



CALL FOR PROPOSALS EAC/S12/2019

Pilot Project – *Finance, Learning, Innovation and Patenting for Cultural and Creative Industries - FLIP for CCIs 2*

1. INTRODUCTION – BACKGROUND

Culture, the arts, creativity and creative industries are inter-connected and inter-dependent. Combining knowledge and skills specific to cultural and creative sectors with those of other sectors helps generate innovative solutions to societal challenges. To really tap into the transformative power of culture, a holistic approach is required, focussing on ecosystems where culture and creativity exist and support each other, and to ensure the flow of knowledge and skills from the cultural and creative industries (CCIs) to more traditional industries.

The cultural and creative industries (CCIs) in Europe employ more than 12 million workers, or 7.5% of the European workforce. They create about EUR 509 billion in added value, in particular through the contribution made by small and micro enterprises. CCIs represent a driving force generating a competitive advantage for Europe, especially since they provide products and services that promote evolution of the production paradigms of Industry 4.0.

The **crossover** between the cultural and creative sectors and other sectors is of crucial importance to achieve this. As specified by the 2015 Council conclusion, this is "*a process of combining knowledge and skills specific to the cultural and creative sector together with those of other sectors in order to generate innovative and intelligent solutions for today's societal challenges*".

The **Parliament Resolution on CCIs** also stresses their importance of (in the economy and job creation, in promoting and preserving cultural diversity, strengthening social cohesion and increasing Europe's attractiveness internationally. CCIs play a key role in reindustrialising Europe and trigger innovation spill-overs in many other sectors, from manufacturing to education or social inclusion.

Also in the recent European Parliament resolution of 14 September 2017 on a **new skills agenda for Europe** (2017/2002(INI)), cultural and creative industries are explicitly mentioned as contributing to social well-being, innovation, employment and as stimulating the EU's economic development. The resolution also recalls that the creative industries are among the most entrepreneurial and fast growing sectors, and creative education develops transferable skills such as creative thinking, problem-solving, teamwork, and resourcefulness. It acknowledges that arts and media sectors are of particular appeal to young people and points out that entrepreneurship requires the

development of transversal skills such as creativity, critical thinking, teamwork and a sense of initiative, which contribute to young people's personal and professional development and facilitate their transition into the job market. It furthermore underlines that there is a need to facilitate and encourage participation by entrepreneurs in the educational process.

The 2018 **OMC Report** on "*the role of public policies in developing entrepreneurial and innovation potential of the cultural and creative sectors*"¹ is also relevant in this context. This cross-sectoral group consisting of the Ministries of Economics and the Ministries of Culture of Member States also highlighted the importance of CCIs skills development and related issues: It states that there is a strong need for greater openness towards a broad and more inclusive meaning of innovation – beyond its technological aspects - highlighting the role of culture and creativity in its process. This would also empower professionals in the cultural and creative sectors with the necessary mix of required skills, provided through specifically designed capacity building programmes.

The recently adopted **New European Agenda for Culture** and the **EU Work Plan for Culture 2019-2022** and the **Council conclusions** on the Work Plan for Culture of 15.11.2018² acknowledge the importance of "*boosting jobs and growth in the cultural and creative sectors by fostering arts and culture in education, promoting the relevant skills, and encouraging innovation in culture*". The **European Year of Cultural Heritage 2018**³, has considerably raised public and political awareness about culture and heritage in Europe, and the importance of taking this momentum forward to tap the full potential of the social and economic value of culture for Europe". One of the objectives of the Year was "*to support the development of specialised skills and improve knowledge management and knowledge transfer in the cultural heritage sector, taking into account the implications of the digital shift*".

One of the pillars of the **European Framework for Action on Cultural Heritage**⁴, launched by the European Commission to ensure the legacy of the European Year beyond 2018, is "boosting skills in cultural heritage professions". Building upon the recommendations of EU Member States' experts, the Commission identifies a cluster of actions to support the initial and continuing development of qualified professionals and the improvement in knowledge management and knowledge transfer in the cultural heritage sector.

Finally, the **OMC Report on "Fostering cooperation in the European Union on skills, training and knowledge transfer in cultural heritage professions"** (OMC report on heritage professions) recommended is very relevant in this context. This cross-sectoral group consisting of the Ministries of Education and the Ministries of Culture of Member States highlighted the importance of addressing the development of skills, training and knowledge transfer in the traditional and emerging cultural heritage professions. One of its recommendations is to explore activities which aim to bridge the gap between on the one hand, heritage education and on the other hand the labour market, and to encourage in particular connections with **creative industries**.

¹<https://publications.europa.eu/en/publication-detail/-/publication/5d33c8a7-2e56-11e8-b5fe-01aa75ed71a1/language-en/format-PDF/source-68820857>

²<http://data.consilium.europa.eu/doc/document/ST-13948-2018-INIT/en/pdf>

³ Decision (EU) 2017/864 of the European Parliament and of the Council of 17 May 2017 on a European Year of Cultural Heritage (2018).

⁴ European Commission (2018) Commission Staff Working Document European Framework for Action on Cultural Heritage (SWD(2018) 491 final).

The **2019 Annual Work Programme**⁵ for the implementation of the Pilot Project⁶ "Finance, Learning, Innovation and Patenting for Cultural and Creative Industries (FLIP for CCIs)" foresees the launch of a call for proposals funded under Budget Line 15 04 77 19, with a maximum amount of EUR 1.050.000 allocated to the development of an action addressing this specific objective.

2. OBJECTIVES –ACTIVITIES – RESULTS

2.1. OBJECTIVES

General objective

The general objective of this pilot project is to continue to define and test policies and actions for sustaining and developing cultural and creative industries and to generating cross-sectoral benefits and spill-overs in the different areas and sectors CCIs interface with.

The **first phase** of the pilot project FLIP (Finance, Learning, Innovation and Patenting) focussed on the following areas: (1) Finance: Elaboration of guidelines, follow-up of EU CCI actions; (2) Learning: Support skills classification system, development of guidelines for CCI skills development, activities and dissemination; (3) Innovation: Guidelines for CCIs development, good practice cases and showcase events on innovative models, peer-to-peer hubs exchange and (4) Patenting: Analysis, case studies and recommendations, as specified in the call for proposals EAC/S11/2018.

Since areas 1 (Finance) and 4 (Patenting) have been covered extensively already in the first phase, **this second phase** of the pilot project will focus on areas **2 (Learning) and 3 (Innovation)**.

The **main objective** of the FLIP for CCIs-2 project is to explore activities which aim to bridge the gap between on the one hand, cultural heritage education and skills development and on the other hand the labour market, and to encourage in particular connections with creative industries and "third places" such as creative hubs, maker spaces, fablabs, cultural centers, community centers or other.

The specific objectives of this call for proposals are listed and described in point 2.4 below.

2.2. PROJECT

The grant agreement resulting from this call for proposals will be allocated to one single project.

⁵ <https://ec.europa.eu/programmes/creative-europe/sites/creative-europe/files/2019-annual-work-programme.pdf>

⁶ Legal basis: Pilot project within the meaning of Article 58(2)(a) of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012 (OJ L 193, 30.7.2018, p.1).

The purpose of this call is to select an organisation that will co-ordinate and organise different activities with cultural and creative professionals and entrepreneurs, in particular SMEs and micro-enterprises, cultural heritage professionals as well as other stakeholders.

2.3. BENEFICIARIES

Proposals should contain information as to the planned beneficiaries of the action, which must be cultural and creative professionals and entrepreneurs as well as other stakeholders active in the cultural and creative sectors⁷.

Applicants should describe how they plan to engage with the relevant actors and describe how they will mitigate the risk of lack of incentives for relevant actors, CCIs and other stakeholders to engage.

2.4. SPECIFIC OBJECTIVES

Geographical and sector focus:

Proposals should specify how they are going to achieve a **wide geographical scope involving different European regions**. The proposal should show how regions can foster job creation through specific actions for skills development and geographical and occupational mobility in cultural heritage-rooted CCIs⁸.

Proposals should also specify how they are going to achieve a **sector focus**: The proposal should show how it will look specifically at **cultural heritage** and related skills, looking at all aspects of conservation, management and enhancement of tangible and intangible cultural heritage. In addition, the proposal should specify how it intends to focus on one or more **cultural heritage-rooted areas of the content industry/ fashion/design** sectors.

The proposal should as a minimum include the following **activities in the fields of skills enhancement and testing of innovative approaches**:

⁷ According to the definition given in Article 2 of the Creative Europe Programme, <http://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:32013R1295&from=EN>

⁸ By cultural heritage-rooted CCIs the cultural and creative industries are meant which are based on a cultural-heritage related skill/technique/product/output or similar.

SKILLS ENHANCEMENT

2.4.1. Specific objective n°1 in the field of Skills enhancement: Using ESCO to enhance the profile of heritage professions and CCIs

ESCO (the European Skills, Competences, Qualifications and Occupations) is the European multilingual classification of Skills, Competences, Qualifications and Occupations. It works as a dictionary, describing, identifying and classifying professional occupations, skills, and qualifications relevant for the EU labour market and education and training. Those concepts and the relationships between them can be understood by electronic systems, which allow different online platforms to use ESCO for services like matching jobseekers to jobs on the basis of their skills, suggesting trainings to people who want to reskill or upskill etc. ESCO provides descriptions of almost 3000 occupations and more than 13.000 skills linked to these occupations, translated into 27 languages. The aim of ESCO is to support job mobility across Europe and therefore a more integrated and efficient labour market, by offering a “common language” on occupations and skills that can be used by different stakeholders on employment and education and training topics. ESCO is a European Commission project and is available for free at the ESCO portal⁹.

Phase 1 of the FLIP-CCI project (FLIP-1) contributes to improving the representation of the culture sectors in ESCO. Phase 1 checks to what extent occupations and skills profiles linked to CCIs are represented in the ESCO classification and aims to enhance these profiles or integrate new ones into the general classification, thus contributing to its continuous updating process.

Applicants will describe how they will coordinate with the work already underway in the FLIP-1 project, in particular concerning CCIs skills classifications and ESCO and how to carry these efforts further. In addition to the sectors chosen under FLIP-1, applicants will describe how the 2nd phase of the project will go about to check to what extent occupations and skills profiles linked to CCIs are represented in the ESCO classification, carry out a gap analysis and look at how to enhance these CCI profiles or integrate new ones into the classification.

During the second phase of the project, the analysis will in particular focus on cultural heritage as well as on the heritage-based areas of the content industry/ fashion/design sectors.

Applicants will first of all check in what way traditional cultural heritage professions are included in ESCO. The project will then describe how, within ESCO, they will identify and map traditional cultural heritage occupations, qualifications and skills (including skills at risk¹⁰) as well as the development of new skills and competences,

⁹ <https://ec.europa.eu/esco/portal>

¹⁰ "Skills at risk": Several important skills in cultural heritage are at risk of disappearing unless action is taken to ensure their transfer to the next generation. Craft careers nowadays usually focus on contemporary production, materials and technologies. The practical knowledge of traditional crafts in tangible heritage such as straw roof thatching, or traditional plastering is decreasing among the active professionals. Also, several art crafts in relation to the restoration and maintenance of cultural heritage are in danger. Examples include traditional boatbuilders, gilders or archaic musical instrument makers. Regional variations in the application of skills and

in both intangible and tangible heritage, and cultural heritage-related occupations and qualifications in the CCI sectors chosen.

For example concerning heritage skills, the project will analyse how cultural heritage occupations are represented in ESCO and carry out a gap analysis of missing skills and occupations in different EU countries. Input could also be provided through participation in ESCO's community fora.

In ESCO many traditional and emerging professions are attended to and provided with alternative labels and with essential and optional skills, competences and knowledge. In order to help refining ESCO occupations, the project may come up with concrete suggestions for possible new preferred and non-preferred terms, as well as with an assessment of the current assignment of essential and optional skills, and will suggest new skills if needed. It can also suggest new transversal/cross-sectoral and/or digital skills. All this input will feed into the continuous improvement process of ESCO, via its online fora.

In addition, the project will also include a life-long learning dimension in relation to the European Qualification Framework (EQF) for lifelong learning, which classifies levels of qualification on the basis of demonstrated knowledge, skills and competencies. In particular, after having analysed the skills gaps in the sector, the project could focus on possible further training needs/opportunities, from a life-long learning perspective. The outcomes of these trainings should be aligned with the EQF recommendation.

The project will use ESCO to identify and categorise skills, competences, qualifications and occupations relevant for the European labour market and education and training for cultural heritage. It will make suggestions for improving collection, comparison and dissemination of data in skills intelligence and statistical tools in order to classify heritage occupations.

2.4.2. Specific objective n°2 in the field of Skills enhancement: Creation of a Network of Experts and a community of practice

Applicants should describe how the project will support evidence-based assessment processes and specialist certification schemes in order to promote high quality standards in safeguarding cultural heritage through the recruitment of skilled and experienced professionals.

Following the recommendation of the OMC Report on heritage skills, applicants should describe how the project will create a Network of Experts tasked with linking

materials used make craft preservation more difficult, as does loss of material resources (from modern agricultural practices, for example) or gentrification.

at the European level the profiles of experts in cultural heritage. This Network of Experts should then be linked to the "ESCO communities"¹¹.

2.4.3. Specific objective n°3 in the field of Skills enhancement: To complement the EU Skills Panorama on CCIs

The EU Skills Panorama¹² is a tool by the European Commission and powered by Cedefop, the European Centre for the Development of Vocational Training. The goal of the EU Skills Panorama is to gather and give information on skills (in particular on skills gaps) by economic sector/region. It aims to foster the development or improvement of skill needs assessment and anticipation. In this way, it can help education and training systems to become more responsive to labour market needs and to better match skill supply and demand across the EU.

Applicants will elaborate on how this project will look at gaps on specific CCI skills in specific sectors/ regions and link up with Cedefop to complement the EU Skills Panorama on CCIs.

2.4.4. Specific objective n°4 in the field of Skills enhancement: Analysis of education and skills enhancement for cultural heritage

Applicants will describe how they intend to analyse formal and non formal education for the heritage sector, building on the outcomes of the OMC report on heritage professions and the cases presented there and further examine the following questions:

- How the prevalence of theoretical education and reduced time allocated to teaching practical skills impacts the transmission of skills at risks;
- How heritage courses can focus more on new skills, including digital skills (starting by the good practice given in the OMC report);
- How to help to change the social image of apprenticeships and vocational training linked to heritage to make it appeal more to young people (f.ex. through mixing traditional skills with new technologies or in maker-spaces to create new job opportunities in a playful way)
- How to increase the focus on interdisciplinary working and decision-making skills and increase the emphasis on design, assessment and review of innovative solutions;
- How to improve the correlation and cooperation between academic training and the heritage competences requirements of the labour market and creative industries;
- What actions to take to ensure that important skills in cultural heritage at risk of disappearing are transferred to the next generations;
- How to best enhance crucial skills for the heritage professions (such as management, business, digital, negotiation, audience development,...)

¹¹ ESCO needs to be continuously improved to remain an added value for the labour market and the education and training systems, as new emerging occupations and skills are regularly requested by employers and changes in curricula and in terminology are also regularly introduced in education and training programmes. To address these changes it is important to share frequently feedback, suggestions and proposals on how to improve the content and management of the classification with organisations using ESCO and other ESCO stakeholders. Several “ESCO community for a will be organised by ESCO, which should be regularly in touch with different ESCO stakeholders and gather information from them and be accessible from the [ESCO portal](#).

¹² <https://skillspanorama.cedefop.europa.eu/en>

2.4.5. Specific objective n°5 in the field of Skills enhancement: Quality standards

The quality of education and training programmes (including lifelong learning opportunities) in cultural heritage has a direct impact on the attainment of quality outcomes in cultural interventions.

Applicants will describe how they will take into account the results of the work on Quality principles for EU-funded interventions on cultural heritage carried out by the Commission in the framework of the European Year of Cultural heritage. It will investigate the possibility to develop a quality seal for digital knowledge transfer on cultural heritage (and in particular on restoration practices) and also for experts providing services related to restoration/preservation of cultural heritage.

TESTING OF INNOVATIVE APPROACHES

A. Innovation in heritage: mapping, testing prototyping

2.4.6. Specific objective n°6 in the field of testing innovative approaches: Innovation in heritage: mapping, testing prototyping

Applicants will describe how this second phase of the FLIP for CCIs pilot project will look at innovative ways of skills development linked to cultural heritage at different levels (this could be training school children via creative hubs and innovation labs on hands-on skills, maker skills, traditional crafts as well as new technologies, 3D, VR etc., but also professional CCI training in innovative ways).

Applicants will describe how they envisage regions to help to innovate and improve learning and skills development, by better linking the traditional education sector with the skills required in today's cultural and creative sectors.

2.4.7. Specific objective n°7 in the field of testing innovative approaches: Innovation and the life-cycle of heritage professions

Applicants will describe how they intend to build on the outcomes of the OMC report on heritage professions, which identifies four development phases in the workforce lifecycle of heritage professionals: (i) awareness raising: first steps when people encounter cultural heritage; (ii) formal education: almost always needed to be a professional in cultural heritage; (iii) lifelong learning: how professionals maintain and enhance their specialisation; and (iv) knowledge transfer: how they successfully transmit their knowledge to the next generation.

Applicants will explain how they intend to investigate the way learning and skills development for professionals in other sectors whose work impacts on cultural heritage can provide them with the competences and transversal skills required to work on cultural heritage.

Applicants will describe how they intend to investigate how to improve mutual learning and cross-sectoral exchange among centres of excellence, particularly with the creative and digital sectors as well as education and training providers and research institutes, employer bodies, employment and tourism and to develop closer links between national and regional cultural authorities and other relevant sectors.

Applicants will show their approach to the following issues to be examined:

- *Awareness raising* – developing best practice and innovative ways for involving and engaging the young generations and promoting careers in cultural heritage and addressing skills at risk, including through media and new technologies, cultural heritage apprenticeships and volunteering activities;
- *Formal education* - testing New Learning Approaches and Training Formats, bridging the gaps between academic and vocational training, promoting work-based learning and bridging research and practice within various fields of cultural heritage. The project should take into consideration the current change in learning approaches and training formats that is being experienced across Europe, with a shift towards informal learning and social learning. New learning theories such as experience pedagogy, lifelong learning (which is dealt with in further detail in the OMC report on heritage professions section) are being developed where there is a focus on talent and ethical values. New and improved training formats such as dual education (a combination of working and learning), apprenticeships, E-learning, blended learning and crossover training are also emerging, which can have benefits for the heritage sector.
- *Lifelong learning* – testing new approaches and formats for heritage professionals to improve maintain and enhance their skills and knowledge and develop digital skills
- *Knowledge transfer* – testing innovative approaches, including by use of media and new technologies, to support knowledge collection and transfer, in particular at the time of retiring.

2.4.8. Specific objective n°8 in the field of testing innovative approaches: The actors and spaces for innovation for heritage

Applicants will describe how they intend to map the selected good practice examples given in the OMC report on heritage professions and do a short mapping of the spaces where heritage skills are innovatively linked to creative industries and provide examples in different EU countries/regions, going beyond the mentioned OMC report's cases.

Applicants will also describe how they will look at actors of innovation in heritage, such as the teaching of ancient skills linked to innovative uses in creative industries, how creative hubs can promote heritage skills in innovative and inclusive ways (such as maker-spaces where the elderly show young people forgotten skills, or via involvement of migrants, or how schools can be involved with creative hubs and other third spaces to give new meanings to cultural heritage and to ensure its relevance also for future generations, and also how heritage can help to create jobs for young people in innovative ways, including gaming, VR, but also hands-on crafts, intangible heritage and its reinterpretation etc.).

To this end, applicants will describe how they intend to write a concept report with cases and organise a **stakeholders' meeting** on Innovation in heritage, including relevant actors involved, such as heritage professionals, CCI professionals, regional policy-makers and academia and revise the report to take into account the feedback received by stakeholder at the conference.

B. Peer learning / mobility

2.4.9. Specific objective n°9 in the field of testing innovative approaches: Peer learning / mobility

Applicants will describe how they will identify, prototype and test some innovative approaches via a participatory peer learning approach, involving regions, municipalities, local authorities, local cultural and creative, cultural heritage apprentices, students, university teachers, craft instructors and other heritage professionals, as well as other communities in an inclusive way.

Applicants will describe how they will also shape incentives targeted at improving the capability of the traditional education system to work together with the heritage sector and CCIs including through the organisation of workshops and seminars and showcase events and promote innovative training models through learning laboratories and creative hubs.

Applicants will focus on explaining how they plan to organise two types of mobility schemes:

(a) Study visits to interesting cases and communities of practice

Starting from the selected good practice examples given in the OMC report on heritage professions, to organise study visits to selected places and competence centers with the aim of contributing to the development of a communities of practice for the cultural heritage sector.

(b) peer-to-peer mobility

A small-scale mobility scheme for cultural heritage apprentices, students, university teachers, craft instructors and other heritage professionals to creative hubs, maker spaces and other third places and creative industries with the aim of increasing cross-sectoral links and potential job, practical skills development and networking opportunities. The activity should be linked to the peer-to-peer mobility scheme of the European Creative Hubs Network¹³, previously developed under the Creative Europe Programme.

2.5. EXPECTED RESULTS

The expected results of the proposal are:

- Strengthened trans-national and cross-sectoral cooperation of cultural heritage and formal and non-formal learning and skills development;
- Better employability of cultural heritage professionals and closer contacts of cultural heritage education and skills development with the labour market and CCIs

¹³ <https://www.creativehubs.eu/>

- Stronger connections and networking of cultural heritage sectors with creative industries and "third places" such as creative hubs, maker spaces, fablabs, cultural centers, community centers or other;
- Enhanced exchanges of experience, learning, skills development and practical testing and cooperation opportunities;
- Facilitation of peer learning and exchange of good practice;
- Improvement of cultural heritage skills
- Improved of statistics and data on the labour market for the cultural heritage sector
- Recommendations for further policy making at EU, national, regional and local level

The proposal should explain in detail how swift coordination with the FLIP-1 project will be ensured.

The proposal should explain how the expected results will be achieved through the following expected outputs:

2.6. EXPECTED OUTPUTS

2.6.1. Short paper

At the beginning of the project, a short paper (2-5 pages) concerning the planned activities should be provided, together with a tentative timetable (with tentative dates) for the upcoming activities of the first 6 months.

The paper should also include a short description of how the project will coordinate its upcoming activities and exploit synergies with the FLIP-1 project.

2.6.2. Organisation of thematic conferences and workshops, networking meetings, skills development actions, peer-to-peer mobility, communities of practice, study-visits

In order to **implement the specific objectives 1-9**, applicants should describe how they will help to put in place thematic conferences and workshops, networking meetings, skills development actions, peer-to-peer exchanges (in particular the one mentioned under Specific objective n° 9 involving the European Creative Hubs Network), study-visits and communities of practice and make a proposal concerning their number, timing, tentative places, resources needed and other relevant information.

Applicants should describe the organisation of a **stakeholders' meeting** on innovation in heritage mentioned under *Specific objective n° 8*. Such stakeholders would include, among others, heritage professionals, CCI professionals, regional policy-makers and academia as well as participants from the FLIP-1 project.

2.6.3. Organisation of a launching and a closing conference

Proposals would need to contain information on the following points:

- Organisation of a **launching conference** at the beginning of the project of up to 150-200 participants from the creative/cultural/heritage community, the different relevant networks and projects, policy-makers, as well as the press and other participants, in particular also from the FLIP-1 project. This conference should aim at, *inter alia*, discussing the needs of and gathering suggestions from the participants. Press coverage of the event as well as using appropriate innovative communication channels and innovative conference methods will be crucial for the success and visibility of the event.
- A **closing conference** in Brussels of up to 150-200 participants should take place towards the end of the project. The event should give maximum visibility to the project and to the participating cultural and creative networks and their community in order to present their activities, project results and study reports. The conference should also provide cultural/creative/heritage sectors networking opportunities, including through interaction between the participants.

In particular for the closing conference, the active involvement of the European Parliament (EP) as well as other relevant institutions (Commission, business organisations, cultural and creative sectors and networks etc.) should actively be strived for. The participation of representatives from a maximum number of countries should be sought, in order to achieve a sufficient degree of geographical balance. The Commission will give its approval on the event details, including location, programme, list of speakers and invitees before final arrangements are made.

2.6.4. Enhancing web and social media presence

The proposal should explain in detail how the project will garner visibility through enhanced online presence, for example on the website(s) and social media account(s) and page(s) (Twitter, Facebook, etc.) of the applicant, the partner(s) and the EU institutions. In addition, the proposal will also explain how the project's website will showcase interesting relevant resources elaborated by other relevant EU-projects funded under Creative Europe, Cosme, Horizon, Erasmus, ERDF/ESF, Interreg and other.

The website or section(s) of the website(s) dedicated to the project should also include, *inter alia*, useful links to EU funding for cultural and creative sectors and its relevant national/local contact points as well as national and other relevant funding opportunities and contacts for the cultural and creative sector.

The applicant should describe what actions will be undertaken to maintain and update over time, also after the end of the project, the web and social media presence, always with a view to enhance the core aspects of the project.

2.6.5. Other outputs and final study (including concept papers, best practice catalogues/papers/MOOCs¹⁴ and other visual material/, support actions, guidelines, lessons to be learnt, recommendations)

Proposals should contain information on the following:

- Concept report (with cases) on innovation in heritage, taking into account the input received at the stakeholders' meeting
- Skills classification system support actions (what exactly is planned and how),
- Guidelines for skills development, activities and dissemination
- Good practice cases and showcase events on innovative models
- Content of the final study, including best practices, conclusions and recommendations

The final study is in addition to the administrative operational reports, and will be shared in advance and discussed with participants during the final conference.

3. TIMETABLE

Scheduled start-up date for the action is planned to be as soon as possible upon signature of grant agreement but no later than 1 March 2020. The intention is to inform applicants of the outcome of the award procedure no later than the month of November 2019.

The duration of the project shall be 28 months.

The period of eligibility of costs will start on the day the grant agreement is signed by the last party.

The Procedural timeline for the call for proposals is:

	<i>Steps</i>	<i>Date and time or indicative period</i>
(a)	Publication of the call	May 2019
(b)	Deadline for submitting applications	12 August 2019
(c)	Evaluation period	August - October 2019
(d)	Information to applicants	November 2019
(e)	Signature of grant agreement	December 2019
	Starting date of the action	Beginning of 2020
	Kick-off meeting with the Commission	February/March 2020
	End date of the action	Starting date + max 28 months

¹⁴ MOOC means "Massive Open Online Courses", but it's only a suggestion, there can be other, more appropriate ways of dissemination

4. BUDGET AVAILABLE

The total budget earmarked for the co-financing of projects foreseen under this call for proposals is **1,050,000 EUR**.

The call budget will be allocated to **one single project**.

The support of a project for cultural and creative industries shall be at the center of this action.

The financial contribution from the Commission cannot exceed **80%** of the total eligible costs¹⁵.

EU support will be granted on condition that the administrative and financial procedures are properly completed.

The amounts mentioned in the present document are subject to the release of the necessary appropriations by the budgetary authority.

The European Commission reserves the right not to distribute all the funds available.

5. ADMISSIBILITY REQUIREMENTS

In order to be admissible, applications must be:

- sent no later than the deadline for submitting applications referred to in section 3;
- submitted in writing (see section 14), using the application form¹⁶available at:
https://ec.europa.eu/culture/calls_en.
- drafted in one of the EU official languages.

Failure to comply with those requirements will lead to rejection of the application.

6. ELIGIBILITY CRITERIA

6.1. Eligible applicants

Proposals may be submitted by any of the following applicants:

- non-profit organisation (private or public);
- public authorities (national, regional, local);
- international organisations;
- universities;
- educational institutions;
- research centres;
- profit making entities;

Natural persons are not eligible to apply for a grant under this call.

¹⁵ Article 183 of the Commission Delegated Regulation (EU) No. 1268/2012 on the rules of application of Regulation (EU, Euratom) Nr. 966/2012 of the European Parliament and of the Council on the financial rules applicable to the general budget of the Union

¹⁶ Article 196 FR.

To be eligible applicants must be a single entity involved in strategic support - related to the core aspects of the project - to CCIs, particularly SMEs and micro-enterprises, active in the cultural and creative sectors, or a consortium of which most of its members should be active in the cultural and creative sectors.¹⁷

Country of establishment

Only applications from legal entities established in EU Member States are eligible.

For **British** applicants:

Please be aware that eligibility criteria must be complied with for the entire duration of the grant. If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to receive EU funding (while continuing, where possible, to participate) or be required to leave the project on the basis of Article II.17 of the grant agreement.

Consortium requirements

In case the application is submitted by several entities working together (consortium), the above criteria apply to each one of those entities.

In case of a consortium, the several entities working together shall take the form of a partnership of co-beneficiaries, and designate a leading partner who is the co-ordinator. The co-ordinator will act as an intermediary for all communications between the Commission and the co-beneficiaries. However, beneficiaries are jointly responsible for implementing the action resulting from the grant awarded. To implement the action properly, they must make appropriate internal arrangements, consistent with the terms of the Grant Agreement.

Other requirements

A minimum geographical scope comprising 3 Member States is required.

Supporting documents

In order to assess the applicants' eligibility, the following supporting documents are requested:

Examples of supporting documents:

- **private entity:** extract from the official journal, copy of articles of association, extract of trade or association register, certificate of liability to VAT (if, as in certain countries, the trade register number and VAT number are identical, only one of these documents is required);
- **public entity:** copy of the resolution, decision or other official document establishing the public-law entity ;

6.2. Eligible activities

The following types of activities are eligible under this call for proposals:

- workshops, seminars, study-visits, meetings
- exchange programmes, peer learning
- training and skills development activities

¹⁷ According to the definition given in Article 2 of the Creative Europe Programme, <http://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:32013R1295&from=EN>

- communication activities, webpage, social media
- actions aiming at exchanges of good practices, guidelines, recommendations, manuals, reports, surveys

Implementation period

The action shall run for 28 months. As mentioned in the timetable, it is expected that the action starts in the 1st semester of 2020.

7. EXCLUSION CRITERIA

7.1. Exclusion

The authorising officer shall exclude an applicant from participating in call for proposals procedures where:

- (a) the applicant is bankrupt, subject to insolvency or winding-up procedures, its assets are being administered by a liquidator or by a court, it is in an arrangement with creditors, its business activities are suspended, or it is in any analogous situation arising from a similar procedure provided for under EU or national laws or regulations;
- (b) it has been established by a final judgment or a final administrative decision that the applicant is in breach of its obligations relating to the payment of taxes or social security contributions in accordance with the applicable law;
- (c) it has been established by a final judgment or a final administrative decision that the applicant is guilty of grave professional misconduct by having violated applicable laws or regulations or ethical standards of the profession to which the applicant belongs, or by having engaged in any wrongful intent or gross negligence, including, in particular, any of the following:
 - (i) fraudulently or negligently misrepresenting information required for the verification of the absence of grounds for exclusion or the fulfilment of eligibility or selection criteria or in the performance of a contract, a grant agreement or a grant decision;
 - (ii) entering into agreement with other applicants with the aim of distorting competition;
 - (iii) violating intellectual property rights;
 - (iv) attempting to influence the decision-making process of the Commission Agency during the award procedure;
 - (v) attempting to obtain confidential information that may confer upon it undue advantages in the award procedure;
- (d) it has been established by a final judgment that the applicant is guilty of any of the following:
 - (i) fraud, within the meaning of Article 3 of Directive (EU) 2017/1371 of the European Parliament and of the Council and Article 1 of the Convention on the protection of the European Communities' financial interests, drawn up by the Council Act of 26 July 1995;
 - (ii) corruption, as defined in Article 4(2) of Directive (EU) 2017/1371 or Article 3 of the Convention on the fight against corruption involving officials of the European Communities or officials of Member States of the European Union, drawn up by the Council Act of 26 May 1997, or conduct referred to in

- Article 2(1) of Council Framework Decision 2003/568/JHA, or corruption as defined in the applicable law;
- (iii) conduct related to a criminal organisation, as referred to in Article 2 of Council Framework Decision 2008/841/JHA;
 - (iv) money laundering or terrorist financing within the meaning of Article 1(3), (4) and (5) of Directive (EU) 2015/849 of the European Parliament and of the Council;
 - (v) terrorist offences or offences linked to terrorist activities, as defined in Articles 1 and 3 of Council Framework Decision 2002/475/JHA, respectively, or inciting, aiding, abetting or attempting to commit such offences, as referred to in Article 4 of that Decision;
 - (vi) child labour or other offences concerning trafficking in human beings as referred to in Article 2 of Directive 2011/36/EU of the European Parliament and of the Council;
- (e) the applicant has shown significant deficiencies in complying with main obligations in the performance of a contract, a grant agreement or a grant decision financed by the Union's budget, which has led to its early termination or to the application of liquidated damages or other contractual penalties, or which has been discovered following checks, audits or investigations by an authorising officer, OLAF or the Court of Auditors;
- (f) it has been established by a final judgment or final administrative decision that the applicant has committed an irregularity within the meaning of Article 1(2) of Council Regulation (EC, Euratom) No 2988/95;
- (g) It has been established by a final judgement or final administrative decision that the applicant has created an entity in a different jurisdiction with the intent to circumvent fiscal, social or any other legal obligations of mandatory application in the jurisdiction of its registered office, central administration or principal place of business;
- (h) it has been established by a final judgement or final administrative decision that an entity has been created with the intent referred to in point (g);
- (i) for the situations referred to in points (c) to (h) above, the applicant is subject to:
- (i) facts established in the context of audits or investigations carried out by European Public Prosecutor's Office after its establishment, the Court of Auditors, the European Anti-Fraud Office or the internal auditor, or any other check, audit or control performed under the responsibility of an authorising officer of an EU institution, of a European office or of an EU agency or body;
 - (ii) non-final judgments or non-final administrative decisions which may include disciplinary measures taken by the competent supervisory body responsible for the verification of the application of standards of professional ethics;
 - (iii) facts referred to in decisions of persons or entities being entrusted with EU budget implementation tasks;
 - (iv) information transmitted by Member States implementing Union funds;
 - (v) decisions of the Commission relating to the infringement of Union competition law or of a national competent authority relating to the infringement of Union or national competition law; or
 - (vi) decisions of exclusion by an authorising officer of an EU institution, of a European office or of an EU agency or body.

7.2. Remedial measures

If an applicant declares one of the situations of exclusion listed above (see section 7.4), it must indicate the measures it has taken to remedy the exclusion situation, thus demonstrating its reliability. This may include e.g. technical, organisational and personnel measures to correct the conduct and prevent further occurrence, compensation of damage or payment of fines or of any taxes or social security contributions. The relevant documentary evidence which illustrates the remedial measures taken must be provided in annex to the declaration. This does not apply for situations referred in point (d) of section 7.1.

7.3. Rejection from the call for proposals

The authorising officer shall not award a grant to an applicant who:

- (a) is in an exclusion situation established in accordance with section 7.1; or
- (b) has misrepresented the information required as a condition for participating in the procedure or has failed to supply that information; or
- (c) was previously involved in the preparation of documents used in the award procedure where this entails a breach of the principle of equal treatment, including distortion of competition, that cannot be remedied otherwise.

The same exclusion criteria apply to affiliated entities.

Administrative sanctions (exclusion) may be imposed on applicants[, or affiliated entities where applicable], if any of the declarations or information provided as a condition for participating in this procedure prove to be false.

7.4. Supporting documents

Applicants must provide a declaration on their honour certifying that they are not in one of the situations referred to in Articles 136(1) and 141 FR, by filling in the relevant form attached to the application form accompanying the call for proposals and available at:

https://ec.europa.eu/culture/calls_en.

This obligation may be fulfilled in one of the following ways:

For mono-beneficiary grants:

- (i) the applicant signs a declaration in its name and on behalf of its affiliated entities;
OR
- (ii) the applicant and its affiliated entities each sign a separate declaration in their own name.

For multi-beneficiary grants:

- (i) the coordinator of a consortium signs a declaration on behalf of all applicants and their affiliated entities; OR
- (ii) each applicant in the consortium signs a declaration in its name and on behalf of its affiliated entities; OR
- (iii) each applicant in the consortium and the affiliated entities each sign a separate declaration in their own name.

8. SELECTION CRITERIA

8.1. Financial capacity

Applicants must have stable and sufficient sources of funding to maintain their activity throughout the duration of the grant and to participate in its funding. The applicants' financial capacity will be assessed on the basis of the following supporting documents to be submitted with the application:

- A declaration on the honour by the grant applicant (see Annex I of the "Grant Application form").

For grants exceeding EUR 60 000, the assessment committee reserves the right to request supporting documents and to carry out a financial analysis as described in point 4 of Annex V(a) Methodology for assessing the financial capacity (cf. Article 198(4)) of the FR).

Moreover, entities applying to this call for proposals fall into one of the high-risk categories mentioned in point 3.1 of the methodology. They must provide proof of their financial capacity and are required to undergo the financial analysis provided for in point 4 of the same methodology.

In addition, **an audit report** produced by an approved external auditor certifying the accounts shall be provided for the last financial year available. In the event of an application grouping several applicants (consortium), the thresholds apply to each applicant.

In the case of legal entities forming a consortium, as specified in section 6.1, the above requirements apply to each one of those entities.

On the basis of the documents submitted, if the Commission considers that financial capacity is weak, it may:

- request further information;
- decide not to give pre-financing;
- decide to give pre-financing paid in instalments;
- decide to give pre-financing covered by a bank guarantee (see section 11.4 below);
- where applicable, require the joint and several financial liability of all the co-beneficiaries.

If the authorising officer (RAO) considers that the financial capacity is insufficient s/he will reject the application.

8.2. Operational capacity

Applicants must have the professional competencies as well as appropriate qualifications necessary to complete the proposed action.

In particular, they should possess the following capacities:

- proven experience in cultural and creative sectors and good understanding of creative sectors' specificities and needs, as well as knowledge of the topics covered in this pilot project,

- direct involvement of regions (a minimum of 3 regions of different EU Member States), relevant sectoral/heritage associations, creative hubs and similar as consortium partners and in the project activities
- key experts with a minimum of 2 years of professional experience in the following areas:
 - at least one key expert with a minimum of 2 years of experience in cultural and creative sectors
 - at least one key expert with a minimum of 5 years of experience in cultural heritage
 - at least one key expert with a minimum of 3 years of experience related to skills classification systems

The experience required can be proven through the profiles (CVs) of the proposed team.

- ability to communicate easily in several languages of the different EU countries and regions
- proven experience of at least 1 year in transnational projects involving various EU countries

In this respect, applicants have to submit a declaration on their honour, and the following supporting documents:

- curriculum vitae or description of the profile of the people primarily responsible for managing and implementing the operation (accompanied where appropriate by a list of relevant publications);
- an exhaustive lists of previous projects and activities performed and connected to the policy field of a given call or to the actions to be carried out;

In the case of legal entities forming a consortium, as specified in section 6.1, the above requirements apply to the consortium as a whole.

9. AWARD CRITERIA

Eligible applications/projects will be assessed on the basis of the following criteria:

9.1. Relevance (0-35 points)

This criterion will assess the relevance of the proposal, in particular the extent to which the proposal addresses the general and specific objectives of the action and contributes to attain its expected outputs and results.

9.2. Geographical and sectors outreach (0-30 points)

This criterion will assess the extent to which the proposed action is able to achieve a wide geographical and sectorial coverage across EU countries and regions.

9.3. Quality of activities (0-25 points)

This criterion will assess the quality of the activities proposed, the methodology to achieve the objectives, the quality of policy learning activities.

In addition, proposals should also contain information about the following:

- **Promotion and visibility of the project:** Proposals need to contain detailed information on the actions that are intended to be undertaken to ensure effective marketing and promotion of the action and its networks. Proposals should mention which communication channels will be used and what kind of cooperation is envisaged with existing stakeholders and networks, in particular also the local EU funding contact points for the Creative Europe programme, Erasmus, COSME, Horizon 2020, ERDF/ESF, Interreg etc. and ensure visibility of the EU's support to the project.
- **Sustainability:** Applicants should describe in detail how sustainability could be ensured after the end of the project.

9.4. Management of the project (0-10 points)

This criterion will assess the quality of the proposal regarding the capability to organize, coordinate and implement the various aspects of the proposed activities.

This criterion will also assess the appropriateness of the human resources allocation and the relevance of the experience of the staff involved in the tasks assigned to them. This criterion will also assess the relevance and allocation of the budget with regard to the planned activities/ expected output.

The Commission will assess on that basis how the applicants seek to address the priorities set for this project. Points will be allocated to eligible applications out of a total of 100 on the basis of the above-specified weighting. A minimum threshold of 60% of the maximum possible will be applied for the qualitative evaluation and applications below this threshold will be rejected.

10. LEGAL COMMITMENTS

In the event of a grant awarded by the Commission, a grant agreement, drawn up in euro and detailing the conditions and level of funding, will be sent to the applicant, as well as the information on the procedure to formalise the agreement of the parties.

Two copies of the original agreement must be signed first by the beneficiary/ coordinator on behalf of the consortium and returned to the Commission immediately. The Commission will sign it last.¹⁸

The applicants understand that submission of a grant application implies acceptance of the general conditions attached to this call for proposals. These general conditions bind the beneficiary to whom the grant is awarded and shall constitute an annex to the grant decision.

11. FINANCIAL PROVISIONS

11.1. Forms of the grant

11.1.1. Reimbursement of costs actually incurred

The grant will be defined by applying a maximum co-financing rate of **80 %** to the eligible costs actually incurred and declared by the beneficiary.

For details on eligibility of costs, please refer to sections 11.1.2, 11.1.3 and 11.1.4.

11.1.2. Eligible costs

Eligible costs shall meet all the following criteria:

- they are incurred by the beneficiary;
- they are incurred during the duration of the action, with the exception of costs relating to final reports and audit certificates;
 - The period of eligibility of costs will start as specified in the grant agreement.
 - If a beneficiary can demonstrate the need to start the action before the agreement is signed, the costs eligibility period may start before that signature. Under no circumstances can the eligibility period start before the date of submission of the grant application.
- they are indicated in the estimated budget of the action;
- they are necessary for the implementation of the action which is the subject of the grant;
- they are identifiable and verifiable, in particular being recorded in the accounting records of the beneficiary and determined according to the applicable accounting standards of the country where the beneficiary is established and according to the usual cost accounting practices of the beneficiary;
- they comply with the requirements of applicable tax and social legislation;
- they are reasonable, justified, and comply with the principle of sound financial management, in particular regarding economy and efficiency.

The beneficiary's internal accounting and auditing procedures must permit direct reconciliation of the costs and revenue declared in respect of the action/project with the corresponding accounting statements and supporting documents.

Eligible costs may be direct or indirect.

11.1.3. Eligible direct costs

The eligible direct costs for the action are those costs which:

with due regard to the conditions of eligibility set out above, are identifiable as specific costs directly linked to the performance of the [action][the work programme] and which can therefore be booked to it directly, such as :

- (a) *the costs of personnel working under an employment contract with the beneficiary or an equivalent appointing act and assigned to the action, provided that these costs are in line with the beneficiary's usual policy on remuneration.*

Those costs include actual salaries plus social security contributions and other statutory costs included in the remuneration. They may also comprise additional remunerations, including payments on the basis of supplementary contracts regardless of the nature of those contracts, provided that they are paid in a consistent manner whenever the same kind of work or expertise is required, independently from the source of funding used;

The costs of natural persons working under a contract with the beneficiary other than an employment contract or who are seconded to the beneficiary by a third party against payment may also be included under such personnel costs, provided that the following conditions are fulfilled:

- (i) *the person works under conditions similar to those of an employee (in particular regarding the way the work is organised, the tasks that are performed and the premises where they are performed);*
- (ii) *the result of the work belongs to the beneficiary (unless exceptionally agreed otherwise); and*
- (iii) *the costs are not significantly different from the costs of staff performing similar tasks under an employment contract with the beneficiary;*

The recommended methods for the calculation of direct personnel costs are provided in Appendix.

- (b) *costs of travel and related subsistence allowances, provided that these costs are in line with the beneficiary's usual practices on travel;*
- (c) *the depreciation costs of equipment or other assets (new or second-hand) as recorded in the beneficiary's accounting statements, provided that the asset:*
 - (i) *is written off in accordance with the international accounting standards and the beneficiary's usual accounting practices; and*
 - (ii) *has been purchased in accordance with the rules on implementation contracts laid down in the grant agreement, if the purchase occurred within the implementation period;*

The costs of renting or leasing equipment or other assets are also eligible, provided that these costs do not exceed the depreciation costs of similar equipment or assets and are exclusive of any finance fee;

Only the portion of the equipment's depreciation, rental or lease costs corresponding to the implementation period and the rate of actual use for the purposes of the action may be taken into account when determining the eligible costs. By way of exception, the full cost of purchase of equipment may be eligible

under the Special Conditions, if this is justified by the nature of the action and the context of the use of the equipment or assets;

- (d) *costs of consumables and supplies, provided that they:*
 - (i) *are purchased in accordance with the rules on implementation contracts laid down in the grant agreement; and*
 - (ii) *are directly assigned to the action;*
- (e) *costs arising directly from requirements imposed by the Agreement (dissemination of information, specific evaluation of the action, audits, translations, reproduction), including the costs of requested financial guarantees, provided that the corresponding services are purchased in accordance with the rules on implementation contracts laid down in the grant agreement;*
- (f) *costs derived from subcontracts, provided that specific conditions on subcontracting as laid down in the grant agreement are met;*
- (g) *costs of financial support to third parties, provided that the conditions laid down in the grant agreement are met;*
- (h) *duties, taxes and charges paid by the beneficiary, notably value added tax (VAT), provided that they are included in eligible direct costs, and unless specified otherwise in the grant agreement.*

11.1.4. Eligible indirect costs (overheads)

Indirect costs are costs that are not directly linked to the action implementation and therefore cannot be attributed directly to it.

A flat-rate amount of 7 % of the total eligible direct costs of the action, is eligible as indirect costs, representing the beneficiary's general administrative costs which can be regarded as chargeable to the action/project.

Indirect costs may not include costs entered under another budget heading.

Applicants' attention is drawn to the fact that if they are receiving an operating grant financed by the EU or Euratom budget, they may not declare indirect costs for the period(s) covered by the operating grant, unless they can demonstrate that the operating grant does not cover any costs of the action.

In order to demonstrate this, in principle, the beneficiary should:

- a. *use analytical cost accounting that allows to separate all costs (including overheads) attributable to the operating grant and the action grant. For that purpose the beneficiary should use reliable accounting codes and allocation keys ensuring that the allocation of the costs is done in a fair, objective and realistic way.*
- b. *record separately:*
 - all costs incurred for the operating grants (i.e. personnel, general running costs and other operating costs linked to the part of its usual annual activities), and

- all costs incurred for the action grants (including the actual indirect costs linked to the action)

If the operating grant covers the entire usual annual activity and budget of the beneficiary, the latter is not entitled to receive any indirect costs under the action grant.

11.2. Ineligible costs

The following items are not considered as eligible costs:

- a) return on capital and dividends paid by a beneficiary;
- b) debt and debt service charges;
- c) provisions for losses or debts;
- d) interest owed;
- e) doubtful debts;
- f) exchange losses;
- g) costs of transfers from the Commission charged by the bank of a beneficiary;
- h) costs declared by the beneficiary under another action receiving a grant financed from the Union budget. Such grants include grants awarded by a Member State and financed from the Union budget and grants awarded by bodies other than the Commission for the purpose of implementing the Union budget. In particular, beneficiaries receiving an operating grant financed by the EU or Euratom budget cannot declare indirect costs for the period(s) covered by the operating grant, unless they can demonstrate that the operating grant does not cover any costs of the action.
- i) contributions in kind from third parties;
- j) excessive or reckless expenditure;
- k) deductible VAT.

11.3. Balanced budget

The estimated budget of the action must be attached to the application form. It must have revenue and expenditure in balance.

The budget must be drawn up in euros.

Applicants for whom costs will not be incurred in euros should use the exchange rate published on the Infor-euro website available at: http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/inforeuro_en.cfm

The applicant must ensure that the resources which are necessary to carry out the action are not entirely provided by the EU grant.

Co-financing of the action may take the form of:

- the beneficiary's own resources,
- income generated by the action or work programme,
- financial contributions from third parties.

In-kind contributions shall be presented separately in the estimated budget to reflect the total resources allocated to the action. Their approximate value shall be indicated in the estimated budget and shall not be subject to subsequent changes.

11.4. Calculation of the final grant amount

The final amount of the grant is calculated by the Commission at the time of the payment of the balance. The calculation involves the following steps:

Step 1 — Application of the reimbursement rate to the eligible costs

The amount under step 1 is obtained by applying the reimbursement rate specified in section 11.1.1 to the eligible costs actually incurred and accepted by the Commission.

Step 2 — Limit to the maximum amount of the grant

The total amount paid to the beneficiaries by the Commission may in no circumstances exceed the maximum amount of the grant as indicated in the grant agreement. If the amount obtained following Step 1 is higher than this maximum amount, the final amount of the grant is limited to the latter.

Step 3 — Reduction due to the no-profit rule

‘Profit’ means the surplus of receipts over the total eligible costs of the action, where receipts are the amount obtained following Steps 1 and 2 plus the revenue generated by the action for beneficiaries other than non-profit organisations.

In-kind and financial contributions by third parties are not considered receipts.

The total eligible costs of the action are the consolidated total eligible costs approved by the Commission. The revenue generated by the action is the consolidated revenue established, generated or confirmed for beneficiaries and affiliated entities other than non-profit organisations on the date on which the request for payment of the balance is drawn up.

If there is a profit, it will be deducted in proportion to the final rate of reimbursement of the actual eligible costs of the action approved by the Commission.

Step 4 — Reduction due to improper implementation or breach of other obligations

The Commission may reduce the maximum amount of the grant if the action has not been implemented properly (i.e. if it has not been implemented or has been implemented poorly, partially or late), or if another obligation under the Agreement has been breached.

The amount of the reduction will be proportionate to the degree to which the action has been implemented improperly or to the seriousness of the breach.

11.5. Reporting and payment arrangements

The beneficiary may request the following payments provided that the conditions of the grant agreement are fulfilled (e.g. payment deadlines, ceilings, etc.). The payment requests shall be accompanied by the documents provided below and detailed in the grant agreement:

Payment request	Accompanying documents
A pre-financing payment corresponding to 20% of the maximum grant amount	Automatic on signature of Grant agreement
A second pre-financing payment corresponding to 20% of the maximum grant amount.	<ul style="list-style-type: none"> (a) technical report on progress (b) Expected outputs: <ul style="list-style-type: none"> - First project meeting in Brussels - Project webpage, social media - Launching conference - 1st Round of peer-to-peer mobility (c) statement on the use of the previous pre-financing instalment
<p>Interim payment:</p> <p>The interim payment shall not exceed 30% of the maximum grant amount.</p>	<ul style="list-style-type: none"> (a) interim technical report (b) Expected outputs: <ul style="list-style-type: none"> - Organisation of networking meetings, thematic workshops, skills development actions and study-visits - further rounds of peer-to-peer mobility - Concept report (with cases) on innovation in heritage for the stakeholders' meeting - Stakeholders' meeting on Innovation in heritage (c) interim financial statement
<p>Payment of the balance</p> <p>The Commission will establish the amount of this payment on the basis of the calculation of the final grant amount (see section 11.4 above). If the total of earlier payments is higher than the final grant amount, the beneficiary will be required to reimburse the amount paid in excess by the Commission through a recovery order.</p>	<ul style="list-style-type: none"> (a) final technical report (b) Expected outputs: <ul style="list-style-type: none"> - Revised concept report (with cases) on innovation in heritage, taking into account the input received at the stakeholders' meeting - Analyses, mapping, testing, prototyping - Skills classification system support actions, guidelines for skills development, activities and dissemination - Good practice cases and showcase events on innovative models - Case studies and recommendations - Final study (including best practices, conclusions and recommendations) - Closing conference in Brussels (c) final financial statement covering the whole duration of the project, aggregating the financial

	<p>statements already submitted previously and indicating the receipts</p> <p>(d) a certificate on the financial statements and underlying accounts</p>
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In case of a weak financial capacity, section 8.1 above applies.

The project timeline for the deliverables and payments is:

Start of the project	T+1
<i>Pre-financing payment (20% of total grant amount) on signature of grant agreement</i>	
Short paper on the next steps concerning the planned activities and timing	T+2
First project meeting in Brussels	T+2
Development of web and social media presence for the project	T+2 until T+3
Organisation of a launching conference	T+3 until T+4
Organisation of 1 st round of peer-to-peer mobility	T+ 4 until T+7
Technical report on progress <i>2nd Pre-financing payment (20% of total grant amount)</i>	T+8
Organisation of networking meetings, thematic workshops, skills development actions and study-visits	T+4 until T+25
Organisation of further rounds of peer-to-peer mobility	T+ 9 until T+25
Concept report (with cases) on innovation in heritage for the stakeholders' meeting	T+10
Stakeholders' meeting on Innovation in heritage	T+ 11 until T+13
Interim technical report <i>Interim payment (max. 30% of total grant amount)</i>	T+14
Revised concept report (with cases) on innovation in heritage , taking into account the input received at the stakeholders' meeting	T+14 until T+16
Analyses, mapping, testing, prototyping	T+18 until T+22
Skills classification system support actions, guidelines for skills development, activities and dissemination	T+18 until T+22
Good practice cases and showcase events on innovative models	T+18 until T+26
Case studies and recommendations	T+24 until T+26
Final study (including best practices, conclusions and recommendations)	T+26
Organisation of a closing conference in Brussels	T+27
Final technical report <i>Payment of the balance</i>	T+28

Reporting requirements

The beneficiary shall submit technical, operational and implementation reports as specified in Section 11.6. on Reporting and Payment Arrangements: Each report will be submitted in English to the Commission in printed form and by e-mail. Electronic files must be in Microsoft® Word for Windows format.

Short paper on the next steps concerning the planned activities

At the beginning of the project, a short paper (2-5 pages) concerning the planned activities should be provided, together with a tentative timetable (with months and dates) for the upcoming activities of the next 6 months will be submitted to the Commission.

The paper should also include a short description of how the project will coordinate its upcoming activities and exploit synergies with the FLIP-1 project.

Technical report on progress

The technical progress report shall include at least the following:

- information on the activities carried out and progress achieved
- problems encountered, solutions found or proposed
- short description of how the project will coordinate its upcoming activities and exploit synergies with the FLIP-1 project
- timetable and methodology for implementation

Interim operational report

The interim report shall include at least the following:

- information on the activities carried out and progress achieved
- problems encountered, solutions found or proposed
- short description of how the project will coordinate its upcoming activities and exploit synergies with the FLIP-1 project
- timetable and methodology for completion
- Sustainability plan;

Final implementation report

The final report shall include at least:

- Comprehensive information on all the activities carried out
- Problems encountered, solutions found and their impact on the outcomes achieved
- short description of how the project coordinated its upcoming activities and exploited synergies with the FLIP-1 project

- Sustainability of the action.

11.6. Other financial conditions

a) Non-cumulative award

An action may only receive one grant from the EU budget.

Under no circumstances shall the same costs be financed twice by the Union budget. To ensure this, applicants shall indicate in the grant application the sources and amounts of Union funding received or applied for the same action or part of the action or for its (the applicant's) functioning during the same financial year as well as any other funding received or applied for the same action.

b) Non-retroactivity

No grant may be awarded retrospectively for actions already completed.

A grant may be awarded for an action which has already begun only where the applicant can demonstrate in the grant application the need to start the action before the grant agreement is signed.

In such cases, costs eligible for financing may not have been incurred prior to the date of submission of the grant application.

c) Implementation contracts/subcontracting

Where the implementation of the action requires the award of procurement contracts (implementation contracts), the beneficiary may award the contract in accordance with its usual purchasing practices provided that the contract is awarded to the tender offering best value for money or the lowest price (as appropriate), avoiding conflicts of interest.

The beneficiary is expected to clearly document the tendering procedure and retain the documentation in the event of an audit.

Entities acting in their capacity as contracting authorities within the meaning of Directive 2014/24/EU¹⁹ or contracting entities within the meaning of Directive 2014/25/EU²⁰ must comply with the applicable national public procurement rules.

Beneficiaries may subcontract tasks forming part of the action. If they do so, they must ensure that, in addition to the above-mentioned conditions of best value for money and absence of conflicts of interests, the following conditions are also complied with:

- subcontracting does not cover core tasks of the action;
- recourse to subcontracting is justified because of the nature of the action and what is necessary for its implementation;

¹⁹ Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014 on public procurement and repealing Directive 2004/18/EC (OJ L 94, 28.3.2014, p. 65-242)

²⁰ Directive 2014/25/EU of the European Parliament and of the Council of 26 February 2014 on procurement by entities operating in the water, energy, transport and postal services sectors and repealing Directive 2004/17/EC (OJ L 94, 28.3.2014, p. 243-374)

- c) the estimated costs of the subcontracting are clearly identifiable in the estimated budget;
- d) any recourse to subcontracting, if not provided for in description of the action, is communicated by the beneficiary and approved by the Commission. The Commission may grant approval:
 - (i) before any recourse to subcontracting, if the beneficiaries requests an amendment
 - (ii) after recourse to subcontracting if the subcontracting:
 - is specifically justified in the interim or final technical report and
 - does not entail changes to the grant agreement which would call into question the decision awarding the grant or be contrary to the equal treatment of applicants;
- e) the beneficiaries ensure that certain conditions applicable to beneficiaries, enumerated in the grant agreement (e.g. visibility, confidentiality, etc.), are also applicable to the subcontractors.

d) Financial support to third parties

The applications may not envisage provision of financial support to third parties.

12. PUBLICITY

12.1. By the beneficiaries

Beneficiaries must clearly acknowledge the European Union's contribution in all publications or in conjunction with activities for which the grant is used.

In this respect, beneficiaries are required to give prominence to the name and emblem of the European Commission on all their publications, posters, programmes and other products realised under the co-financed project.

To do this they must use the text, the emblem and the disclaimer available at https://ec.europa.eu/info/sites/info/files/use-emblem_en.pdf

If this requirement is not fully complied with, the beneficiary's grant may be reduced in accordance with the provisions of the grant agreement.

12.2. By the Commission

With the exception of scholarships paid to natural persons and other direct support paid to natural persons in most need, all information relating to grants awarded in the course of a financial year shall be published on an internet site of the European Union institutions no later than the 30 June of the year following the financial year in which the grants were awarded.

The Commission will publish the following information:

- name of the beneficiary;

- address of the beneficiary when the latter is a legal person, region when the beneficiary is a natural person, as defined on NUTS 2 level²¹ if he/she is domiciled within the EU or equivalent if domiciled outside the EU;
- subject of the grant;
- amount awarded.

Upon a reasoned and duly substantiated request by the beneficiary, the publication shall be waived if such disclosure risks threatening the rights and freedoms of individuals concerned as protected by the Charter of Fundamental Rights of the European Union or harm the commercial interests of the beneficiaries.

13. PROCESSING OF PERSONAL DATA

The reply to any call for proposals involves the recording and processing of personal data (such as name, address and CV). Such data will be processed pursuant to Regulation (EC) No 45/2001 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data. Unless indicated otherwise, the questions and any personal data requested that are required to evaluate the application in accordance with the call for proposal will be processed solely for that purpose by DG EAC. Unit D1. Cultural Policy.

Personal data may be registered in the Early Detection and Exclusion System by the Commission, should the beneficiary be in one of the situations mentioned in Articles 136 and 141 of Regulation (EU, Euratom) 2018/1046²². For more information see the Privacy Statement on:

https://ec.europa.eu/info/data-protection-public-procurement-procedures_en.

14. PROCEDURE FOR THE SUBMISSION OF PROPOSALS

Proposals must be submitted by the deadline set out under section 3.

No modification to the application is allowed once the deadline for submission has elapsed. However, if there is a need to clarify certain aspects or to correct clerical mistakes, the Commission may contact the applicant during the evaluation process.

Applicants will be informed in writing about the results of the selection process.

Application forms are available at https://ec.europa.eu/culture/calls_en.

Applications must be submitted in the correct form, duly completed and dated. They must be submitted in 5 copies (one original clearly identified as such, plus 4 copies) and signed by the person authorised to enter into legally binding commitments on behalf of the applicant organisation.

Where applicable, all additional information considered necessary by the applicant can be included on separate sheets.

Applications must be sent as follows:

²¹ Commission Regulation (EC) No 105/2007 of 1 February 2007 amending the annexes to Regulation (EC) No 1059/2003 of the European Parliament and of the Council on the establishment of a common classification of territorial units for statistics (NUTS), OJ L39, 10.2.2007, p.1.

²² <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32018R1046>

Means of submission	Time limit	Evidence	Address for delivery
Post	24:00 <i>Belgium local time</i>	Postmark	<p>CALL FOR PROPOSALS EAC/S12/2019 - FLIP for CCIs2 European Commission - Directorate-General for Education, Youth, Sport and Culture, Directorate D - Culture and Creativity, Unit D1 – Cultural Policy J-70 2/232</p> <p>For the attention of Susanne Hollmann (Deputy Head of Unit) B – 1049 Brussels Belgium</p>
Courier		Deposit slip of courier service	<p>CALL FOR PROPOSALS EAC/S12/2019 - FLIP for CCIs2 European Commission - Directorate-General for Education, Youth, Sport and Culture, Directorate D - Culture and Creativity, Unit D1 – Cultural Policy J-70 2/232</p>
In person (hand delivery)	Between 07:30 and 17:30 <i>Belgium local time</i>	Proof of receipt, signed and dated by the official in the central mail department who takes delivery	<p>For the attention Susanne Hollmann (Deputy Head of Unit) Avenue du Bourget 1 B-1140 Brussels (Evere) Belgium</p>

Mail can be received from 07.30 to 17.30 Monday to Fridays. The service is closed on Saturdays, Sundays and official holidays of the contracting authority.

Applications sent by fax, e-mail, on UBS keys or any other means than indicated above will not be accepted.

Contacts

Questions related to the Call for proposals should be directed to:

EAC-FLIP-CCI-2@ec.europa.eu

Answers will be published online at https://ec.europa.eu/culture/calls_en.

Applicants are advised to check the Question & Answers section regularly during the submission period.

➤ Annexes:

Grant Application Documents

- **Grant Application form (multi-beneficiary & mono-beneficiary)**
 - Annex I Declaration of honour
 - Annex II Mandate letters (if applicable)
 - Annex III Estimated Budget of the action
 - Annex IV List of CVs

- Annex V a Methodology for assessing the Financial Capacity
- Annex V b Economic and Financial Capacity Analysis Form

Reference Documents

- Draft Model Grant Agreement & General Conditions
(multi-beneficiary & mono-beneficiary)
- Model technical report
- Model financial statement
- Model terms of reference for the certificate on the financial statements
(Part I and Part II)
- List of supporting documents

Appendix
Specific conditions for direct personnel costs

1. Calculation

The ways of calculating eligible direct personnel costs laid down in points (a) and (b) below are recommended and accepted as offering assurance as to the costs declared being actual.

The Commission may accept a different method of calculating personnel costs used by the beneficiary, if it considers that it offers an adequate level of assurance of the costs declared being actual.

a) for persons working exclusively on the action:

{*monthly rate for the person*

multiplied by

number of actual months worked on the action}}

The months declared for these persons may not be declared for any other EU or Euratom grant.

The **monthly rate** is calculated as follows:

{*annual personnel costs for the person*

divided by 12}}

using the personnel costs for each full financial year covered by the reporting period concerned.

If a financial year is not closed at the end of the reporting period, the beneficiaries must use the monthly rate of the last closed financial year available;

b) for persons working part time on the action

(i) If the person is assigned to the action at a fixed pro-rata of their working time:

{*monthly rate for the person multiplied by pro-rata assigned to the action*

multiplied by

number of actual months worked on the action}}

The working time pro-rata declared for these persons may not be declared for any other EU or Euratom grant.

The monthly rate is calculated as above.

(ii) In other cases:

{hourly rate for the person multiplied by number of actual hours worked on the action}

or

{daily rate for the person multiplied by number of actual days worked on the action}

(rounded up or down to the nearest half-day)

The number of actual hours/days declared for a person must be identifiable and verifiable.

The total number of hours/days declared in EU or Euratom grants, for a person for a year, cannot be higher than the annual productive hours/days used for the calculations of the hourly/daily rate. Therefore, the maximum number of hours/days that can be declared for the grant are:

{number of annual productive hours/days for the year (see below)}

minus

total number of hours and days declared by the beneficiary, for that person for that year, for other EU or Euratom grants}.

The ‘**hourly/daily rate**’ is calculated as follows:

{annual personnel costs for the person

divided by

number of individual annual productive hours/days} using the personnel costs and the number of annual productive hours/days for each full financial year covered by the reporting period concerned.

If a financial year is not closed at the end of the reporting period, the beneficiaries must use the hourly/daily rate of the last closed financial year available.

The ‘number of individual annual productive hours/days’ is the total actual hours/days worked by the person in the year. It may not include holidays and other absences (such as sick leave, maternity leave, special leave, etc). However, it may include overtime and time spent in meetings, trainings and other similar activities.

2. Documentation to support personnel costs declared as actual costs

For **persons working exclusively on the action**, where the direct personnel costs are calculated following **point (a)**, there is no need to keep time records, if the beneficiary signs a **declaration** confirming that the persons concerned have worked exclusively on the action.

For **persons assigned to the action at a fixed pro-rata of their working time**, where the direct personnel costs are calculated following **point (b)(i)**, there is no need to keep time records, if the beneficiary signs a declaration that the persons concerned have effectively worked at the fixed pro-rata on the action.

For **persons working part time on the action**, where direct personnel costs are calculated following **point (b)(ii)**, the beneficiaries must keep **time records** for the number of hours/days declared. The time records must be in writing and approved by the persons working on the action and their supervisors, at least monthly.

In the absence of reliable time records of the hours worked on the action, the Commission may accept alternative evidence supporting the number of hours/days declared, if it considers that it offers an adequate level of assurance.