication	The project website and e-communication strategy will be coordinated and hosted by MTU. Each output and activity of the project will be available not only on the project and beneficiaries' websites, but also promoted	- NA ES - MTU - All partners	COO BEN BEN	NO

	& Social Networking	and uploaded through Social Networks of each beneficiary (Facebook, Twitter, Instagram & LinkedIn). The rhythm and hashtags will be adapted to the needs of the project and potential of each Social Network. The project website will also be used as a centralised resource where all materials and results from the project will be publicly accessible. In addition, partners will be required to collaborate as e-reporters to transfer their experiences and learnings, using their own online channels, blogs and social networks.			
T5.3	Audio-visual materials	These audio-visual materials will be under coordination of DEX with the involvement of all beneficiaries and participants. The aim of this task is to reinforce the online visibility of the activities, short videos and images shot and recorded at the archives, workshops and in other specific events of the project (exhibitions, trainings, and workshops) to strengthen the online channels and social networks.	- NA ES - DEX - All partners	COO BEN BEN	NO
T5.4	Hybrid exhibitions	Apart from the above-mentioned tasks of communication, partners will develop and host 2 exhibitions: one related to natural and human-made disasters (under the coordination of NA Malta) and the other one on “past and present of sustainability” (coordinated by NA Hungary), based on historical archives and following the same methodology: -Preparation stage (May 25-May 26): The first step will be identifying the content that will be used in the exhibitions: materials, documents, etc. This activity is going to be curated out by selecting at least 1 historian per archival institution who will decide and develop the chosen content with the agreement of the rest of participants. -Design stage (June-Dec 26): Agreement on the final content to be exposed and discuss its whole digitisation, in order to adapt the content to the subsequent exhibitions. A first version of this content in English is going to be handled with the assistance of EUI, and then it is under each archival beneficiary to translate and adjust this content for their local exhibitions. -Production stage (Jan-June 27): A cost-effective local production of ad hoc materials will be adopted, taking advantage of exhibition equipment (booths, exhibitors, screens) already available. Along with the above, the Technological Department of Enhanced Learning of MTU will be in charge of the digitisation process for these exhibitions, making the content accessible and adapting it for the digital format. -Openings: Throughout the 2 nd half of 2027, the exhibition will remain open for at least 2 months at each Archival institutions partners (ES, HU, IT, MT & PT).	- NA ES - NA PT - NA HU - NA MT - MTU - EUI - DEX	COO BEN BEN BEN BEN BEN BEN	NO
T.5.5	Transfer or results	In parallel to the project implementation, partners will transfer results through the presentation of the main outcomes at international networking events such as ICARUS Conventions or EAG, and organise 2 ad hoc project events: a) A Capitalisation Seminar (April-May 26) : To be hosted by EUI (Archives of the European Commission in Florence), this event open to archival professionals will contribute to launch, discuss and promote the policy and governance actions identified thanks to T. 3.3, 3.4, 3.4 and 3.2 b) A Project Final Conference (Nov-Dec 27): To be hosted by the lead partner, Spanish National Archives, in parallel to the exhibition in Spain, to share project results and created tools to their European counterparts	- NA ES - EUI - All partners	COO BEN BEN	

Milestones and deliverables (outputs/outcomes)								
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Description			Due Date	Means of Verification
M7	Final Impacts	5	DEX	The project has fully reached the targets fixed in the Communication Plan and carried out all activities (D.5.1)			38	Checklist
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date	Description	
D5.1	Project Communication Plan & Project Logo	5	DEX	R-Document	PU-Public	5	A brief but effective Communication Plan will be drafted in English and in PDF format in order to help beneficiaries to organise and monitor all communication activities in a homogenous way and fix some minimum quantitative outputs and impacts + visual identity guidelines.	
D5.2	Audio-visual Materials	5	DEX	DEC-Videos	PU-Public	38	To reinforce the online visibility of the activities, short videos and images recorded and edited around the main activities of the project (workshops, exhibitions...) will be distributed through online channels. Average of 2 videos per archival institution. These videos will allow a reinforcement of the presence of the project on Internet channel.	
D5.3	E-communication & Social Networking Strategy	5	MTU	DEC-Website	PU-Public	8	The project Internet homepage will be available in all partners' languages and will be updated throughout the whole project. Beneficiaries will use their own social networks (Facebook, Twitter, Instagram & LinkedIn) right from the start of the project.	
D5.4	Hybrid Exhibitions	5	Malta & Hungary National Archives	OTHER	PU-Public	35	The different presentations prepared for the 2 large exhibitions events will be collected and made available on the project website. The deliverable will also include a report on the contents and feedback from visitors.	

Overview of Work Packages (n/a for Lump Sum Grants: Creative Europe Desks, Circulation of European Literary Works, European Cooperation Projects)

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	N/A					
					Total Person-Months	

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	WP	WP	WP	Total Person-Months
[name]	N/A			
Total Person-Months				

Subcontracting (n/a for prefixed Lump Sum Grants)

Subcontracting						
Give details on subcontracted project tasks (if any) and explain the reasons why (as opposed to direct implementation by the Beneficiaries/Affiliated Entities).						
Subcontracting — Subcontracting means the implementation of ‘action tasks’, i.e. specific tasks which are part of the EU grant and are described in Annex 1 of the Grant Agreement.						
Note: Subcontracting concerns the outsourcing of a part of the project to a party outside the consortium. It is not simply about purchasing goods or services. We normally expect that the participants have sufficient operational capacity to implement the project activities themselves. Subcontracting should therefore be exceptional.						
Include only subcontracts that comply with the rules (i.e. best value for money and no conflict of interest; no subcontracting of coordinator tasks).						
Work Package No	Subcontract No (continuous numbering linked to WP)	Subcontract Name (subcontracted action tasks)	Description (including task number and BEN/AE to which it is linked)	Estimated Costs (EUR)	Justification (why is subcontracting necessary?)	Best-Value-for-Money (how do you intend to ensure it?)
N/A						
Other issues: If subcontracting for the project goes beyond 30% of the total eligible costs, give specific reasons.			N/A			

Events and trainings

Events and trainings (including performances, residencies, exhibitions, workshops, conferences, etc. both face to face and virtual events are to be included).

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

*Complete the table below with **realistic** estimates in terms of the number of attendees / participants / audience size. This data will be used in part to assess the success of the implementation of the project. Use your risk assessment to explain your mitigating measures.*

Event No	Participant	Description					Attendees
		Name	Type	Area	Location	Duration (days)	Number
E1.1	Host: NA Hungary Participants: All	Initial workshops for raising awareness – EU Presidency	Workshop	Risk management and sustainability awareness	Hungary	1	80
E1.2	Host: each archival institution	Hybrid Workshops on disaster risk management and greening of archives	Workshop	Capacity building on disaster risk management and greening of archives	Each archival institution participating	2	200
E1.3	Host: MTU Participants: Archival Institutions + ICARUS members	Digital Multilingual training courses	Training Course	Educative strategies	Virtual	N/A	100
E1.4	National Archives Malta	Hybrid Exhibitions	Exhibition	Risk management and sustainability	Rabat	120	4000
E1.5	National Archives Hungary	Hybrid Exhibitions	Exhibition	Risk management and sustainability	Pécs, Sopron, Budapest, Miskolc, Veszprém	120	8000
E1.6	National Archives Spain	Hybrid Exhibitions	Exhibition	Risk management and sustainability	Valladolid, Toledo, Madrid, Sevilla, Salamanca	120	20000
E1.7	National Archives Portugal	Hybrid Exhibitions	Exhibition	Risk management and sustainability	Porto, Lisboa, Faro, Setúbal	120	20000
E1.8	EUI	Hybrid Exhibitions	Exhibition	Risk management and sustainability	Florence	120	8000
E1.9	Host: EUI	Capitalisation Seminar	Event-Seminar	Natural and Man-Made Disasters – Sustainability	Florence	1	60
E1.10	Host: National Archives of Spain Participants: All	Final Conference	Final Conference	Presentation of Project Results	Brussels	1	80

5.3 Timetable

Timetable (projects of more than 2 years)																
ACTIVITIES	YEAR 1 (2024)				YEAR 2 (2025)				YEAR 3 (2026)				YEAR 4 (2027)			
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Task 1.1 - Partnership coordination																
Task 1.2 - Project Internal monitoring																
Task 1.3 - Risk management																
Task 2.1 - Understanding risk management on heritage																
Task 2.2 - Risks on archives / documentary heritage																
Task 2.3 - Risks on human health: staff and visitors																
Task 2.4 - Risks on built heritage																
Task 2.5 – Implementation of Action Plans																
Task 3.1 - Diagnosis																
Task 3.2 - Proposal for Green practices																
Task 3.3 - Integration of sustainable practices																
Task 3.4 - Pilot project “Green Merchandising”																
Task 4.1 – Initial workshop at Hungarian EU Presidency																
Task 4.2 – Hybrid Workshops: Risk & Archives Greening																
Task 4.3. - Digital Multilingual Training Courses																
Task 5.1 - Communication Plan & Visual Identity																
Task 5.2 - E-communication & Social Networking																
Task 5.3 - Audio-visual materials																
Task 5.5 – Hybrid exhibitions (Preparation & Openings)																
Task 5.6 – Transfer of Results (Transf Seminar & Final Conference)																



#@ETH-ICS-EI@#

6. OTHER

6.1 Ethics

Ethics
Not applicable.

#§ETH-ICS-EI\$# #@SEC-URI-SU@#

6.2 Security

Security
Not applicable.

#§SEC-URI-SU\$# #@DEC-LAR-DL@#

7. DECLARATIONS

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

Financial support to third parties (if applicable)
If in your project the maximum amount per third party will be more than the threshold amount set in the Call document, justify and explain why the higher amount is necessary in order to fulfil your project's objectives.
N/A

#§DEC-LAR-DL\$#

ANNEXES

LIST OF ANNEXES

Standard

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

ANNEX 2

ESTIMATED BUDGET (LUMP SUM BREAKDOWN) FOR THE ACTION

	Estimated EU contribution					
	Estimated eligible lump sum contributions (per work package)					Maximum grant amount ¹
	WP1 Project Management & Monitoring	WP2 Risk Prevention and Disaster Risk Management	WP3 Archives Greening	WP4 Capacity Building & Training	WP5 Project Communication and Participation	
Forms of funding	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	
	a	b	c	d	e	f = a + b + c + d + e
1 - MCU SPAIN	20 912.08	38 498.60	33 854.80	14 830.20	54 587.12	162 682.80
2 - NAH	10 036.60	18 125.80	16 515.45	10 635.80	60 369.40	115 683.05
3 - NAM	10 463.53	14 699.13	12 002.73	7 021.88	55 781.78	99 969.05
4 - DGLAB	10 441.06	18 387.95	17 245.73	8 246.49	44 895.06	99 216.29
5 - MTU	10 950.38	4 643.80	41 101.38	42 093.80	17 316.88	116 106.24
6 - DEX	10 995.32	10 785.60	29 989.96	6 066.90	17 376.77	75 214.55
7 - EUI	10 463.53	20 691.13	16 946.13	8 894.38	53 291.35	110 286.52
8 - IMB SAS	8 778.28	100 273.12	6 943.23	7 115.50	6 051.92	129 162.05
9 - FO KRAJOBRAZ	7 085.54	50 932.00	5 654.95	7 935.66	6 426.42	78 034.57
10 - ICARUS						
11 - NO Archives						
12 - IPCA						
Σ consortium	100 126.32	277 037.13	180 254.36	112 840.61	316 096.70	986 355.12

¹ The 'maximum grant amount' is the maximum grant amount fixed in the grant agreement (on the basis of the sum of the beneficiaries' lump sum shares for the work packages).

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

NATIONAL ARCHIVES OF HUNGARY (NAH), PIC 958366306, established in BECSI KAPUTER 2-4, BUDAPEST 1014, Hungary,

hereby agrees

to become beneficiary

in Agreement No 101173303 — SAGA ('the Agreement')

between MINISTERIO DE CULTURA (MCU SPAIN) 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

NATIONAL ARCHIVES OF MALTA (NAM), PIC 958400450, established in Head Office, Triq L-Isptar, Rabat RBT 1043, Malta,

hereby agrees

to become beneficiary

in Agreement No 101173303 — SAGA ('the Agreement')

between MINISTERIO DE CULTURA (MCU SPAIN) 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

DIRECAO-GERAL DO LIVRO DOS ARQUIVOS E DAS BIBLIOTECAS (DGLAB), PIC 941319623, established in EDIFICIO DA TORRE DO TOMBO ALAMEDA DA UNIVERSIDADE, LISBOA 1649-010, Portugal,

hereby agrees

to become beneficiary

in Agreement No 101173303 — SAGA ('the Agreement')

between MINISTERIO DE CULTURA (MCU SPAIN) **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

MUNSTER TECHNOLOGICAL UNIVERSITY (MTU), PIC 892106673, established in ROSSA AVENUE BISHOPSTOWN, CORK T12 P928, Ireland,

hereby agrees

to become beneficiary

in Agreement No 101173303 — SAGA ('the Agreement')

between MINISTERIO DE CULTURA (MCU SPAIN) 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

DESARROLLO DE ESTRATEGIAS EXTERIORES SA (DEX), PIC 972458272, established in PLAZA SAN MIGUEL 1, GIJON 33202, Spain,

hereby agrees

to become beneficiary

in Agreement No 101173303 — SAGA ('the Agreement')

between MINISTERIO DE CULTURA (MCU SPAIN) **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

EUROPEAN UNIVERSITY INSTITUTE (EUI), PIC 999902385, established in VIA DEI ROCCETTINI 9, FIESOLE 50014, Italy,

hereby agrees

to become beneficiary

in Agreement No 101173303 — SAGA ('the Agreement')

between MINISTERIO DE CULTURA (MCU SPAIN) **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

USTAV MOLEKULARNEJ BIOLOGIE SLOVENSKEJ AKADEMIE VIED (IMB SAS), PIC
968356433, established in DUBRAVSKA CESTA 21, BRATISLAVA 845 51, Slovakia,

hereby agrees

to become beneficiary

in Agreement No 101173303 — SAGA ('the Agreement')

between MINISTERIO DE CULTURA (MCU SPAIN) 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

FUNDACJA OCHRONY KRAJOBRAZU (FO KRAJOBRAZ), PIC 890975847, established in KIEPURY 1/9, JELENIA GORA 58-506, Poland,

hereby agrees

to become beneficiary

in Agreement No 101173303 — SAGA ('the Agreement')

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

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

FINANCIAL STATEMENT FOR THE ACTION FOR REPORTING PERIOD [NUMBER]

EU contribution												
Eligible lump sum contributions (per work package)												Requested EU contribution
	WP1 [name]	WP2 [name]	WP3 [name]	WP4 [name]	WP5 [name]	WP6 [name]	WP7 [name]	WP8 [name]	WP9 [name]	WP10 [name]	WP [XX]	
Forms of funding	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	
Status of completion	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	PARTIALLY COMPLETED	PARTIALLY COMPLETED	COMPLETED	NOT COMPLETED	
	a	b	c	d	e	f	g	h	i	j	k	$l = a + b + c + d + e + f + g + h + i + j + k$
1 – [short name beneficiary]												
1.1 – [short name affiliated entity]												
2 – [short name beneficiary]												
2.1 – [short name affiliated entity]												
X – [short name associated partner]												
Total consortium												

The consortium hereby confirms that:

The information provided is complete, reliable and true.

The lump sum contributions declared are eligible (in particular, the work packages have been completed and the work has been properly implemented and/or the results were achieved; see Article 6).

The proper implementation of the action/achievement of the results can be substantiated by adequate records and supporting documentation that will be produced upon request or in the context of checks, reviews, audits and investigations (see Articles 19, 21 and 25).

ANNEX 5

SPECIFIC RULES

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

Different rights of use of the granting authority on materials, documents and information received for policy, information, communication, dissemination and publicity purposes

When the action includes a work intended for commercial exploitation, Article 16.3 can only be applied to the promotion materials and documents related to the work, but not to the artistic material related to the work or to the work itself.

COMMUNICATION, DISSEMINATION AND VISIBILITY (— ARTICLE 17)

Additional communication and dissemination activities

The beneficiaries must engage in the following additional communication and dissemination activities:

- **present the project** (including project summary, coordinator contact details, list of participants, European flag and funding statement and special logo and project results) on the beneficiaries' **websites** or **social media accounts**
- for actions involving **publications**, mention the action and the European flag and funding statement and special logo on the cover or the first pages following the editor's mention
- for actions involving public **events**, display signs and posters mentioning the action and the European flag and funding statement and special logo
- for actions involving the distribution of audiovisual works, mention the European flag, funding statement and special logo in the opening credits of the work
- for actions involving the production of audiovisual works, mention the funding statement in the opening credits and the European flag, funding statement and special logo in the end credits of the work
- upload the public **project results** to the Creative Europe Project Results platform, available through the Funding & Tenders Portal.

Special logos

Communication activities and infrastructure, equipment or major results funded by the grant must moreover display the following logo:

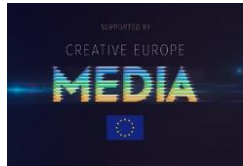
- for Creative Europe Media grants and Creative Europe Desk communication activities about the MEDIA strand:

- the Creative Europe Media logo



and

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



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



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

n/a



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>)