COLOURS Quality Assurance Plan

DELIVERABLE 1.2

www.colours-alliance.eu

Executive Summary

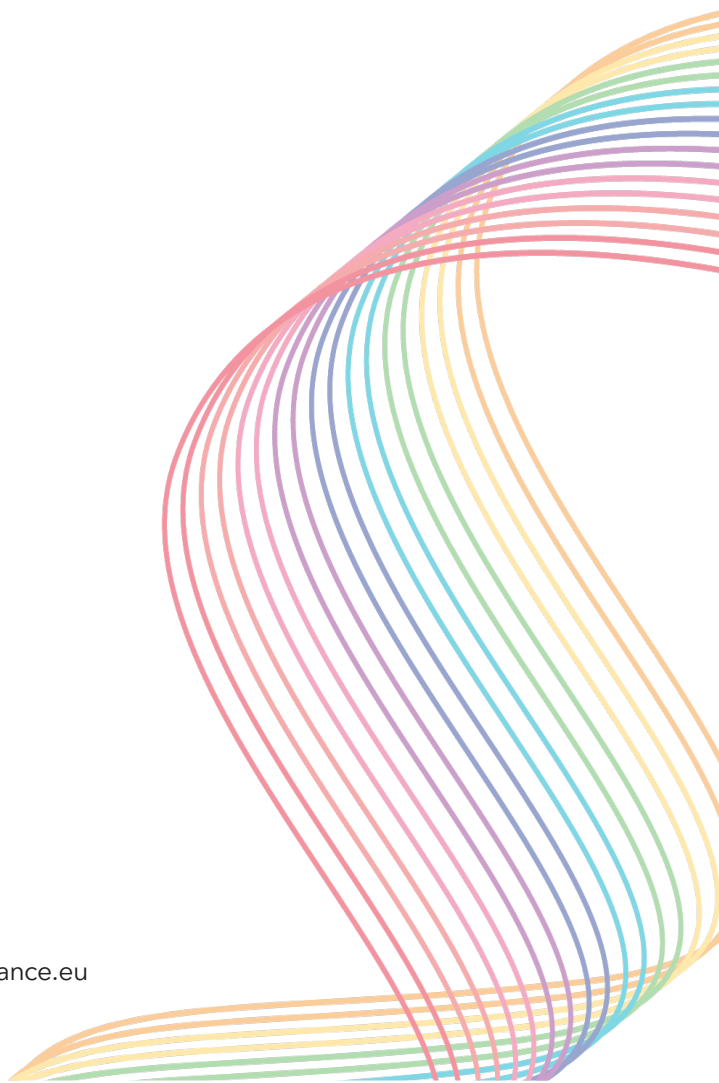The Quality Assurance Plan, carefully developed in a collaborative process involving all Consortium Members, is designed to guide the COLOURS European University Alliance during its implementation phase. It is based on established frameworks such as the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG), the European Qualifications Framework, and the European Approach for Quality Assurance of Joint Programmes. These frameworks emphasise continuous improvement, stakeholder engagement, transparency, accountability, and standardisation, ensuring that the project upholds high standards and meets the diverse needs of all involved parties.

At the core of the plan is rigorous internal monitoring, structured to ensure adherence to indicators and the mitigation of critical risks. This process is divided into three levels: 1) WP Leads/CIO Leads level, where activities are assessed for quality and impact, 2) Quality Officer level, where data are stored, examined, and analysed, and 3) Steering Committee level, where quality assurance reports and evaluations are discussed and converted into recommendations and guidelines.

The QAP outlines the role of the External Advisory Board in providing consultancy on strategic matters. It also describes the processes for preparing, reporting, and ensuring the quality of deliverables, milestones, and technical reports.

Furthermore, the QAP details the role of consortium management and includes a process to assess and improve its quality. The plan also describes a process to ensure cost-efficient financial management.

Finally, the QAP specifies the process to protect and safeguard the information collected and processed as part of this plan.

Deliverable Data

Project Number	101124491
Project Acronym	COLOURS
Document Title	COLOURS Quality Assurance Plan
Document Type	Report
Document Version	1.0
Due Date of Deliverable	30/06/2024
Work Package (WP No)	WP1
Lead Beneficiary	Paderborn University
CoLead Beneficiary	
Dissemination Level	SEN
Authors	Basel Myhub, Paderborn University
Contributors	COLOURS Steering Committee Members; Dr. Annette Klinkert, Paderborn University; Dr. Christine Marie Hante-Koch, Paderborn University; Laura Hölscher, Paderborn University

Legal Disclaimer

Table of Contents

Glossary of Abbreviations

Abbreviation	Definition
CC	COLOURS Convention
CIO	COLOURS Implementation Office
CSB	COLOURS Strategy Board
CSO	Coordination and Support Office
EAB	External Advisory Board
EDI	Equality, Diversity, and Inclusion
EHEA	European Higher Education Area
ENQA	European Association for Quality Assurance in Higher Education
EQAR	European Quality Assurance Register for Higher Education
ESG	Quality Assurance in the European Higher Education Area
ESU	European Students' Union
EUA	European University Association
EURASHE	European Association of Institutions in Higher Education
FAIR	Findability, Accessibility, Interoperability, and Reuse of digital assets
GA	COLOURS Grant Agreement
GCM	Group Concept Mapping
PoC	Proof of Concept
QA	Quality Assurance
QAP	Quality Assurance Plan
QO	Quality Officer
SC	(COLOURS) Steering Committee
SF	Student Forum
WP	Work Package

1 INTRODUCTION

The European University Alliance COLOURS is committed to transforming existing academic and institutional practices and structures in nine European universities into a dynamic inter-university ecosystem responsive to the challenges and needs of the Triple Transition.

All COLOURS partners are united by an understanding that the concepts of Open Innovation and challenge-based education, which are at the heart of the COLOURS identity, will evolve through continuous monitoring, evaluation, and improvement of procedures, ensuring the stability of processes while allowing responsiveness to the changing needs of the Alliance.

Developed collaboratively by the COLOURS Coordination and Support Office, the Implementation Office- and Work Package Leads, this Quality Assurance Plan serves as a comprehensive framework for monitoring all COLOURS activities and reports. It delineates COLOURS monitoring instruments and processes ensuring the quality and transformative nature of programmes while fostering collaboration, innovation, and impact across and beyond the Alliance[1].

Attached to this QAP are several annexes that provide easy access to COLOURS indicators, deliverables, milestones, and critical risks. However, these annexes are not part of the QAP. In case of a mistake or misalignment, the content of the Grant Agreement should be considered the primary reference, and technical corrections should be made promptly upon identifying any discrepancies. Unlike the QAP, the annexes may be adapted in accordance with the GA without requiring further approval from the CSB.

2 COLOURS QUALITY ASSURANCE PRINCIPLES AND FRAMEWORKS

As a guiding principle, partners within the COLOURS Alliance acknowledge and recognise the high standards of the other partners' quality assurance processes. This mutual acknowledgement is reinforced by the fact that all national accrediting bodies of the Alliance Partners are registered on the **European Quality Assurance Register for Higher Education** (EQAR)[2], demonstrating their substantial adherence to the **Standards and Guidelines for Quality Assurance in the European Higher Education Area** (ESG)[3].

---

[1] We extend our sincere thanks to the UNIC Alliance for sharing a draft of their Quality Assurance Plan (QAP). Their draft helped us take our first steps in developing our own QAP, demonstrating the value of collaboration and mutual support.

[2] More information about the register and the registered entities can be found here.

[3] European Association for Quality Assurance in Higher Education (ENQA), European Students' Union (ESU), European Association of Institutions in Higher Education (EURASHE), & European University Association (EUA). (2015). Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). Retrieved from here.

Additionally, it is worth noting that all of these accrediting bodies are active members of the **European Association for Quality Assurance in Higher Education**. Hence, the Quality Assurance Plan does not aim to replace the Quality Assurance bodies and mechanisms, that Partner Universities have in place. The scope of the current Quality Assurance Plan shall be limited to the COLOURS Work Plan, and it is to be understood as complementary to the established QA measures in the Partner Universities.

The Quality Assurance Plan of the COLOURS Alliance adheres to the principles and guidelines outlined in the **European Standards and Guidelines for Quality Assurance in the European Higher Education Area** (ESG). In line with these *Standards & Guidelines*, COLOURS Quality Assurance is understood as a process implemented by Partner Universities to ensure the effectiveness, transparency, and continuous improvement of the educational programmes, research activities, and services developed as part of the COLOURS Work Plan. It involves the development, implementation, and monitoring of policies, procedures, and mechanisms aimed at ensuring high standards of teaching, learning, and student support, as well as promoting accountability and quality enhancement[4].

The **European Qualifications Framework**[5] provides a unified framework for the COLOURS Alliance for interpreting learning outcomes and promoting transparency, comparability, and portability of qualifications developed within the COLOURS Work Plan.

Additionally, in developing COLOURS Joint Programmes, the Alliance will align with the **European Approach for Quality Assurance of Joint Programmes[6]**, adopted by the European Higher Education Area (EHEA) ministers. This approach establishes standards and procedures to ensure the quality and recognition of joint programmes in Europe.

While partners retain the freedom to collaborate with any entity of their choice and according to their preferred methods, adherence to the current Quality Assurance Plan is essential when seeking to integrate these activities within the COLOURS Alliance.

The quality of the Alliance coordination, partner cooperation, communication processes and Work Plan implementation will be monitored against the **COLOURS Grant Agreement**, including indicators for measuring achievement, milestones, and deliverables. Lessons learned as part of the QA processes will be incorporated into the QAP in the revision process that will take place annually.

All documents related to the QA processes including results, reports, templates, questionnaires, or any other tools will be made available to all partners on the jointly-used platform (*GoFast*) in line with the Data Protection Policy delineated in Section 7 below.

---

[4] Ibid., pp.6-7.

[5] More information about that can be found here.

[6] More information about that can be found here.

3 INTERNAL MONITORING: INDICATORS & CRITICAL RISKS

To assure the quality of COLOURS activities and ensure a continuous enhancement of the implementation process, the COLOURS Alliance will carefully monitor all COLOURS activities employing **COLOURS Indicators for Measuring Achievement**, which is an integral part of the GA. The SC may adapt or elaborate this list during the implementation of the COLOURS Work Plan[7]. The list is detailed according to WPs in Annexe I. In addition, the Alliance will regularly assess the critical risks that might hinder the implementation of the Work Plan and develop adequate mitigation measures. The assessment will take place against the list of critical risks in Annexe II. Such a list may be expanded to reflect unforeseen risks.

The internal monitoring will be achieved through a three-level quality assurance system. The levels are built in the following way (see Figure I below for a visual representation).

I. **Level 1**: This level includes two branches which will ensure two different aspects of the quality of COLOURS' Activities. On the one hand, the implemented activities need to align with the **technical requirements** of these activities as delineated in the GA, i.e., the implemented activity should be identifiable as the same or equivalent to the corresponding activity in the COLOURS Work Plan. For instance, a technical assessment of a *CoLab* will check whether the implemented activity is in line with the concept of *CoLabs* as explained in COLOURS Work Plan including, for example, relevance to shared Smart Specialisation Areas. This aspect will be assessed within the WP Cross-Universities Quality Assurance (See section I.I below). On the other hand, activities will be assessed against their **impact on the respective universities/regions**. More specifically, against the scale of the activity and the degree of involvement of relevant stakeholders. For example, an impact assessment of *CoLabs* will check whether the *CoLabs* were developed and executed in collaboration with a variety of departments/faculties, students, civil society, and businesses, and the relevance of these stakeholders to the overall objectives of the Alliance.

    a. **WP Cross-Universities Quality Assurance:** The WP Leads (Lead Beneficiary of WPs) and Co-Leads shall ensure that the tasks, outputs/ outcomes, milestones, and deliverables[8] meet all the requirements outlined in the Grant Agreement and with Colours Indicators for Measuring Achievement listed in Annexe I. **In particular, the WP Leads shall check whether outputs/outcomes satisfy the technical requirements delineated in the GA.** If such technical requirements are not clearly defined in the GA, the WP Lead shall invite the WP working group to develop a set of standards.

---

[7] Changes to COLOURS Indicators for Measuring Achievement shall be communicated to the Project Officer and may need an amendment.

[8] Milestones & deliverables are also part of External Monitoring. For more info, see 4.1. below.

Co-funded by
the European Union

Moreover, the WP Leads shall ensure that the corresponding deliverables and milestones adhere to the COLOURS reporting processes as delineated in 4.1.1 and 4.1.2 below. More specifically, they shall submit the corresponding milestones' means of verification and deliverables to the Quality Officer within the due dates[9]. In addition, the WP Leads shall ensure that WPs are implemented in alignment with the COLOURS EDI Policy[10].

WP Leads are requested to report relevant data biannually to the Quality Officer using adequate templates, questionnaires or similar tools, that will be made available by the QO (for more information, see **level 2** below). Based on a request from the QO, WP Leads (& Co-Leads) may be required to (re-)assess the likelihood of certain risks or the adequacy of certain mitigation measures. In particular, the WP Leads (& Co-Leads) may be consulted in (re-)assessing some critical risks that may relate to the implementation of the COLOURS Work Plan.

b. **University Cross-Work Packages Quality Assurance:** The Implementation Office Leads (CIO Leads) in all Partner Universities shall **ensure that tasks and outputs/ outcomes from all WPs are implemented properly and have the intended impact at the university/region level**. The proper implementation includes, besides the adherence to the GA, COLOURS QAP, and Colours Indicators for Measuring Achievement, the involvement of all interested stakeholders, the deep and transformative impact. CIO Leads shall ensure that WPs are implemented in alignment with the COLOURS EDI Policy[11].

CIO Leads are requested to report relevant data biannually to the Quality Officer using adequate templates, questionnaires or similar tools, that will be made available by the QO (for more information, see **level 2** below). Based on a request from the QO, CIO Leads may be required to (re-)assess the likelihood of certain risks or the adequacy of certain mitigation measures. The CIO Leads may be consulted in (re-)assessing some risks related to Partner Universities and their respective regions.

---

[9] Check Annexes III, IV, V & VI for the lists of Deliverables, Deliverables description, Milestones and Milestones' Means of Verification respectively.

[10] The COLOURS EDI Policy will be developed by M24. Until then, Partner Universities should adhere to their own EDI policies. Any unclear or unregulated situations will be considered by the SC on a case-by-case basis

[11] See previous footnote.

II. **Level 2: Quality Officer (QO)**[12]**:** As part of the CSO, the Quality Officer shall gather progress data from both CIO Leads and WP Leads biannually via dedicated templates or questionnaires or similar tools regarding the implementation of the COLOURS Work Plan. The QO shall make available such tools to the WP & CIO Leads. The QO may use documents made available by the WP Leads on the COLOURS online repository GoFast to track progress and/or adherence to the COLOURS Work Plan. They may ask WP Leads or WP Co-Leads for additional information, if necessary.

The QO shall also check and update data about the critical risks that might materialise and alert the SC to reassess and/or develop adequate mitigation actions. The QO may ask the WP/CIO Leads to (re-)assess risks and propose adequate mitigation strategies. Upon request from the Steering Committee, the QO shall compose progress briefings based on the collected data concerning the whole Work Plan or any specific part of it. The QO shall store, process, and combine progress data into progress reports for the Steering Committee, the Strategy Board, the External Advisory Board, the Student Forum, and the COLOURS Convention at least one month before the COLOURS Annual Conference.

In close collaboration with other members of the CSO, CIO Leads, and WP Leads, the QO will compose the technical reports to be submitted to the funding agency. The QO shall store the means of verification of COLOURS milestones (see Annexes V & VI for a list of milestones & means of verification respectively), after receiving them from the concerned Lead Beneficiary, and check the respective milestone on the EU Funding and Tenders Portal (Project Continuous Report Tool). Additionally, the QO shall check the COLOURS deliverables (see Annexe III & IV for a list of deliverables and the description of deliverables respectively) for conformity with the GA and format after receiving them from the respective Lead Beneficiary and submit the respective deliverable to the EU Funding and Tenders Portal (Project Continuous Report Tool).

In collaboration with other members of the CSO, i.e., the Financial Officer or the Managing Director, the QO may prepare recommendations for quality enhancement and present them to the Steering Committee and/or the Strategy Board for further consideration. After being approved by both bodies, the recommendations become part of the QAP.

III. **Level 3: COLOURS Steering Committee:** The SC is the highest managing body and is responsible for overseeing the quality of the implementation of the COLOURS Work Plan. In particular, the SC shall consider and act upon any warning signs communicated to it through the first two stages. Moreover, the SC may develop and/or adopt quality recommendations presented to it through the other stages. By doing this, the Alliance will ensure that lessons throughout the implementation process are learned not only by avoiding mistakes but also by promoting best practices and copying them.

---

[12] In this document, any reference to the "Quality Officer" means the Quality Officer or their substitute.

Figure I: Quality Assurance Loop
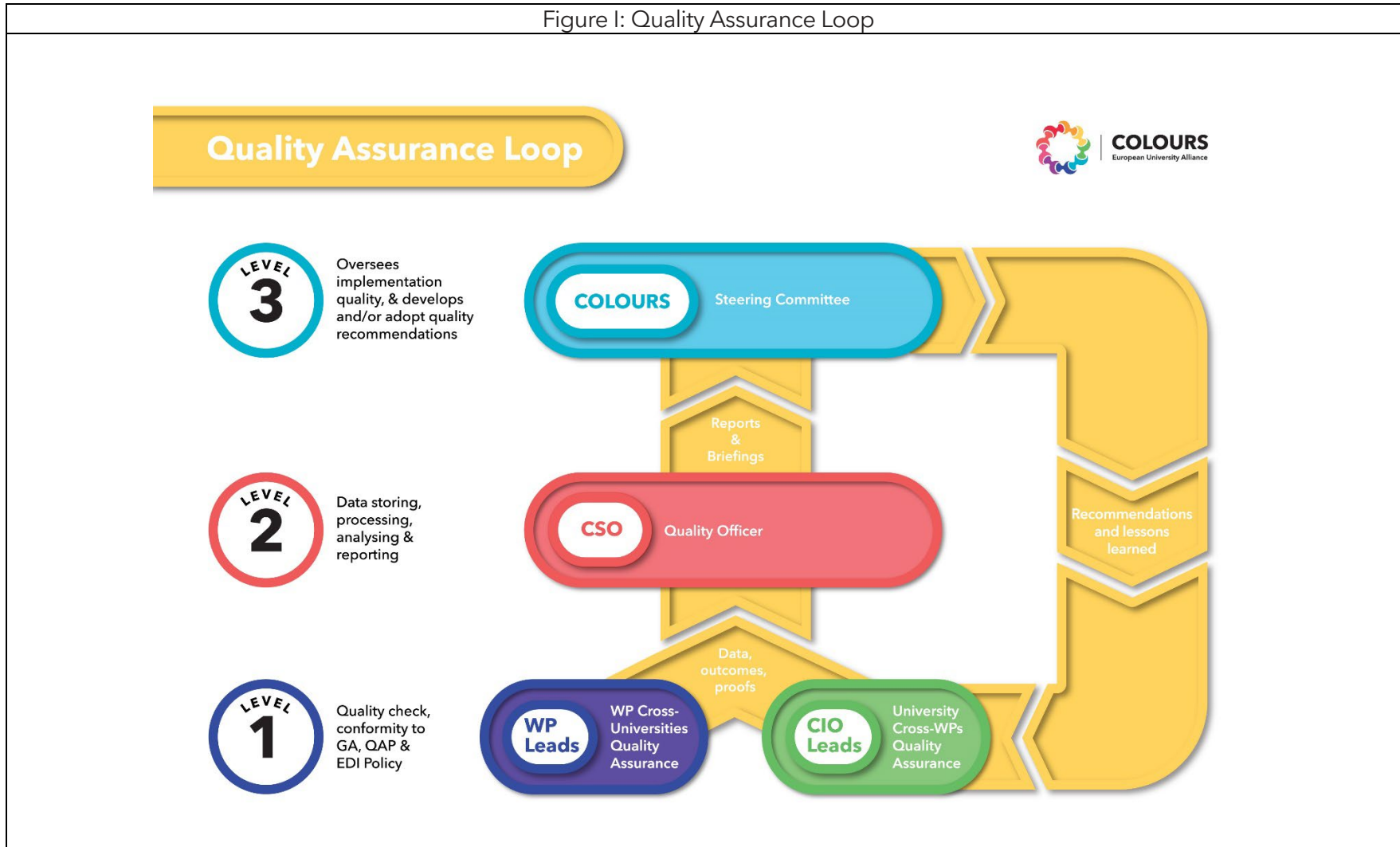
4 EXTERNAL MONITORING

The external monitoring includes reporting to the EU through the EU Funding and Tenders Portal (Project Continuous Report Tool) and the External Advisory Board which will serve as an advisory role for the Alliance.

4.1 EU REPORTING: DELIVERABLES, MILESTONES & TECHNICAL REPORTS

Deliverables and milestones are fundamental tools for managing the Alliance and ensuring its effective monitoring in line with the Grant Agreement. Technical reports are mandatory progress reports that need to be submitted through the EU Funding and Tenders Portal.

4.1.1 Deliverables

Twenty-five deliverables (Check the full list with due dates in Annexe III) must be produced and submitted through the EU Funding and Tenders Portal (Project Continuous Report Tool). Most deliverables are (or include) documents. These documents shall be produced using the Alliance Corporate Identity templates provided by WP6. Additionally, the documents shall be written in English using British spelling.

The main author of the deliverable is the **deliverable Lead Beneficiary**. Partners must provide the necessary data for preparing the deliverable within two weeks upon request. The deliverable Lead Beneficiary shall share the first draft with the WP Working Group at least one month before the submission due date. The **WP Lead (& Co-Lead)** must ensure that the deliverable is discussed thoroughly by setting at least one dedicated meeting of the WP Working Group.

The WP Working Group shall evaluate whether the deliverable aligns with the deliverable description, is correct and accurate, and draws on state-of-the-art knowledge in the concerned area. The deliverable shall also be evaluated for its contribution to deepening the collaboration between the Partner Universities.

The final draft shall be sent to the QO within the CSO due dates, which are as a rule two weeks before the deliverable submission date (For more info about the due dates of all deliverables check Annexe III). The Quality Officer at CSO shall check the format and the requirements of the Grant Agreement, ask for adjustments, and submit the final version to the EU Funding and Tenders Portal (Project Continuous Report Tool). Figure II below clarifies the process.

4.1.2 Milestones

Twenty-three milestones (the full list with due dates is shown in Annexe V) should be completed within the funding period. These milestones must be verifiable, and their Means of Verification shall be provided. As part of its managing role, the Quality Officer shall declare a milestone as completed after receiving the corresponding Means of Verification from the **milestone Lead Beneficiary** by the corresponding CSO due dates, which are as a rule one week before the milestones' completion dates (For more info about the due dates of all milestones see Annexe V; for a list of the milestones' Means of Verification see instead Annexe VI). The QO may ask for adjustments or additional supporting documents before marking the milestone as completed on the EU Funding and Tenders Portal (Project Continuous Report Tool). The QO is responsible for storing all relevant documentation and for providing this information, if and when required. Figure III below clarifies the process. The required means of verification can be found in the corresponding WPs in 4.3 below.

4.1.3 Technical Reports

The Alliance is required to prepare technical reports on the progress of the Work Plan and submit them by specific due dates set by EACEA. WP Leads & Co-Leads are responsible for providing updates to the QO on their respective work packages (WPs), detailing activities and overall progress according to the COLOURS Work Plan. This reporting must follow a specific template provided in advance. WP leads submit their reports to the QO at CSO, who compiles these into the comprehensive project report. The reporting procedure will take place in the following way.

The QO shall begin the reporting process by sending a request to WP Leads & Co-Leads to report on the progress of their respective WPs. The request shall include an adequate template and time plan for the completion of this report. To allow WP Leads & Co-Leads sufficient time to compile their progress reports, the request shall be sent at least two months before the deadline set in the request.

The WP Leads & Co-Leads shall provide sufficient information about the progress/completion of the WP respective activities planned to take place within the reporting period as delineated in the COLOURS Work Plan. WP Leads & Co-Leads may ask partners in the respective WP Working Group to provide or update the relevant data.

The WP Lead shall send the completed WP progress reports to the QO by the set due dates. The QO will assemble the WP progress reports in one comprehensive report adhering to the template provided within the EU Funding and Tenders Portal (Project Continuous Report Tool). The Technical report is submitted to EACEA.

Evaluation results shall be shared with all partners. Shortcomings must be discussed and addressed in the following Steering Committee meeting.
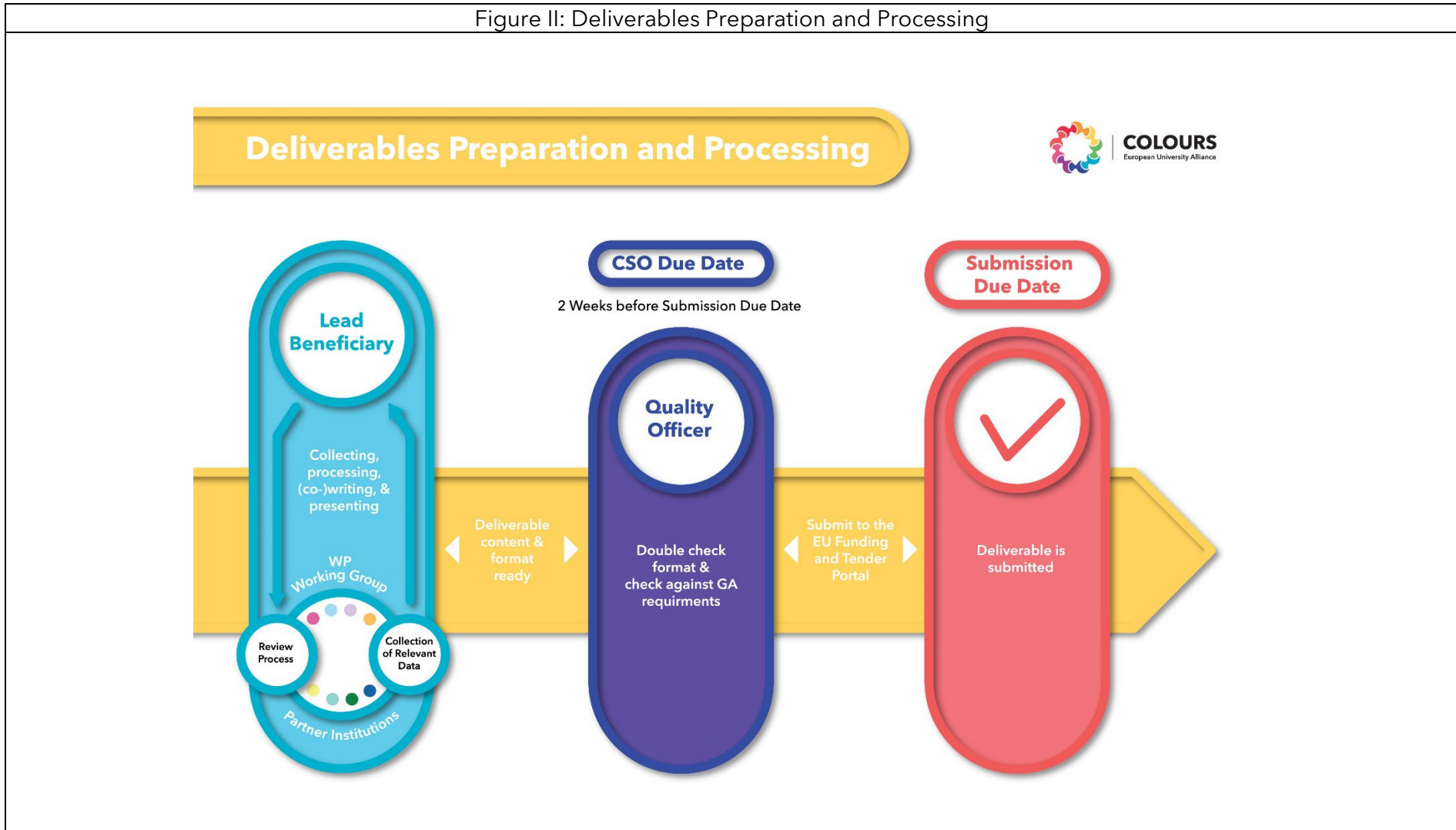
4.2 COLOURS EXTERNAL ADVISORY BOARD

At least once a year, the EAB will convene to examine the progress of the implementation of the COLOURS Work Plan. As a consultative board, which can be called for expert advice from any of the governance bodies, the EAB provides qualified feedback on COLOURS activities as well as on important developments and trends in European Higher Education. The EAB will enable the COLOURS Consortium to remain a learning community which constantly strives to overcome barriers to cooperation in the European Education Area. Comprising a committee of experts, the EAB makes recommendations to the Steering Committee and the Strategy Board.

The Coordination and Support Office (CSO) shall provide the EAB with annual progress reports at least one month before each meeting. Their feedback and recommendations will be used to inform strategic decisions within the CSB. Both the CSB and SC may invite members of the EAB with expertise of relevance to items on the agenda to their meetings if needed. In addition, the EAB members take part in the annual conferences, including the Colours Convention.

The EAB will be invited to offer written feedback on the progress in the implementation of COLOURS Work Plan, with a focus on dedicated questions addressed to the EAB members at least one month prior to the EAB meeting. This feedback will be discussed during the subsequent meetings of the Steering Committee (SC) and the COLOURS Strategy Board (CSB). In line with the Charter of Rules and Procedures, adequate actions shall be implemented to ensure continuous improvement and adherence to high-quality standards in the implementation of the COLOURS Work Plan.

Deliverables Preparation and Processing

CSO Due Date

2 Weeks before Submission Due Date

Submission Due Date

Lead Beneficiary

Collecting, processing, (co-)writing, & presenting

WP Working Group

Review Process

Collection of Relevant Data

Partner Institutions

Deliverable content & format ready

Quality Officer

Double check format & check against GA requirments

Submit to the EU Funding and Tender Portal

Deliverable is submitted

Process of Reporting Milestones

CSO Due Date
One week before Completion Due Date

Completion Due Date

Lead Beneficiary
Ensure Milestone is met

Provide the means of verification

Quality Officer
Assess the means of verification, request adjustments-if necessary, and store it,
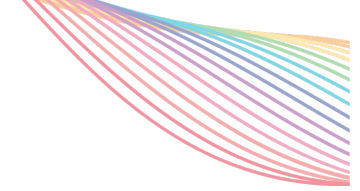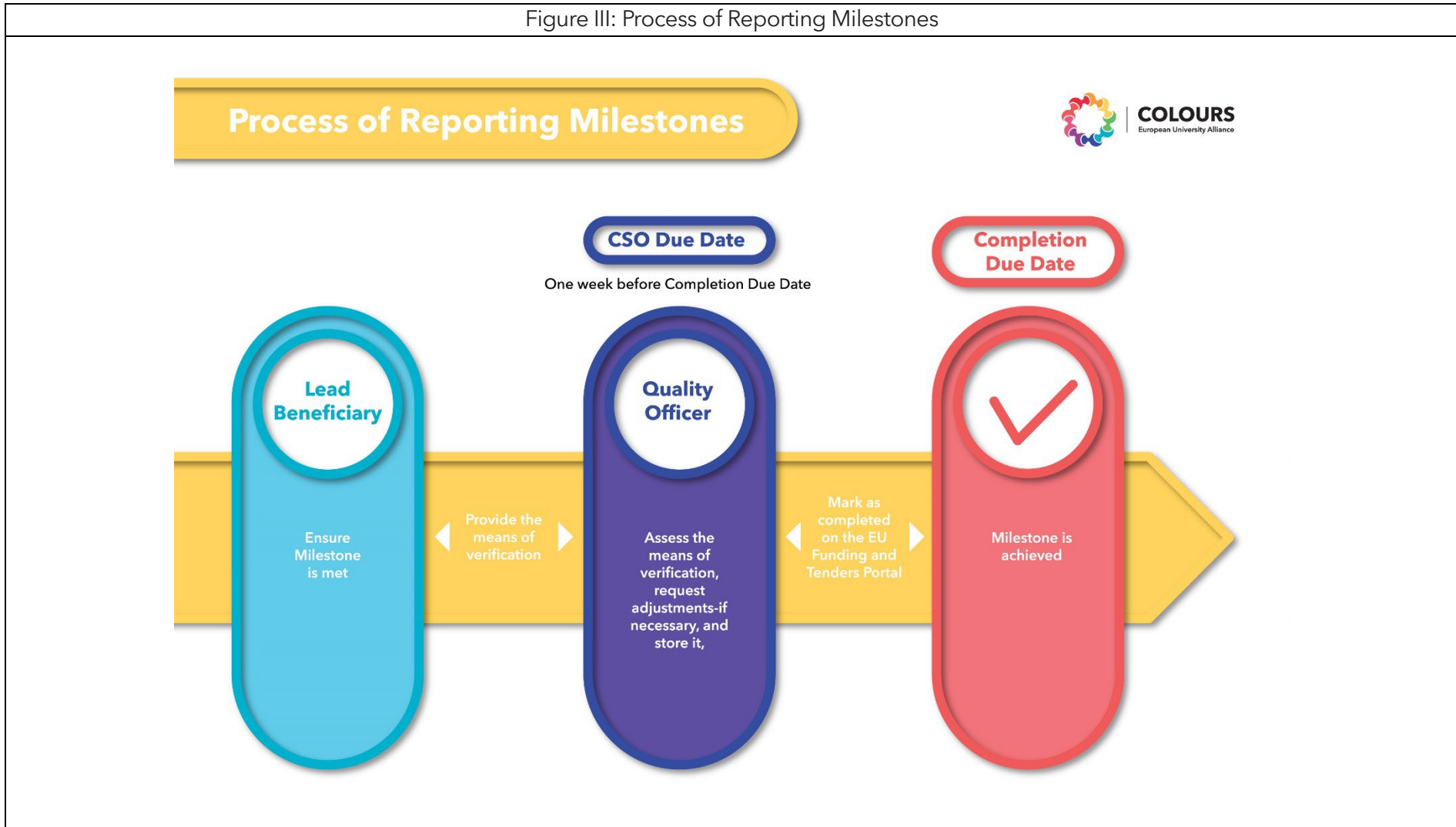
Mark as completed on the EU Funding and Tenders Portal

Milestone is achieved

5 QUALITY ASSURANCE OF THE CONSORTIUM MANAGEMENT

Quality of consortium management refers to the effective administration and coordination of all activities and interactions within the consortium to achieve the project's objectives. It involves ensuring proper implementation of the COLOURS Work Plan, smooth collaboration, effective communication, and efficient handling of administrative tasks, while constantly striving to improve and deepen the collaboration between partners.

The Coordinator, represented by the CSO, plays a crucial role in consortium management, monitoring the proper implementation of the COLOURS Work Plan including financial monitoring (GA, Pp18, 36), ensuring compliance with obligations under the Grant Agreement (GA, P19), managing day to day activities, ensuring adherence to timelines, and overseeing project deliverables, and acting as the primary liaison with the European Commission (EC) including continuous reporting of the project.

To maintain high standards in consortium management, a continuous feedback and survey mechanism will be implemented. The Quality Officer will use appropriate tools to gather feedback from stakeholders, including team members at Partner Universities, Students, and Associated Partners. This feedback will cover various aspects such as support, coordination, and management quality.

The collected feedback will be systematically analysed to identify common themes, recurring issues, and areas for improvement. This analysis will be used by the QO (and/or the Financial Officer, when appropriate) at CSO to develop specific proposals aimed at addressing identified issues, streamlining processes to ensure smoother operations, and ensuring that all aspects of management meet high standards and facilitate project success.

Results of the feedback analysis, along with proposals for adjustments, will be regularly reported to the Steering Committee (SC). The SC must discuss any deficiencies and any proposed countermeasures. Additionally, it may propose (additional) corrective measures. Approved measures must be implemented within reasonable time frames to ensure continuous improvement in management quality.

Additionally, efforts will focus on creating and implementing standardised core approaches for key components across the Alliance partners' CIOs. This aims to reduce errors in critical areas such as stakeholder engagement and mapping, deliverable timelines, milestones and tasks, verification methods, information gathering, and tracking indicator progress. Establishing these common standards will require continuous alignment, particularly among all the CIO Leads and WP Leads. This continuous collaboration will ensure that all partners are working towards the same goals, using consistent methods and processes, thereby enhancing the overall quality and effectiveness of the consortium management.

6 COST-EFFICIENT FINANCIAL MANAGEMENT

A robust financial management system is essential for the successful implementation of the COLOURS Work Plan. Additionally, the sustainability of the Alliance hinges on enhancing the cost efficiency of COLOURS activities.

Hence, and as part of the Coordinator's responsibility, the Financial Officer at CSO shall ensure compliance with the EU financial regulations concerning Lump Sum Type II grants, in particular, regulations relating to the inflexibility of the budget, and the eligibility of lump sum contributions (GA, Terms and Conditions, P35).

In line with the GA, the Financial Officer shall monitor the overall spending of the Alliance (GA, Part B, P36). This will be achieved through the following process:

I.   Monitoring expenditures on personnel, miscellaneous expenses, and travel costs using customised tools that provide both guidance and tracking capabilities. Collected data will be stored and processed in line with the Data Protection Policy delineated in Section 7 below.

II.   Gathering insights and best practices from tracking the costs of COLOURS activities and translating them into suggestions for enhancing cost efficiency and/or copying successful practices. In addition to the collection of data, focus groups and/or surveys may be developed to capture some of the best practices that are not reflected through the collected data; and

III. Analysing data and delivering annual financial summaries to the Strategy Board and/or the Steering Committee.

7 DATA PROTECTION POLICY

All consortium partners must adhere to strict data protection regulations to safeguard personal and sensitive information collected during the project. This includes compliance with the General Data Protection Regulation (GDPR) and other relevant national and international privacy laws.

The following measures shall be implemented to ensure the protection of data, collected during quality assurance and/or financial monitoring:

I.   Data Collection and Processing: Personal data shall only be collected and processed for specific, legitimate purposes. The amount of data collected must be minimised to what is necessary for the intended purpose.

II.   Data Anonymisation: Whenever possible, personal data should be anonymised or pseudonymised to protect individuals' identities.

III. Secure Data Storage: Data must be stored securely using encryption and other security measures to prevent unauthorised access, alteration, or disclosure.

IV.   Access Control: Access to personal data shall be restricted to authorised personnel only, based on their role and necessity.

V.   Data Sharing: Personal data shall not be shared unless in the context of checks or audits and/or with the funding agency (EACEA) using secure sharing channels.

VI.   Data Retention and Deletion: Personal data shall be retained only for as long as necessary for the project's purposes. Unless an audit or financial check is in progress, personnel data will be permanently & securely deleted from the Coordinator's local server after one year from the end of the funding period. If an audit or financial check is in progress, the data may continue to be stored until these are officially concluded.

VII.   Data Breach Management: Procedures must be established for promptly identifying, reporting, and mitigating data breaches to minimize any potential harm to individuals. Such procedures will be developed in collaboration with WP2 and/or the Coordinator's IT department

VIII.   Regular Audits and Reviews: Regular audits and reviews of data protection practices shall be conducted to ensure ongoing compliance with data protection regulations and to identify areas for improvement. Results of these audits will be shared with the Consortium Members.

8 DOCUMENT CONTROL

Current Status: Draft V1.0

Date of Approval by Strategy Board: 17th June 2024

Date of next review: 2nd COLOURS Annual Conference (2025)
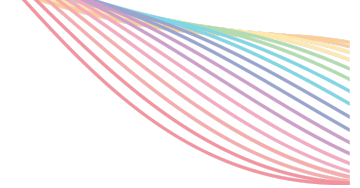
ANNEXE I: COLOURS Indicators for Measuring Achievement

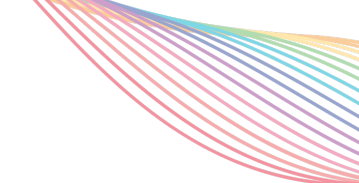| WP1: Consortium Management and Decision Making-Development, Testing, Implementation and Long-Term Sustainability			
Indicator[13]	**Underlying Objective**	**Deadline**	**Check box**
COLOURS Strategy Board (CSB) established. Steering Committee (SC) established. Coordination and Support Office (CSO) established. COLOURS Implementation Offices (CIOs) at all nine universities established. Student Forum (SF) established.	Ensure a strategic, agile, and efficiently working, inclusive governance structure. Thrive for openness, mutual respect and broad participation of relevant groups which include all members of the partner universities as well as organisations representing the other three elements of the quadruple helix.	M3	
Quality Assurance Officer installed in CSO. Financial Officers installed in CSO. Local Quality Assurance in all 9 CIOs.	Ensure that activities are in line with the vision and strategy of the Alliance as well as the approved grant & contractual requirements and that results are delivered on time and with high quality.	M3	
External Advisory Board established by CSO.	Continuously encourage partners to go beyond the state-of-the-art in their approaches and methodologies & ensure that COLOURS remains a learning community.	M3	
(Together with WP2/7 & WP3/8) 9 CIOs at the Alliance universities form a network to implement all COLOURS activities and are closely connected to the network of CoSpace officers, responsible for running the CoSpaces	Support the implementation of innovative joint processes in university administration, teaching, research, innovation, and relations with society.	M3	
Student Forum established. Equal representation of (vice-)presidents and students in the COLOURS Strategy Board. COLOURS student vice president in Steering Committee.	Give students, as main stakeholders of the Alliance, a powerful voice in the governance structure.	M4	

---

[13] Many of the indicators (and their related tasks) are shared among multiple work packages. This means that work packages need to collaborate to achieve these indicators. This will be indicated by listing the same indicator under all relevant work packages and referencing the other involved work packages with the format: "together with WPX".
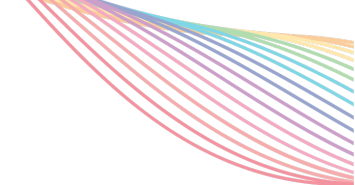
Quality Assurance Plan developed.	Ensure that activities are in line with the vision and strategy of the Alliance as well as the approved grant & contractual requirements and that results are delivered on time and with high quality.	M6	
(Together with WP2/7 & WP3/8) 9 CoSpaces are established as spaces that are not located on campus and enable stakeholder collaboration. 9 Student Entrepreneurship Centres (as part of each CoSpace).	Support the implementation of innovative joint processes in university administration, teaching, research, innovation, and relations with society.	M6	
(Together with WP2/7 & WP3/8) COLOURS IT infrastructure with 9 interconnected IT systems, incl. a repository of digital self-access resources, a pedagogical support centre and a dedicated space for stakeholder collaboration – the CoHub	Support the implementation of innovative joint processes in university administration, teaching, research, innovation, and relations with society.	M12	
COLOURS Convention (CC) meets during Annual Conferences.	Ensure a strategic, agile, and efficiently working, inclusive governance structure. Thrive for openness, mutual respect and broad participation of relevant groups which include all members of the partner universities as well as organisations representing the other three elements of the quadruple helix.	M12, M24, M36, M48	
(Together with WP6/11) Scenario-technique for strategic planning applied.	Develop a long-term plan of good practices, infrastructures and funding models to ensure sustainable implementation of the achievements and activities beyond the funding period.	M24	
(Together with WP6/11) COLOURS Sustainability Plan developed.	Develop a long-term plan of good practices, infrastructures and funding models to ensure sustainable implementation of the achievements and activities beyond the funding period.	M48	

WP2/WP7: Collaboration without Barriers			
Indicator	**Underlying Objective**	**Deadline**	**Check box**
(Together with WP1 & WP3/8) 9 CIOs at the Alliance universities form a network to implement all COLOURS activities and are closely connected to the network of CoSpace officers, responsible for running the CoSpaces.	Support the implementation of innovative joint processes in university administration, teaching, research, innovation, and relations with society.	M3	
(Together with WP1 & WP3/8) 9 CoSpaces are established as spaces that are not located on campus and enable stakeholder collaboration. 9 Student Entrepreneurship Centres (as part of each CoSpace).	Support the implementation of innovative joint processes in university administration, teaching, research, innovation, and relations with society.	M6	
(Together with WP1 & WP3/8) COLOURS IT infrastructure with 9 interconnected IT systems, incl. repository of digital self-access resources, a pedagogical support centre and a dedicated space for stakeholder collaboration – the CoHub	Support the implementation of innovative joint processes in university administration, teaching, research, innovation, and relations with society.	M12	
COLOURS IT infrastructure with 9 interconnected IT systems ready to use. Approx. 20% of COLOURS students and academic staff involved in COLOURS repository of digital self-access resources (27,660 users).	Provide new digital infrastructures that will enable the delivery of joint educational offers, shared research activity, cross-campus community building practices, joint communication, and information exchange, incl. simultaneous cross-campus communication in partners' native languages and seamless mobility.	M24	
About 10% of COLOURS students and academic staff participated in multilingual events (13,830 participants). About 10% of COLOURS students and academic staff will have participated in Virtual Journey Week (13,830 participants).	Provide new digital infrastructures that will enable the delivery of joint educational offers, shared research activity, cross-campus community building practices, joint communication, and information exchange, incl. simultaneous cross-campus communication in partners' native languages and seamless mobility.	M24	

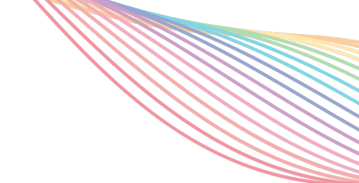|			
30,000 connections to the COLOURS catalogue of curricula and diploma paths.	Facilitate planning of students' individual study and mobility programs across the COLOURS campus, also in trans-disciplinary and multilingual settings.	M24	
(Together with WP3/8 & WP4/9) 4,000 CoSpace users. 2,000 users of the Student Entrepreneurship Centre. 9 Hackathons will have taken place (1 per partner during M12-24).	Create research and entrepreneurial opportunities and support participatory and open innovation processes across the COLOURS campus through the development and implementation of digital and physical co-creation spaces.	M24	
(Together with WP3/8) approx. 30% of academic staff participate in some form of pedagogical support and approx. 50 % of the student community will participate in pedagogically innovative courses.	Implement intercultural dialogues, pedagogical innovation, seamless student and staff mobility and collaborative formal and informal educational initiatives among Alliance members. Create spaces for feedback on innovative teaching practices.	M24	
(Together with WP3/8) 18 micro-credentials courses, 180 students, COLOURS badges will be listed online.	Foster and acknowledge faculties' voluntary involvement in innovative educational ventures (e.g. COIL/ Virtual Exchange projects, BIPs, challenge-based learning, support for incoming/outgoing mobility students) by implementing a system of micro-credentials to promote lifelong learning and employability.	M24	
>= 20 COLOURful teaching scenarios from each partner available through the pedagogical support centre, leading to more than 180 innovative HE pedagogy practices.	Provide new digital infrastructures that will enable the delivery of joint educational offers, shared research activity, cross-campus community building practices, joint communication, and information exchange, incl. simultaneous cross-campus communication in partners' native languages and seamless mobility.	M48	
Engage at least 50% of COLOURS students and staff in language courses, multilingual events, transdisciplinary teaching, and research programmes (69,150 students and staff).	Provide new digital infrastructures that will enable the delivery of joint educational offers, shared research activity, cross-campus community building practices, joint communication, and information exchange, incl. simultaneous cross-campus communication in partners' native languages and seamless mobility.	M48	
70,000 connections to the COLOURS catalogue	Facilitate planning of students' individual study and mobility programs across the COLOURS campus, also in trans-disciplinary and multilingual settings.	M48	

>= 50% of the COLOURS community will have participated in activities and mobility offered by the COLOURS Alliance (69,150 staff, students and regional stakeholders). User satisfaction will be measured using surveys	Facilitate planning of students' individual study and mobility programs across the COLOURS campus, also in trans-disciplinary and multilingual settings.	M48	
(Together with WP3/8 & WP4/9) Increase of CoSpace users by at least 10% per year. Increase of SEC users by at least 10% per year. A total of 27 Hackathons will have taken place (at least 2 challenge-based Hackathons per year per partner between M25-48).	Create research and entrepreneurial opportunities and support participatory and open innovation processes across the COLOURS campus through the development and implementation of digital and physical co-creation spaces.	M48	
(Together with WP3/8) support 50% of Alliance staff in various forms of pedagogical innovation support. (T7.5) and approx. 80% of student community will participate in pedagogically innovative courses.	Implement intercultural dialogues, pedagogical innovation, seamless student and staff mobility and collaborative formal and informal educational initiatives among Alliance members. Create spaces for feedback on innovative teaching practices.	M48	
(Together with WP3/8) >= 30 micro-credentials and digital badges agreed and recognised by Alliance; about 15% of students and staff earned at least one micro-credential or COLOURS badge (20,700).	Foster and acknowledge faculties' voluntary involvement in innovative educational ventures (e.g. COIL/ Virtual Exchange projects, BIPs, challenge-based learning, support for incoming/outgoing mobility students) by implementing a system of micro-credentials to promote lifelong learning and employability.	M48	
(Together with WP3/8 & WP4/9 & WP5/10) 50 degrees include open academic itineraries and all of them introduce transdisciplinary courses	Facilitate the process of creating Open Academic Itineraries by aligning and integrating curricula and double/joint diploma paths and thus support the delivery of innovative transdisciplinary degrees.	M48	

WP3/WP8: Open Education (OE)

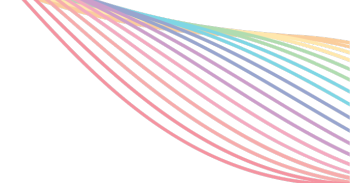| Indicator	Underlying Objective	Deadline	Check box
(Together with WP1 & WP2/7) 9 CIOs at the Alliance universities form a network to implement all COLOURS activities and are closely connected to the network of CoSpace officers, responsible for running the CoSpaces (see 2.1.1).	Support the implementation of innovative joint processes in university administration, teaching, research, innovation, and relations with society.	M3	
(Together with WP1, WP2/7 & WP4/9) 9 CoSpaces are established as spaces that are not located on campus and enable stakeholder collaboration. 9 Student Entrepreneurship Centres (as part of each CoSpace).	Support the implementation of innovative joint processes in university administration, teaching, research, innovation, and relations with society.	M6	
(Together with WP1 & WP2/7) COLOURS IT infrastructure with 9 interconnected IT systems, incl. a repository of digital self-access resources, a pedagogical support centre and a dedicated space for stakeholder collaboration – the CoHub	Support the implementation of innovative joint processes in university administration, teaching, research, innovation, and relations with society.	M12	
Concept of 10 double degree programmes and one joint degree	Transform existing education models into a joint Open Education (OE) model and elaborate long-term strategy for joint challenge-based programmes.	M24	
>=1 field study/partner and year with 10-20 participants (total by M24: 18, 180-360 participants)	Develop challenge-based learning to provide learners with appropriate skills, aptitude and mindset to face complexity and become active game changers in a changing world, able to contribute to transformative innovation in their regions and beyond.	M24	
>= 45 open internship projects of challenge-based education integrated in (existing) university curricula	Develop challenge-based learning to provide learners with appropriate skills, aptitude and mindset to face complexity and become active game changers in a changing world, able to contribute to transformative innovation in their regions and beyond.	M24	
At least 18 seminars/events in schools, 540 school children involved	Open university education to younger generations, by showing them the benefits of COLOURS multiculturality and international collaboration and provide schoolteachers with up-to-date knowledge and didactic methods in challenge-based education.	M24	

Implementation of at least 10 double degrees, 3 joint degrees, and at least 150 students in these programmes.	Transform existing education models into a joint Open Education (OE) model and elaborate long-term strategy for joint challenge-based programmes.	M48	
Implementation of 3 challenge-based collaborative research projects	Transform existing education models into a joint Open Education (OE) model and elaborate long-term strategy for joint challenge-based programmes.	M48	
Bi-annual reports setting and updating priorities for the subsequent years of implementation of the challenge-based education programme (4 reports).	Transform existing education models into a joint Open Education (OE) model and elaborate long-term strategy for joint challenge-based programmes.	M48	
>= total of 36 field studies with 360-720 students & researchers involved	Develop challenge-based learning to provide learners with appropriate skills, aptitude and mindset to face complexity and become active game changers in a changing world, able to contribute to transformative innovation in their regions and beyond.	M48	
27 challenge-based seminars (3 per partner between M32-48), 10 students per seminar, at least 3 disciplines involved, at least 2 stakeholders (2 annual formative reports about the process).	Develop challenge-based learning to provide learners with appropriate skills, aptitude and mindset to face complexity and become active game changers in a changing world, able to contribute to transformative innovation in their regions and beyond.	M48	
>= 90-degree courses – Bachelor's and Master's – including internship projects as an optional module; at least 2 student projects per programme initially, at least 10% increase per year.	Develop challenge-based learning to provide learners with appropriate skills, aptitude and mindset to face complexity and become active game changers in a changing world, able to contribute to transformative innovation in their regions and beyond.	M48	
>= 45 PhDs of the challenge-based PhD programmes (see T8.10) in interdisciplinary co-tutela in the first year, at least 10% annual increase	Develop challenge-based learning to provide learners with appropriate skills, aptitude and mindset to face complexity and become active game changers in a changing world, able to contribute to transformative innovation in their regions and beyond.	M48	
At least 36 challenge-based sessions in schools, at least 1.080 school children involved.	Open university education to younger generations, by showing them the benefits of COLOURS multiculturality and international collaboration and provide schoolteachers with up-to-date knowledge and didactic methods in challenge-based education.	M48	
(Together with WP2/7)	Implement intercultural dialogues, pedagogical innovation, seamless student and staff mobility and collaborative formal and informal	M24	

approx. 30% of academic staff participate in some form of pedagogical support and approx. 50 % of student community will participate in pedagogically innovative courses.	educational initiatives among Alliance members. Create spaces for feedback on innovative teaching practices.		
(Together with WP2/7) 18 micro-credentials courses, 180 students, COLOURS badges will be listed online.	Foster and acknowledge faculties' voluntary involvement in innovative educational ventures (e.g. COIL/ Virtual Exchange projects, BIPs, challenge-based learning, support for incoming/outgoing mobility students) by implementing a system of micro-credentials to promote lifelong learning and employability.	M24	
(Together with WP2/7 & WP4/9) 4,000 CoSpace users. 2,000 users of Student Entrepreneurship Centre. 9 Hackathons will have taken place (1 per partner during M12-24).	Create research and entrepreneurial opportunities and support participatory and open innovation processes across the COLOURS campus through the development and implementation of digital and physical co-creation spaces.	M24	
(Together with WP4/9) >= 4 summer schools over the two years with a total of at least 80 participants.	Support entrepreneurial skill development and commercialisation of new ideas for a concrete impact of OE education on transformative innovation in regions and beyond.	M24	
(Together with WP4/9) 27 CoLabs with 1,080 participants (40 per CoLab, 10 representatives of each of the four quadruple helix actors).	Support entrepreneurial skill development and commercialisation of new ideas for a concrete impact of OE education on transformative innovation in regions and beyond.	M24	
(Together with WP4/9) Increase start-ups in all 9 regions by 50% compared to before the funding period.	Support entrepreneurial skill development and commercialisation of new ideas for a concrete impact of OE education on transformative innovation in regions and beyond.	M24	
(Together with WP2/7) support 50% of Alliance staff in various forms of pedagogical innovation support. (T7.5) and approx. 80% of student community will participate in pedagogically innovative courses.	Implement intercultural dialogues, pedagogical innovation, seamless student and staff mobility and collaborative formal and informal educational initiatives among Alliance members. Create spaces for feedback on innovative teaching practices.	M48	
(Together with WP2/7) >= 30 micro-credentials and digital badges agreed and recognised by Alliance; about 15% of students and staff	Foster and acknowledge faculties' voluntary involvement in innovative educational ventures (e.g. COIL/ Virtual Exchange projects, BIPs, challenge-based learning, support for	M48	

earned at least one micro-credential or COLOURS badge (20,700).	incoming/outgoing mobility students) by implementing a system of micro-credentials to promote lifelong learning and employability.		
(Together with WP4/9) At least 700 users on CoHub Platform.	Ensure systematic networking with regional stakeholders in order to implement challenge-based education, include stakeholders from Quadruple Helix/Associated Partners.	M48	
(Together with WP4/9) At least 630 regional policy makers and public administration involved in COLOURS CoLabs. Qualified set of agreements between the participating actors; level of integration of these agreements in Smart Specialisation Areas.	Ensure systematic networking with regional stakeholders in order to implement challenge-based education, include stakeholders from Quadruple Helix/Associated Partners.	M48	
(Together with WP2/7 & WP4/9) Increase of CoSpace users by at least 10% per year. Increase of SEC users by at least 10% per year. A total of 27 Hackathons will have taken place (at least 2 challenge-based Hackathons per year per partner between M25-48).	Create research and entrepreneurial opportunities and support participatory and open innovation processes across the COLOURS campus through the development and implementation of digital and physical co creation spaces.	M48	
(Together with WP4/9) >= 8 summer schools over the four years with a total of at least 160 participants.	Support entrepreneurial skill development and commercialisation of new ideas for a concrete impact of OE education on transformative innovation in regions and beyond.	M48	
(Together with WP4/9) 63 CoLabs with a total of 2,520 participants (40 per CoLab, 10 representatives of each of the four quadruple helix actors)	Support entrepreneurial skill development and commercialisation of new ideas for a concrete impact of OE education on transformative innovation in regions and beyond.	M48	
(Together with WP4/9) Increase start-ups in all 9 regions by 80% compared to before the funding period.	Support entrepreneurial skill development and commercialisation of new ideas for a concrete impact of OE education on transformative innovation in regions and beyond.	M48	
(Together with WP2/7 & WP4/9 & WP5/10) 50 degrees include open academic itineraries and all of them introduce transdisciplinary courses	Facilitate the process of creating Open Academic Itineraries by aligning and integrating curricula and double/joint diploma paths and thus support the delivery of innovative transdisciplinary degrees.	M48	

WP4/WP9: Challenge-based Research & Innovation in Regional Innovation Ecosystems

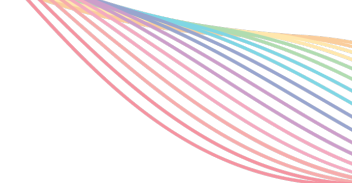| Indicator	Underlying Objective	Deadline	Check box
(Together with WP1, WP2/7 & WP3/8) 9 CoSpaces are established as spaces that are not located on campus and enable stakeholder collaboration. 9 Student Entrepreneurship Centres (as part of each CoSpace).	Support the implementation of innovative joint processes in university administration, teaching, research, innovation, and relations with society.	M6	
(Together with WP2/7 & WP3/8) 4,000 CoSpace users. 2,000 users of Student Entrepreneurship Centre. 9 Hackathons will have taken place (1 per partner during M12-24).	Create research and entrepreneurial opportunities and support participatory and open innovation processes across the COLOURS campus through the development and implementation of digital and physical co-creation spaces.	M24	
(Together with WP3/8) 27 CoLabs with 1,080 participants (40 per CoLab, 10 representatives of each of the four quadruple helix actors).	Support entrepreneurial skill development and commercialisation of new ideas for a concrete impact of OE education on transformative innovation in regions and beyond.	M24	
(Together with WP3/8) Increase start-ups in all 9 regions by 50% compared to before the funding period.	Support entrepreneurial skill development and commercialisation of new ideas for a concrete impact of OE education on transformative innovation in regions and beyond.	M24	
(Together with WP3/8) >= 4 summer schools over the two years with a total of at least 80 participants.	Support entrepreneurial skill development and commercialisation of new ideas for a concrete impact of OE education on transformative innovation in regions and beyond.	M24	
(Together with WP3/8) At least 700 users on CoHub Platform.	Ensure systematic networking with regional stakeholders in order to implement challenge-based education, include stakeholders from Quadruple Helix/Associated Partners.	M48	
(Together with WP3/8) At least 630 regional policy makers and public administration involved in COLOURS CoLabs. Qualified set of agreements between the participating actors; level of integration of these agreements in Smart Specialisation Areas.	Ensure systematic networking with regional stakeholders in order to implement challenge-based education, include stakeholders from Quadruple Helix/Associated Partners.	M48	
(Together with WP2/7 & WP3/8) Increase of CoSpace users by at least 10% per year. Increase of SEC users by at least 10% per year. A total of 27 Hackathons	Create research and entrepreneurial opportunities and support participatory and open innovation processes across the COLOURS campus through the development and implementation of digital and physical co creation spaces.	M48	

will have taken place (at least 2 challenge-based Hackathons per year per partner between M25-48).			
(Together with WP3/8) >= 8 summer schools over the four years with a total of at least 160 participants.	Support entrepreneurial skill development and commercialisation of new ideas for a concrete impact of OE education on transformative innovation in regions and beyond.	M48	
(Together with WP3/8) 63 CoLabs with a total of 2,520 participants (40 per CoLab, 10 representatives of each of the four quadruple helix actors)	Support entrepreneurial skill development and commercialisation of new ideas for a concrete impact of OE education on transformative innovation in regions and beyond.	M48	
(Together with WP3/8) Increase start-ups in all 9 regions by 80% compared to before the funding period.	Support entrepreneurial skill development and commercialisation of new ideas for a concrete impact of OE education on transformative innovation in regions and beyond.	M48	
(Together with WP2/7 & WP3/8 & WP5/10) 50 degrees include open academic itineraries and all of them introduce transdisciplinary courses	Facilitate the process of creating Open Academic Itineraries by aligning and integrating curricula and double/joint diploma paths and thus support the delivery of innovative transdisciplinary degrees.	M48	

WP5/WP10: Equality, Diversity, and Inclusion (EDI) Policy			
Indicator	**Underlying Objective**	**Deadline**	**Check box**
Each partner will have facilitated at least one two-day EDI Hackathon event, called "IMAGINE" and a one-day COIL event with a minimum of 35 students per university from different disciplines to solve the challenge of creating a university environment that commits to EDI as a fundamental cornerstone in all its processes and activities.	Generate a campus that has Equality, Diversity and Inclusion (EDI) as a fundamental cornerstone. Foster dialogue, identify and develop models of good practice for preventing violence against members of minority/marginalised groups.	M12	
EDI summary report. Emerging evidence report. Report about the results from the Group Concept Mapping. EDI officer installed at each partner university.	Identify and address all underrepresented groups and the barriers to equitable access to higher education.	M24	
2 annual reports about how EDI is functioning at each university. EDI policy implemented at each partner university.	Ensure the application of EDI in relation to the Quadruple helix framework.	M24	
EDI Research group reports to SC in M30, M36, M42, and M48.	Diversify excellence and promote equity and inclusion in research.	M30, M36, M42, M48	

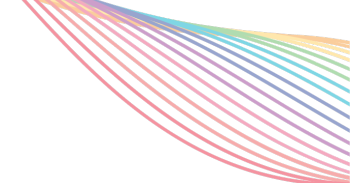| Indicator	Underlying Objective	Deadline	Check box
All learners, students and lifelong learners involved in the COLOURS Hackathons follow COLOURS EDI policy.	Generate a campus that has Equality, Diversity and Inclusion (EDI) as a fundamental cornerstone. Foster dialogue, identify and develop models of good practice for preventing violence against members of minority/marginalised groups.	M36	
75% of new employees at universities in the COLORS consortium participate in EDI training. Develop 3 general EDI courses based upon a micro-credential system (1 ECTS per EDI course). Implement the developed EDI courses at COLOURS universities – at least 1,000 students will undergo at least 1 EDI course.	Generate a campus that has Equality, Diversity and Inclusion (EDI) as a fundamental cornerstone. Foster dialogue, identify and develop models of good practice for preventing violence against members of minority/marginalised groups.	M48	
(Together with WP2/7 & WP3/8 & WP4/9) 50 degrees include open academic itineraries and all of them introduce transdisciplinary courses	Facilitate the process of creating Open Academic Itineraries by aligning and integrating curricula and double/joint diploma paths and thus support the delivery of innovative transdisciplinary degrees.	M48	

WP6/WP11: Dissemination and Exploitation			
Indicator	**Underlying Objective**	**Deadline**	**Check box**
Scenario-technique for strategic planning applied.	Develop a long-term plan of good practices, infrastructures and funding models to ensure sustainable implementation of the achievements and activities beyond the funding period.	M24	
Up to 200 external partners and stakeholders at the final conference.	Ensure visibility of the adaptable COLOURS model for responsible and challenge-based innovation in regions by sharing its activities with a wide range of stakeholders and citizens as well as with researchers, media (local, regional, national and international), policy makers, sponsors and funding agencies.	M48	
Online reach, on all channels 500,000+ Follower 500+ newsletter subscribers; 3+ press releases p.a., 50+ news. Published on new and traditional media 300+ targeted emails per year. (Annual social media activities including 100+ FB and Instagram posts, 150+ tweets, 30+ LinkedIn posts, 20+ videos, and 50+ news publications, 300+ targeted emails annually & 3+ newsletters annually)	Ensure visibility of the adaptable COLOURS model for responsible and challenge-based innovation in regions by sharing its activities with a wide range of stakeholders and citizens as well as with researchers, media (local, regional, national and international), policymakers, sponsors and funding agencies.	M48	

Up to 100 (online networking events to share good practices and exchange ideas on a European level with other European University Alliances).	Connect and engage with Higher Education ecosystem in Europe to showcase new working methods, encourage knowledge transfer and international exchange.	M48	
At least 6 events per region between M7-24, at least 6 events per region between M25-42, resulting in 108 events with at least 6.000 citizens reached. Find synergies with local Public Engagement events that already exist within the nine regions and present the COLOURS alliance within these events (science festivals, open days at universities, etc.). Through this engagement, online outreach activity and media coverage at least additional 1,5 Mio. citizens can be reached. (Specific dissemination and public engagement activities will target the entire Quadruple Helix, addressing local, regional, national, and EU/international levels, ensuring broad dissemination and impact.)	Offer active participation to local citizens within the COLOURS regional innovation ecosystems through Public Engagement activities.	M48	
COLOURS Sustainability Plan developed.	Develop a long-term plan of good practices, infrastructures and funding models to ensure sustainable implementation of the achievements and activities beyond the funding period.	M48	

Annexe II: COLOURS List of Critical Risks

Risk No	Description	WP No	Proposed Mitigation Measures
	COLOURS List of Critical Risks		
1	Barriers to strategic transformation to Open Science approaches (administrative regulations/cultural reasons) Likelihood: high Implication: projects cannot be implemented, or implementation is delayed	1	Communication and training regarding Open Science and its methodologies for all partners and stakeholders will be ensured. An exchange, also with other Alliances, will be fostered. Regular meetings will be established for researchers and administrative staff to find solutions and give recommendations to SC and CSB.
2	Under-representation of particular groups within governing bodies Likelihood: medium Implication: low level of diversity and creativity, lack of acceptance	1	Participation of underrepresented groups and minorities in committees will be promoted and actively encouraged. EDI officers at the Alliance universities will be involved and will be referred to the joint EDI for guidance.
3	Conflicts between partners of the Alliance or in the governance bodies Likelihood: medium Implication: Loss of motivation if not solved	1-11	Mediation processes, in which conflicts will be named and tackled, and a compromise will be found, will be developed within WP1. Mediation will always contain analysing the conflict, collecting and analysing information, generating options, evaluating them and reaching an agreement.
4	Late delivery of reports/ questionnaires, delays in realisation of tasks Likelihood: medium Implication: delayed grant payment, lack of quality control	1-11	Steps to realise tasks will be planned, agreed within the teams and clearly communicated; at first indication of a delay, the WP leader (and the team) will identify reasons for the delay, develop a strategy to address it and discuss it with the Steering Committee. The strategy might include devoting extra resources and support, in particular from the other WPs. Timely reminders and clear deadlines will be sent by the coordinators and WP leads. General support structures will be established and communicated.
5	Positions not filled in targeted time frame at all institutions Likelihood: low	1-11	Duration and hiring procedures for all required key positions have been identified for each Alliance partner, so that the hiring process can be started in due course.

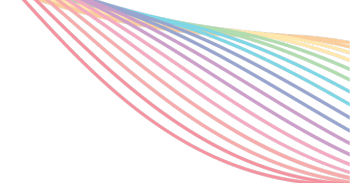|			
	Implication: delayed processes and projects		
6	Lack of interest of students to participate in governing bodies Likelihood: medium Implication: absence of student perspective and lack of ideas in activities	1	Early involvement of students throughout the application process will be ensured, active participation and development of their own ideas will be encouraged, and students will be considered as full and equal members of the governance structure.
7	Lack of interest of Associated Partners to take part in COLOURS Convention Likelihood: medium Impact: challenge-based approach in question, lack of perspectives crucial for the sustainable development of activities	1	Projects generating mutual benefits based on shared interests will be designed (CoLabs, Hackathons etc). Associated Partners will be personally invited to the annual conference, which offers opportunities for exchange with key stakeholders. A platform for exchange among Associated Partners will be offered in form of online meetings.
8	Fail to find enough specialists who agree to be part of External Advisory Board Likelihood: low Implication: lack of external advice	1	Experts will be contacted even before the start of the funding period.
9	Inconsistent or incompatible descriptions of study programmes and courses Likelihood: high Implication: Difficulties in comparing programmes and offers and in assessing if the programme fits into e.g. the students' curriculum; difficulties for automatic recognition	2	Universities of the Alliance will develop/adopt a common standard for describing its course offers. The Alliance plans to use the Course Description Metadata (CDM), a European standard for describing study programmes and courses.
10	Incompatibility of in-house infrastructures, especially in terms of authorisation procedures and complying with the legal regulations of all partners Likelihood: high Implication: Difficulties to exchange information between various IT systems without data loss (interoperability)	2, 7	Administrations of the universities and data protection officers will be cooperating right from the start. Coordinated development and implementation of the required infrastructure will ensure that the legal framework for cooperation agreements and the regulations for data protection are properly applied. The coordinated development and implementation of the required infrastructure will ensure that the legal framework for cooperation agreements and the regulations for data protection are properly applied.

			Feedback from users will be collected and considered to meet the various needs to develop attractive offers and tools and to allow for continuous improvement.
11	Lack of compatibility between the requirements for paperless data transfer and partners' in-home procedures and regulations Likelihood: high Implication: State of implementation of processes, e.g. EWP, differs at each partner University; barriers to mobility	2	As the current level of digitalisation of data transfer differs, best practices will be shared within the Alliance and experience from other universities will be taken into account. Administrations and the IT departments of all partners will collaborate right from the beginning. The data transfer within the Alliance can serve as a testbed to then expand the paperless data transfer to other partners.
12	Number of community members participating in the COLOURS Global Classroom - CoCampus -may be lower than expected. Likelihood: low Implication: intercultural dialogue and multilingualism hampered	2, 7	Regular information campaigns will be launched. Participants' engagement will be awarded with COLOURS giveaways (badges etc).
13	Number of stakeholders, students and community members interested in defining and earning micro-credentials may be lower than expected, lack of demand for upskilling and reskilling, concept might be unknown to target group Likelihood: medium Implication: interdisciplinarity & diversity of participants cannot be ensured, number of developed micro-credential courses might be lower than envisaged target	2, 7	Regular information campaigns will be launched to reach target groups. Promotional materials will emphasise compatibility of the system with ECTS points. Close collaboration with stakeholders to reach target groups. During the development phase, the accessible design of courses, learner support and guidance will be taken into account and part of quality assurance
14	Cultural Barriers may impede the definition and implementation of the Open Education model Likelihood: low Implication: A shared open education model cannot be developed	3, 8 5, 10	Frequent exchange of ideas and experiences in virtual and face-to-face meetings will help to prevent misunderstandings, other activities (esp. In WP2 and 6) support the enhancement of intercultural competencies.
15	Low engagement/interest of professors in challenge-based education and CoLabs Likelihood: medium	3, 4, 8, 9	Step-by-step approach to increase awareness of the approach's benefits, starting with pilot projects and putting a focus on dissemination of project results; stringent involvement of professors in the development processes (already in the preparation phase of the proposal), feedback will be regularly obtained.

	Implication: smaller number of challenge-based education offers and CoLabs can be developed than envisaged target, fewer challenges can be addressed		
16	Low engagement/interest of students in challenge-based education and CoLabs Likelihood: low Implication: the offers are not used to full capacity, low level of interdisciplinarity	3, 4, 8, 9	Programmes are co-created together with students, student representatives are involved in all processes, and pilot projects will be widely disseminated, e.g. through testimonials on social media. Feedback will be regularly obtained to keep offer and content of courses and CoLabs up-to-date and interesting for students.
17	Low engagement/interest of stakeholders in challenge-based education and CoLabs Likelihood: medium Implication: lack of regional involvement, regional challenges can only be insufficiently taken into account, co-creative problem-solving is hampered and innovative elements are lacking	3, 4, 8, 9	Stakeholders are involved in the processes from the beginning, feedback is obtained regularly not only from participants but also from potential contributors to identify and address any obstacles (e.g. lack of time, language barriers, etc.); dissemination measures are implemented
18	Legal / Ministerial barriers to interdisciplinary/double /joint degrees Likelihood: high Implication: Delays and blockages in implementing the offers	3, 8	Adopting a step-by-step approach (from simple inclusion of challenge-based modules in existing didactic offers to joint programmes in single disciplines and joint interdisciplinary programmes) allows for interim results and the identification of concrete barriers, which can then be discussed with education authorities and other education organisations at regional, national and European level; Intensive exchange with other Alliances to share experiences and discuss solutions
19	Strategic and reputational risk: Any event or action that could prevent the project from achieving its mission and goals related to establishing equality among its stakeholders, as well as any event or action capable of putting continuity at risk and finally affecting its reputation. The successful implementation of EDI is expected to enhance: the Alliance's image; its culture and its innovative capacity. Likelihood: low	5, 10	The nine EDI officers in the CIOs will set a final risk management plan and implement it. This will be coordinated by WP5&10 lead. Align the EDI orientations with the strategic plan objectives. Assess and follow up on the impact of the EDI sub-project on the stakeholders, the local areas, and communities. Create activities that raise and enhance the interest of target groups.

	Implication: lack of inclusivity and adhesion of stakeholders		To prevent those risks there is a course of action to implement toward two objectives: • to protect all stakeholders from failing to build an inclusive environment. to gain the adhesion of stakeholders and communities it serves on the importance of inclusion.
20	Operational risk: Any event or malfunction that affects the continuity and impacts its efficiency in terms of EDI. The operational risk pertains to all activities of the Alliance. It is followed at the governance, educational and research levels. Provide a safe working and studying environment to all students and staff members without any discrimination. Likelihood: low Implication: high	5, 10	Design processes and controls to reduce the exposure to the different types of risk at the operational level. Prevent and effectively manage health and safety with consequential risk or potential damage to staff and students. Prevent significant disruptions Improve organisational resilience after any major change/disruption Develop and use quantitative and qualitative key performance indicators
21	Governance and administrative risk (non-educational risk): Any practice or event that affects the governance in the implementation of the inclusive approach. Any barrier to the internal policy and administrative regulation. Likelihood: low Implication: high	5, 10	Review and adjust rules and regulations periodically Conduct ad hoc revisions and adjustments to changes and unexpected events
22	Educational Risk: Any practice or event that affects the teaching and learning process, functioning and development in a diverse environment. Lack of buy-in from faculty staff or students Likelihood: low	5, 10	Integration of the EDI requirements into the student recruitment process. Be equipped with specific materials to address the unique needs of underrepresented groups at the educational level. Develop pedagogical models of good practice Verify that the variety of skills and abilities inherent to diversity are

			produced. Verify whether degrees, knowledge and competencies are enhanced by the application of EDI.
	Implication: high		Develop and use key indicators to assess teaching and learning outcomes.
23	Research-related risks: Any practice or event that affects research activities, functioning or outcomes Likelihood: low Implication: Not being able to generate research evidence on the impact of the implementation of EDI in the consortium.	5, 10	Impact of equality and diversity on research activity needs to be monitored and assessed by the Review Board of each partner institution. Develop research activities and events (experiments, writing up papers, case studies, conferences, panel discussions) to infuse the EDI approach and implications. Communicate the use and usefulness of EDI in research
24	Information Technology-based risk: Failure to maintain sufficient IT equipment and security has several negative implications: on the short run by increasing the operational risk and slowing down the integration of EDI in the learning, teaching and research processes. In the medium term, it deters the financial autonomy and the reputation that the institution fails to ensure digital equality. Likelihood: low Implication: medium	5, 10	Provide adequate IT-based equipment for faculty, staff, and learners with unique needs. Implement effective controls for the system. Determine actions and procedures to secure processes, equipment and data (data storage, LMS). Prevent and fix distance learning obstacles for specific students and groups. Equip underrepresented groups with IT-specific materials and address their specific needs. Evaluate the mitigation measures.
25	Risk of Compliance: Failure of the institution to comply with the internal policy and procedures set to establish equality, diversity and inclusion.	5, 10	Clearly define the cultural traits and shared values of the different entities of the Alliance. Clearly define how and in which extension the EDI policy and regulations are implemented by the EU partners.

|			
	Failure to take into consideration EU laws & regulations about EDI as part of the external environment Likelihood: medium Implication: high		Communicate clearly and share EDI policy and regulations with all stakeholders. Identify issues and address them following an effective action plan.
26	Financial Risk: The difficulties generated by unexpected costs or any significant loss of revenue for the EDI activities. Lack of funding and restrictions on the budget impact adversely the inclusive development of the COLOURS Alliance. Likelihood: low Implication: high	5, 10	Develop and implement audit control systems, and control programmes of assets (funds, equipment, fraud, etc.) Be equipped with adequate insurance of institutional properties and assets that are dedicated to minorities or underrepresented groups. Set a financial viability plan for the EDI key activities
27	Dissemination measures fail to meet the expected target audience (number of participants, social media engagement, website traffic, etc.) Likelihood: medium Implication: Dissemination level is low	6, 11	Indicators are closely and regularly monitored to identify problems at an early stage, if numbers cannot be reached, more detailed evaluation and feedback processes will be initiated to detect reasons and establish measures to improve dissemination or add further measures
28	Cancellation or delay of face-to-face events, e.g. conferences, dissemination events, etc. due to occurrences like the pandemic Likelihood: medium Impact: Limited personal exchange	6, 11	If it becomes apparent that the pandemic will continue to make personal meetings difficult, the events will be planned with the option to take place virtually or in hybrid form; events will then include elements for informal exchange and creative discussions
29	Sustainability/ Long-term funding cannot be secured Likelihood: low Impact: Alliance achievements are not sustainable, long-term objectives cannot be reached	6, 11	During proposal preparation, the executive boards of all partners have declared that they are strongly committed to building a long-term Alliance; the partners will create joint fundraising strategies and develop further projects to expand their collaborations and apply for other funding lines

Annexe III: List of Deliverables

WP No	Deliverable No	Deliverable Name	Lead Beneficiary	CSO Due Date[14]	Submission Due Date[15]
WP1	D1.1	COLOURS Charter of Rules and Procedures	UPB	15 Jun 2024	30 Jun 2024
WP1	D1.2	Quality Assurance Plan	UPB	15 Jun 2024	30 Jun 2024
WP1	D1.3	COLOURS Mid-Term Quality Review	UPB	15 Dec 2025	31 Dec 2025
WP2	D2.1	Joint Digital Infrastructure Review Report	LMU	15 Dec 2025	31 Dec 2025
WP2	D2.2	COLOURS wallet of knowledge and skills	LMU	15 Dec 2025	31 Dec 2025
WP3	D3.1	Space in CoHub created	UNIFE	15 Dec 2025	31 Jan 2025
WP3	D3.2	COLOURS Open Education Action Plan	UNIFE	15 Dec 2025	31 Dec 2025
WP4	D4.1	COLOURS CoLabs designed	UCLM	15 Dec 2024	31 Dec 2024
WP4	D4.2	COLOURS Model of Innovation for Regions	UCLM	15 Dec 2025	31 Dec 2025
WP5	D5.1	COLOURS EDI Group Concept Mapping and Imagine Report: Outcomes and Recommendations	HKR	15 Jun 2025	30 Jun 2025
WP5	D5.2	COLOURS Equality, Diversity, and Inclusion Policy Report	HKR	15 Dec 2025	31 Dec 2025
WP6	D6.1	COLOURS Dissemination Plan and Data Management Plan	UNIOS	15 Jun 2024	30 Jun 2024
WP6	D6.2	COLOURS Dissemination material for Alliance communication	UNIOS	15 Dec 2025	31 Dec 2025
WP6	D6.3	Public engagement activities and the proof of future robustness	UNIOS	15 Dec 2025	31 Dec 2025
WP7	D7.1	Interconnection, Big data and teaching/learning impact	JDU	15 Dec 2027	31 Dec 2027

Table title: COLOURS Deliverables, CSO Due Dates & Submission Due Dates

[14] This is the due date for the concerned Lead Beneficiary to submit the deliverable to the CSO (i.e., to the Quality Officer).

[15] This is the due date for the QO to submit the final deliverable to the EU Funding and Tenters Portal (Project Continuous Report Tool)
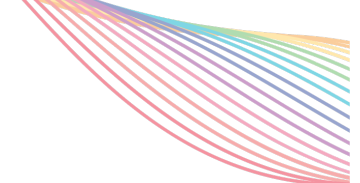
Co-funded by the European Union
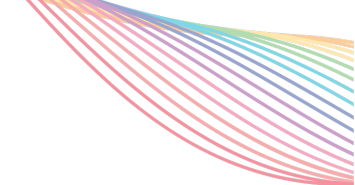
WP7	D7.2	COLOURFUL Teaching Scenarios	LMU	15 Dec 2026	31 Dec 2026
WP8	D8.1	First challenge-based seminar (Imagine) conducted	HKR	15 Dec 2026	31 Dec 2026
WP8	D8.2	Long-term Strategy for Challenge-based Education	UNIFE	15 Dec 2027	31 Dec 2027
WP9	D9.1	Final students' enterprise report	UCLM	15 Jun 2027	30 Jun 2027
WP9	D9.2	Final CoSpace Report	UCLM	15 Dec 2027	31 Dec 2027
WP10	D10.1	COLOURS Equality, Diversity, and Inclusion Training programme	HKR	15 Jun 2027	30 Jun 2027
WP10	D10.2	COLOURS Equality, Diversity, and Inclusion Action Plan	HKR	15 Dec 2027	31 Dec 2027
WP11	D11.1	COLOURS FAIR Communication toolkits	UNIOS	15 Dec 2026	31 Dec 2026
WP11	D11.2	Public events at the COLOURS regional communities	UKLO	15 Jun 2027	30 Jun 2027
WP11	D11.3	COLOURS Sustainability Strategy	UNIOS	15 Dec 2027	31 Dec 2027
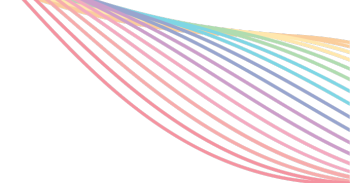
Annexe IV: Deliverables Description

WP1: Consortium Management and Decision Making-Development, Testing, Implementation and Long-Term Sustainability			
Deliverable No	**Deliverable Name**	**Type|Dissemination Level**	**Deliverable Description**
D1.1	COLOURS Charter of Rules and Procedures	Document, Report| Public	Covers aspects concerning the structure, members and elections as well as tasks and responsibilities (Tasks 1.1-1.3)
D1.2	Quality Assurance Plan	Document, Report| Sensitive	Plan covers milestones, success indicators, monitoring and evaluation instruments (Tasks 1.4-1.6)
D1.3	COLOURS Mid-Term Quality Review	Document, Report| Public	Conducted to evaluate progress, effectiveness of measures and success of activities.

WP2/WP7: Collaboration without Barriers			
Deliverable No	**Deliverable Name**	**Type|Dissemination Level**	**Deliverable Description**
D2.1	Joint Digital Infrastructure Review Report	Document, Report| Public	Detailed report on T2.1 and T2.2, incl. process design, implementation, evaluation, feedback by users, etc. The report will include an environmental impact study on the solution.
D2.2	COLOURS wallet of knowledge and skills	Data Management Plan| Public	Report on T.2.6; system of micro-credentials (content/courses designed in T2.4). Includes a whitepaper outlining the process of integrating micro-credentials into HE. Deliverable Type is also DMP.
D7.1	Interconnection, Big data and teaching/learning impact	Websites, patent, filing, videos, etc & Document| Public	LRS Report on the whole process of implementation and feedback on the use of deep tech, big data analysis and the impact on teaching and learning practices (T7.1)
D7.2	COLOURFUL Teaching Scenarios	Document, Report| Public	Open access publication on innovative pedagogy solutions with 140 innovative HE pedagogy practices (EN) (T7.4, T7.5)

WP3/WP8: Open Education (OE)

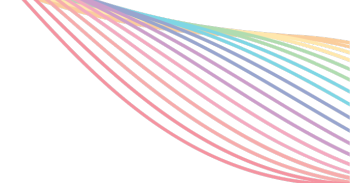| Deliverable No	Deliverable Name	Type|Dissemination Level	Deliverable Description
D3.1	Space in CoHub created	Document, Report| Public	Realisation of the space in the CoHub (Website), where regional stakeholders will be able to register and interact with the COLOURS Alliance, to form the basis of challenge-based education and research; strong collaboration with WP4 on this, also with WP2 for the IT and WP6 for communication
D3.2	COLOURS Open Education Action Plan	Document, Report| Public	Report of the COLOURS Open Education Action Plan (T3.1-T3.10)
D8.1	First challenge-based seminar (Imagine) conducted	Document, Report| Public	Two-day seminar on a specific regional challenge (linked to the triple transition), with some short course on the first day and participating students actively resolving a specific challenge; aims at boosting entrepreneurial spirit in the COLOURS Alliance
D8.2	Long-term Strategy for Challenge-based Education	Document, Report| Public	Report of the long-term strategy for challenge-based education model (T8.1) available in the languages of the partner universities + EN (PDF)

WP4/WP9: Challenge-based Research & Innovation in Regional Innovation Ecosystems

Deliverable No	Deliverable Name	Type|Dissemination Level	Deliverable Description
D4.1	COLOURS CoLabs designed	Document, Report| Public	Detailed report on the guidelines and main tasks to be developed for correctly creating and establishing CoLabs within the Alliance but also with other European Universities and institutions.
D4.2	COLOURS Model of Innovation for Regions	Document, Report| Public	Detailed report on the CoSpaces' activities and results of T4.1- T4.6, including SEC, to be shared within the Alliance but also with other European Universities and policymakers; published in digital CoHub.
D9.1	Final students' enterprise report	Document, Report| Public	Detailed report including information about the type, focus and alignment with the COLOURS University objectives of all created student enterprises
D9.2	Final CoSpace Report	Document, Report| Public	Detailed report on activities in CoSpaces, the results of CoLabs and Hackathons (T9.1-T9.5), incl. Sustainability report (EN and language of the university coordinating the CoSpace)

WP5/WP10: Equality, Diversity, and Inclusion (EDI) Policy

Deliverable No	Deliverable Name	Type|Dissemination Level	Deliverable Description
D5.1	COLOURS EDI Group Concept Mapping and Imagine Report: Outcomes and Recommendations	Document, Report| Public	A summary publication encapsulates the results of the Group Concept Mapping and Imagine seminars, along with recommendations for implementing Equality, Diversity, and Inclusion (EDI) principles across the Alliance
D5.2	COLOURS Equality, Diversity, and Inclusion Policy Report	Document, Report| Public	Publication of COLOURS Equality, Diversity, and Inclusion policy report t, in EN and all Alliance partners' languages, PDF (T5.1-T5.7)
D10.1	COLOURS Equality, Diversity, and Inclusion Training programme	Document, Report| Public	Summarises the different EDI measures and indicators (T10.1-T10.2)
D10.2	COLOURS Equality, Diversity, and Inclusion Action Plan	Document, Report| Public	Summarises the different EDI measures, the expected outcomes and indicators (T10.3-T10.5). EN and in all Alliance partners' languages.

WP6/WP11: Dissemination and Exploitation

| Deliverable No	Deliverable Name	Type|Dissemination Level	Deliverable Description
D6.1	COLOURS Dissemination Plan and Data Management Plan	Document, Report| Public	Report on activities in T6.1- T6.2; Detailed dissemination and data management plan/joint communication strategy (PDF EN)
D6.2	COLOURS Dissemination material for Alliance communication	Document, Report| Public	Report on development and management of dissemination materials in T6.2-T6.3; Developed dissemination materials for Alliance communication
D6.3	Public engagement activities and the proof of future robustness	Document, Report| Public	Report on co-creation and implementation of public engagements events and conferences activities, and the first analysis of future robustness of COLOURS in T6.2; T6.4-6.7
D11.1	COLOURS FAIR Communication tool kits	Document, Report| Public	Printed and digital materials with gathered recommendations and learnings of all WPs according to the FAIR principle in T11.1- T11.2 (PDF, EN)
D11.2	Public events at the COLOURS regional communities	Document, Report| Public	Report on 6 public events on the exploitation of the project outcomes and topics defined locally involving citizens in T11.3
D11.3	COLOURS Sustainability Strategy	Document, Report| Public	A detailed strategy and timeline on the sustainability of Alliance achievements beyond the funding period; T11.4-11.6 (PDF, EN)

Annexe V: List of Milestones

COLOURS Milestones, CSO Due Dates & Check Due Dates					
WP No	**Mileston e No**	**Milestone Name**	**Lead Beneficiary**	**CSO Due Date**[16]	**Check Due Date**[17]
WP1	1	CSO at UPB and CIOs at all nine universities	UPB	24 Mar 2024	31 Mar 2024
WP1	2	COLOURS Alliance kick-off meeting	UPB	24 Mar 2024	31 Mar 2024
WP2	3	PoC ("Proof-of-Concept") COLOURS IT infrastructure	LMU	24 Dec 2024	31 Dec 2024
WP2	4	System of micro credentials developed	LMU	24 Mar 2025	31 Mar 2025
WP3	5	First COLOURS joint degree developed	UNIFE	24 Dec 2025	31 Dec 2025
WP4	6	CoSpaces established	UCLM	23. Jun 24	30 Jun 2024
WP4	7	First series of CoLabs conducted	UCLM	23. Apr 25	30 Apr 2025
WP4	8	First Student enterprise in COLOURS	UNIFE	24. Aug 25	31 Aug 2025
WP5	9	COLOURS EDI Policy adopted	HKR	24 Dec 2025	31 Dec 2025
WP6	10	COLOURS Website	UNIOS	24 Dec 2025	31 Dec 2025
WP7	11	COLOURS digital catalogue of curricula and diploma paths fully implemented	JDU	24 Dec 2026	31 Dec 2026
WP7	12	Micro-credential and digital badge system in full use	LMU	23. Jun 27	30 Jun 2027
WP8	13	First COLOURS Challenge-based Research Project	UNIFE	24 Dec 2026	31 Dec 2026
WP10	14	EDI Action Plan implemented	HKR	24 Dec 2027	31 Dec 2027
WP11	15	COLOURS Final Conference	UNIOS	23. Sep 27	30 Sep 2027
WP5	16	COLOURS EDI Officers	HKR	22. Feb 24	29 Feb 2024
WP5	17	EDI IMAGINE report	HKR	23. Apr 25	30 Apr 2025

---

[16] This is the due date for the concerned Lead Beneficiary to submit the means of verification (Annexe III) for the corresponding milestone to the CSO (i.e., to the Quality Officer).

[17] This is the due date for the QO to check as achieved the concerned Milestone on the EU Funding and Tenders Portal (Project Continuous Report Tool)
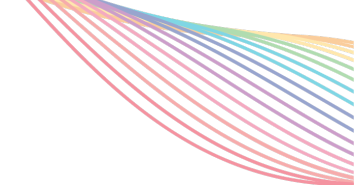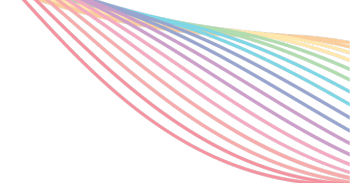
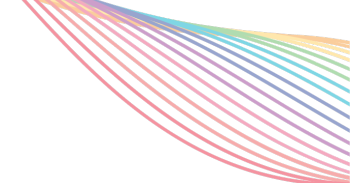| WP5 | 18 | Group Concept Mapping (GCM) report | HKR | 23. Jun 25 | 30 Jun 2025 |
WP10	19	EDI Training Curriculum	HKR	23. Jun 26	30 Jun 2026
WP10	20	EDI courses implemented	HKR	23. Jun 27	30 Jun 2027
WP9	21	36 CoLabs conducted in COLOURS	UCLM	23. Apr 27	30 Apr 2027
WP9	22	18 Student enterprises created in COLOURS	UCLM	24 Dec 2027	31 Dec 2027
WP1	23	Partnership Agreement signed	UPB	24 Dec 2024	31 Dec 2024
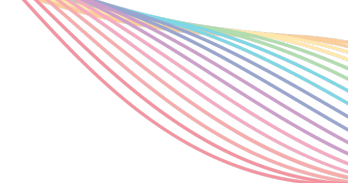
Annexe VI: Milestones Means of Verification

WP1: Consortium Management and Decision Making-Development, Testing, Implementation and Long-Term Sustainability		
Milestone No	Milestone	Means of Verification
M1	CSO at UPB and CIOs at all nine universities	Filled positions in CSO and CIOs (employment contracts). Description: CSO coordinates the Alliance and supports all partners. CIOs ensure the implementation of all activities of the Alliance on a local level within the nine partner universities.
M2	COLOURS Alliance kick-off meeting	Members of all committees attend the meeting (signed attendance list), invitation, agenda, and meeting minutes). Description: Meeting of all Alliance partners at UPB, incl. the following governance bodies: CSB, CSO, SC, SF, EAB
M23	Partnership Agreement signed	All partners have signed the Partnership Agreement

WP2/WP7: Collaboration without Barriers		
Milestone No	Milestone	Means of Verification
M3	PoC ("Proof-of-Concept") COLOURS IT infrastructure	Signed agreement between the Alliance partners on the choice of a common infrastructure. Test runs on different functionalities. Description: After a thorough inventory of the existing infrastructure (M6) and the acquisition of the central server, the installation of the various exchange and collaboration tools and the success of the operational tests, the infrastructure is ready to host the various activities and to carry out the various tasks. JDU is another lead beneficiary in this milestone.
M4	System of micro credentials developed	Means of Verification: Information leaflet providing information about the types of badges and validation criteria. Description: COLOURS system of micro-credentials and validation criteria has been developed and is ready for piloting phase
M11	COLOURS digital catalogue of curricula and diploma paths fully implemented	Number of training offers, statistics on popularity of training offers Description: The COLOURS training offer is fully accessible to all members of each COLOURS partner university
M12	Micro-credential and digital badge system in full use	Completed micro-credential courses and earned badges fully integrated. Number of obtained micro-credentials and/or COLOURS badges Description: Each learner who has attended a COLOURS course has a digital wallet containing obtained micro-credentials and/or COLOURS badges

WP3/WP8: Open Education (OE)

Milestone No	Milestone	Means of Verification
M5	First COLOURS joint degree developed	Convention of the Joint degree signed by all Rectors Description: First joint degree approved by partners, involving at least 3 partners; degree is open to all students of the COLOURS partners
M13	First COLOURS Challenge-based Research Project	Research (in progress) Report, amount of collected funds, final report (M48) Description: First COLOURS Challenge-based research project launched, performed by an interdisciplinary team on digital/green/societal transition

WP4/WP9: Challenge-based Research & Innovation in Regional Innovation Ecosystems

Milestone No	Milestone	Means of Verification
M6	CoSpaces established	CoSpace Officer employment contract, rental agreement of space Description: Location for collaboration with regional stakeholders in all nine regions with one person in charge (CoSpace Officer)
M7	First series of CoLabs conducted	For each CoLab: invitation, agenda, signed presence list, number of participants, report of the event, feedback Description: First CoLabs take place at different universities of the Alliance
M8	First Student enterprise in COLOURS	Start of the support process Description: First student enterprise (business or other type of organisation) supported in COLOURS
M21	36 CoLabs conducted in COLOURS	Detailed report of the developed activities and other proofs including pictures and a summary of main conclusions. Description: At the end of the project, a total number of 36 CoLabs will have been developed. This means that all COLOURS partners will have had the opportunity to collaborate and work together with the quadruple helix in important topics and regional issues always outside the academia. After each conducted CoLabs, the partner in charge of the CoLab organisation will send a detailed report of the developed activities and other proofs including pictures and a summary of main conclusions. The lead beneficiary (UCLM) will gather all CoLabs reports and will make the final CoLabs report.
M22	18 Student enterprises created in COLOURS	Detailed report of the generated enterprises and other proofs including pictures and a summary of main activities. Description: CoLabs include three different main steps that will be accomplished by all participants. The final step (the third one) is related to an enterprise generation by participants using previous knowledge and ideas acquired during CoLabs activities. According to the proposed approach in the COLOURS framework and related WPs, 18 student enterprises will be generated. Right after finalising each CoLab, the partner in charge of the CoLab organisation will send a detailed report of the generated enterprises and other proofs including pictures and a summary of the activity. The lead beneficiary (UCLM) will gather all enterprise reports and will make the final CoLabs report.

WP5/WP10: Equality, Diversity, and Inclusion (EDI) Policy

Milestone No	Milestone	Means of Verification
M9	COLOURS EDI Policy adopted	EDI Policy document signed by all partners during a signing ceremony Description: Alliance partners adopt EDI Policy; official signing ceremony
M14	EDI Action Plan implemented	Quantitative and qualitative indicators that verify the level of EDI transformative impact and sustainability. Description: The EDI Action plan has had a sustainable, transformative impact, on an institutional and regional level.
M16	COLOURS EDI Officers	a list of the appointed EDI officers at each, university Description: Install EDI officers at all nine partner universities
M17	EDI IMAGINE report	1 report from each university and a summary report Description: EDI IMAGINE report at each university and a summary report
M18	Group Concept Mapping (GCM) report	1 report from each university and a summary report Description: GCM report at each university as well as an overall summary report
M19	EDI Training Curriculum	The implementation of the Equality, Diversity, and Inclusion (EDI) training curriculum can be verified by reviewing the curriculum materials and consulting training schedules Description: The EDI training curriculum has been developed.
M20	EDI courses implemented	The implementation and evaluation of the Equality, Diversity, and Inclusion (EDI) training curriculum by all the partners in the Alliance can be substantiated by cross-checking records of participation, reviewing evaluation forms completed by the partners, and examining any feedback or reports generated by the partners regarding the curriculum Description: The EDI training curriculum has been implemented and evaluated by all the partners

WP6/WP11: Dissemination and Exploitation

Milestone No	Milestone	Means of Verification
M10	COLOURS Website	Website is being launched Resources, toolkits, news and other COLOURS-related content available Description: For a detailed description of the COLOURS website, see GA 3.2. WP6 will gather and provide all content while WP2 will technically set up the website.
M15	COLOURS Final Conference	Invitation, agenda, signed presence list, press release Description: Event that gathers all COLOURS partners plus regional and external stakeholders in Le Mans.