



EUROPEAN EDUCATION AND CULTURE EXECUTIVE AGENCY (EACEA)

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

GRANT AGREEMENT

Project 101237740 — DIANA

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':

SH.UALIKHANOV ATYNDAGY KOKSHETAU MEMLEKETTIK UNIVERSITETI (KokSU), PIC 948627603, established in AKMOLA OBLAST ABAY STREET 76, KOKSHETAU 020000, Kazakhstan,

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

2. **UNIVERSIDADE PORTUCALENSE INFANTE D HENRIQUE-COOPERATIVA DE ENSINO SUPERIOR CRL (UPT)**, PIC 949569861, established in RUA BERNARDINO DE ALMEIDA 541-619, PORTO 4200 072, Portugal,

3. **HOCHSCHULE WISMAR (HSW)**, PIC 972468457, established in PHILIPP MULLER STRASSE 14, WISMAR 23966, Germany,

4. **NORTH KAZAKHSTAN STATE UNIVERSITY NAMED AFTER MANASH KOZYBAYEV (UNIKOZ)**, PIC 933645371, established in Pushkin street 86, Petropavlovsk 150000, Kazakhstan,

5. **D.SERIKBAYEV EAST KAZAKHSTAN TECHNICAL UNIVERSITY (EKTU)**, PIC 997354971, established in SERIKBAYEV STREET 19, UST-KAMENOGORSK 070004, Kazakhstan,

6. **KAZATS SPORT ZHENE TURIZM AKADEMIIASY KOMMERTSIALYK EMES AKTSIONERLIK TSO GAMY. (KazAST)**, PIC 870427367, established in Kazakhstan, Almaty, Abay ave. 85, ALMATY 050022, Kazakhstan,

7. **XALQARO QISHLOQ XOJALIGI UNIVERSITETI (IAU)**, PIC 884047331, established in QIBRAY DISTRICT UNIVERSITY STREET 2, TASHKENT 100164, Uzbekistan,

8. **"IPAK YO'LI" TURIZM VA MADANIY MEROS XALQARO UNIVERSITETI (SILKROAD)**, PIC 879012352, established in UNIVERSITY BOULEVARD 17, SAMARKAND 140104, Uzbekistan,

9. **"NUKUS DAVLAT TEXNIKA UNIVERSITETI" DAVLAT MUASSASASI (NSTU)**, PIC 873535053, established in A. DOSNAZAROV KO'CHASI, 74-UY, NUKUS 742000, Uzbekistan,

10. **Chamber of Entrepreneurs of Akmola Region (ATAM)**, PIC 870367227, established in Abay street, 96, KOKSHETAU 020000, Kazakhstan,

11. **SABR RESPUBLIKA IJTIMOIIY-IQTISODIY RIVOJLANISH MARKASI (SABR)**, PIC 870287687, established in BAKHODIRKHON STREET 2A, SAMARKAND 140105, Uzbekistan,

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](#).

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DATA SHEET**1. General data**

Project summary:

Project summary
By developing the entrepreneurial skills of self-employed rural women by strengthening their digital literacy, DIANA supports the Green Economy by modernizing the economies of Central Asia countries, making them more competitive and innovative. Sustained growth and jobs are provided by linking education and business more closely with the needs of the private sector in the agro-ecotourism industry.

Keywords:

- Sustainable growth and jobs
- Tourism, Rural tourism, woman

Project number: 101237740

Project name: Empowering Women through the Development and Implementation of Rural Tourism Entrepreneurship in Kazakhstan and Uzbekistan

Project acronym: DIANA

Call: ERASMUS-EDU-2025-CBHE

Topic: ERASMUS-EDU-2025-CBHE-STRAND-1

Type of action: ERASMUS Lump Sum Grants

Granting authority: European Education and Culture Executive Agency

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

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

Project end date: starting date + months of duration

Project duration: 36 months

Consortium agreement: Yes

2. Participants**List of participants:**

N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
1	COO	KokSU	SH.UALIKHANOV ATYNDAGY KOKSHETAU MEMLEKETTİK UNIVERSITETİ	KZ	948627603	52 388.00
2	BEN	UPT	UNIVERSIDADE PORTUCALENSE INFANTE D HENRIQUE-COOPERATIVA DE ENSINO SUPERIOR CRL	PT	949569861	46 693.00
3	BEN	HSW	HOCHSCHULE WISMAR	DE	972468457	44 695.00
4	BEN	UNIKOZ	NORTH KAZAKHSTAN STATE UNIVERSITY NAMED AFTER MANASH KOZYBAYEV	KZ	933645371	36 362.00
5	BEN	EKTU	D.SERIKBAYEV EAST KAZAKHSTAN TECHNICAL UNIVERSITY	KZ	997354971	37 634.00
6	BEN	KazAST	KAZATS SPORT ZHENE TURIZM AKADEMIASY KOMMERTSIYALYK EMES AKTSIONERLIK TSO GAMY.	KZ	870427367	33 690.00
7	BEN	IAU	XALQARO QISHLOQ XOJALIGI UNIVERSITETI	UZ	884047331	29 596.00

N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
8	BEN	SILKROAD	"IPAK YO'LI" TURIZM VA MADANIY MEROS XALQARO UNIVERSITETI	UZ	879012352	26 097.00
9	BEN	NSTU	"NUKUS DAVLAT TEXNIKA UNIVERSITETI" DAVLAT MUASSASASI	UZ	873535053	29 830.00
10	BEN	ATAM	Chamber of Entrepreneurs of Akmola Region	KZ	870367227	3 708.00
11	BEN	SABR	SABR RESPUBLIKA IJTIMOY-IQTISODIY RIVOJLANISH MARKASI	UZ	870287687	17 317.00
Total						358 010.00

Coordinator:

– SH.UALIKHANOV ATYNDAGY KOKSHETAU MEMLEKETTIK UNIVERSITETI (KokSU)

3. Grant

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

Maximum grant amount (Annex 2)	Maximum grant amount (award decision)
358 010.00	358 010.00

Grant form: Lump Sum

Grant mode: Action grant

Budget categories/activity types: Lump sum contributions

Cost eligibility options: n/a

Budget flexibility: No

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

Deliverables: see Funding & Tenders Portal Continuous Reporting tool

4.2 Periodic reporting and payments

Reporting and payment schedule (art 21, 22):

Reporting					Payments	
Reporting periods			Type	Deadline	Type	Deadline (time to pay)
RP No	Month from	Month to				
					Initial prefinancing	30 days from entry into force/ financial guarantee (if required) – whichever is the latest
					Final payment	90 days from receiving periodic report
1	1	36	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)	250 607.00	n/a	1 - KokSU	n/a
			2 - UPT	n/a
			3 - HSW	n/a
			4 - UNIKOZ	n/a
			5 - EKTU	n/a
			6 - KazAST	n/a
			7 - IAU	n/a
			8 - SILKROAD	n/a
			9 - NSTU	n/a
			10 - ATAM	n/a
			11 - SABR	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:

KZ36998JTB0000124435 TSESKZKAXXX

Conversion into euros: n/a

Reporting language: Language of the Agreement

4.3 Certificates (art 24): n/a**4.4 Recoveries (art 22)****First-line liability for recoveries:**

Beneficiary termination: Beneficiary concerned

Final payment: Coordinator

After final payment: Beneficiary concerned

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

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

Joint and several liability of affiliated entities — n/a

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

Standard applicable law regime: EU law + law of Belgium

Dispute settlement forum (art 43):

Standard dispute settlement forum:

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

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

6. Other**Specific rules (Annex 5): Yes****Standard time-limits after project end:**

Confidentiality (for X years after final payment): 5

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

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

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

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

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

CHAPTER 1 GENERAL

ARTICLE 1 — SUBJECT OF THE AGREEMENT

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

ARTICLE 2 — DEFINITIONS

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

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

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

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

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

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

Affiliated entities (AE) — Entities affiliated to a beneficiary within the meaning of Article 190 of EU Financial Regulation 2024/2509⁴ 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(38) of EU Financial Regulation 2024/2509, i.e. non-financial resources made available free of charge by third parties.

⁴ For the definition, see Article 190 Regulation (EU, Euratom) 2024/2509 of the European Parliament and of the Council of 23 September 2024 on the financial rules applicable to the general budget of the Union (recast) ('EU Financial Regulation') (OJ L, 2024/2509, 26.9.2024): "**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 138(1) and 143(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".

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 138(1)(c) of EU Financial Regulation 2024/2509⁸.

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 **101237740 — DIANA** ('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).

⁸ 'Professional misconduct' includes, in particular, the following: violation of ethical standards of the profession; wrongful conduct with impact on professional credibility; breach of generally accepted professional ethical standards; false declarations/misrepresentation of information; participation in a cartel or other agreement distorting competition; violation of IPR; attempting to influence decision-making processes by taking advantage, through misrepresentation, of a conflict of interests, or to obtain confidential information from public authorities to gain an advantage; incitement to discrimination, hatred or violence or similar activities contrary to the EU values where negatively affecting or risking to affect the performance of a legal commitment.

The grant is an action grant⁹ 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)¹⁰ 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.

⁹ For the definition, see Article 183(2)(a) EU Financial Regulation 2024/2509: '**action grant**' means an EU grant to finance "an action intended to help achieve a Union policy objective".

¹⁰ See Article 125 EU Financial Regulation 2024/2509.

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’¹¹ (or similar, such as European research infrastructure consortia (ERICs)) may delegate the tasks set out in Point (b)(i) to (iii) above to one of their members. The coordinator retains sole responsibility for compliance with the obligations under the Agreement.

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

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

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

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

ARTICLE 8 — AFFILIATED ENTITIES

Not applicable

ARTICLE 9 — OTHER PARTICIPANTS INVOLVED IN THE ACTION

9.1 Associated partners

Not applicable

9.2 Third parties giving in-kind contributions to the action

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

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

¹¹ For the definition, see Article 190(2) EU Financial Regulation 2024/2509: “Where several entities satisfy the criteria for being awarded a grant and together form one entity, that entity may be treated as the **sole beneficiary**, including where it is specifically established for the purpose of implementing the action financed by the grant.”

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

9.3 Subcontractors

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

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

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

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

9.4 Recipients of financial support to third parties

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

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

ARTICLE 10 — PARTICIPANTS WITH SPECIAL STATUS

10.1 Non-EU participants

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

- to respect general principles (including fundamental rights, values and ethical principles, environmental and labour standards, rules on classified information, intellectual property rights, visibility of funding and protection of personal data)
- for the submission of certificates under Article 24: use qualified external auditors which are independent and comply with comparable standards as those set out in EU Directive 2006/43/EC¹²
- 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.).

¹² 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 (OJ L 157, 9.6.2006, p. 87).

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

10.2 Participants which are international organisations

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

- to respect general principles (including fundamental rights, values and ethical principles, environmental and labour standards, rules on classified information, intellectual property rights, visibility of funding and protection of personal data)
- for the submission of certificates under Article 24: to use either independent public officers or external auditors which comply with comparable standards as those set out in EU Directive 2006/43/EC¹³
- for the controls under Article 25: to allow for the checks, reviews, audits and investigations by the bodies mentioned in that Article, taking into account the specific agreements concluded by them and the EU (if any).

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

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

10.3 Pillar-assessed participants

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

‘Pillar-assessment’ means a review by the European Commission on the systems, rules and procedures which participants use for managing EU grants (in particular internal control system, accounting system, external audits, financing of third parties, rules on recovery and exclusion, information on recipients and protection of personal data; see Article 157 EU Financial Regulation 2024/2509).

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

¹³ 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 (OJ L 157, 9.6.2006, p. 87).

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 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 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 2015/444¹⁴ and its implementing rules).

¹⁴ 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).

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

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

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

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

13.3 Consequences of non-compliance

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

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

ARTICLE 14 — ETHICS AND VALUES

14.1 Ethics

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

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

14.2 Values

The beneficiaries must commit to and ensure the respect of basic EU values (such as respect for 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 2018/1725¹⁵.

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 2016/679¹⁶).

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

¹⁵ 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).

¹⁶ Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC ('GDPR') (OJ L 119, 4.5.2016, p. 1).

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

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

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

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

16.2 Ownership of results

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

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

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

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

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

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

- (g) the right to authorise **third parties** to act on its behalf or sub-license to third parties the modes of use set out in Points (b), (c), (d) and (f), if needed for the information, communication and publicity activity of the granting authority and
- (h) **processing**, analysing, aggregating the materials, documents and information received and **producing derivative works**.

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

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

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

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

16.4 Specific rules on IPR, results and background

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

16.5 Consequences of non-compliance

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

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

ARTICLE 17 — COMMUNICATION, DISSEMINATION AND VISIBILITY

17.1 Communication — Dissemination — Promoting the action

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

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

17.2 Visibility — European flag and funding statement

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



Funded by the
European Union



Co-funded by the
European Union



Funded by the
European Union



Co-funded by the
European Union

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

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

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

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

17.3 Quality of information — Disclaimer

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

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

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

17.4 Specific communication, dissemination and visibility rules

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

17.5 Consequences of non-compliance

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

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

ARTICLE 18 — SPECIFIC RULES FOR CARRYING OUT THE ACTION

18.1 Specific rules for carrying out the action

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

18.2 Consequences of non-compliance

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

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

SECTION 3 GRANT ADMINISTRATION

ARTICLE 19 — GENERAL INFORMATION OBLIGATIONS

19.1 Information requests

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

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

19.2 Participant Register data updates

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

19.3 Information about events and circumstances which impact the action

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

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

(b) **circumstances** affecting:

- (i) the decision to award the grant or
- (ii) compliance with requirements under the Agreement.

19.4 Consequences of non-compliance

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

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

ARTICLE 20 — RECORD-KEEPING

20.1 Keeping records and supporting documents

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

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

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

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

20.2 Consequences of non-compliance

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

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

ARTICLE 21 — REPORTING

21.1 Continuous reporting

The beneficiaries must 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:

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

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

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

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

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

22.3.3 Interim payments

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

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

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

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

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

Step 1 — Calculation of the total accepted EU contribution

Step 2 — Limit to the interim payment ceiling

Step 1 — Calculation of the total accepted EU contribution

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

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

Step 2 — Limit to the interim payment ceiling

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

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

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

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

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

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

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

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

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

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

Step 1 — Calculation of the total accepted EU contribution

Step 2 — Limit to the maximum grant amount

Step 3 — Reduction due to the no-profit rule

Step 1 — Calculation of the total accepted EU contribution

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

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

Step 2 — Limit to the maximum grant amount

Not applicable

Step 3 — Reduction due to the no-profit rule

Not applicable

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Step 1 — Calculation of the revised total accepted EU contribution

Step 1 — Calculation of the revised total accepted EU contribution

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

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

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

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

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

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

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

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

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

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

22.4 Enforced recovery

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

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

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

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

- (b) by drawing on the financial guarantee(s) (if any)

- (c) by holding other beneficiaries jointly and severally liable (if any; see Data Sheet, Point 4.4)

- (d) by holding affiliated entities jointly and severally liable (if any, see Data Sheet, Point 4.4)
- (e) by taking legal action (see Article 43) or, provided that the granting authority is the European Commission or an EU executive agency, by adopting an enforceable decision under Article 299 of the Treaty on the Functioning of the EU (TFEU) and Article 100(2) of EU Financial Regulation 2024/2509.

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 2015/2366¹⁷ 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.

¹⁷ 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).

ARTICLE 23 — GUARANTEES

23.1 Prefinancing guarantee

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

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

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

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

They will be released within the following month.

23.2 Consequences of non-compliance

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

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

ARTICLE 24 — CERTIFICATES

Not applicable

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

25.1 Granting authority checks, reviews and audits

25.1.1 Internal checks

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

25.1.2 Project reviews

The granting authority may carry out reviews on the proper implementation of the action and

compliance with the obligations under the Agreement (general project reviews or specific issues reviews).

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

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

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

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

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

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

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

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

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

25.1.3 Audits

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

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

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

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

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

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

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

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

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

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

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

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

25.3 Access to records for assessing simplified forms of funding

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

25.4 OLAF, EPPO and ECA audits and investigations

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

- the European Anti-Fraud Office (OLAF) under Regulations No 883/2013¹⁸ and No 2185/96¹⁹
- 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 263 of EU Financial Regulation 2024/2509.

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.

¹⁸ 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).

¹⁹ 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).

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

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

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

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

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

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

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

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

25.5.2 Extension from other grants

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

- (a) the beneficiary concerned is found, in other EU grants awarded under similar conditions, to have committed systemic or recurrent errors, irregularities, fraud or breach of obligations that have a material impact on this grant and
- (b) those findings are formally notified to the beneficiary concerned — together with the list of 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), failure to cooperate with checks, reviews, audits and investigations, 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), failure to cooperate with checks, reviews, audits and investigations, 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), failure to cooperate with checks, reviews, audits and investigations, 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), failure to cooperate with checks, reviews, audits and investigations, 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 137 to 148 EU Financial Regulation 2024/2509 and Articles 4 and 7 of Regulation 2988/95²⁰).

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.

²⁰ 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).

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

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

CHAPTER 6 FINAL PROVISIONS

ARTICLE 36 — COMMUNICATION BETWEEN THE PARTIES

36.1 Forms and means of communication — Electronic management

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

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

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

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

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 1182/71²¹, 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

²¹ 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).

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

The granting authority may request additional information.

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

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

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

ARTICLE 40 — ACCESSION AND ADDITION OF NEW BENEFICIARIES

40.1 Accession of the beneficiaries mentioned in the Preamble

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

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

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

40.2 Addition of new beneficiaries

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

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

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

Additions are also possible in mono-beneficiary grants.

ARTICLE 41 — TRANSFER OF THE AGREEMENT

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

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

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

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

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

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

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

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

ARTICLE 43 — APPLICABLE LAW AND SETTLEMENT OF DISPUTES

43.1 Applicable law

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

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

43.2 Dispute settlement

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

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

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

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

For grants where the granting authority is an EU executive agency (see Preamble), actions against

offsetting and enforceable decisions must be brought against the European Commission (not against the granting authority; see also Article 22).

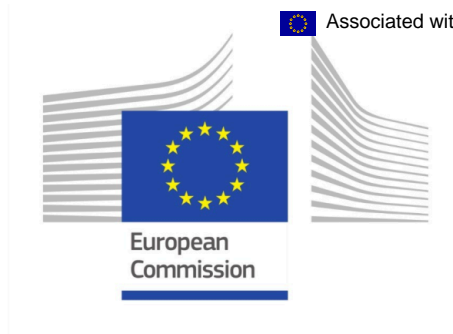
ARTICLE 44 — ENTRY INTO FORCE

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

SIGNATURES

For the coordinator

For the granting authority



ANNEX 1



Erasmus+ (ERASMUS+)

Description of the action (DoA)

Part A

Part B

DESCRIPTION OF THE ACTION (PART A)

COVER PAGE

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

PROJECT	
<i>Grant Preparation (General Information screen) — Enter the info.</i>	
Project number:	101237740
Project name:	Empowering Women through the Development and Implementation of Rural Tourism Entrepreneurship in Kazakhstan and Uzbekistan
Project acronym:	DIANA
Call:	ERASMUS-EDU-2025-CBHE
Topic:	ERASMUS-EDU-2025-CBHE-STRAND-1
Type of action:	ERASMUS-LS
Service:	EACEA/A/04
Project starting date:	first day of the month following the entry into force date
Project duration:	36 months

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Staff effort	9
List of deliverables	10
List of milestones (outputs/outcomes)	20
List of critical risks	21

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.

By developing the entrepreneurial skills of self-employed rural women by strengthening their digital literacy, DIANA supports the Green Economy by modernizing the economies of Central Asia countries, making them more competitive and innovative. Sustained growth and jobs are provided by linking education and business more closely with the needs of the private sector in the agro-ecotourism industry.

LIST OF PARTICIPANTS

PARTICIPANTS

Grant Preparation (Beneficiaries screen) — Enter the info.

Number	Role	Short name	Legal name	Country	PIC
1	COO	KokSU	SH.UALIKHANOV ATYNDAGY KOKSHETAU MEMLEKETTIK UNIVERSITETI	KZ	948627603
2	BEN	UPT	UNIVERSIDADE PORTUCALENSE INFANTE D HENRIQUE-COOPERATIVA DE ENSINO SUPERIOR CRL	PT	949569861
3	BEN	HSW	HOCHSCHULE WISMAR	DE	972468457
4	BEN	UNIKOZ	NORTH KAZAKHSTAN STATE UNIVERSITY NAMED AFTER MANASH KOZYBAYEV	KZ	933645371
5	BEN	EKTU	D.SERIKBAYEV EAST KAZAKHSTAN TECHNICAL UNIVERSITY	KZ	997354971
6	BEN	KazAST	KAZATS SPORT ZHENE TURIZM AKADEMIIASY KOMMERTSIALYK EMES AKTSIONERLIK TSOGAMY.	KZ	870427367
7	BEN	IAU	XALQARO QISHLOQ XOJALIGI UNIVERSITETI	UZ	884047331
8	BEN	SILKROAD	"IPAK YO'LI" TURIZM VA MADANIY MEROS XALQARO UNIVERSITETI	UZ	879012352
9	BEN	NSTU	"NUKUS DAVLAT TEXNIKA UNIVERSITETI" DAVLAT MUASSASASI	UZ	873535053
10	BEN	ATAM	Chamber of Entrepreneurs of Akmola Region	KZ	870367227
11	BEN	SABR	SABR RESPUBLIKA IJTIMOIIY-IQTISODIY RIVOJLANISH MARKASI	UZ	870287687

LIST OF WORK PACKAGES

Work packages <i>Grant Preparation (Work Packages screen) — Enter the info.</i>						
Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables
WP1	Project management	1 - KokSU	17.33	1	36	D1.1 – Report on kick - off meeting D1.2 – Management and Communication Manual D1.3 – Interim Report D1.4 – Report on Impact and Sustainability
WP2	Capacity building of staff	2 - UPT	21.31	4	19	D2.1 – Training plan D2.2 – Report on delivered online trainings D2.3 – Report on delivered onsite trainings D2.4 – Roadmap D2.5 – Guidelines on Women Empowerment and Skills Enhancement
WP3	Designing the course Rural tourism entrepreneurship	3 - HSW	19.20	18	26	D3.1 – Report of reviewed programmes D3.2 – Development of Course “Rural Tourism Entrepreneurship” – Students D3.3 – Development of Course “Rural Tourism Entrepreneurship” – Adults
WP4	Student enrolment and course implementation	5 - EKTU	18.10	23	33	D4.1 – Report on Selection, Recruitment, and Implementation of Rural Tourism Entrepreneurship course D4.2 – Report on Entrepreneurial projects
WP5	Quality Plan: Evaluation and Improvement	4 - UNIKOZ	29.00	1	36	D5.1 – Quality Assurance and Contingency Plan D5.2 – Implementation of the Quality Assurance Plan at mid-term

Work packages <i>Grant Preparation (Work Packages screen) — Enter the info.</i>						
Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables
						D5.3 – Implementation of the Quality Assurance Plan at the end of the project
WP6	Dissemination & Exploitation	8 - SILKROAD	37.10	1	36	D6.1 – Project webpage D6.2 – Dissemination plan D6.3 – Implementation of the Dissemination Plan at mid-term D6.4 – Outreach Materials D6.5 – Final conference report

Work package WP1 – Project management

Work Package Number	WP1	Lead Beneficiary	1 - KokSU
Work Package Name	Project management		
Start Month	1	End Month	36

Objectives

WP aims to conduct day-to-day management of the project activities and deliverables by the coordinator (KoKSU, Kazakhstan).

Description

In the scope of this WP a project management board member (1/HEI), a strategy of internal communication as well as project management procedures and tools will be designed, and interim and final reports will be conducted. KoKSU, as a project coordinator, will be tasked with adhering to the guidelines and principles outlined in the Erasmus+ program. This includes the responsibility to stay informed about rules of the Erasmus+ guidelines and promptly communicate this information to the other project partners.

Work package WP2 – Capacity building of staff

Work Package Number	WP2	Lead Beneficiary	2 - UPT
Work Package Name	Capacity building of staff		
Start Month	4	End Month	19

Objectives

WP aims to strength educational programs in tourism through the development of specialized tailored courses on rural tourism entrepreneurship and the integration of active teaching methodologies, ensuring the delivery of quality education to HEIs students.

Description

This work package plays a crucial role in the strategic knowledge transfer from EU partners to the partners from Kazakhstan and Uzbekistan. First, the focus will be on organizing training sessions for staff involved in tourism programmes from PC-HEIs. These training sessions will be conducted by experienced European partners, utilizing a combination of online and offline formats to ensure accessibility and effectiveness. The first onsite training will take place at UPT.

Work package WP3 – Designing the course Rural tourism entrepreneurship

Work Package Number	WP3	Lead Beneficiary	3 - HSW
Work Package Name	Designing the course Rural tourism entrepreneurship		
Start Month	18	End Month	26

Objectives

Work Package 3 (WP3) focuses on the development of a comprehensive rural tourism entrepreneurship course strategically designed to serve two different target groups.

Description

The focus is on equipping participants with the necessary knowledge and skills needed to conceptualize and effectively manage successful rural tourism initiatives. The two target groups identified for this course are students of higher education institutions (HEIs) and self-employed women engaged in rural entrepreneurship. WP 3 will be coordinated by HWS.

Work package WP4 – Student enrolment and course implementation

Work Package Number	WP4	Lead Beneficiary	5 - EKTU
Work Package Name	Student enrolment and course implementation		
Start Month	23	End Month	33

Objectives

This WP involves a process of selecting the target audience, including BSc and MSs students at PC-HEIs.

Description

This involves holding at least one selection meeting at each higher education institution in the partner country (HEI). The focus is on recruiting a balanced representation, including 50 per cent female students, further emphasising diversity. An important aspect is the recruitment of self-employed women in rural areas, providing a meaningful link of HEIs to local communities. The project is thoroughly piloted with these target groups, aiming to conduct real entrepreneurial projects addressing the needs of labour market, especially in rural areas. After approbation target groups, the course is implemented and each partner country HEI with a support of academic staff, trained in the scope of the WP2. The academic staff will follow-up the projects of the students involving the industry representatives for consultation feedback and mentoring, which will be presented at the Entrepreneurship Showcase of each HEI. Each HEI prepares a comprehensive report on the entrepreneurial project results, demonstrating the practical application of the skills and knowledge gained through the Rural Entrepreneurship course.

Work package WP5 – Quality Plan: Evaluation and Improvement

Work Package Number	WP5	Lead Beneficiary	4 - UNIKOZ
Work Package Name	Quality Plan: Evaluation and Improvement		
Start Month	1	End Month	36

Objectives

WP aims to strength educational programs in tourism/business through the development of specialized elective courses on rural tourism entrepreneurship and the integration of active teaching methodologies, ensuring the delivery of quality education to HEIs students.

Description

This work package plays a crucial role in the strategic knowledge from EU partners to the partners from the regions of Central Asia. It serves as a channel for sharing knowledge and best practices in the dynamic field of rural tourism, offering a wealth of entrepreneurial knowledge to stimulate economic growth and development. The focus is not only on information transfer, but also on actively seeking to empower local communities with the tools and skills needed for sustainable development. UNIKOZ will coordinate this WP.

Work package WP6 – Dissemination & Exploitation

Work Package Number	WP6	Lead Beneficiary	8 - SILKROAD
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Work Package Name	Dissemination & Exploitation		
Start Month	1	End Month	36

Objectives

SilkRoad, together with all partners, will lead the dissemination activities targeting the education and business communities in Europe, Central Asia.

Description

The strategic dissemination plan outlines key initiatives including a multilingual website, social media presence and press releases for global outreach. Face-to-face meetings, workshops and targeted dissemination activities will focus on topics such as gender equality and entrepreneurship support. The SilkRoad will coordinate dissemination activities and ensure its proper implementation. Each partner will appoint a communications manager and contribute to the dissemination work by suggesting target groups, channels and activities. All project outputs will be freely available on the DIANA website and social media, with due recognition of the EU funding and the consortium's contribution. Communication channels will carry the EU Erasmus+ logo to signify the project funding. WP aims to strengthen educational programs in tourism/business through the development of specialized elective courses on rural tourism entrepreneurship and the integration of active teaching methodologies, ensuring the delivery of quality education to HEIs students.

STAFF EFFORT

Staff effort per participant <i>Grant Preparation (Work packages - Effort screen) — Enter the info.</i>							
Participant	WP1	WP2	WP3	WP4	WP5	WP6	Total Person-Months
1 - KokSU	9.00	6.00	4.00	3.00	5.00	5.00	32.00
2 - UPT	1.23	2.21	1.00	1.00	3.00	2.00	10.44
3 - HSW	1.00	1.00	2.00	1.00	3.00	2.00	10.00
4 - UNIKOZ	1.00	2.00	2.00	2.00	3.00	5.00	15.00
5 - EKTU	1.00	2.00	2.00	3.00	3.00	5.00	16.00
6 - KazAST	1.00	2.00	2.00	2.00	3.00	5.00	15.00
7 - IAU	1.00	2.00	2.00	2.00	3.00	5.00	15.00
8 - SILKROAD	1.00	2.00	2.00	2.00	3.00	5.00	15.00
9 - NSTU	1.00	2.00	2.00	2.00	3.00	3.00	13.00
10 - ATAM			0.10			0.10	0.20
11 - SABR	0.10	0.10	0.10	0.10			0.40
Total Person-Months	17.33	21.31	19.20	18.10	29.00	37.10	142.04

LIST OF DELIVERABLES

Deliverables <i>Grant Preparation (Deliverables screen) — Enter the info.</i> <i>The labels used mean:</i> <i>Public — fully open (🚩 automatically posted online)</i> <i>Sensitive — limited under the conditions of the Grant Agreement</i> <i>EU classified —RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision 2015/444</i>						
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D1.1	Report on kick - off meeting	WP1	1 - KokSU	R — Document, report	SEN - Sensitive	4
D1.2	Management and Communication Manual	WP1	1 - KokSU	R — Document, report	SEN - Sensitive	4
D1.3	Interim Report	WP1	1 - KokSU	R — Document, report	SEN - Sensitive	18
D1.4	Report on Impact and Sustainability	WP1	3 - HSW	R — Document, report	PU - Public	36
D2.1	Training plan	WP2	2 - UPT	R — Document, report	PU - Public	5
D2.2	Report on delivered online trainings	WP2	2 - UPT	R — Document, report	SEN - Sensitive	16
D2.3	Report on delivered onsite trainings	WP2	2 - UPT	R — Document, report	SEN - Sensitive	19
D2.4	Roadmap	WP2	6 - KazAST	R — Document, report	PU - Public	19
D2.5	Guidelines on Women Empowerment and Skills Enhancement	WP2	9 - NSTU	R — Document, report	SEN - Sensitive	19
D3.1	Report of reviewed programmes	WP3	3 - HSW	R — Document, report	SEN - Sensitive	20
D3.2	Development of Course “Rural Tourism Entrepreneurship” – Students	WP3	3 - HSW	R — Document, report	PU - Public	25
D3.3	Development of Course “Rural Tourism Entrepreneurship” – Adults	WP3	3 - HSW	R — Document, report	PU - Public	26
D4.1	Report on Selection, Recruitment,	WP4	5 - EKTU	R — Document, report	SEN - Sensitive	30

Deliverables

Grant Preparation (Deliverables screen) — Enter the info.

The labels used mean:

Public — fully open (🚩 automatically posted online)

Sensitive — limited under the conditions of the Grant Agreement

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

Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
	and Implementation of Rural Tourism Entrepreneurship course					
D4.2	Report on Entrepreneurial projects	WP4	5 - EKTU	R — Document, report	SEN - Sensitive	33
D5.1	Quality Assurance and Contingency Plan	WP5	4 - UNIKOZ	R — Document, report	PU - Public	3
D5.2	Implementation of the Quality Assurance Plan at mid-term	WP5	4 - UNIKOZ	R — Document, report	SEN - Sensitive	18
D5.3	Implementation of the Quality Assurance Plan at the end of the project	WP5	4 - UNIKOZ	R — Document, report	SEN - Sensitive	36
D6.1	Project webpage	WP6	8 - SILKROAD	DEC — Websites, patent filings, videos, etc	PU - Public	6
D6.2	Dissemination plan	WP6	8 - SILKROAD	R — Document, report	PU - Public	2
D6.3	Implementation of the Dissemination Plan at mid-term	WP6	8 - SILKROAD	R — Document, report	PU - Public	18
D6.4	Outreach Materials	WP6	8 - SILKROAD	R — Document, report	PU - Public	36
D6.5	Final conference report	WP6	8 - SILKROAD	R — Document, report	PU - Public	34

Deliverable D1.1 – Report on kick - off meeting

Deliverable Number	D1.1	Lead Beneficiary	1 - KokSU
Deliverable Name	Report on kick - off meeting		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	4	Work Package No	WP1

Description
<p>Objectives of the project and meeting outcomes</p> <p>Results and agreed tasks for each Work Package</p> <p>Project coordination procedures and overall project timeline</p> <p>Agenda of the kick-off meeting</p> <p>Attendance list (with signatures)</p> <p>Minutes of the meeting</p> <p>Evidence: photos, videos, presentations (PDF/ English)</p>

Deliverable D1.2 – Management and Communication Manual

Deliverable Number	D1.2	Lead Beneficiary	1 - KokSU
Deliverable Name	Management and Communication Manual		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	4	Work Package No	WP1

Description
Document outlining the project management and communication procedures and tools, calendar (PDF/English)

Deliverable D1.3 – Interim Report

Deliverable Number	D1.3	Lead Beneficiary	1 - KokSU
Deliverable Name	Interim Report		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	18	Work Package No	WP1

Description
<p>Overview of project implementation during the first 18 months</p> <p>Progress achieved towards objectives and expected results</p> <p>Summary of activities conducted by each partner</p> <p>Description of deliverables produced and milestones reached</p> <p>Financial and administrative overview</p> <p>Challenges encountered and mitigation measures taken</p> <p>Evaluation of dissemination and communication activities</p> <p>Appendices: agendas, attendance lists, reports, photos (where applicable)</p> <p>Dissemination level: contains personal and institutional data (PDF/English)</p>

Deliverable D1.4 – Report on Impact and Sustainability

Deliverable Number	D1.4	Lead Beneficiary	3 - HSW
Deliverable Name	Report on Impact and Sustainability		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	36	Work Package No	WP1

Description
Document presenting the impact and sustainability of the project (PDF/English)

Deliverable D2.1 – Training plan

Deliverable Number	D2.1	Lead Beneficiary	2 - UPT
Deliverable Name	Training plan		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	5	Work Package No	WP2

Description
Detailed plan of the organization and delivery for both online and onsite trainings, their objectives and expected impacts (PDF/English).

Deliverable D2.2 – Report on delivered online trainings

Deliverable Number	D2.2	Lead Beneficiary	2 - UPT
Deliverable Name	Report on delivered online trainings		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	16	Work Package No	WP2

Description
<p>Content:</p> <p>Training programme and agenda</p> <p>Dates of implementation List of attendants (with personal data protected according to GDPR rules)</p> <p>Training materials used during the online sessions</p> <p>Summary of training activities and outcomes</p> <p>Evaluation and feedback from participants</p> <p>Recommendations for future training activities</p> <p>Appendices: agendas, participant lists, training materials, evaluation forms, feedback summaries (PDF/English)</p>

Deliverable D2.3 – Report on delivered onsite trainings

Deliverable Number	D2.3	Lead Beneficiary	2 - UPT
Deliverable Name	Report on delivered onsite trainings		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	19	Work Package No	WP2

Description
<p>Content:</p> <p>Training programme and agenda</p> <p>Dates and locations of onsite trainings</p> <p>List of attendants (with personal data protected according to GDPR rules)</p> <p>Training materials used during the onsite sessions</p> <p>Summary of training activities and outcomes</p> <p>Evaluation and feedback from participants</p> <p>Recommendations for improvement and replication</p> <p>Appendices: agendas, participant lists, training materials, evaluation forms, feedback summaries (PDF/English)</p>

Deliverable D2.4 – Roadmap

Deliverable Number	D2.4	Lead Beneficiary	6 - KazAST
Deliverable Name	Roadmap		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	19	Work Package No	WP2

Description
<p>Content:</p> <p>Comprehensive roadmap with recommendations to improve the quality, relevance, and effectiveness of educational programs in the tourism sector at PC-HEIs, with a special focus on rural tourism entrepreneurship</p> <p>Guidance on integrating outcomes of trainings and study visits into curricula</p> <p>Suggestions for innovative teaching and learning approaches to foster entrepreneurship in rural tourism</p> <p>Recommendations for aligning curricula with labour market needs, stakeholder feedback, and sustainability goals</p> <p>Practical steps for embedding the roadmap results into the modules developed under WP3 (“Designing the course Rural tourism entrepreneurship”)</p> <p>Appendices: training outcomes, study visit insights, stakeholder feedback, supporting data and reference materials (PDF/English)</p>

Deliverable D2.5 – Guidelines on Women Empowerment and Skills Enhancement

Deliverable Number	D2.5	Lead Beneficiary	9 - NSTU
Deliverable Name	Guidelines on Women Empowerment and Skills Enhancement		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	19	Work Package No	WP2

Description
Guidelines with recommendations on women empowering and skills enhancement (PDF/English)

Deliverable D3.1 – Report of reviewed programmes

Deliverable Number	D3.1	Lead Beneficiary	3 - HSW
Deliverable Name	Report of reviewed programmes		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	20	Work Package No	WP3

Description
Detailed report of reviewed programmes at all PC-HEIs (PDF/English)

Deliverable D3.2 – Development of Course “Rural Tourism Entrepreneurship” – Students

Deliverable Number	D3.2	Lead Beneficiary	3 - HSW
Deliverable Name	Development of Course “Rural Tourism Entrepreneurship” – Students		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	25	Work Package No	WP3

Description
<p>Content:</p> <p>Jointly designed tailor-made course “Rural Tourism Entrepreneurship” for HEI students</p> <p>Curricula: 5 ECTS, including 4 modules:</p> <p>Rural tourism and its relationship with other types of tourism</p> <p>Introduction to entrepreneurship fundamentals and principles</p> <p>Rural tourism and climate change</p> <p>Innovation in rural tourism</p> <p>Syllabus and learning outcomes: Aligned with HEI educational standards; development of entrepreneurial skills for effective project design in rural tourism</p> <p>Training materials: Presentations, case studies, simulation tasks, interactive methods (entrepreneurial duels, brainstorming, situational workshops, pitches)</p> <p>Accreditation: To be submitted for approval at each HEI faculty/department in line with national regulations</p> <p>Outputs: 1 course per HEI (7 courses total, adapted to local contexts, best practices, and examples of rural entrepreneurs) (PDF/English)</p>

Deliverable D3.3 – Development of Course “Rural Tourism Entrepreneurship” – Adults

Deliverable Number	D3.3	Lead Beneficiary	3 - HSW
Deliverable Name	Development of Course “Rural Tourism Entrepreneurship” – Adults		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	26	Work Package No	WP3

Description
<p>Content:</p> <p>Jointly designed tailor-made course “Rural Tourism Entrepreneurship” for adult learners, especially women in rural areas</p> <p>Curricula: 5 ECTS equivalent workload, structured into 4 modules (same as for students), adapted for non-formal adult education</p> <p>Syllabus and learning outcomes: Focus on practical entrepreneurial competences, creativity, and self-employment in rural tourism</p> <p>Training materials: Accessible learning resources, case studies, interactive workshops, mentoring, group projects, real-life simulation of business management tasks</p> <p>Inclusivity: Special attention to women’s empowerment and opportunities for women with disabilities (accessible materials, additional support)</p> <p>Outputs: 1 course per HEI (7 courses total, designed for adult learners, adapted to local needs and socio-economic conditions) (PDF/English)</p>

Deliverable D4.1 – Report on Selection, Recruitment, and Implementation of Rural Tourism Entrepreneurship course

Deliverable Number	D4.1	Lead Beneficiary	5 - EKTU
Deliverable Name	Report on Selection, Recruitment, and Implementation of Rural Tourism Entrepreneurship course		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	30	Work Package No	WP4

Description			
<p>Content:</p> <p>Programme of entrepreneurial training (agenda, modules, trainers)</p> <p>Dates, locations, and delivery format (in-person/online)</p> <p>Number and profile of students/adults enrolled/% of female</p> <p>Training materials used (curricula, manuals, case studies)</p> <p>Report on implementation (participation, engagement, challenges)</p> <p>Evaluation and feedback from participants</p> <p>Evidence: attendance lists, photos, videos, training reports (PDF/English)</p>			

Deliverable D4.2 – Report on Entrepreneurial projects

Deliverable Number	D4.2	Lead Beneficiary	5 - EKTU
Deliverable Name	Report on Entrepreneurial projects		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	33	Work Package No	WP4

Description			
<p>Description of entrepreneurial projects developed by students and adults</p> <p>Project topics, objectives, and methodology</p> <p>Profiles of participating teams (students/adults/mentors)</p> <p>Implementation timeline and activities</p> <p>Outputs of projects (business plans, prototypes, pilot initiatives)</p> <p>Evaluation of projects (criteria, feedback from mentors and external reviewers)</p> <p>Lessons learned and recommendations for further entrepreneurship initiatives (PDF/English)</p>			

Deliverable D5.1 – Quality Assurance and Contingency Plan

Deliverable Number	D5.1	Lead Beneficiary	4 - UNIKOZ
Deliverable Name	Quality Assurance and Contingency Plan		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	3	Work Package No	WP5

Description			
<p>Content:</p> <p>Comprehensive Quality Assurance (QA) plan outlining procedures, methods, and tools to be applied throughout the project lifecycle</p>			

Definition of quality indicators for deliverables, milestones, and project outcomes
 Risk assessment carried out at the proposal stage and continuously updated during project implementation
 Contingency measures designed to address potential risks and ensure smooth project execution
 Responsibilities of internal and external stakeholders in monitoring project quality and contingency arrangements
 Mechanisms for continuous feedback, corrective actions, and reporting
 Appendices: QA templates, risk assessment matrix, contingency measures table, monitoring forms

Deliverable D5.2 – Implementation of the Quality Assurance Plan at mid-term

Deliverable Number	D5.2	Lead Beneficiary	4 - UNIKOZ
Deliverable Name	Implementation of the Quality Assurance Plan at mid-term		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	18	Work Package No	WP5

Description

Content:

Interim evaluation of project progress compared with the baseline plan and expected outcomes

Collection of feedback from WP leaders, partners, and individual performers through structured communication (meetings, surveys, reports)

Identification of emerging and potential problems or risks affecting implementation

Analysis of corrective measures and adjustments needed to ensure timely achievement of objectives

Review of deliverables, milestones, and project management processes up to the mid-stage

Recommendations for improvements to enhance efficiency, risk management, and quality assurance in the second half of the project

Appendices: Meeting minutes, evaluation tools, feedback forms, comparison tables of planned vs. achieved results

Deliverable D5.3 – Implementation of the Quality Assurance Plan at the end of the project

Deliverable Number	D5.3	Lead Beneficiary	4 - UNIKOZ
Deliverable Name	Implementation of the Quality Assurance Plan at the end of the project		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	36	Work Package No	WP5

Description

Content:

Procedures and tools applied for project quality monitoring at mid-term

Internal evaluation reports and feedback from partners

Results of surveys/questionnaires on project implementation quality

Recommendations for improvement and corrective measures

Evidence of quality assurance activities (meeting notes, evaluation forms, reports)

Appendices: evaluation templates, aggregated data, feedback summaries (PDF/ English)

Deliverable D6.1 – Project webpage

Deliverable Number	D6.1	Lead Beneficiary	8 - SILKROAD
Deliverable Name	Project webpage		

Type	DEC — Websites, patent filings, videos, etc	Dissemination Level	PU - Public
Due Date (month)	6	Work Package No	WP6

Description
DIANA webpage

Deliverable D6.2 – Dissemination plan

Deliverable Number	D6.2	Lead Beneficiary	8 - SILKROAD
Deliverable Name	Dissemination plan		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	2	Work Package No	WP6

Description
Detailed dissemination plan (PDF/English)

Deliverable D6.3 – Implementation of the Dissemination Plan at mid-term

Deliverable Number	D6.3	Lead Beneficiary	8 - SILKROAD
Deliverable Name	Implementation of the Dissemination Plan at mid-term		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	18	Work Package No	WP6

Description
<p>Content:</p> <p>To provide an overview of the Dissemination Plan and its objectives.</p> <p>To demonstrate the progress of implementation by M18, including activities, tools, and communication channels used.</p> <p>To describe the development and application of the project's visual identity package (logo, templates, guidelines).</p> <p>To present the design, validation, and distribution of dissemination materials.</p> <p>To define branding guidelines for internal and external communication.</p> <p>To provide concrete examples of usage in reports, presentations, the project website, and social media.</p> <p>To evidence the adoption of the visual identity and dissemination practices by partners across different channels.</p> <p>To assess the effectiveness of dissemination actions at mid-term and outline recommendations for further improvement.</p> <p>Appendices:</p> <p>Graphic files and templates.</p> <p>Screenshots and examples of dissemination activities (reports, website, social media posts, presentations).</p> <p>Summary tables of dissemination outputs by partners. (PDF/English)</p>

Deliverable D6.4 – Outreach Materials

Deliverable Number	D6.4	Lead Beneficiary	8 - SILKROAD
Deliverable Name	Outreach Materials		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	36	Work Package No	WP6

Description
<p>Content:</p> <p>Collection of project outreach materials developed throughout the project.</p> <p>Flyers, brochures, newsletters, posters, roll-ups, and other promotional content</p> <p>Digital communication outputs (social media posts, infographics, press releases)</p> <p>Materials adapted for different target groups (students, teachers, policymakers, stakeholders)</p> <p>Evidence of dissemination and outreach activities (photos, distribution records, statistics)</p> <p>Evaluation of the effectiveness of outreach strategies</p> <p>Appendices: copies of materials, media coverage links, screenshots (PDF/English)</p>

Deliverable D6.5 – Final conference report

Deliverable Number	D6.5	Lead Beneficiary	8 - SILKROAD
Deliverable Name	Final conference report		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	34	Work Package No	WP6

Description
Final conference report (PDF/English)

LIST OF MILESTONES

Milestones					
Grant Preparation (Milestones screen) — Enter the info.					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
1	Management Structure established	WP1	1 - KokSU	List of MB & SC members	2
2	DIANA launch	WP1	1 - KokSU	Report of the launching	3
3	Completion of Staff Training	WP2	2 - UPT	Programs, list of participants, certificates ,trainig materials	17
4	Recommendation s to enhance educational programmes	WP2	2 - UPT	Document with recommendations	18
5	Guidelines to enhance entrepreneurship competences	WP2	2 - UPT	Document with recommendations	18
6	Modules and courses for two target groups	WP3	3 - HSW	Module materials, content	22
7	Course implemented	WP4	5 - EKTU	Number of students, list of participation	28
8	Signature of the Partnership Agreements	WP1	1 - KokSU	Partnership Agreements signed	6

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	Poor communication/ cooperation within the consortium	WP1	Monthly online meetings with the partners, as well as 8 transnational meetings, will ensure effective and regular communication among partners. Online and physical meetings will be managed so as to stimulate partners to share their views, interact, and prepare visual material to present updates
2	Withdrawal of a partner at the start of the project implementation	WP1	All partners are closely involved in the conception and development of the project. However, unforeseen circumstances may lead to a partner leaving the consortium. Should this be the case, the project management team will involve the Project steering Committee to discuss the partner's options to take over the tasks or involve new partners. Likelihood low, impact high.
3	Diverse cultural backgrounds may lead to misunderstanding	WP1	The PM will encourage open dialogue to address any cultural concerns that may arise during the project
4	Over or under expenditure	WP1, WP3, WP2, WP6, WP4, WP5	The following financial management measures will be used to mitigate any risk: • audit reports have been arranged for each of the 6 reporting periods for smooth verification of reported costs and fast approvals of interim payments • transparent and open cooperation between partners for effective use of all available resources (human, financial)
5	Variances in the quality of educational resources and delivery methods across participating HEIs may affect the overall quality of the developed courses	WP3	Consortium will follow a robust quality assurance system with clear guidelines for course content, delivery, and assessment to maintain consistency and high standards. Likelihood low, impact high
6	Engaging rural women in the course taking and acquisition of entrepreneurial skills may face challenges	WP4	Course will be designed and promoted in collaboration with local communities and APs, who will help to engage community, women, and stakeholders. Other strategies also will be used such as study visits to rural areas and social media
7	Partners' difficulty to keep up with the deadlines	WP1, WP3, WP2, WP6, WP4, WP5	The PM will implement the necessary tools for effective monitoring of project progress. In order to minimize the risk of delays, the PC will request the documents/ tasks needed from the responsible partner through direct communication either via emails or skype
8	External conditions make it impossible to participate in onsite transnational project meetings	WP1, WP2, WP6	DIANA Consortium will share a common management platform and tools from the very

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
			beginning of implementation. The use of common virtual offices will help day to day management and implementation. Likelihood medium, impact medium
9	Delays in signing declarations	WP1	If the project is approved, newcomers may experience delays in signing declarations

TECHNICAL DESCRIPTION (PART B)

COVER PAGE

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

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

PROJECT	
Project name:	Empowering Women through the Development and Implementation of Rural Tourism Entrepreneurship in Kazakhstan and Uzbekistan
Project acronym:	DIANA
Coordinator contact:	ANUARBEK KAKABAYEV, SH.UALIKHANOV ATYNDAGY KOKSHETAU MEMLEKETTIK UNIVERSITETI, Kokshetau, Kazakhstan

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

PROJECT SUMMARY

Project summary (in English)

See Abstract (Application Form Part A).

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

1. RELEVANCE

1.1 Background and general objectives

Background and general objectives

Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Relevance'. Describe the background and rationale of the project. How is the project relevant to the scope of the call? How does the project address the general objectives of the call? What is the project's contribution to the priorities of the call (if applicable)?

Kazakhstan and Uzbekistan were part of the Great Soviet Empire at the end of the 20th century. After the collapse of the Soviet Union in the 1990s, a significant number of women working in factories found themselves unemployed and living in rural areas. This was compounded by the fact that rural areas often lacked sufficient educational and training opportunities, further limiting the prospects for women to find new employment. Coupled with limited, even lack of education, knowledge and skills in technology use, this population faces increased vulnerability and fewer job prospects than in urban centres. The European Commission's "Union of Equality: Gender Equality Strategy 2020-2025" emphasizes the importance of gender equality, stating that increasing women's participation in the labour market has a strong positive impact on the economy. This issue is critically important for the Central Asian regions, women are more vulnerable compare to man. Old cultural and social traditions often limit women's opportunities in these regions. In some regions, parents prefer to have sons rather than daughters, believing that man continue family roots. Although girls are educated in schools, they cannot continue their studies or receive a higher education (UNICEF, 2023). To address these issues, DIANA project aims to empowering women through the development and implementation of rural tourism entrepreneurship courses in Kazakhstan and Uzbekistan. Nowadays, women implement a variety of rural activities such as agriculture, rural lifestyle, handicraft production, promotion of culture and traditions, organization of local events among others. All these can be an attractive rural tourism product, offering authentic experiences that reflect local culture and traditions of rural communities. These initiatives can create economic opportunities for women, by creating new job opportunities. However, in order to boost rural tourism, it is needed that self-employed women engaged as tourism entrepreneur holding necessary skills and competences, which will facilitate the process of realization of their activities and offer quality experiences.

In this context, the European Union has launched and overseen its main external policy initiative under the Global Gateway (GG) strategy, which aims to improve smart, clean and secure connections in the digital, energy and transport sectors, while strengthening health, education and research systems worldwide. One of its priorities is the fight against poverty and the reduction of inequalities in various regions of the world that are lagging behind Europe, in this case, such as Kazakhstan and Uzbekistan.

The traditional nomadic lifestyle and the breath-taking beauty of nature are the basis of **Kazakhstan's** tourism. **Uzbekistan** is a famous destination in Central Asia with a rich cultural heritage and picturesque landscapes. However, entrepreneurship culture is very low in these countries. According to the Global Innovation rankings (2023) Kazakhstan is 81st and Uzbekistan in 82nd place among 132 countries, requesting strategies to address these challenges to promote entrepreneurship as a driver of economic growth, innovation and social inclusion. In this context, DIANA project aims to equip rural women with the necessary skills and knowledge in rural tourism entrepreneurship. The approach involves universities taking an active role in skill development of two target groups such as tourism HEIs students and adults (self-employed women) by designing and implementing a set of modules tailored to the specific needs of target groups. These modules would cover a spectrum of topics relevant to entrepreneurship and rural tourism, ensuring a comprehensive skill set is acquired. Additionally, the universities would play a pivotal role in offering mentorship programs and resources that support the conception and execution of entrepreneurial projects. The project is a catalyst for positive change to improve and transform the lives of rural women by developing skills and opportunities in rural tourism.. Women's empowerment is recognized as a crucial element of sustainable tourism development, aligning with the United Nations Sustainable Development Goals (UN-SDGs), specifically Goal 5 on gender equality, Goal 4: Quality Education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all and SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (Abou-Shouk, 2021; UN, 2015).

1.2 Needs analysis and specific objectives

Needs analysis and specific objectives

Please address the specific conditions/objectives set out in the Call document/ Programme Guide, if applicable. Describe how the objectives of the project are based on a sound needs analysis in line with the specific objectives of the call. What issue/challenge/gap does the project aim to address? The objectives should be clear, measurable, realistic and achievable within the duration of the project. For each objective, define appropriate indicators for measuring achievement (including a unit of measurement, baseline value and target value).

The Strand 1 projects aim to attract less experienced HEIs and small-scale actors to the CBHE action to facilitate access to newcomer organisations. These partnerships should act as a first step for HEIs and organisations with a smaller operational capacity located in third countries to access and increase means to reach out to people with fewer opportunities. The objectives of DIANA project are fully aligned with the strand 1 objective and the project is designed to achieve them. The DIANA project aims to develop entrepreneurship in rural tourism by creating a tailored course, which will be extended as an optional module to Master's and Bachelor's degree students of PC-HEIs. After completing the course, students will collaborate with self-employed women to develop entrepreneurial projects. This initiative is particularly important for empowering rural women who are involved in rural tourism but lack the necessary skills and knowledge to realise their full potential. In addition, the project will strengthen co-operation between higher education institutions (HEIs) and the community. By interacting with self-employed women who have first-hand knowledge of the countryside, tourism students will have the opportunity to work on real entrepreneurial projects and contribute to the development of rural tourism. DIANA's proposal was thoroughly elaborated with the participation of the HEIs in the project consortium. The consultation process included contacting 7 HEIs in Kazakhstan and Uzbekistan to gain an understanding of their specific needs. Valuable information and data gathered through special questionnaires answered by HEIs in each country played an important role in shaping and finalizing the proposal. In addition, several interviews were organized to clarify some issues with the participation of all partners.

The tourism sector in the Republic of Kazakhstan is experiencing robust development, yet there remains vast untapped potential. This potential lies in various forms of tourism that have the opportunity to serve as the foundation for the entire country's tourism industry. The rich natural and cultural assets currently in place provide an ideal environment for the growth of tourism, particularly in cultural, sports, rural, and ecological domains. In 2023, Kazakhstan introduced **a Comprehensive development concept for the tourism industry spanning 2023-2029**. This visionary plan outlines key metrics, priorities, and future directions for tourism, with a particular focus on agrotourism (rural tourism). However, the conceptual analysis underscores a critical challenge – the insufficient number of skilled professionals possessing specialized knowledge essential across all facets of the tourism sector. This scarcity is highlighted not only in the tourism development concept but is also acknowledged in **the Strategic Development Plan of the Republic of Kazakhstan until 2025**. This plan prioritizes the training of capable personnel and the fostering of entrepreneurship as pivotal vectors in economic well-being and advancement. Remarkably, the tourism industry is predominantly comprised of micro, small, and medium-sized businesses, underscoring the crucial demand for entrepreneurial skills. **The National Entrepreneurship Development Project for 2021-2025** sets ambitious targets, including a projected increase in the tourism sector's contribution to the country's GDP (up to 8.4 trillion tenge). Knowledge and professional skills are key landmarks of the modern education, training and retraining system as stated in **the Kazakhstan-2050" Strategy**, as one of main seven long-term priorities of the county.

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Uzbekistan is a country famous for its rich cultural and historical heritage, unique natural landscapes and hospitable people. Given the potential of our country's tourism industry, Measures for effective organisation and development of tourism has been developed to promote Uzbekistan's tourism brand aimed at attracting foreign and local tourists and creating a special tourist experience. In turn, the National Program 2022-2026 stating that it is crucial for Uzbekistan to increase women's activity in all spheres of the country's economic, political and social life. The need for a rural tourism entrepreneurship development programme is underscored by Uzbekistan's growing tourism potential combined with existing sectoral challenges. Today, Silk Road trains full-time and part-time students in various fields, such as: tourism, marketing, digital tourism, design in the field of tourism, logistics in tourism, management of mass events, tour guide and translation activities. A specialised course in rural tourism entrepreneurship will equip future professionals with the skills to address these challenges, contributing to the economic prosperity of rural communities in Uzbekistan. The strategy "Uzbekistan – 2030" defines the future of the country, the trajectory of development, prioritizing educational system and skills development.

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1.3 Complementarity with other actions and innovation — European added value

Complementarity with other actions and innovation

Explain how the project builds on the results of past activities carried out in the field, and describe its innovative aspects (if any). Explain how the activities are complementary to other activities carried out by other organisations (if applicable). Illustrate the trans-national dimension of the project; its impact/interest in the EU area; possibility to use the results in other countries, potential to develop /cross-border cooperation among Programme countries and Partner countries, if applicable, etc. If your proposal is based on the results of one or more previous or ongoing projects, please provide precise references to these projects.

The project objectives and activities align closely with the strategic plans of PC-HEIs in their efforts to enhance the development of student entrepreneurship, boost student employability, and cultivate new opportunities for students, gender equality, development of various tourism types, foster HEI and rural community collaboration. The development programs and strategies of all universities stresses the importance of incorporating entrepreneurship in degree programs, including in tourism/business. DIANA aims to design educational materials based on the principles of lifelong learning and gender equality. Open communities of women will draw public attention to the problems of gender inequality, discrimination, rural poverty, social insecurity and vulnerability of women in rural areas. The project is built on the results of several projects, such as TEMPUS 20113 UNIWORK, aiming at strengthening Career Centres in Central Asian universities to expand graduates' employment opportunities and create quality employment. NiCoPA (597985-EPP-1-2018-1-KZ-EPPKA2-CBHE-JP), which aimed at modernization of curricula in the field of precision farming using new technologies. KUTEL (598377-EPP-1-2018-1-IT-EPPKA2-CBHE-SP) and EduENVI, aiming at improving quality assurance processes in education using new technologies in HEIs in Kazakhstan (MOOC created). In the case of TSUE, MIND project such as "Management, Innovation, Development"/ 561539-EPP-1-2015-1-ES-EPPKA2-CBHE-JP, HiEdTec "Modernisation of Higher Education in Central Asia through New Technologies". For experienced universities, the project outputs, such as established centres, MOOC and equipment, will be extensively utilized in DIANA projects. This utilization promotes synergy and cost-effectiveness, eliminating the need to purchase equipment for the HEIs.

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2. QUALITY

2.1 PROJECT DESIGN AND IMPLEMENTATION

2.1.1 Concept and methodology

Concept and methodology

Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Quality of the project design and implementation'. Outline the approach and methodology behind the project. Explain why they are the most suitable for achieving the project's objectives.

WP1: Project management and coordination. It aims to conduct day-to-day management of the project activities by the coordinator (KoKSU), creation of project management board members (1/HEI), designing a strategy of internal communication as well as project management procedures and tools, conducting Interim and final reports. In the scope of this project, the needs analysis conducted during the proposal preparation stage will be validated to ensure the accuracy of the data and all information.

WP2: Staff capacity building. This WP is designed to strength educational programs in tourism through the development of specialized elective courses on rural tourism entrepreneurship and the integration of active teaching methodologies, ensuring the delivery of quality education to HEIs students.

- First, tourism/business degree academic staff and administrative staff will be trained by experts from partner HEIs in Portugal and Germany. The training will be conducted in a hybrid format, combining online and in-person sessions to maximize cost effectiveness.
- Secondly, existing entrepreneurship centres/hubs will be actively involved, already equipped for entrepreneurship projects support. Experienced HEIs (KoKSU, UNIKOZ, EKTU, KAZAST, IAU, SILKROAD, NSTU) already have a sufficient amount of equipment and facilities acquired under previous Erasmus + and other projects and with co-financing from the HEI itself. Newcomers will use co-financing and other support from their universities to strengthen the centre of entrepreneurial activity. Thus, in the case of newcomers (KAZAST, SILKROAD, NSTU).
- Trained staff will develop guidelines aiming to empower and support women in rural areas to engage in tourism entrepreneurship. The third mission of HEIs includes a variety of interactions with external stakeholders and emphasises the importance of public engagement, participation and knowledge transfer from HEIs to externals, including rural communities.
- Based on the training provided, as well as study visits to universities in Portugal, Germany and Uzbekistan taking into account the needs of PC-HEIs, a roadmap will be developed with recommendations to improve the quality, relevance and overall effectiveness of educational offerings in the tourism sector in PC-HEIs, with a special focus on rural tourism entrepreneurship. This will be reflected in the course to be created within WP3 “*Designing modules on Rural tourism entrepreneurship*”, aimed at encouraging innovation and adaptation in the rural tourism sector, stimulating rural entrepreneurship, enabling individuals to develop creative projects and solutions to stimulate economic growth of rural areas. *HSW is WP leader and other EU partners are task leaders.*

WP3: Designing course on Rural tourism entrepreneurship including 4 modules for two target groups This WP aims to develop modules on rural tourism entrepreneurship to equip participants with the knowledge and skills needed to create and manage successful rural tourism initiatives.

- First, HEIs curriculum enhancement academic committee will be created (1 representative per HEI + 1 representative from associated partners)
- Secondly, the committee will jointly design a tailor-made course (4 modules) considering the needs of each county and partner involved
- Then, a tailor-made 5 ECTS courses (4 modules) will be developed and implemented face to face in the case of HEI students, which further will be applied to the context of each country
- This course will also be to the needs to the target group of adults and delivered in flexible format (in the part 4/4.2 WP description, strategies to reach adults are explained)
- Approval of both courses by the university authorities. Faculty/department will approve it based on the requirement of each HEI. The procedure will vary between the two options; the offline method is integrated into existing programs, while the second option offers more flexibility. Thus, according to national legislation and rules of PC-HEIs involved, it is acceptable to include new elective courses in existing educational programmes. *HWS is the WP leader, who will have support from task leaders.*

WP4: Students enrolment and course implementation. This work package aims to integrate entrepreneurship courses into partner country higher education institutions (PC-HEI) and create entrepreneurship centres to support students and rural women in developing entrepreneurial projects in the rural tourism sector. Each PC-HEI will select a target audience for bachelor's and master's degrees, ensuring at least 50% female representation in order to promote equality and diversity. The course, conducted offline over four months, will train students in the fundamentals of entrepreneurship, rural tourism and global issues, as well as projects aligned with the Sustainable Development Goals (SDGs). Entrepreneurship centres will provide support, equipment and advice, with a particular focus on attracting self-employed rural women. Strategies include stakeholder partnerships, study tours, social media promotion and organizing local events. The result is designed for 20 students and 40 women per PC-university to complete the course. In addition, each PC-HEI will organize an entrepreneurial showcase where students and women will collaborate on projects that meet the needs of the rural market, with a special focus on rural tourism and sustainable development. This collaborative process enhances students' practical skills and equips women with entrepreneurship knowledge. The presentation will culminate in the selection of the best project from each PC university, which will be presented at the final conference in Samarkand, promoting international exposure and networking opportunities. In addition, a detailed report will be prepared on the progress of the presentation and implementation of the project. *This WP is coordinated by EKTU (coleader: IAU), with cooperation of task leaders.*

WP5: Quality Plan: Evaluation and Improvement. Quality plan will be developed that describes the procedures, methods and tools that will be used throughout the project, including identifying risks at the proposal stage and formulating contingency measures. Both internal and external stakeholders will share responsibility for monitoring project quality and contingency arrangements. Ensuring high quality throughout the project implementation requires conducting interim and final evaluations of the project results, as well as ongoing financial monitoring. Collecting evidence of project activities, outcomes, and impact systematically according to set milestones during the project lifetime. This includes all documentation, minutes, participant lists and reports. The reporting activities are carried out following the set timetable and guidelines. WP leader will request and review documents or information required by the

granting authority and verify their correctness. *UNIKOZ coordinates this WP in collaboration with task leaders.*

WP6. Dissemination & Exploitation. This WP outlines strategies for effective dissemination of project results to target audiences. It includes the creation of a project website and social media accounts on platforms such as Facebook, Instagram, Twitter and LinkedIn to disseminate results and activities. Corporate design elements, such as logos and templates, ensure a cohesive presentation of project materials. Promotional materials such as brochures and leaflets help to communicate key project information at various events and meetings. Ongoing dissemination efforts include regular updates through newsletters, website news and social media interaction to maintain project visibility and stakeholder engagement. Interim and final project dissemination reports track progress and achievements, while the final conference serves as a platform to showcase project results and stakeholder engagement. *SILKROAD coordinates this WP in collaboration with task leaders.*

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2.1.2 Project management, quality assurance and monitoring and evaluation strategy

Project management, quality assurance and monitoring and evaluation strategy

Describe the measures foreseen to ensure that the project implementation is of high quality and completed in time. Describe the methods to ensure good quality, monitoring, planning and control. Describe the evaluation methods and indicators (quantitative and qualitative) to monitor and verify the outreach and coverage of the activities and results (including unit of measurement, baseline and target values). The indicators proposed to measure progress should be relevant, realistic and measurable.

Transversal work packages such as project management, quality assurance and monitoring will provide support for the implementation of other work packages and ensure their quality.

Project management: Effective administrative and financial management and monitoring of progress are very important for the timely and high-quality implementation of the project. The management structure will be aimed at ensuring effective and efficient cooperation between the members of the Consortium, as well as obtaining the planned results at all stages of the project life cycle. The project will have three levels of governance: strategic, operational and advisory.

Strategic Level: The Project Coordinator will carry out the tasks assigned to him/her under the Grant Agreement. He will coordinate the overall scientific development of the project, as well as ensure that the main objectives of the project are achieved and the quality control of all results obtained as a result of the project. The project manager will be responsible for administrative management. Its task will be to verify that the resources and costs of the Consortium's partners are consistent with the work they have done. The Project Manager will also be responsible for receiving funds from the EU and distributing them among the members of the Consortium.

Operational level: In the project, a leading university is assigned for each work package. The leader of each of the seven work packages will coordinate the activities of the partners involved in the implementation of the tasks of the work package. Work package teams are responsible for the efficient and effective execution of the work associated with a specific work package and the tasks that each work package contains. The tasks included in each work package represent key project elements with a significant degree of autonomy. However, the achievement of the goals of the Work Package (WP) contributes only to the joint solution of all the tasks set in the work package.

Advisory level: Advisory Board will be formally appointed during the kick-off meeting of the project. This is an independent group of experts led by the project coordinator. This body will also play a key role in the dissemination and use of the results of the project, as well as in assessing the quality of the results and the overall status of the project.

Quality assurance and monitoring: Several methods will be used to ensure high quality, monitoring, planning and control throughout the project:

A quality plan outlining the procedures, methods and tools that will be used throughout the project. This plan will include identification of risks and development of contingency measures.

Both internal and external stakeholders will share responsibility for project quality control and contingency measures. The external evaluator will be recruited and contracted through a competitive selection process that will ensure transparency.

Interim and final evaluations of project results will be conducted to assess progress and ensure that quality standards are met.

Financial monitoring will ensure budget compliance and proper utilisation of resources.

Timely reporting with collection of evidence on project activities, outputs and impacts in accordance with established milestones.

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2.1.3 Project teams, staff and experts

Project teams and staff

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

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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 (n/a for prefixed Lump Sum Grants)) and describe briefly their tasks. Provide CVs of all key actors (if required by the Call document/Programme Guide).			
Name and function	Organisation	Role/tasks	Professional profile and expertise
Anuarbek Kakabayev Professor in ecology	KokSU	Project Management, quality assurance	PhD, associate professor at ecology and tourism department of KokSU.
Anargul Belgibayeva, Professor in Economics	KokSU	Academic staff, researcher	PhD, Professor of the Department of Business and Services
Aza Yevloyeva, Lecturer	KokSU	Academic Staff, researcher	PhD, a lecturer within the Business and Service Department, with a strong focus on tourism education.
Marília Durão Assistant Professor	UPT	Project manager/ researcher/trainer	Marília Durão is Assistant Professor and Coordinator of the Hospitality Management Degree at the Portucalense University (UPT), Portugal
Makhabbat Ramazanova Assistant Professor	UPT	Researcher/ trainer	Makhabbat Ramazanova is Assistant Professor in Tourism and Hospitality at Portucalense University (UPT), Portugal.
Andreas Ahrens, Prof., Dr-Ing.habil.	HSW	Project Manager Researcher/Trainer	Vice Dean of Faculty of Engineering, Head of Department of Electrical Engineering.
Ingo Mueller, Prof. Dean of Faculty of Engineering	HSW	Researcher/Trainer	Faculty unit creation and management, hyflex course model equipment, distance teaching, programme development and accreditation
Banu Doskenova, Prof. of Biological Sciences	UNIKOZ	Project manager	Head of Department Geography and Ecology.
Zhanaiym Nurkan Lecturer	UNIKOZ	Researcher	Zhanaiym Nurkan holds a Master's degree in Natural Sciences with a specialization in Environmental Management
Zhadyra Konurbayeva Associate professor	EKTU	Project manager	Vice-Rector for Science and Innovation, Candidate of Economic Sciences. More than 20-year experience in higher education
Madina Yussubaliyeva, senior research manager	EKTU	Researcher	Senior research manager. In this capacity, she manages various international academic initiatives
Aigul Ageleuova, Ph.D. Dean	KazAST	Project manager	PhD. The area of scientific interests in the field of social philosophy is gender studies
Ibraimova Assel Senior researcher	KazAST	Senior researcher	Assel Ibraimova has a master's degree in computer science and is a graduate of the doctoral program "Information and Communication Technologies"

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Abdusattorov Baxtiyorjon	IAU	Project manager	Baxtiyorjon Abdusattorov is an agricultural technologist and is currently an admission officer of the International Agricultural University – UK accredited University based in Tashkent.
Khujanazarova Nargiza	IAU	Senior Expert/ researcher	Qualifications: MBA in International Management, MA in technology, MSc in Sustainable Agriculture and Food Security
Abdovakhidova Nargiza, Project manager	SILKROAD	Project manager, researcher	The head of youth department. Participated in UNIWORK. 25 year of experience in the field of International relations, and tourism
Akramova Takhmina, researcher	SILKROAD	Researcher	The head of translation and interpreting studies, PhD, acting associate professor
Dr.Asiya Tureniyazova, PhD, Head of IT Department	NSTU	Project Coordinator, Manager, Researcher	Head of IT Department, PhD. Being an Ambassador in Uzbekistan for the Community of Innovative Educators of ETF, actively contributes to introducing EU best practices in innovative teaching/learning into national HE system
Dilnaz Kudaynazarova, PhD, Associate Professor	NSTU	Researcher/Teacher	PhD, Associate Professor at Digital Technologies and Economy Department
Outside resources (subcontracting, seconded staff, etc)			
<i>If you do not have all skills/resources in-house, describe how you intend to get them (contributions of members, partner organisations, subcontracting, etc). If there is subcontracting, please also complete the table in section 4.</i>			
Due to lack of technicians in creating websites at KoKSU, external assistance will be engaged for website development (in the scope of WP 1).			

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2.1.4 Cost effectiveness and financial management

Cost effectiveness and financial management *(n/a for prefixed Lump Sum Grants)*

Describe the measures adopted to ensure that the proposed results and objectives will be achieved in the most cost-effective way. Indicate the arrangements adopted for the financial management of the project and, in particular, how the financial resources will be allocated and managed within the consortium.

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

Ensuring that the proposed results and goals were achieved cost-effectively involved careful planning, resource management and ongoing monitoring. Measures taken to achieve cost-effectiveness – project planning and scoping, study to identify potential risks and problems, budget allocation and monitoring – a detailed budget is developed that includes all expected costs, including materials, labour, equipment and others. To ensure cost-efficiency, more than 50% of training sessions will be conducted online. This approach maximizes resources while providing flexibility for participants. Online training enables accessibility, reduces logistical expenses, and optimizes time management. Monitoring the budget throughout the project life cycle and making adjustments if necessary. Resource optimization is the effective allocation of resources, both human and material, based on project requirements. Risk management - identified and assessed potential risks that may affect the project timeline or budget. Financial management within a consortium involves coordination, transparency and accountability to ensure efficient allocation and management of resources. The agreements adopted, the consortium agreement, established a comprehensive consortium agreement that describes the roles, responsibilities and financial contributions of each member. Clearly defined governance structure, decision-making processes and dispute resolution mechanisms. Budget Development - A detailed project budget is developed that includes all expected costs such as personnel, equipment, materials, travel, and overhead. Financial reporting includes regular updates on budget usage, expenses and any variances. Cost Sharing and Contributions – A cost sharing model is clearly defined, outlining how financial contributions will be distributed among consortium members. Payment schedules - a payment schedule has been developed

that corresponds to project milestones and results. Financial Controls and Audits – Robust financial controls are in place to monitor expenses, prevent fraud and ensure compliance with financial policies, and periodic financial audits are conducted to verify the accuracy and integrity of financial information.

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2.1.5 Risk management

Critical risks and risk management strategy
Describe critical risks, uncertainties or difficulties related to the implementation of your project, and your measures/strategy for addressing them. Indicate for each risk (in the description) the impact and the likelihood that the risk will materialise (high, medium, low), even after taking into account the mitigating measures.
Note: Uncertainties and unexpected events occur in all organisations, even if very well-run. The risk analysis will help you to predict issues that could delay or hinder project activities. A good risk management strategy is essential for good project management.

Risk No	Description	Work package No	Proposed risk-mitigation measures
1	Poor communication/ cooperation within the consortium	WP1	Monthly online meetings with the partners, as well as 8 transnational meetings, will ensure effective and regular communication among partners. Online and physical meetings will be managed so as to stimulate partners to share their views, interact, and prepare visual material to present updates
2	Withdrawal of a partner at the start of the project implementation	WP1	All partners are closely involved in the conception and development of the project. However, unforeseen circumstances may lead to a partner leaving the consortium. Should this be the case, the project management team will involve the Project steering Committee to discuss the partner's options to take over the tasks or involve new partners. Likelihood low, impact high.
3	Diverse cultural backgrounds may lead to misunderstanding	WP1	The PM will encourage open dialogue to address any cultural concerns that may arise during the project.
4	Over or under expenditure	All WPs	The following financial management measures will be used to mitigate any risk: • audit reports have been arranged for each of the 6 reporting periods for smooth verification of reported costs and fast approvals of interim payments • transparent and open cooperation between partners for effective use of all available resources (human, financial)
5	Variances in the quality of educational resources and delivery methods across participating HEIs may affect the overall quality of the developed courses	WP3	Consortium will follow a robust quality assurance system with clear guidelines for course content, delivery, and assessment to maintain consistency and high standards. Likelihood low, impact high
6	Engaging rural women in the course taking and acquisition of entrepreneurial skills may face challenges	WP4	Course will be designed and promoted in collaboration with local communities and APs, who will help to engage community, women, and stakeholders. Other strategies also will be used such as study visits to rural areas and social media
7	Partners' difficulty to keep up with the deadlines	All WPs	The PM will implement the necessary tools for effective monitoring of project progress. In order to minimize the risk of delays, the PC will request the documents/ tasks needed from theresponsible partner through direct communication either via emails or skype
8	External conditions make	WP1, WP2,	DIANA Consortium will share a common management platform and tools from the very beginning of implementation. The use of

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	it impossible to participate in onsite transnational project meetings	WP6	common virtual offices will help day to day management and implementation. Likelihood medium, impact medium
9	Delays in signing declarations	WP1	If the project is approved, newcomers may experience delays in signing declarations

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2.2 PARTNERSHIP AND COOPERATION ARRANGEMENTS

2.2.1 Consortium set-up

Consortium cooperation and division of roles (if applicable)

Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Quality of the partnership and the cooperation arrangements'. Describe the participants (Beneficiaries, Affiliated Entities, Associated Partners and others, if any) and explain how they will work together to implement the project. How will they bring together the necessary expertise? How will they complement each other? In what way does each of the participants contribute to the project? Show that each has a valid role and adequate resources to fulfil that role.

P1. KokSU: Sh.Ualikhanov Kokshetau University is one of the leading regional universities in the Northern Kazakhstan. It is more than 50 years in the lead of the education system. Currently, there are 7 faculties at the university. Academic staff consists of over 500 professors. The students are trained in 60 specialties. The total number of students is about 7000 people.

P2. UPT: Universidade Portucalense Infante D. Henrique. Established in 1986, Portucalense University (UPT) is a higher education institution located in the Asprela University Campus in Porto, Portugal. It offers diverse educational opportunities through its six departments: Architecture and Multimedia, Tourism, Heritage and Culture, Law, Economics and Management, Science and Technology, and Psychology and Education, serving over 3,700 students. UPT's faculty is composed of around 150 teachers.

P3. HSW: HOCHSCHULE WISMAR, Germany. HSW is a state higher education institution established in 1908 as an engineering academy. It looks back on a more than 100-year-old tradition in education and research. HSW has about 500 staff members and about 8.900 students, who study on-campus (about 4.000) or off-campus (about 4.900) in distance and online education programmes. For developing modules for distance and online programmes, HSW has an own production studio for e-learning applications (PELA). The distance and online programmes are managed by Wismar University's own private company WINGS.

P4. Manash Kozybayev North Kazakhstan University is one of the oldest educational institutions of the Republic of Kazakhstan with 85 years of history. M. Kozybayev NKU has a license, which gives the right to provide educational services No. KZ47LAA00018464 dated July 22, 2020, issued by the Committee for Quality Assurance in Education and Science of the Ministry of Education and Science of the Republic of Kazakhstan. M. Kozybayev NKU has successfully passed institutional accreditation (certificate No. AA0159/1 dated June 17, 2022, issued by the Independent Agency for Accreditation and Rating).

P5. D. Serikbayev East Kazakhstan Technical University (EKTU), located in the east of Kazakhstan, is a leading technical university with over 5,000 students and approximately 400 highly qualified faculty members. EKTU offers 83 educational programs spanning bachelor's (42 programs), master's (32 programs), and doctoral (9 programs) levels, providing a robust foundation for academic and career development in various engineering disciplines. EKTU's primary academic objective is to establish a practice-oriented platform that aligns educational activities with the demands of high-tech industries.

P6. The Kazakh Academy of Sport and Tourism is a member of the Kazakhstan Tourism Association (KAZAST, newcomer) and the Kazakhstan Association of Hotels and Restaurants. KazAST is the base university of the Republican Educational and Methodological Council for the group of educational programs "Tourism". The teaching staff of the Department of Tourism and Service is the developer of state educational standards for the educational program "Tourism". They recognized the need to enhance educational programs tailored to rural tourism entrepreneurship, recognizing a need for tailored curricula and resources in this field, especially modules such as entrepreneurship, rural tourism innovating, exchange of good practices among PC-HEIs.

P7. International Agriculture University (IAU) has been established with the Decree of the President of Uzbekistan in May 2022. The aim of this university is to provide quality, science-based, practice-oriented higher education, fundamental and applied research, and professional development to build the capacity of stakeholders in the agro-food industry.

P8. Silk Road International University of Tourism and Cultural Heritage (SilkRoad, newcomer) has been established in 2018, by the order of our president in Cindao. The University provides tuition in English, and considers to be Smart university. There are one faculty tourism, which has three directions. Tourism, History and Cultural Heritage and Translation and Interpretation studies departments, deliver

classes according the credit system 2+1. There is a great number of academic clubs which prepare specialists according the direction.

P9. Nukus State Technical University (NSTU, newcomer) is newly organized according to № RP-25 Resolution of the President of the Republic of Uzbekistan of 24.01.2025 "On the Establishment of Nukus State Technical University on the basis of Nukus Branch of Tashkent University of Information Technologies named after Muhammad al-Khwarizmi and Nukus mining institute. It aims to train highly qualified personnel in the fields of engineering, implement mutual integration of education, science and production, improve methods and forms of training, as well as improve the quality of training and the effectiveness of research work by introducing innovative technologies into the educational process. It is located in the capital of Karakalpakstan, the sovereign republic in Uzbekistan.

P10. ATAM: Chamber of Entrepreneurs of Akmola region "Atameken", Kazakhstan (newcomer). The National Chamber of Entrepreneurs of the Republic of Kazakhstan "Atameken" is a non-profit organization. Created to strengthen the negotiating power of business with the Government of the Republic of Kazakhstan and government agencies. The activity is aimed at improving the business, investment climate, stability, development of business conditions in the country, both for national and foreign investors. Main functions: representation and protection of the rights and legitimate interests of entrepreneurs.

P11. AWE: Association of Women Entrepreneurs, Uzbekistan (newcomer). The purpose of the association is to expand and protect women's economic and social rights, support their entrepreneurial and social initiatives, and assist them in securing the use of financial and information resources. It also aims to create facilities for women's participation in the process of forming market relations, to strengthen the climate of mutual trust and partnership, to introduce innovative educational programmes, to increase the competitiveness of women's work by retraining and upgrading their skills, to create institutional legal mechanisms for improving women's economic and social opportunities and to provide legal support for women entrepreneurs.

2.2.2 Consortium management and decision-making

Consortium management and decision-making (if applicable)

*Explain the management structures and decision-making mechanisms within the consortium. Describe how decisions will be taken and how regular and effective communication will be ensured. Describe methods to ensure planning and control. **Note:** The concept (including organisational structure and decision-making mechanisms) must be adapted to the complexity and scale of the project.*

The project management structure consists of 3 levels:

- 1) Strategic level: Steering Committee; 2) Operative level: Coordination and WP management
- 3) Financial management and administration

1. Each consortium partner appoints one representative to the Steering Committee, who will be responsible for the full representation of their university and will report on activities.

2. At operational level, work package leaders and co-leaders will be responsible for coordinating work package activities, collecting information and reporting to the project coordinator. Representatives of partner universities will regularly participate in offline meetings, as well as in online meetings of the project using online platforms (ZOOM, Teams). Email and social networks (Telegram and WhatsApp) will be used to communicate and/or send documents. Responsible managers (package leaders) will be appointed for each work package, who will organize an online consultative meeting with WP participants in order to determine progress in achieving the project tasks set in the work package. Minutes of the meetings will be drawn up, which will then be available to other members of the consortium.

3. The overall project coordination provided by KoKSU includes responsibility for the management of all consortium partners, which will ensure timely resolution of individual activities and proper use of the budget within the established quality requirements. The coordinator will constantly monitor the expenditure of project funds, utilisation of planned expenditures, partners will have to send periodic financial reports to the coordinator every 4 months. KoKSU is responsible for the transfer of provisional financial payments and for the utilisation of the grant respecting the ERASMUS+ regulations.

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3. IMPACT

3.1 Impact and ambition

Impact and ambition

Please address each guiding points presented in the Call document/Programme Guide under the award criterion 'Impact'. Define the expected short, medium and long-term effects of the project. Who are the target groups? How will the target groups benefit concretely from the project and what would change for them?

INTERNAL TARGETS OF THE PROJECT. The **PRIMARY TARGETS** of the project are internal individuals (HEIs students, academic, administrative staff and top management from PC-HEIs) and adults (self-employed women in rural areas in Central Asia), representing a target group supported within the third mission of HEIs. HEIs Students considered main beneficiaries of the project. The course with 4 modules will be directed to this group aiming to foster their competences and skills. Academic and administrative staff including researchers, teachers and coordinators of Tourism/Business will be trained by experienced HEIs and also will be designing the course for the students and guidelines for women entrepreneurship. Top management involvement will be essential, especially heads of career and hub centres, and also plays a key role for the impact and sustainability of the project results.

NUMBER OF INTERNAL TARGETS REACHED. Students: >160, Adults: >300, Academic staff: >64, (onsite) + 96 (online), Administrative staff: >20, Top management: >10

EXTERNAL TARGETS OF THE PROJECT. In order to generate the impact at the regional level it is crucial to involve external stakeholders, such as private sector in tourism, entrepreneurship and associations supporting women initiatives, other HEIs.

NUMBER OF EXTERNAL TARGETS REACHED. Private sector: >80, Other HEIs: >10

IMPACT OF THE PROJECT.

Short-term effects:

At the individual level: the project will raise awareness among HEI students about the potential of rural tourism entrepreneurship, •HEI students will acquire skills in rural tourism entrepreneurship through the collaborative course, enabling them to explore entrepreneurial opportunities in rural areas. •Self-employed rural women will benefit from the project by gaining skills, access to resources and support necessary for initiating and sustaining entrepreneurial ventures in the tourism sector.

At the institutional level: •HEIs will strengthen their collaborative networks and expertise in entrepreneurship education, establishing a foundation for future partnerships and projects.

Medium-term effects:

At the individual level: •Students will apply newly acquired skills and knowledge in real-world settings, gaining practical experience and potentially launching their own entrepreneurial ventures. •Self-employed rural women will experience sustainable growth and development of their tourism businesses, contributing to their long-term economic stability and empowerment.

At the institutional level: •Partner universities will implement rural tourism entrepreneurial projects, demonstrating their commitment to community engagement and fostering a culture of innovation and entrepreneurship among students and faculty.

Long-term effects:

At the individual level: •HEI students will become successful entrepreneurs or professionals in the tourism industry, leveraging their education and experiences to make meaningful contributions to their communities and economies. •Self-employed rural women will establish themselves as leaders and role models in the tourism sector, inspiring future generations of female entrepreneurs and contributing to broader societal change in terms of gender equality.

At the institutional level: •Universities will cultivate a reputation as leaders in entrepreneurship education and community development, attracting students, faculty, and funding opportunities that further strengthen their impact and influence in the region. Generally, in long-term perspective the project will contribute to the establishment of sustainable rural tourism practices, ensuring the long-term viability of tourism initiatives in Central Asia. By promoting gender equality in rural tourism entrepreneurship, the project will facilitate the creation of a more inclusive and equitable business environment, benefiting both men and women in the long term.

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3.2 Communication, dissemination and visibility

Communication, dissemination and visibility of funding

Describe the communication and dissemination activities which are planned in order to promote the activities/results and maximise the impact (to whom, which format, how many, etc.). Clarify how you will reach the target groups, relevant stakeholders, policymakers and the general public and explain the choice of the dissemination channels.

Describe how the visibility of EU funding will be ensured.

The purpose of communication and dissemination is not only to share information with the consortium community or to provide information to specific beneficiaries. It is also about making other audience more aware about project, including employers, business owners, employment services, schools and policy makers. In this context, the role of associated partners is crucial who will assist to reach external stakeholders. Dissemination activities will involve a broader range of multi-channel initiatives, supported by all partners. KokSU, in collaboration with all other partners, will lead the task of achieving the widest possible dissemination of project results both in the education and business sectors, at the European level, Central Asian countries. The partnership has pinpointed particular ways to share information, and these will be outlined in **the Strategic Dissemination Plan**. This plan covers: Visual style and DIANA logo for use on websites, printed materials and as a backdrop for project spaces for engagement with stakeholders and beneficiaries. **Creating the DIANA website** to tell people about the project's goals,

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what it's doing, who's involved, and what's been achieved. This website will be in multiple languages like English and the languages of the partners. It will be a place where the Consortium can work together and share information. Every partner's website will display comprehensive project details, sharing them nationally and, thanks to the global network of partners, internationally too. Additionally, there will be a direct link connecting their website to the project's main site, offering project summaries, latest updates on interim and final results, including public reports and publications, and details about project events like user group meetings, conferences, and seminars. Social media channels including Facebook, Instagram, Twitter. These accounts will be updated with messages related to higher education themes. Furthermore, a LinkedIn group will be established to offer the intended audience an online platform for communication and dialogues. English press releases will be generated for transnational project meetings and translated and released by each partner through local and national media channels.

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3.3 Sustainability and continuation

Sustainability, long-term impact and continuation

Describe the follow-up of the project after the EU funding ends. How will the project impact be ensured and sustained? What will need to be done? Which parts of the project should be continued or maintained? How will this be achieved? Which resources will be necessary to continue the project? How will the results be used? Are there any possible synergies/complementarities with other (EU funded) activities that can build on the project results?

By embracing the 2030 Agenda for Sustainable Development (UN, 2015), there's a notable shift in educational paradigms towards lifelong learning, as underscored by SDG 4, which emphasizes inclusive, equitable, and high-quality education for all. Moreover, the project intersects with SDG 5, promoting gender equality by empowering entrepreneurial women to enhance their skills in creating new ventures, enhance soft skills such as leadership and strengthening economic independence, thereby contributing to SDG 1, which targets poverty reduction. The sustainability of the project will lead to changes in the internal regulations in the universities of the partner countries, which will provide an opportunity for targeted investments and human capital development in the context of formal and nonformal education. The established and operating entrepreneurship centres continuing to support women in developing rural tourism businesses will contribute to sustainability of the DIANA project. In turn, the development of tourism in these areas is of great importance, given their significant potential, can be a key driver of economic growth and sustainable community development. Rural tourism will contribute to creation of job opportunities, improve infrastructure and preserve local heritage and traditions. Partners can expect unwavering support from their institutions in producing high-quality outcomes with sustainability at the forefront, promising significant impacts on institutional development. Stakeholder engagement, active participation of Associated Partners (APs) and collaboration with local communities are key strategies to enhance project sustainability and ensure long-term impact.

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4. WORK PLAN, WORK PACKAGES, ACTIVITIES, RESOURCES AND TIMING

4.1 Work plan

Work plan

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

The project consists of six interconnected work packages, including three transversal work packages and three technical work packages. These work packages collectively contribute to the achievement of the project objectives. Each work package comprises several tasks implemented in a logical sequence, with assignments based on the expertise of the project partners. It is noteworthy that the more experienced partners lead tasks where have more experience, while newcomers also participate as task leaders. Newcomers receive support from experienced task leaders and work package leaders to ensure effective collaboration within the project.

4.2 Work packages, activities, resources and timing

WORK PACKAGES

Work packages

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

Projects should normally have a minimum of 2 work packages. WP1 should cover the management and coordination activities (meetings, coordination, project monitoring and evaluation, financial management, progress reports, etc.) and all the activities which are cross-cutting and therefore difficult to assign to another specific work package (do not try splitting these activities across different work packages). WP2 and further WPs should be used for the other project activities. You can create as many work packages as needed by copying WP1. The last WP should be dedicated to Impact and dissemination. Please refer to the Call document/Programme Guide for specific requirements concerning the number and the typology of work packages. Work packages covering financial support to third parties (⚠ only allowed if authorised in the Call document/Programme Guide) must describe the conditions for implementing the support (for grants: max amounts per third party; criteria for calculating the exact amounts, types of activity that qualify (closed list), persons/categories of persons to be supported and criteria and procedures for giving support; for prizes: eligibility and award criteria, amount of the prize and payment arrangements).

⚠ Enter each activity/milestone/output/outcome/deliverable only once (under one work package).

⚠ Ensure consistence with the detailed budget table/calculator (if applicable). (n/a for prefixed Lump Sum Grants)

Objectives

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

Activities and division of work (WP description)

Provide a concise overview of the work (planned tasks). Be specific and give a short name and number for each task. Show who is participating in each task: Coordinator (COO), and if applicable Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP) and others, indicating **in bold** the task leader. Add information on other participants' involvement in the project e.g. subcontractors, in-kind contributions. **Note:** In-kind contributions: In-kind contributions for free are cost-neutral, i.e. cannot be declared as cost. Please indicate the in-kind contributions that are provided in the context of the work package. The Coordinator remains fully responsible for the coordination tasks, even if they are delegated to someone else. Coordinator tasks cannot be subcontracted. If there is subcontracting, please also complete the table below.

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Milestones and deliverables (outputs/outcomes)

Milestones are control points in the project that help to chart progress (e.g. completion of a key deliverable allowing the next phase of the work to begin). Use them only for major outputs in complex projects, otherwise leave the section empty. Please limit the number of milestones by work package. Means of verification are how you intend to prove that a milestone has been reached. If appropriate, you can also refer to indicators. **Deliverables** are project outputs which are submitted to show project progress (any format). Refer only to major outputs. Do not include minor sub-items, internal working papers, meeting minutes, etc. It is recommended to limit the number of deliverables to max 10-15 for the entire project. You may be asked to further reduce the number during grant preparation. For deliverables such as meetings, events, seminars, trainings, workshops, webinars, conferences, etc., enter each deliverable separately and provide the following in the 'Description' field: invitation, agenda, signed presence list, target group, number of estimated participants, duration of the event, report of the event, training material package, presentations, evaluation report, feedback questionnaire. For deliverables such as manuals, toolkits, guides, reports, leaflets, brochures, training materials etc., add in the 'Description' field: format (electronic or printed), language(s), approximate number of pages and estimated number of copies of publications (if any). For each deliverable you will have to indicate a due month by when you commit to upload it in the Portal. The due month of the deliverable cannot be outside the duration of the work package and must be in line with the timeline provided below. Month 1 marks the start of the project and all deadlines should be related to this starting date. The labels used mean: Public — fully open (⚠ automatically posted online on the Project Results platforms). Sensitive — limited under the conditions of the Grant Agreement. EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision [2015/444](#). For items classified under other rules (e.g. national or international organisation), please select the equivalent EU classification level.

Work Package 1

Work Package 1: PROJECT MANAGEMENT					
Duration:	M01 – M36	Lead Beneficiary:	KokSU		
Objectives					
WP aims to conduct day-to-day management of the project activities and deliverables by the coordinator (KoKSU, Kazakhstan). In the scope of this WP a project management board member (1/HEI), a strategy of internal communication as well as project management procedures and tools will be designed, and interim and final reports will be conducted. KoKSU, as a project coordinator, will be tasked with adhering to the guidelines and principles outlined in the Erasmus+ program. This includes the responsibility to stay informed about rules of the Erasmus+ guidelines and promptly communicate this information to the other project partners.					
Activities and division of work (WP description)					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	

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T1.1	Signing Partnership Agreements	Task objective: In the scope of this task the partners sign the agreement to carry out jointly the project activities in the frame of the Erasmus+ programme and the conditions set out by the project (<i>M3</i>) Outputs: <i>singed partnership agreements</i>	KoKSU All other partners	COO BEN	No	
T1.2	Organization of Kick-off meeting	Task objective: The purpose of organizing a kick-off meeting is to organize the first meeting of all participants and discuss the goals, specific objectives and WPs/tasks of the project, define roles and responsibilities of each partner, and define key project elements such as timelines, milestones, and communication plans (<i>M3</i>); Outputs: <i>Report on kick-off meeting</i>	KoKSU All other partners	COO BEN	No	
T1.3	Strategy, procedures and tools of project management	Task objective: The purpose of this task is to establish a Strategy of Internal Communication as well as project management procedures and tools. First project management strategy will be designed, following by the project. Management tools and communication channels (whatsapp, telegram, shared drive, zoom link for meetings with management board) (<i>M5</i>). Members of PMB and Steering Committee will be recruited. Outputs: <i>Project management strategy</i>	KoKSU HSW	COO BEN	No	
T1.4	Project management and financial coordination	Task objective: This task will ensure effective project management, adherence to deadlines and efficient financial management and coordination, thereby optimizing resource allocation and supporting successful project execution (<i>M6;M12;M18;M24;M30;M36</i>); Outputs: <i>6-months'</i>	KoKSU	COO	No	
T1.5	Conducting Interim Reporting	Task objective: It aims to monitor and analyse the implemented work packages and tasks, their degree of implementation, provide information with all evidences at regular intervals on project progress (<i>M18; M36</i>) Outputs: <i>Interim Report</i>	KoKSU All other partners	COO BEN	No	
T1.6	Conducting Final Report	Task objective: It aims to present the results and outcomes of the project <i>M (36)</i> ; Outputs: <i>Financial and technical reports</i>	KoKSU All other partners	COO BEN	No	
T1.7	Monitoring Impact and Sustainability	Task objective: This task will contribute to assessment the long-term impact and viability of project outcomes, to ensure that the intended benefits are maintained over time, and to make adjustments where necessary to enhance sustainability of the project results (<i>M1-M36</i>); Outputs: <i>Report</i>	KoKSU HSW All other partners	COO BEN BEN	No	
Milestones and deliverables (outputs/outcomes)						
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS1	Management Structure established	1	KoKSU	Management structure established with members pf the PMB & SC	M2	List of MB & SC members

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MS2	DIANA launch	1	KoKSU	Official launch of the project		M3	Report of the launching
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D1.1	Report on kick -off meeting	1	KoKSU	R — Document, report	PU — Public	M4	Detailed report on kick -off meeting, objectives, results and agreed tasks, evidencesphotos, videos) (<i>PDF/English</i>)
D1.2	Management and Communication Manual	1	KoKSU	R — Document, report	SEN — Sensitive	M4	Document outlining the project management and communication procedures and tools, calendar (<i>PDF/English</i>)
D1.3	Interim Report	1	KoKSU	R — Document, report	SEN — Sensitive	M18	Report outlining the results of the project for 18 months(<i>PDF/English</i>)
D1.4	Final Report	1	KoKSU	R — Document, report	SEN — Sensitive	M36	Report outlining the results of the project for 36 months (<i>PDF/English</i>)
D1.5	Report on impact and sustainability	1	HSW	R — Document, report	PU — Public	M36	Document presenting the impact and sustainability of the project (<i>PDF/English</i>)

Work Package 2

Work Package 2: CAPACITY BUILDING OF STAFF			
Duration:	M04 – M18	Lead Beneficiary:	UPT
Objectives			

<p>WP aims to strength educational programs in tourism through the development of specialized tailored courses on rural tourism entrepreneurship and the integration of active teaching methodologies, ensuring the delivery of quality education to HEIs students. This work package plays a crucial role in the strategic knowledge transfer from EU partners to the partners from Kazakhstan and Uzbekistan. First, the focus will be on organizing training sessions for staff involved in tourism programmes from PC-HEIs. These training sessions will be conducted by experienced European partners, utilizing a combination of online and offline formats to ensure accessibility and effectiveness. The first onsite training will take place at UPT.</p>					
Activities and division of work (WP description)					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T2.1	Designing of training programme and learning outcomes	<p>Task objective: After a thorough needs analysis and consultation with Central Asian partners, the EU partners will develop a tailor-made training program and its learning outcomes to enhance the entrepreneurial skills of the trainees in the field of rural tourism (M4-M5) The structured training course includes four key modules, each carefully designed to address specific aspects of rural tourism entrepreneurship: ♣ The dynamics of rural tourism (its potential and contribution to the local economy) ♣ Entrepreneurship fundamentals and principles (business fundamentals, strategic planning and basic entrepreneurial skills) ♣ Global Trends Shaping Rural Tourism Entrepreneurship: Climate Change and Sustainable Development (global issues, impact of climate change on rural tourism and adoption of sustainable practices) ♣ Active teaching methodologies and skills enhancement (use of dynamic and interactive approaches in teaching entrepreneurship in rural tourism and support provided at entrepreneurship centres: mentorship and Coaching, business plan writing, business support) . Outputs: 1 targeted training plan</p>	UPT HSW All other partners	COO BEN BEN	No
T2.2	Delivering online to HEIs staff	<p>Task objective: Online trainings will be conducted to reduce the negative environmental impact, minimise greenhouse gas emissions and cost-effectiveness. It aims to reach a large number of trainees from universities in partner countries. The Moodle educational platform</p>	UPT HSW All other partners	COO BEN BEN	No

		provided by KokSU will be used for the trainings. Both synchronous and asynchronous formats will be applied to encourage active participation of the trainees. Upon successful completion of the training, participants will receive certificates (M10; M14). Target group: 3 academic staff/HEI + 3 entrepreneurship centre staff/HEI. Outputs: Course materials, predefined tasks, certificates of completion Online training delivered to 6 participants / PC-HEI (6*8 (HEI)*2 times=96)			
T2.3	Delivery onsite trainings to HEIs staff	Task objective: Onsite trainings are scheduled during visits to two universities, where European lecturers will employ various active learning methods, sharing best practices in teaching tourism entrepreneurship. Onsite training will be structured as workshop and practical activities, fostering collaboration among groups from different universities and countries. This approach not only encourages group interaction but also facilitates the exchange of practices between partner universities. Due to cost-effectiveness, a study visit to rural tourism destinations will be organized. It is expected that these insights will contribute significantly to the trainees' understanding, allowing them to incorporate good and adequate to their realities practices when designing the course "Rural tourism entrepreneurship" (M6; M17). Target group: 3 academic staff/HEI + 1 entrepreneurship centre staff/HEI. Outputs: A total at least 48 trainees (4*7 (HEI)*2 times=56)	UPT HSW All other partners	COO BEN BEN	No
T2.4	Developing a roadmap to enhance educational programs	Task objective: Based on the training provided, as well as study visits, and taking into account the needs of PC-HEIs, a roadmap will be developed with recommendations to improve the quality, relevance and overall effectiveness of educational offerings in the tourism sector in PC-HEIs, with a special focus on rural tourism entrepreneurship. This will be reflected in the course to be created within WP3 "Rural tourism entrepreneurship", aimed at encouraging innovation and adaptation in the rural tourism sector, stimulating rural entrepreneurship, enabling individuals to develop creative projects and solutions to stimulate economic growth of rural areas. This course will be delivered for students of HEIs (M16-M18) Outputs: 1 roadmap	UPT KAZAST All other partners	COO BEN BEN	No
T2.5	Empowering Rural Women: Guidelines for	Task objective: The third mission of HEIs includes a variety of interactions with external stakeholders and emphasises the importance	UPT NSTU	COO BEN	No

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	Entrepreneurship in Tourism	of public engagement, participation and knowledge transfer from HEIs to externals, including rural communities. In this context, this task aims are to create a guideline to empower and support women in rural areas to engage in tourism entrepreneurship. Given that rural women often face big barriers to education and economic opportunities than men, developing their entrepreneurial skills can contribute to gender equality. Encouraging rural women to become entrepreneurs can lead to job creation, contribute to improved infrastructure, services and resilience in rural communities (M16-M18). Based on these guidelines, workshops will be prepared and delivered to women by professors of PC-HEIs, based on onsite and offline trainings (T 2.2 and T2.3). Outputs: 1 guideline			All other partners	BEN	
Milestones and deliverables (outputs/outcomes)							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
MS3	Completion of Staff Training	2	UPT	Trained staff from PCHEIs		M17	Programs, list of participants,certificate s,trainig materials
MS4	Recommendation s to enhance educational programmes	2	UPT	Recommendations on what content to include in the course Rural tourism entrepreneurship (designed in collaboration of PCHEIs)		M18	Document with recommendations
MS5	Guidelines to enhance entrepreneurship competences	2	UPT	Guidelines on how to enhance entrepreneurship competences of adults (women) - (designed in collaboration of PCHEIs)		M18	Document with recommendations
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D2.1	Training plan	2	UPT	R — Document, report	PU — Public	M5	Detailed plan of the organization and

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							delivery for both online and onsite trainings, their objectives and expected impacts (PDF/English)
D2.2	Report on delivered online trainings	2	UPT	R — Document, report	PU — Public	M16	Report outlining the results of the online trainings (PDF/English)
D2.3	Report on delivered onsite trainings	2	UPT	R — Document, report	PU — Public	M19	Report outlining the results of the onsite trainings (PDF/English)
D2.4	Roadmap	2	KAZAST	R — Document, report	SEN — Sensitive	M19	Guidelines with recommendations on enhancing educational programmes (PDF/English)
D2.5	Guidelines	2	NSTU	R — Document, report	SEN — Sensitive	M19	Guidelines with recommendations on women empowering and skills enhancement (PDF/English)

Work Package 3

Work Package 3: Designing the course Rural tourism entrepreneurship

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Duration:	M18-M24	Lead Beneficiary:	HWS		
Objectives					
Work Package 3 (WP3) focuses on the development of a comprehensive rural tourism entrepreneurship course strategically designed to serve two different target groups. The focus is on equipping participants with the necessary knowledge and skills needed to conceptualize and effectively manage successful rural tourism initiatives. The two target groups identified for this course are students of higher education institutions (HEIs) and self-employed women engaged in rural tourism. WP 3 will be coordinated by HWS.					
Activities and division of work (WP description)					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T3.1	Creation of HEIs curriculum enhancement academic committee	Task objective: Academic Committee for Curriculum Enhancement will be established, comprising two representatives from each Higher Education Institution (HEI). This committee, guided by developed recommendations for curriculum enhancement in the field of tourism (T2.4), will collaborate in the creation of modules. The task leader will coordinate the task and will be responsible for organization of periodical meetings (M18) Outputs: members of academic committee	HWS All other partners	COO BEN BEN	No
T3.2	Review of existing modules and courses at PC-HEIs	Task objective: The committee members work together to review and analyse the curriculum of all universities, aiming to ensure that the modules developed will be aligned with the needs and requirements of each university (M18-M19) Outputs: report	HWS Silk Road All other partners	COO BEN BEN	No
T3.3	Cooperation with tourism industry stakeholders	Task objective: Various stakeholders will be involved in the process of curriculum enhancement to ensure that educational programmes meet the needs of the industry. First, work will be done to identify key stakeholders in the tourism industry, in particular rural tourism, who could participate in the process of curriculum enhancement and support students during elaboration of entrepreneurial projects. For this purpose, four associate partners (1 per country) will be involved to help reach with other stakeholders, especially in rural areas, women's support	HWS Silk Road All other partners	COO BEN BEN	No

		associations and entrepreneurship support associations and organizations. Meetings with them will be organised in face-to-face and online formats. TSUP, Uzbekistan will be responsible for this task (M19-M20). Outputs: stakeholders mapping			
T3.4	Development modules and courses for two target groups	<p>Task objective: The committee will jointly design tailor-made course entitled “Rural tourism entrepreneurship” (4 modules) considering the needs of each county and partners involved for two target groups (HEIs students and adults). This course aims to provide target groups with the necessary skills and knowledge to effectively develop entrepreneurial projects in the rural tourism sector, thus contributing to the economic development, social inclusion and sustainability of rural communities. The course with 5 ECTS will include 4 modules: • Rural tourism and its relationship with other types of tourism • Introduction to Entrepreneurship fundamentals and principles • Rural tourism and Climate Change • Innovation in Rural tourism.</p> <p>Each PC-HEI is encouraged to adapt these elements to the local context by including additional material specific to their institution, city, region or country. This may include showcasing examples of successful local or national rural tourism entrepreneurs and highlighting services that support entrepreneurship in their institution or city. So, in the process of teaching entrepreneurial skills, the types of classes that contribute to strengthening the practical orientation of training will be important, such as: situational workshops, brainstorming sessions, entrepreneurial duels, trainings, solving simulation tasks in business management, building creative solutions designs, presentations, pitches currently used in informal learning. The use of interactive will contribute to improving the effectiveness of the learning process at the courses by strengthening motivation, reviving the interest of students.</p> <p>The course will also be adapted to the needs of rural women, considering their educational backgrounds and learning opportunities. It will be delivered in flexible formats such as on-site workshops, online sessions and community-based training sessions. Practical, PBL methods will ensure accessibility and relevance, promoting rural women’s entrepreneurial engagement, social inclusion, and sustainable development within their communities.</p> <p>(M21-M24).</p>	HWS All other partners	COO BEN BEN	No

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Outputs: 1 course per HEI (total: 7 courses = 28 modules)							
Milestones and deliverables (outputs/outcomes)							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
MS6	Modules and courses for two target groups	4	HSW	Development modules and courses for two target groups and send to PCHEIs for approval			Module materials, content
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D4.1	Report of reviewed programmes	3	HSW	R — Document, report	SEN — Sensitive	M20	Detailed report of reviewed programmes at all PC-HEIs (PDF/English)
D4.2	Course developed for HEIs	3	HSW	R — Document, report	SEN — Sensitive	M25	Course and materials (PDF/English)
D4.3	Course developed for adults	3	HSW	R — Document, report	SEN — Sensitive	M26	Course and materials (PDF/English)

Work Package 4

Work Package 4: Student enrolment and course implementation			
Duration:	M23 – M33	Lead Beneficiary:	EKTU
Objectives			
This WP involves a process of selecting the target audience, including BSc and MSs students at PC-HEIs. This involves holding at least one selection meeting at each higher education institution in the partner country (HEI). The focus is on recruiting a balanced representation, including 50 per cent female			

students, further emphasising diversity. An important aspect is the recruitment of self-employed women in rural areas, providing a meaningful link of HEIs to local communities. The project is thoroughly piloted with these target groups, aiming to conduct real entrepreneurial projects addressing the needs of labour market, especially in rural areas. After approbation target groups, the course is implemented and each partner country HEI with a support of academic staff, trained in the scope of the WP2. The academic staff will follow-up the projects of the students involving the industry representatives for consultation feedback and mentoring, which will be presented at the Entrepreneurship Showcase of each HEI. Each HEI prepares a comprehensive report on the entrepreneurial project results, demonstrating the practical application of the skills and knowledge gained through the Rural Entrepreneurship course.

Activities and division of work (WP description)

Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T4.1	Selection of target audience: bachelor's and master's degrees and adults	Task objective: Once the course is approved in each PC-HEI, selection of a target audience for bachelor's and master's degrees will be conducted considering various criteria such as: - Students of the 2-3 years (BSc) and 1-2 students (MSc) - Minimum number of students per HEIs: 20. Criteria for selection adults (women) operating in rural tourism - Explicit interest in rural tourism - Strong entrepreneurial motivation to conduct the training (M23) Outputs: list of selected students and women	EKTU IAU All other partners	COO BEN BEN	No
T4.2	Recruitment of no less than 50% of female students	Task objective: Recruiting no less than 50% female students is linked to the principles of equity, diversity and preparing students for success in a global and diverse world. This is in line with the values of equity, inclusion and recognising the importance of different perspectives in the educational process. (M23-M24)	EKTU IAU All other partners	COO BEN BEN	No
T4.3	Course implementation	Task objective: Each partner country university (PC-HEI) will integrate the course into their tourism and business, and other related programs in flexible formats (elective, supplementary, short course), aiming to implement four modules designed for students to create entrepreneurial projects in rural tourism. Each HEI will collaborate with at least one existing entrepreneurship centre/hub , which differ among HEIs (eg. career centre, lifelong	EKTU IAU All other partners	COO BEN BEN	No

		<p>learning centre etc), focusing on adult education and supporting entrepreneurship projects. These centres will serve as a platform for the development and support of projects within DIANA.</p> <p>HEIs students: The course, which will run for approximately four months/one semester in blended format at PC-HEIs. Each PC-HEI will use their own educational platform to upload all materials and provide access to their students (target: min. 20 students per HEI). Students will be asked to develop entrepreneurial projects that address the real needs of rural markets, taking into account factors such as needs assessment and market research. The modules will give them a understanding of entrepreneurship fundamentals, rural tourism and innovation and global issues such as climate change. To maximize inclusion, English vocabulary modules related to entrepreneurship or tourism may be added to the training if deemed necessary based on students' profiles, serving as an additional skill. These projects will be linked to the Sustainable Development Goals (SDGs). The support centres in PC-HEIs will play a critical role in supporting students in this endeavour. These centres will provide support, such as equipment, software, consultation to develop business plans and providing other necessary tools, and will also help to attract self-employed women from rural areas. These women are believed to have valuable insight into the realities of rural life and can make a significant contribution to the success of projects. The goal is to reach at least 40 women/HEI. In addition, these women will have the opportunity to take a designed course adapted to their level, delivered by the trained staff in the scope of the WP 2 in a more flexible format (up to each HEI). Upon completion of this course, they will be encouraged to collaborate with students on entrepreneurial projects using their newly acquired skills and knowledge. In addition to a clear interest in rural tourism or related areas and strong entrepreneurial motivation, participant selection will prioritize women who either express a desire to start their own business or have already initiated an entrepreneurial activity (whether formal or informal — such as previous experience in income-generating activities, individually or within associations), regardless of the size or stage of the business (preferably less</p>			
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		<p>than 3 years old). The goal is to engage women from various communities, with special attention to age and background diversity. Additional selection criteria may include: Geographic diversity (different villages/communities); Age diversity (young and older women); Cultural/ethnic diversity, where contextually relevant. Preference for those who have not yet had access to training or similar support. A minimum of 20% of the selected participants will fulfil these additional criteria, thereby ensuring that the project reaches women in more vulnerable or disadvantaged circumstances. (8 women * 7HEIs = 56). Various strategies will be used to attract rural women to take courses and develop entrepreneurial projects such as:</p> <ul style="list-style-type: none"> - engaging them through associated partners and tourism stakeholders, who have been contacted under objective 3.3 - study visits to nearby villages to promote the course among self-employed women - social media advertising entrepreneurship opportunities for rural women - organizing of local events dedicated to the International Day of Rural Women (15 October - https://www.un.org/en/observances/rural-women-day) M25-M28 <p>Outputs: 20 students per PC-HEI and 40 women per PC-HEI completed the course. Total: 20*7=140 (HEIs); 40*7=280 (adults) which includes 56 women in more vulnerable or disadvantaged circumstances.</p>			
T4.4	Entrepreneurship Showcase	<p>Task objective: Each PC-HEI organises and conducts an entrepreneurial showcase dedicated to the promotion and popularisation of entrepreneurial projects in the rural tourism sector as an outcome of the course.</p> <p>The process will design as a collaborative effort between students and self-employed women from rural areas. Many of these women possess a deep understanding of the realities, challenges, resources, and market dynamics of rural life. However, they lack the technical and entrepreneurial skills needed to transform their ideas into viable and sustainable businesses. In this context, students will take on the role of consultants, offering theoretical knowledge and methodological guidance in areas such as business planning, marketing, sustainability, and digital innovation under the guidance of their teachers. Women will actively</p>	EKTU IAU All other partners	COO BEN BEN	No

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		<p>participate as co-creators, shaping the projects based on their local knowledge and entrepreneurial potential. It is expected that 10 projects will be designed per PC-HEI. Students will also prepare a brief video pitch, in English and Kazakh/Uzbek, as part of the project, so that a wider audience can learn about the project. The evaluation of the best entrepreneurial projects in rural tourism is guided by a set of balanced criteria. Projects are assessed on their relevance to the needs of the rural tourism sector and their contribution to sustainable regional development. Special emphasis is placed on the active involvement and empowerment of women, ensuring that projects promote financial autonomy and leadership among local women. The feasibility and long-term sustainability of each initiative are also considered, with preference for projects that are practical and have potential for lasting impact. Additionally, innovation and creativity, use of digital tools are recognized, rewarding projects that introduce fresh ideas or unique approaches to existing challenges in the region. Afterwards, each HEI will organize internal event to assess 10 projects. The best project (1/PC-HEI selected based on transparent criteria) get a unique opportunity to participate in the final conference in Samarkand (1 student financed by the project funds + 1 student by cofinancing), where they will showcase their projects. This event serves as a platform for participants to present their entrepreneurial projects on the international scale. Women will be encouraged to participate in the conference online (M29-M31).</p> <p>Outputs: 10 entrepreneurial projects. Total: 10*7=70. The best project selected: 1/PC-HEI. Total = 7. Students mobility 2*7=14</p>			
T4.5	Report on Entrepreneurial project proposal	<p>Task objective: Detailed report will be elaborated on the showcase and the realization process (M33).</p> <p>Outputs: report</p>	EKTU All other partners	COO BEN BEN	No
Milestones and deliverables (outputs/outcomes)					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number) Means of Verification

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(continuous numbering not linked to WP)							
MS7	Course implemeneted	4	EKTU	Implementation of the course in each PC-HEI		M28	Number of students, list of participation
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D4.1	List of selected target groups (50% female)	4	EKTU	R — Document, report	PU — Public	M24	List of selected target groups with evidence of 50% female (PDF/English)
D4.2	Report	4	EKTU	R — Document, report	SEN — Sensitive	M32	Report on projects designed and selected (PDF/English)

Work Package 5

Work Package 5: Quality Plan: Evaluation and Improvement			
Duration:	M1 – M36	Lead Beneficiary:	NKU
Objectives			
<p>WP aims to strength educational programs in tourism/business through the development of specialized elective courses on rural tourism entrepreneurship and the integration of active teaching methodologies, ensuring the delivery of quality education to HEIs students. This work package plays a crucial role in the strategic knowledge from EU partners to the partners from the regions of Central Asia. It serves as a channel for sharing knowledge and best practices in the dynamic field of rural tourism, offering a wealth of entrepreneurial knowledge to stimulate economic growth and development. The focus is not only on information transfer, but also on actively seeking to empower local communities with the tools and skills needed for sustainable development. NKU will coordinate this WP.</p>			
Activities and division of work (WP description)			

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Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T5.1	Development of a quality assurance and contingency plan	Task objective: Development of a quality assurance and contingency plan The WP leader will develop a quality plan that describes the procedures, methods and tools that will be used throughout the project, including identifying risks at the proposal stage and formulating contingency measures. Both internal and external stakeholders will share responsibility for monitoring project quality and contingency arrangements (M3) Outputs: Quality assurance and contingency plan	NKU All other partners	COO BEN BEN	No
T5.2	Conducting an interim evaluation	Task objective: Conducting an interim evaluation Interim evaluation of the development of the project is carried out in the form of various kinds of communication between the WP leader, all other partners and individual performers responsible for various parts or works of the project. Their purpose is to obtain information about emerging problems and determine the need to influence the course of future events. Reviews typically compare the current state of the project with the previous or baseline plan; analyze the emerging and expected problems (risks) and determine how to cope with them (M18-M36) Outputs: Interim evaluation report	NKU All other partners	COO BEN BEN	No
T5.3	Final evaluation of the project results	Task objective: Summarizing final evaluation of the project results The WP leader will summarize final evaluation of the project results. A project final results includes: a description of the process with which the project was approved and the reason why it started. A summary of the project execution with the specification if the project has achieved its goals. Details on the project budget performance. A list of factors that influenced the project results. A description of the impact or other benefits that the project will provide on the organization. Annexes containing summaries of important project documents, such as the project plan, the results and the final approval / acceptance (M36) Outputs: Final evaluation report	NKU All other partners	COO BEN BEN	No

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T5.4	Financial Monitoring	<p>Task objective: Conducting financial monitoring Financial monitoring is a tool that compares the planned and actual cost for each task that has been performed and also compares the rate of progress on each task to what was scheduled in the project plan. The WP leader will conduct financial monitoring and will need a complete set of data that combines both the project budget and the project calendar. The WP leader will need to get a clearer understanding of the budget situation in comparison to the scheduled completion of project deliverables. All other partners will provide rich data that helps better monitor the project's financial status, and accurate project accounting system. Conducting financial monitoring is very important for the systems of development organizations, to adopt this management tool within development projects (M1-M36)</p> <p>Outputs: Financial monitoring report</p>				COO BEN BEN	No
Milestones and deliverables (outputs/outcomes)							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D5.1	Quality assurance plan	5	NKU	R — Document, report	PU — Public	M3	Quality assurance plan (PDF/English)
D5.2	Interim report	5	NKU	R — Document, report	SEN — Sensitive	M18	Interim report (PDF/English)
D5.3	Final report	5	NKU	R — Document, report	SEN — Sensitive	M36	Final report (PDF/English)

Work Package 6

Work Package 6: Dissemination & Exploitation					
Duration:		M1 – M36	Lead Beneficiary:		SilkRoad
Objectives					
<p>SilkRoad, together with all partners, will lead the dissemination activities targeting the education and business communities in Europe, Central Asia. The strategic dissemination plan outlines key initiatives including a multilingual website, social media presence and press releases for global outreach. Face-to-face meetings, workshops and targeted dissemination activities will focus on topics such as gender equality and entrepreneurship support. The SilkRoad will coordinate dissemination activities and ensure its proper implementation. Each partner will appoint a communications manager and contribute to the dissemination work by suggesting target groups, channels and activities. All project outputs will be freely available on the DIANA website and social media, with due recognition of the EU funding and the consortium's contribution. Communication channels will carry the EU Erasmus+ logo to signify the project funding WP aims to strength educational programs in tourism/business through the development of specialized elective courses on rural tourism entrepreneurship and the integration of active teaching methodologies, ensuring the delivery of quality education to HEIs students.</p>					
Activities and division of work (WP description)					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T6.1	Designing of Dissemination and Exploitation Plan	<p>Task objective: This plan will describe project's dissemination strategy to effectively reach a target audience. It will provide guidance to project partners on both external and internal dissemination activities, providing a systematic approach to sharing project results, engaging stakeholders, and maximizing impact. This plan will also include the calendar of dissemination activities of all partners (M1)</p> <p>Outputs: Dissemination and Exploitation Plan</p>	SilkRoad All other partners	COO BEN	No
T6.2	Project website and social media management	<p>Task objective: Designing and launching of the DIANA project website and creation accounts of the project in different social media (Facebook, Instagram, Twitter and LinkedIn). The web page</p>	SilkRoad All other partners	COO BEN BEN	Yes

		stores and distributes selected results from all other WPs, as well as project activities will be published in social media following dissemination plan (M2); Outputs: website and social media accounts			
T6.3	Corporate Design (logo, reporting templates, leaflets)	Task objective: A set of templates will be created for the visual identity of the project, such as a logo and other templates in Word and Power Point format, roll-up, brochures, folder) to ensure a unified and professional presentation of project materials. It will contribute to communicate project objectives effectively, and provide a consistent representation across diverse communication channels (M2) Outputs: Corporate Design elements	SilkRoad All other partners	COO BEN BEN	No
T6.4	Promotion materials (brochures, leaflets)	Task objective: Promotional materials such as brochures and leaflets play a critical role in effectively communicating key information about the project. They will be used different project events and activities such as promotion of the project, involvement of stakeholders (M3) ; Outputs: Promotion materials	SilkRoad All other partners	COO BEN BEN	No
T6.5	Ongoing dissemination activities	Task objective: Continuous dissemination activities such as sharing project updates and results with various stakeholders and broader audiences will contribute to maintain project visibility. Regular updates through newsletters, website news to keep stakeholders informed of project progress, accomplishments, and upcoming events. Interaction on social networks will allow to Engage with your audience through comments, discussions, and interactive posts (M1-M36); Outputs: publications	SilkRoad All other partners	COO BEN BEN	No
T6.6	Interim Report on Project Dissemination	Task objective: Ongoing dissemination activities, such as sharing project updates and results with various stakeholders and wider audiences, will help maintain the visibility of the project. Regular updates through newsletters, website news to keep stakeholders updated on project progress, achievements and upcoming events. Social media engagement allows to interact with audience through comments, discussions and posts (M18-M36) Outputs: report	SilkRoad All other partners	COO BEN	No
T6.7	Final Report on Project Dissemination	Task objective: Interim dissemination activities, such as sharing project updates and results with various stakeholders and wider audiences, will help maintain the visibility of the project. Regular updates through newsletters, website news to keep stakeholders updated on project progress, achievements and upcoming events.	SilkRoad All other partners	COO BEN	No

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		Social media engagement allows to interact with audience through comments, discussions and posts (M34) Outputs: report					
T6.8	Final Conference	Task objective: Final Conference of DIANA project will be held; the project's dissemination strategy will effectively reach a target audience. Website and accounts of the project in different social media (Facebook, Instagram, Twitter and LinkedIn) will be created. The web page stores and distributes selected results from all other WPs, as well as project activities will be published in social media following dissemination plan (M34); Outputs: report		SilkRoad All other partners	COO BEN BEN	No	
Milestones and deliverables (outputs/outcomes)							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D6.1	Project webpage	6	SilkRoad	DEC — Websites	PU — Public	M6	DIANA webpage
D6.2	Dissemination plan	6	SilkRoad	R — Document, report	PU — Public	M2	Detailed dissemination plan (PDF/English)
D6.3	Interim report	6	SilkRoad	R — Document, report	SEN — Sensitive	M18	Interim report (PDF/English)
D6.4	Final report	6	SilkRoad	R — Document, report	SEN — Sensitive	M36	Final report (PDF/English)
D6.5	Final conference report	6	SilkRoad	R — Document, report	SEN — Sensitive	M34	Final report (PDF/English)

To insert work packages, copy WP1 as many times as necessary

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Staff effort (n/a for Lump Sum Grants)

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
					Total Person- Months	

Subcontracting (n/a for prefixed Lump Sum Grants)

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

Events meetings and mobility

Events meetings and mobility
<i>This table is to be completed for events meetings and mobility that have been mentioned as part of the activities in the work packages above Give more details on the type, location, number of persons attending, etc.</i>

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Event No (continuous numbering linked to WP)	Participant	Description					Attendees
		Name	Type	Area	Location	Duration (days)	Number
E1.1	All the participants	Kick-off meeting	[Event	Management meeting and dissemination event, study visit	Kokshetau, Kazakhstan	2 days (January 2026 M1)	Total: 24 2*5 (newcomers)+2*3 (experienced)+2*2 (EU) <i>Expected 4 from receiving HEI</i>
E2.1	All the participants	Training I Study visit Management meeting	Workshop	Project management, dissemination, training	Porto, Portugal	5 days (June 2026 – M6)	Total: 29 3*4 (newcomers) + 3*4 (experienced) + 2*1 (EU) <i>Expected 3 from receiving HEI</i>
E3.1	All the participants	Training II Study visit Management meeting	Workshop	Project management, dissemination, training	Wismar, Germany	5 days (October 2026 – M10)	Total: 29 3*4 (newcomers) + 3*4 (experienced) + 2*1 (EU) <i>Expected 3 from receiving HEI</i>
E4.1	All the participants	Training III Study visit Management meeting	Workshop	Project management, dissemination, training	Samarkand, Uzbekistan	5 days (February 2026 – M14)	Total: 29 3*4 (newcomers) + 3*4 (experienced) + 2*1 (EU) <i>Expected 3 from receiving HEI</i>
E6.1	All the participants	Final International Conference	Blended Event	Sustainable, Implementation, Impact, Management	Tashkent, Uzbekistan	2 day (May 2028 – M36)	Total: 31 3*4 (newcomers) + 3*4 (experienced) + 2*2 (EU) <i>Expected 3 from receiving HEI</i>

Timetable

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Timetable (projects of more than 2 years) Fill in cells in beige to show the duration of activities. Repeat lines/columns as necessary. Note: Use actual calendar years and quarters. In the timeline you should indicate the timing of each activity per WP. You may add additional columns if your project is longer than 6 years.																								
ACTIVITY	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5				YEAR 6			
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Task 1.1 -Partnership Agreements																								
Task 1.2 - Kick-off meeting																								
Task 1.3 - Project management strategy																								
Task 1.4 - Financial coordination																								
Task 1.5 - Conducting Interim Reporting																								
Task 1.6 - Conducting Final Report																								
Task 1.7 Impact and Sustainability																								
Task 2.1 - Training programme design																								
Task 2.2 - Delivering online trainings t																								
Task 2.3 - Delivering onsite trainings																								
Task 2.4 - Developing a roadmap																								
Task 2.5 - Empowering Rural Women																								
Task 3.1 - Academic committee																								
Task 3.2 - Review of existing modules																								
Task 3.3 - Cooperation stakeholders																								
Task 3.4 - Development modules																								
Task 4.1 - Selection of target audience																								
Task 4.2 – Recruitment of female stud-s																								



Call: [ERASMUS-EDU-2024-CBHE] — [ERASMUS-EDU-2023-CBHE-STRAND-1]

EU Grants: Application form (ERASMUS BB and LS Type II): V2.0 – 01.06.2022

#@ETH-ICS-EI@#

5. OTHER

5.1 Ethics

Ethics (if applicable)

If the Call document/Programme Guide contains a section on ethics, describe ethics issues that may arise during the project implementation and the measures you intend to take to solve/avoid them.

Describe how you will ensure gender mainstreaming and children's rights in the project activities.

Project management will be based on the consortium's core values, including integrity, trust and shared decision-making. All ethical disputes that may arise will be resolved jointly. All research planned will be conducted in full compliance with ethical requirements for research. All participants will be provided with a project summary, information about the purpose of the study as well as the rights of participants.

#§ETH-ICS-EI§# #@SEC-URI-SU@#

5.2 Security

Security

Not applicable.

#§SEC-URI-SU§# #@DEC-LAR-DL@#

6. DECLARATIONS

Double funding

Information concerning other EU grants for this project

 Please note that there is a strict prohibition of double funding from the EU budget (except under EU Synergies actions).

YES/NO

We confirm that to our best knowledge neither the project as a whole nor any parts of it have benefitted from any other EU grant (including EU funding managed by authorities in EU Member States or other funding bodies, e.g. Erasmus, EU Regional Funds, EU Agricultural Funds, etc). If NO, explain and provide details.

YES

We confirm that to our best knowledge neither the project as a whole nor any parts of it are (nor will be) submitted for any other EU grant (including EU funding managed by authorities in EU Member States or other funding bodies, e.g. Erasmus, EU Regional Funds, EU Agricultural Funds, etc). If NO, explain and provide details.

YES

Financial support to third parties (if applicable)

If your project requires a higher maximum amount per third party than the threshold amount set in the Call document/Programme Guide, justify and explain why this is necessary in order to fulfil your project's objectives.

Seal of Excellence (if applicable)

If provided in the Call document, proposals that pass the evaluation but are below the budget threshold (i.e. pass the minimum thresholds but are not ranked high enough to receive funding) will be awarded a Seal of Excellence.

In this context we may share information about your proposal with other EU or national funding bodies through the Erasmus+ National Agencies.

Do you agree that your proposal (including proposal data and documentation) is shared with other EU and national funding bodies to find funding under other schemes?

YES

#§DEC-LAR-DL§#

Call: [ERASMUS-EDU-2024-CBHE] — [ERASMUS-EDU-2023-CBHE-STRAND-1]

EU Grants: Application form (ERASMUS BB and LS Type II): V2.0 – 01.06.2022

ANNEXES: LIST OF PREVIOUS PROJECTS

List of previous projects					
Please provide a list of your previous projects for the last 4 years.					
Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER)	Amount (EUR)	Website (if any)
KokSU	618860-EPP-1-2020-1- EL-EPPKA2-CBHEJP LMQS	2020-2023	BEN	35 711	https://www.lmqe.eu/
KokSU	EU ERASMUS+ /KA2/ CBHE 101129032 LESLIE	2024-2026	BEN	399 835.00	https://leslieproject-eu.com/
UPT	101083287; ECOVIP	2023-2026	BEN	796.054,32	https://www.ecoviperasmus.eu/
UPT	2020-1-BG01-KA203-079193; FENICE	2020-2023	BEN	162.931	https://fenice-project.eu/
UPT	2022-1-BG01-KA220-SCH-000085398; We Teach DATA	2022-2025	BEN	250.000	https://weteachdata.eu/
UPT	2022-2-HU01-KA220-HED-000094859; ETDFTA	2023-2025	BEN	250.000	https://uni-bge.hu/en/kvik/etdfta
HSW, KokSU	618715-EPP-1-2020-1-1-DE-EPPKA2-CBHE-JP, UnWaste	2021- 2024	COO, BEN	864.624,00	https://shokan.edu.kz/en/erasmus/ka-2/unwaste/
HSW	588378-EPP-1-2017-1-DE-EPPKA2-KA, DYNAMIC	2017-2021	COO	697.989,00	https://dynamic-project.eu/about-2/
HSW	598418-EPP-1-2018-1-ZA-EPPKA2-CBHE-JP, Euro-ZA	2018- 2022	BEN	999.759,00	https://meterasmusplus.com
HSW	588378-EPP-1-2017-1-DE-EPPKA2-KA, DYNAMIC –	2017-2021	COO	697.989,00	https://dynamic-project.eu/about-2/
EKTU	610198-EPP-1-2019-1-ES-EPPKA2-CBHE-JP MIETC	219-2024	BEN	807 014	http://www.mietc.unina.it
EKTU	101179805 Edu-Fusion Network for Sustainable Growth	2024-2028	BEN	989 792	not yet
EKTU, KokSU	101129169 — CirculEC	2023-2026	COO	708 874	http://circulec.tguk.tj/
UNIKOZ	609905-EPP-1-2019-1-IT-EPPKA2-CBHE-JP DeSTT	2020-2023	BEN	-	https://www.destt.info/conferences

Call: [ERASMUS-EDU-2024-CBHE] — [ERASMUS-EDU-2023-CBHE-STRAND-1]

EU Grants: Application form (ERASMUS BB and LS Type II): V2.0 – 01.06.2022

HISTORY OF CHANGES		
VERSION	PUBLICATION DATE	CHANGE
1.0	25.02.2021	Initial version (new MFF).
2.0	19.09.2025	P11 - Association of Women Entrepreneurs (PIC 933287247), originally included as a partner in the project had to be replaced by “SABR” National Centre for Socioeconomic Development (PIC 870287687) because the organisation has been officially dissolved. All consortium members agreed on the replacement and the acceptance letters have been uploaded in Sygma.
		The end month of WP2 has been changed from M18 to M19. This correction was introduced to align the work package timeline with the actual schedule of related tasks and deliverables.
		The end month of WP3 has been changed from M24 to M26. This correction was introduced to align the work package timeline with the actual schedule of related tasks and deliverables.
		The acronym of partner P5 has been unified to UNIKOZ. In the original application form, this partner appeared several times under the acronym NKU. This correction ensures consistency and clarity across all project documentation.
		The short names of partners have been harmonised with the Application form
		D1.1 Report on Kick-off Meeting Content expanded to include project coordination procedures and timeline. Dissemination level changed from PU to SEN .
		Change description: D1.4 Final Report Removed as a deliverable in SYGMA. Final report will be submitted as a mandatory report.
		D2.2 and D2.3: The description has been expanded to include programme, dates, participants, training materials, training reports and evaluation. Dissemination level changed from PU to SEN , as personal data (attendance lists) are included.
		D2.4 and D2.5: The description has been further developed using the information provided in “Tasks”. The dissemination level of D2.4 has changed from SEN to PU .
		D2.5 Title changed from “Guidelines” to “Guidelines on Women Empowerment and Skills Enhancement”.
		Deliverables in WP3 have been renumbered due to an error in the application form.
		D3.2 and D3.3: The description has been developed to include curricula (number of credits or ECTS), syllabuses, training materials, learning outcomes, accreditation (if needed). The dissemination level has changed from SEN to PU
		WP4: The correspondence between planned activities and deliverables has been clarified.
		D4.1: Dissemination level changed from PU to SEN , as it will contain personal data
		The 2 deliverables have been detailed, including course implementation (dates, students enrolled, teachers, reports, evaluation):
		<ul style="list-style-type: none"> D.4.1 Report on Selection, Recruitment, and Implementation of Rural Tourism Entrepreneurship course D.4.2 Title changed from “Report” to “Report on Entrepreneurial projects”
		Deliverables in WP5 have been renamed and clarified:
		<ul style="list-style-type: none"> D5.1: Quality Assurance and contingency plan D5.2: Implementation of the Quality Assurance Plan at mid-term (M18) D5.3: Implementation of the Quality Assurance Plan at the end of the project (M36)
		D6.3 Title changed from “Interim report” to “Implementation of the Dissemination Plan at mid-term
		D6.4 Title changed to “Outreach Materials”.
		The dissemination levels of D6.3, D6.4 and D6.5 have changed from SEN to PU
		In line with the information provided in the application (p.6), the consortium will recruit and contract the external evaluator through a transparent and competitive selection process. Although no specific budget line has been allocated in the Erasmus+ grant, the related costs will be covered by the consortium partners through co-financing from

	<p>their own institutional resources. This approach ensures both compliance with the proposal commitments and the principles of transparency and independence of the evaluation process.</p> <p>Descriptive information on the curricula for the developed course Curriculum (5 ECTS) The course consists of 4 modules: 1. Rural Tourism and its Relationship with Other Types of Tourism 2. Introduction to Entrepreneurship Fundamentals and Principles 3. Rural Tourism and Climate Change 4. Innovation in Rural Tourism Total workload: 125–150 hours (lectures, seminars, self-study, assignments).</p> <p>Syllabuses: Detailed description of each module including objectives, weekly topics, literature, and assessment methods.</p> <p>Training Materials: Lecture slides, case studies, reading lists, online resources, and assignments for each module.</p> <p>Learning Outcomes: Students will be able to: Understand the role of rural tourism within the wider tourism sector. Apply entrepreneurship principles to rural tourism initiatives. Analyze the impact of climate change on rural tourism and propose adaptation strategies. Develop innovative solutions for sustainable rural tourism projects. Approval of 5 ECTS credits course and incorporation into educational programmes in tourism or other related areas in flexible forms (as an elective course within Bachelor's or Master's curricula, as a lifelong learning or professional training course, or as separate modules integrated into existing courses).</p> <p>Dissemination level: SEN (includes student/teacher data during implementation phase).</p> <p>For all the trainings we will provide: Programme: Detailed agenda of the training (sessions, topics, trainers). Dates and Venue: Exact dates, hosting partner, delivery mode (on-site/online). Attendants: List of participants (teachers, students, staff) with institutional affiliation. Training Materials: Presentations, handouts, case studies, exercises, digital resources. Training Reports: Summary of activities, participant engagement, feedback. Evaluation: Pre/post questionnaires, participant feedback forms, analysis of learning outcomes. KPI: Key performance indicators as indicated in the proposal (e.g., number of trained teachers, satisfaction rate, knowledge gain). Dissemination level: SEN (due to personal data such as attendance lists, photos, evaluation forms).</p> <p>The course to be created within WP3, previously referred to as “<i>Designing modules on Rural tourism entrepreneurship</i>”, will be renamed for clarity and consistency as: “Rural Tourism Entrepreneurship” This title will be used uniformly across the application (WPs, deliverables, KPIs, budget references, etc.).</p> <p>Effort has been allocated to P10 and P11 in several work packages, as they were mistakenly omitted in the Application Form</p> <p>In Task 1.7 “Monitoring Impact and Sustainability”, partner P11 has been included in the task implementation. Task objective (unchanged): To contribute to the assessment of the long-term impact and viability of project outcomes, to ensure that the intended benefits are maintained over time, and to make adjustments where necessary to enhance sustainability of the project results (M1–M36). Correction: P11 is added as an active partner in the implementation of Task 1.7 together with KoKSU, HSW, and all other partners.</p> <p>Rationale: Inclusion of P11 ensures its contribution to monitoring the impact and sustainability of the project and reflects the actual distribution of responsibilities within the consortium.</p>
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		<p>T2.5 Additional Note (to be included in Description of T2.5): “Based on these guidelines, workshops/trainings will be prepared and delivered to women by professors of PC-HEIs, based on flexible format (see T4.3).” In Task 2.5 “<i>Empowering Rural Women: Guidelines for Entrepreneurs in Tourism</i>”, partner P11 has been included in the task implementation. Correction: P11 is added as an active partner in Task 2.5, together with UPT, NSTU, and all other partners.</p> <p>In Task 3.3 Correction: P10 and P11 are added as active partners in the implementation of Task 3.3, alongside TSUP (Uzbekistan, responsible partner), HWS, Silk Road and other partners.</p> <p>T3.4 Additional Note (to be added in the description of T3.4): “The course will also be adapted to the needs of rural women, considering their educational backgrounds and learning opportunities. It will be delivered in flexible formats such as on-site workshops, online sessions, and community-based training sessions. Practical, PBL methods will ensure accessibility and relevance, promoting rural women’s entrepreneurial engagement, social inclusion, and sustainable development within their communities.”</p> <p>T4.1 In the description of task 4.1 make following changes “Criteria for selection adults (women) operating in rural tourism - Explicit interest in rural tourism, Strong entrepreneurial motivation to conduct the training (M23). Outputs: list of selected students and women”</p> <p>T4.3 Updated selection criteria (addition to description): “<i>In addition to a clear interest in rural tourism or related areas and strong entrepreneurial motivation, participant selection will prioritize women who either express a desire to start their own business or have already initiated an entrepreneurial activity (whether formal or informal — such as previous experience in income-generating activities, individually or within associations), regardless of the size or stage of the business (preferably less than 3 years old). The goal is to engage women from various communities, with special attention to age and background diversity. Additional selection criteria may include: geographic diversity (different villages/communities), age diversity (young and older women), cultural/ethnic diversity (where contextually relevant), and preference for those who have not yet had access to training or similar support.</i>”</p> <p>Task 4.3 Change the phrase “women with disabilities/inclusive” to “women with more vulnerable or disadvantaged circumstances”</p> <p>Task 4.4 Addition to description: “<i>In this context, students will take on the role of consultants, offering theoretical knowledge and methodological guidance in areas such as business planning, marketing, sustainability, and digital innovation under the guidance of their teachers. Women will actively participate as co-creators, shaping the projects based on their local knowledge and entrepreneurial potential. It is expected that 10 projects will be designed per PC-HEI. Students will also prepare a brief video pitch, in English and Kazakh/Uzbek, as part of the project, so that a wider audience can learn about the project. The evaluation of the best entrepreneurial projects in rural tourism is guided by a set of balanced criteria. Projects are assessed on their relevance to the needs of the rural tourism sector and their contribution to sustainable regional development. Special emphasis is placed on the active involvement and empowerment of women, ensuring that projects promote financial autonomy and leadership among local women. The feasibility and long-term sustainability of each initiative are also considered, with preference for projects that are practical and have potential for lasting impact. Additionally, innovation and creativity, use of digital tools are recognized, rewarding projects that introduce fresh ideas or unique approaches to existing challenges in the region</i>”</p> <p>In Task 6.5 “Ongoing dissemination activities”, partner P10 has been included in the task implementation. Task objective (unchanged): To ensure continuous dissemination of project activities and results to maintain project visibility. This</p>
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Call: [ERASMUS-EDU-2024-CBHE] — [ERASMUS-EDU-2023-CBHE-STRAND-1]

EU Grants: Application form (ERASMUS BB and LS Type II): V2.0 – 01.06.2022

		includes regular updates through newsletters, website news, and social networks to inform stakeholders of project progress, accomplishments, and upcoming events. Correction: P10 is added as an active partner in Task 6.5, together with SilkRoad and all other partners.
		Milestone M6 has been introduced: <i>“Signature of the Partnership agreements (WP1)”</i> . Partner names have been harmonised with the short names indicated in the Application Form.

ANNEX 2

ESTIMATED BUDGET (LUMP SUM BREAKDOWN) FOR THE ACTION

Forms of funding	Estimated EU contribution						Maximum grant amount ¹
	Estimated eligible lump sum contributions (per work package)						
	WP1 Project management	WP2 Capacity building of staff	WP3 Designing the course Rural tourism entrepreneurship	WP4 Student enrolment and course implementation	WP5 Quality Plan: Evaluation and Improvement	WP6 Dissemination & Exploitation	
	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	
	a	b	c	d	e	f	g = a + b + c + d + e + f
1 - KokSU	9 052.00	13 060.00	9 787.00	8 168.00	4 911.00	7 410.00	52 388.00
2 - UPT	7 827.00	6 934.00	6 103.00	7 649.00	8 860.00	9 320.00	46 693.00
3 - HSW	6 897.00	6 103.00	5 778.00	7 404.00	8 860.00	9 653.00	44 695.00
4 - UNIKOZ	2 173.00	9 112.00	7 717.00	7 013.00	2 937.00	7 410.00	36 362.00
5 - EKTU	2 290.00	9 112.00	7 717.00	8 168.00	2 937.00	7 410.00	37 634.00
6 - KazAST	2 273.00	7 457.00	7 176.00	6 959.00	2 455.00	7 370.00	33 690.00
7 - IAU	2 725.00	7 306.00	7 806.00	5 210.00	2 456.00	4 093.00	29 596.00
8 - SILKROAD	2 725.00	7 428.00	7 806.00	1 589.00	2 456.00	4 093.00	26 097.00
9 - NSTU	2 725.00	7 306.00	7 806.00	5 210.00	2 408.00	4 375.00	29 830.00
10 - ATAM	0.00	0.00	1 946.00	0.00	0.00	1 762.00	3 708.00
11 - SABR	1 762.00	5 717.00	6 217.00	3 621.00	0.00	0.00	17 317.00
Σ consortium	40 449.00	79 535.00	75 859.00	60 991.00	38 280.00	62 896.00	358 010.00

¹ The 'maximum grant amount' is the maximum grant amount fixed in the grant agreement (on the basis of the sum of the beneficiaries' lump sum shares for the work packages).

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

UNIVERSIDADE PORTUCALENSE INFANTE D HENRIQUE-COOPERATIVA DE ENSINO SUPERIOR CRL (UPT), PIC 949569861, established in RUA BERNARDINO DE ALMEIDA 541-619, PORTO 4200 072, Portugal,

hereby agrees

to become beneficiary

in Agreement No 101237740 — DIANA ('the Agreement')

between SH.UALIKHANOV ATYNDAGY KOKSHETAU MEMLEKETTIK UNIVERSITETI (KokSU) **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

HOCHSCHULE WISMAR (HSW), PIC 972468457, established in PHILIPP MULLER STRASSE 14, WISMAR 23966, Germany,

hereby agrees

to become beneficiary

in Agreement No 101237740 — DIANA ('the Agreement')

between SH.UALIKHANOV ATYNDAGY KOKSHETAU MEMLEKETTIK UNIVERSITETI (KokSU) **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'),

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SIGNATURE

For the beneficiary

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

NORTH KAZAKHSTAN STATE UNIVERSITY NAMED AFTER MANASH KOZYBAYEV (UNIKOZ), PIC 933645371, established in Pushkin street 86, Petropavlovsk 150000, Kazakhstan,

hereby agrees

to become beneficiary

in Agreement No 101237740 — DIANA ('the Agreement')

between SH.UALIKHANOV ATYNDAGY KOKSHETAU MEMLEKETTIK UNIVERSITETI (KokSU) **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'),

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SIGNATURE

For the beneficiary

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

D.SERIKBAYEV EAST KAZAKHSTAN TECHNICAL UNIVERSITY (EKTU), PIC 997354971, established in SERIKBAYEV STREET 19, UST-KAMENOGORSK 070004, Kazakhstan,

hereby agrees

to become beneficiary

in Agreement No 101237740 — DIANA ('the Agreement')

between SH.UALIKHANOV ATYNDAGY KOKSHETAU MEMLEKETTIK UNIVERSITETI (KokSU) 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.

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SIGNATURE

For the beneficiary

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

KAZATS SPORT ZHENE TURIZM AKADEMIASY KOMMERTSIALYK EMES AKTSIONERLIK TSOGAMY. (KazAST), PIC 870427367, established in Kazakhstan, Almaty, Abay ave. 85, ALMATY 050022, Kazakhstan,

hereby agrees

to become beneficiary

in Agreement No 101237740 — DIANA ('the Agreement')

between SH.UALIKHANOV ATYNDAGY KOKSHETAU MEMLEKETTIK UNIVERSITETI (KokSU) **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'),

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SIGNATURE

For the beneficiary

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

XALQARO QISHLOQ XOJALIGI UNIVERSITETI (IAU), PIC 884047331, established in QIBRAY DISTRICT UNIVERSITY STREET 2, TASHKENT 100164, Uzbekistan,

hereby agrees

to become beneficiary

in Agreement No 101237740 — DIANA ('the Agreement')

between SH.UALIKHANOV ATYNDAGY KOKSHETAU MEMLEKETTIK UNIVERSITETI (KokSU) 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.

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SIGNATURE

For the beneficiary

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

"IPAK YO'LI" TURIZM VA MADANIY MEROS XALQARO UNIVERSITETI (SILKROAD), PIC 879012352, established in UNIVERSITY BOULEVARD 17, SAMARKAND 140104, Uzbekistan,

hereby agrees

to become beneficiary

in Agreement No 101237740 — DIANA ('the Agreement')

between SH.UALIKHANOV ATYNDAGY KOKSHETAU MEMLEKETTIK UNIVERSITETI (KokSU) **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.

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SIGNATURE

For the beneficiary

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

"NUKUS DAVLAT TEXNIKA UNIVERSITETI" DAVLAT MUASSASASI (NSTU), PIC 873535053, established in A. DOSNAZAROV KO‘CHASI, 74-UY, NUKUS 742000, Uzbekistan,

hereby agrees

to become beneficiary

in Agreement No 101237740 — DIANA ('the Agreement')

between SH.UALIKHANOV ATYNDAGY KOKSHETAU MEMLEKETTIK UNIVERSITETI (KokSU) 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.

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SIGNATURE

For the beneficiary

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

Chamber of Entrepreneurs of Akmola Region (ATAM), PIC 870367227, established in Abay street, 96, KOKSHETAU 020000, Kazakhstan,

hereby agrees

to become beneficiary

in Agreement No 101237740 — DIANA ('the Agreement')

between SH.UALIKHANOV ATYNDAGY KOKSHETAU MEMLEKETTIK UNIVERSITETI (KokSU) **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

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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

SABR RESPUBLIKA IJTIMOIIY-IQTISODIY RIVOJLANISH MARKASI (SABR), PIC 870287687, established in BAKHODIRKHON STREET 2A, SAMARKAND 140105, Uzbekistan,

hereby agrees

to become beneficiary

in Agreement No 101237740 — DIANA ('the Agreement')

between SH.UALIKHANOV ATYNDAGY KOKSHETAU MEMLEKETTIK UNIVERSITETI (KokSU) **and the European Education and Culture Executive Agency (EACEA)** ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

ANNEX 4 XXX LUMP SUM MGA — MULTI & MONO

FINANCIAL STATEMENT FOR THE ACTION FOR REPORTING PERIOD [NUMBER]

EU contribution												
Eligible lump sum contributions (per work package)												Requested EU contribution
	WP1 [name]	WP2 [name]	WP3 [name]	WP4 [name]	WP5 [name]	WP6 [name]	WP7 [name]	WP8 [name]	WP9 [name]	WP10 [name]	WP [XX]	
Forms of funding	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	
Status of completion	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	PARTIALLY COMPLETED	PARTIALLY COMPLETED	COMPLETED	NOT COMPLETED	
	a	b	c	d	e	f	g	h	i	j	k	l = a + b+ c + d+ e+ f+ g+ h+ i+ j+ k
1 – [short name beneficiary]												
1.1 – [short name affiliated entity]												
2 – [short name beneficiary]												
2.1 – [short name affiliated entity]												
X – [short name associated partner]												
Total consortium												

The consortium hereby confirms that:

The information provided is complete, reliable and true.

The lump sum contributions declared are eligible (in particular, the work packages have been completed and the work has been properly implemented and/or the results were achieved; see Article 6).

The proper implementation of the action/achievement of the results can be substantiated by adequate records and supporting documentation that will be produced upon request or in the context of checks, reviews, audits and investigations (see Articles 19, 21 and 25).

ANNEX 5

SPECIFIC RULES

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

Rights of use of the granting authority on results for information, communication, publicity and dissemination purposes

The granting authority also has the right to exploit non-sensitive results of the action for information, communication, dissemination and publicity purposes, using any of the following modes:

- **use for its own purposes** (in particular, making them available to persons working for the granting authority or any other EU service (including institutions, bodies, offices, agencies, etc.) or EU Member State institution or body; copying or reproducing them in whole or in part, in unlimited numbers; and communication through press information services)
- **distribution to the public** in hard copies, in electronic or digital format, on the internet including social networks, as a downloadable or non-downloadable file
- **editing** or **redrafting** (including shortening, summarising, changing, correcting, cutting, inserting elements (e.g. meta-data, legends or other graphic, visual, audio or text elements extracting parts (e.g. audio or video files), dividing into parts or use in a compilation
- **translation** (including inserting subtitles/dubbing) in all official languages of EU
- **storage** in paper, electronic or other form
- **archiving** in line with applicable document-management rules
- the right to authorise **third parties** to act on its behalf or sub-license to third parties, including if there is licensed background, any of the rights or modes of exploitation set out in this provision
- **processing**, analysing, aggregating the results and **producing derivative works**
- **disseminating** the results in widely accessible databases or indexes (such as through ‘open access’ or ‘open data’ portals or similar repositories, whether free of charge or not.

The beneficiaries must ensure these rights of use for the whole duration they are protected by industrial or intellectual property rights.

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

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

Access rights for the granting authority, EU institutions, bodies, offices or agencies and national authorities to results for policy purposes

The beneficiaries must grant access to their results — on a royalty-free basis — to the granting authority, other EU institutions, bodies, offices or agencies, for developing, implementing and monitoring EU policies or programmes.

Such access rights are limited to non-commercial and non-competitive use.

The access rights also extend to national authorities of EU Member States or associated countries, for developing, implementing and monitoring their policies or programmes in this area. In this case, access is subject to a bilateral agreement to define specific conditions ensuring that:

- the access will be used only for the intended purpose and
- appropriate confidentiality obligations are in place.

Moreover, the requesting national authority or EU institution, body, office or agency (including the granting authority) must inform all other national authorities of such a request.

Access rights for third parties to ensure continuity and interoperability

Where the call conditions impose continuity or interoperability obligations, the beneficiaries must make the materials, documents and information and results produced in the framework of the action available to the public (freely accessible on the Internet under open licences or open source licences).

COMMUNICATION, DISSEMINATION AND VISIBILITY (— ARTICLE 17)

Additional communication and dissemination activities

The beneficiaries must engage in the following additional communication and dissemination activities:

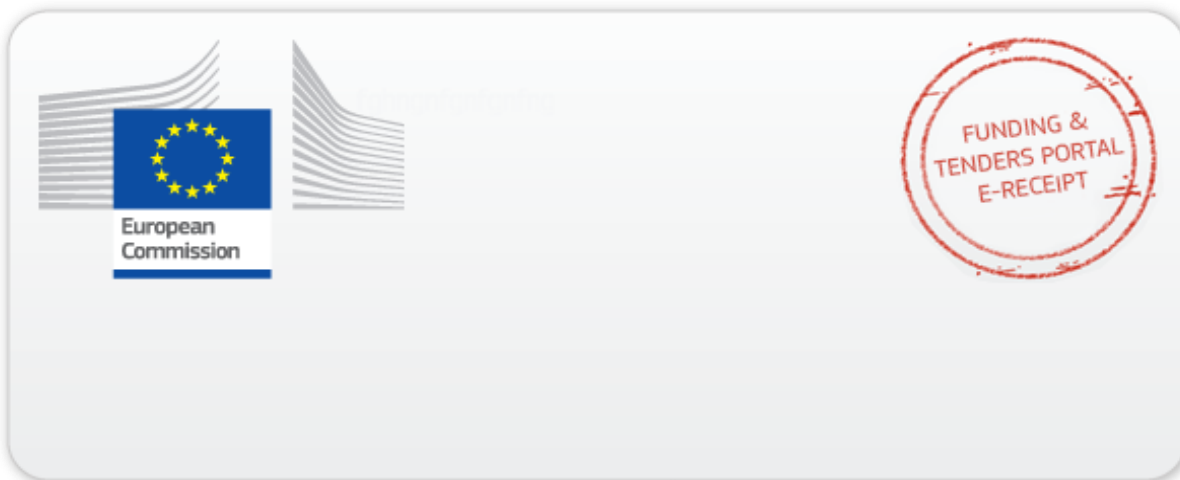
- **present the project** (including project summary, coordinator contact details, list of participants, European flag and funding statement and project results) on the beneficiaries' **websites** or **social media accounts**
- for actions involving public **events**, display signs and posters mentioning the action and the European flag and funding statement
- upload the public **project results** to the Erasmus+ Project Results platform, available through the Funding & Tenders Portal.

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

EU restrictive measures

The beneficiaries must ensure that the EU grant does not benefit any affiliated entities, associated partners, subcontractors or recipients of financial support to third parties that are

subject to restrictive measures adopted under Article 29 of the Treaty on the European Union or Article 215 of the Treaty on the Functioning of the EU (TFEU).



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