Co-funded by the European Union



CIVIS2 Final Quality Report

CIVIS2: Deliverable 1.4

Approved by the Steering Committee of CIVIS
on 17 September 2026

civis
Europe's Civic University Alliance

The CIVIS Alliance member universities

Here are the names of the universities and their acronyms as we use them in CIVIS.

Full member universities

AMU	Aix-Marseille Université
NKUA	National and Kapodistrian University of Athens
UB	University of Bucharest
ULB	Université libre de Bruxelles
UofG	University of Glasgow
UNIL	University of Lausanne
UAM	Universidad Autónoma de Madrid
SUR	Sapienza Università di Roma
PLUS	University of Salzburg
SU	Stockholm University
UT	University of Tübingen

Associate member universities

UH2C	Université Hassan II de Casablanca
UCAD	Université Cheikh Anta Diop de Dakar
WITS	University of the Witwatersrand, Johannesburg
MAK	Makerere University
UEM	Universidade Eduardo Mondlane
USF	Université de Sfax

CIVIS is co-funded by the European Union (project N°: ERASMUS-EDU-2022-EUR-UNIV-1-101089983). Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the *European Union* (EU) or the *European Education and Culture Executive Agency* (EACEA). Neither the EU nor the EACA can be held responsible for them.

CIVIS – Europe's Civic University Alliance

CIVIS is formed by the alliance of 11 leading research-intensive higher education institutions across Europe: Aix-Marseille Université, National and Kapodistrian University of Athens, Université libre de Bruxelles, University of Bucharest, University of Glasgow, University of Lausanne, Universidad Autónoma de Madrid, Sapienza Università di Roma, Paris Lodron University of Salzburg, Stockholm University and Eberhard Karls Universität Tübingen. Six prestigious African universities join CIVIS as Associate Members: Université Hassan II de Casablanca, Université Cheikh Anta Diop de Dakar, University of the Witwatersrand, Johannesburg, Makerere University, Eduardo Mondlane University, Université de Sfax.

CIVIS brings together a community of more than 470,000 students and 58,000 staff members, including 35,000 academics and researchers in Europe alone. Including Associate Members, the Alliance counts 720,000 students and 75,000 staff members.

The Authors

Anna-Karin Björling, CIVIS Quality Officer/SU
Evelina Sköld, CIVIS Quality Officer Education/SU
Moritz Pohlner, Project Manager/AMU
and the entire **CIVIS Community**

Cite as: Björling, A.-K., Sköld, E., Pohlner, M., & CIVIS, Europe's Civic University Alliance. (2026). CIVIS Final Quality Report. CIVIS, Europe's Civic University Alliance. https://doi.org/10.5281/zenodo.22249756

1 Alliance
11 Universities
Countless Possibilities

TABLE OF CONTENTS

Executive Summary **6**

Introduction and Objectives **8**

Introduction 8
Methodology and structure of the report 8
Objectives 8

Quality Assurance Plan **9**

Indicators **9**

Methodology for the indicators 10
CIVIS2 and CIVIS1 in some numbers 11
Trends for CIVIS2 based on the indicators 12

External Evaluation **14**

Methodology for external evaluation 14
Recommendations according to the interim external evaluation 16
Recommendations according to the final external evaluation 17

Monitoring and Management Processes **17**

Actions **19**

Implemented actions 19
Future-oriented actions 21

CIVIS Success Stories **22**

Conclusion, Next Steps and Outlook **24**

Conclusions 24
Next steps and outlook 25

Appendix 1 – Indicators Organised by WPs **27**

WP1 – Management and governance 27
WP3 – Challenge based local to global educational activities 31
WP4 - Local to global civic engagement projects 33
WP6 - Connecting student communities through the inter-university campus 36
WP7 - Connecting staff communities through the inter-university campus 52
WP9 - Accredited shared undergraduate (bachelor) & graduate (master) educational offer 59
WP10 - Doctoral educational offer 66
WP11 - Develop an accredited modular educational offer 69
WP12 – Consolidation 71
WP13 – Impact and dissemination 71
Transformative indicators 77

Appendix 2 – Theory of Change for CIVIS **82**

Appendix 3 – Lessons Learned **83**

Appendix 4 – Next Steps for the Indicators **85**

CIVIS 2 Work Packages and Streams

The CIVIS2 project is organised around three broad Streams, the Alliance's key areas of activity. Each Stream brings together different operational Work Packages that turn our Alliance's priorities into action.

WP1	Management and Governance	
WP2	Civic Engagement and Challenge-Based Education Strategy	Stream 1: Challenge-Based Education and Civic Engagement
WP3	Challenge-Based Local to Global Educational Activities	
WP4	Local to Global Civic Engagement Projects	
WP5	Enabling the Shared Inter-University Campus	Stream 2: Inter-University Campus
WP6	Connecting Student Communities through the Inter-University Campus	
WP7	Connecting Staff Communities through the Inter-University Campus	
WP8	Embedding Shared Educational Offer	Stream 3: Embedded Joint Educational offer
WP9	Accredited Shared Undergraduate (Bachelor) and Graduate (Master) Educational Offer	
WP10	Doctoral Educational Offer	
WP11	Accredited Modular Educational Offer	
WP12	Consolidation	
WP13	Impact and Dissemination	

Acronyms and Abbreviations

AM	Associate Member (University in Africa)
BoR	Board of Rectors
EACEA	European Education and Culture Executive Agency
EG	Expert Group
EMDM	Erasmus Mundus Design Measures
EMJM	Erasmus Mundus Joint Master's
EUA	European University Alliance
CIVIS	CIVIS – Europe's Civic University Alliance
CIVIS 1	Erasmus+ project "CIVIS" from 2019 to 2022
CIVIS 2	Erasmus+ project "CIVIS2 " from 2022 to 2026
CIVIS 2.1	Erasmus+ project "CIVIS2.1" in grant agreement preparation, planned for 2026-2028
GSC	Global Student Council
MC	Management Committee
OL	Open Lab
SC	Steering Committee
SG	Secretary general
WP	Work Package (of the CIVIS2 project, if not specified differently)
JMS	Joint Mission Statement
KPIs	Key Perfomance Indicators
ME	Monitoring and Evaluation
MSCA	Marie Skłodowska-Curie Actions
PDCA-cycle	Plan- Do-Check-Act-cycle
QA	Quality Assurance
QAP	Quality Assurance Plan

Executive Summary

CIVIS aims to promote academic excellence, inclusiveness and mobility across European higher education institutions by creating a dynamic network and a culture of quality for networking, inclusion and collaboration. The Final Quality Report (D1.4) outlines and defines the quality assurance system and mechanisms (strategy) for CIVIS and its final outcomes and achievements, with a particular focus on the project's objectives and the broader objectives of the European University Alliances (EUA). The report also provides many examples of actions and success stories that have been generated by the quality assurance system.

The key elements of the quality assurance system include a quality assurance plan, indicators, external evaluation, monitoring and management processes, and various types of quality reports, including the Plan-Do-Check-Act cycle (PDCA-cycle), which ensures continuous improvement through feedback and adjustment processes. The approach focuses on ensuring that the implementation of CIVIS not only meets its objectives, which emphasise, for example, enhanced student and staff mobility, inclusive governance, diverse educational provision, dissemination and collaboration with external stakeholders, but also contributes to the wider objectives of the EUA, such as strengthening European identity, an innovative higher education landscape across Europe and promoting green and digital transitions in higher education.

To assess quality and impact, the approach includes both quantitative and qualitative methods. The approach also includes continuous engagement and feedback loops with CIVIS entities and bodies to ensure that the Alliance remains a culture of quality and that actions are taken in relation to the outcomes of the system.

The overall results of the measuring of the 80 indicators, related to the approximately 60 objectives of the 13 Work Packages, can be grouped into three categories: upward, neutral and downward trends. In conclusion there are more upward trends than downward trends, which is very positive. CIVIS has for example achieved strong progress in mobility, collaboration, and community building, particularly through BIPs, staff weeks, and the establishment of robust support structures and opportunities. Furthermore, the measurement of the indicators demonstrates that CIVIS is moving from building structures and opportunities toward increased satisfaction among student and staff, increasing engagement, participation, diverse mobility formats, staff internationalisation, educational provision and external reach. The upward trends show that many of the mechanisms and activities established are now being actively used by students, staff, Associate Members (in Africa) and external stakeholders.

However, there are also challenges, which are reflected in the downward trends. The next phase of CIVIS should focus more on expanding participation across all Member Universities, further developing and increasing promising initiatives such as enabling collaborations under *Marie Skłodowska-Curie Actions* (MSCA) and cotutelles, further support the CIVIS joint degree programmes such as laying the grounds for sustainability via other funding applications, writing consortium agreements and undergo accreditation, and also enhancing the long-term impact of mobility, support external funding, and cross-Hub collaboration.

In summary the trends reflected in the results of the indicators imply that CIVIS does not have a general participation problem. While declines are concentrated in more resource-intensive or structurally complex forms of engagement, several areas are growing strongly.

The final external evaluation was conducted using a combination of surveys, interviews, focus groups and desk research, and supported by the Theory of Change analytical framework. One key finding is that CIVIS quality assurance has evolved into an effective instrument for continuous improvement and organisational learning. It has become increasingly embedded within governance and management processes, contributing to evidence-based decision-making and continuous organisational learning. While communication of evaluation outcomes could still be strengthened across the wider institutional community, the overall evolution is clearly positive.

Furthermore, the external evaluation team considers that the WPs deliverables assessed during the final external evaluation fulfil their intended objectives and collectively demonstrate the continued development

and organisational consolidation of CIVIS2. Together with the deliverables assessed during the interim external evaluation, they provide convincing evidence of the progress achieved across the principal strategic and operational dimensions of the Alliance. The team also states that CIVIS is well positioned to continue to contribute to the objectives of the European Universities Initiative beyond the current funding period.

Nevertheless, the final external evaluation identifies some areas requiring continued attention. There is uneven internal communication across institutional levels, administrative procedures continue to generate unnecessary complexity, and the degree of institutional embedding varies among partner universities. The evaluation also highlights the importance of developing more systematic approaches to measuring long-term educational, organisational and societal impact beyond project outputs.

The final external evaluation concludes that CIVIS has been highly successful in consolidating CIVIS as a mature European University Alliance. Compared with the interim evaluation, the Alliance has evolved from establishing common governance structures and launching collaborative initiatives towards becoming a more institutionally embedded, strategically integrated and operationally mature partnership.

Introduction and Objectives

Introduction

This deliverable demonstrates how CIVIS quality assurance mechanisms guarantee the quality and effectiveness of activities carried out within CIVIS, as well as the progress of CIVIS towards the project's objectives, the European University Alliances goals, and to a certain extent, the transformation process towards the CIVIS Joint Mission Statement. It also demonstrates challenges and recommendations as well as actions, success stories, added value and impact generated by the quality assurance system.

Methodology and structure of the report

This deliverable comprises nine chapters focusing on the cornerstones of the CIVIS2 quality assurance system: the quality assurance plan; the indicators; the external evaluation; monitoring and management processes; actions and success stories generated from the PDCA-cycle. The deliverable ends with conclusions, outlook and the next steps.

Objectives

The Final Quality Report is related to the following WP1 objectives and associated tasks and descriptions (subtasks), which are incorporated in the different sections of the report.

- Define and implement quality assurance and risk assessment strategy of CIVIS initiative.
    - Set up Quality assurance mechanisms.
        - Project quality control will be monitored thanks to a Quality assurance plan (QAP) including measurement indicators for each WP and for the whole project objectives. These indicators will be defined in M2 in the QAP and followed up in the updates of the QAP.
        - Identify processes, responsibilities and control mechanisms to ensure CIVIS organization functioning.
        - Ensure the quality and effectiveness of actions undertaken and financed by CIVIS.
        - To assess the efficacy of this project with respect to its stated objectives.
        - Investigate and assess the implementation of CIVIS, with a particular focus on the alignment with CIVIS initial objectives and the wider European University Alliances goals.
        - Articulate the level of impact expected of CIVIS initiative on member-universities and learning and evaluate/communicate this both internally and externally.
        - Draft Quality Reports and Recommendations.
- Ensure smooth financial and administrative management and coordination of CIVIS activities.
    - Support a smooth implementation of the new CIVIS2 organisation through the provision of effective and efficient technical, legal, administrative and financial project management.
        - Ensure monitoring securing that project activities are progressing according to the Work Plan and are appropriate to producing the expected outputs, outcomes and deliverables and propose mitigation measures as required.
        - Ensure management of impact & potential risks of CIVIS innovative initiatives at local/institutional level.
        - Technical, legal and financial management of the project: These activities cover the following: Managing the project and ensuring that the required reports are provided in a timely manner; Implementing management control and internal communication procedures within the consortium.
        - Provide CIVIS Platform that will support cooperation, the sharing of information and efficient project management within the CIVIS Alliance.

Quality Assurance Plan

The Quality Assurance Plan (QAP) for the CIVIS2 project describes the quality assurance system (strategy), including control mechanisms, tools, timetable and roadmap to monitor and evaluate the implementation of CIVIS activities, to ensure optimal functioning and the progress towards agreed objectives.[1] Particular attention is paid to the alignment with the objectives and the wider goals of the European University Alliances.

The QAP also describes the distribution of responsibilities between key actors, such as the Quality Officer, the Executive Director, the Management Committee and the external evaluators. Each body has a defined role in ensuring the quality of the implementation of the project, including feedback loops to facilitate continuous improvement.

The quality assurance system is inspired by the Plan–Do–Check–Act cycle (PDCA-cycle). This cycle is an iterative design and management method used to control and continuously improve activities, processes and results.

The QAP has been published according to the agreed milestone MS1.2 (Quality Assurance Plan for the CIVIS2 Project) and communicated to CIVIS bodies. There have been no major changes in the planning and implementation of the quality control. Therefore, the QAP of March 2023 is still valid.

The Final Quality Report reflects the implementation of the QAP, whereby CIVIS seeks to promote a common quality culture across the consortium.

Indicators

A set of 80 indicators (also called "measures of achievement" or Key Performance Indicators, KPIs, in the CIVIS2 application) serves as a quality assurance tool and mechanism to measure the progress of the CIVIS Alliance's toward the WPs approximately 60 objectives, the overall project objectives and, to some extent, the transformation process toward the CIVIS Joint Mission Statement (JMS). The indicators are also used to ensure the quality and effectiveness of the activities of the CIVIS partners.

The results of the first data collection (base line figures) for the first CIVIS2 year (1 October 2022 – 30 September 2023)[2] have been internally circulated in the first Internal Quality Progress Report, MS1.4-1. The results of the second year (1 October 2023 – 30 September 2024) are covered by the D1.2 Interim Quality Report, approved by the Steering Committee (SC) and thereafter submitted to the EACEA. The results of the second year are also captured in the Internal Quality Progress Report MS1.4-2. The results of the third year (1 October 2024 – 30 September 2025) could be found in the Internal Quality Progress report MS1.4-3. The result of the data collection for 2025-2026 is published in the subsequent report D1.4 Final Quality Report.

Please note that this report (of course) does not cover all the achievements of CIVIS. For example, it does not cover and elaborate on qualitative outcomes such as strategies, policies, processes, guidelines and tools. Instead, these and other types of achievements are described, for example, in milestones, deliverables and progress reports for various bodies.

[1] The quality assurance processes for CIVIS joint educational activities are not within the scope of the QAP. This is described in other documents related to different milestones and deliverables.
[2] For most mobility and educational activities indicators, the measurement period is instead the academic year.

Methodology for the indicators

The indicators for measuring output and outcomes were fine-tuned in 2023, 2024 and 2025 based on the experience of the data collection, validated deliverables, milestones, and new or expanded activities. The aim of the refinements was to make the indicators even more aligned with the CIVIS2 bodies and progress of activities, and at the same time measurable, clear, easy to collect, useful, and (hopefully) sustainable over time for the CIVIS Alliance. The annual fine-tuning was done in close collaboration with several CIVIS bodies to foster a shared ownership of the indicators.

The activities etc. reflected in the indicators start at different points during the CIVIS2 project. This means that data collection for some indicators started already in the first or second year, while for others in the third CIVIS2 year, and so on.

In all four years of CIVIS2 nearly 100 individuals from 25 CIVIS bodies and entities provided data for the indicators, involving many participants in the data collection process. The responsibilities and involvement of these participants, together with targets, sources of data and periods for the indicators, are clearly stated in a common document in CIVIS Box. This document is shared with all the relevant bodies involved in working with the indicators, such as the WPs, Units, Officers, Student Council, Project Management. and Expert Groups.

It should be noted that some data was more difficult and took longer time to collect than others. For example, this was due to the data source, e.g. manually counted versus IT platform-based data and the number of individuals involved.[3] To reduce the need for manual data collection to some extent in the future, a digital mobility reporting toolkit and dashboard will be developed and used to monitor and facilitate access to real time mobility information.

At the end of the fourth CIVIS2 year, 92% (74 out of 80) of the approved indicators were measured, compared to 95% (76 out of 80) in the third CIVIS2 year. No new indicators were added for the fourth-year measurement. This reflects the fact that CIVIS2 is fully operational. Fewer indicators were measured for this report because the cut-off date for data collection was 15 June 2026, rather than 30 September as in previous years.

The results of the data collection in detail could be seen in Appendix 1 – Indicators organised by Work Packages (WPs). It is organised by WPs but are relevant to the CIVIS Alliance as a whole as many of CIVIS2's objectives — and consequently, many indicators — overlap across WPs. For example, student mobility and some educational activities and objectives overlap across WPs. Nevertheless, for the third and fourth year the heading 'Main objectives' has been added under each indicator. Typically, there is one or more main objective(s) for the WP under which the indicator is placed, but occasionally, objectives from other WPs are included due to overlap between WPs. There may also be other, more periphery, objectives related to the indicator, but as mentioned above, only the main objectives are listed under this heading.

[3] The challenge of manual data collection for indicators and reporting is not unique for CIVIS; rather, it is something that many—perhaps most — other alliances struggle with. This is described in, for example, in FOREU4ALL's report European University Alliances' Good Impact Assessment Practices—Case Studies, April 2026, Impact Topical Group.

CIVIS2 and CIVIS1 in some numbers

Some (but not all) of the numbers for CIVIS1[4] and CIVIS2, including totals, are presented in Table 1 below, based on the data collection of the indicators.

Indicators	4th CIVIS2 year/2025-2026	3rd CIVIS2 year/2024-2025	2nd CIVIS2 year/2023-2024	1st CIVIS2 year/2022-2023	CIVIS1, /2019-2022	Totals
Mobile students[5]	3,584	3,118	2,408	2,077	5,028	16,215[6]
Mobile staff[7]	778	766	321	259	356	1,702
BIPs, launched	60	66	56	54	-[8]	236[9]
BIPs, student applications	6,789	5,038	3,890	3,502	-	19,219
Staff weeks, launched	15	8	5	2	-	30
Open Labs projects, validated	8	21	-	-	49	78
Bachelor's and master's degree programmes, validated	7	1	4	0	1	13
Seed funding proposals with AM[10], submitted	-[11]	22	4	-	-	26
Website visitors	106,417[12]	78,764	95,455[13]	156,300	243,477	680,413
External funding: Joint funding proposals, submitted	10	11	5	6	16	48

[4] The results for CIVIS1 indicators refer to Quality Progress Report Annex 2, work sheet "Part D, Specific Indicators".

[5] The 'mobile students numbers include students from Open Labs (mobile and local), student-led projects (mobile), internships/traineeships (mobile), BIPs and short-term (mobile), long-term (mobile), virtual exchange offer (mobile), degree programmes (mobile) and micro-programmes (enrolled). The activities that have generated the most student mobility are the BIPs and the long-term mobility. Please note that the numbers for Open Labs include both mobile and local students.

[6] A total of 1,620 student participants in Open Labs, including both mobile and local students, were reported for CIVIS1 by September 2022, and 594 for the fourth year of CIVIS2. Therefore, the total number of mobile students may be lower than the 16,215 reported in the table, or maybe higher when adding numbers from the five Open Labs project that are not measured for 2025-2026 yet.

[7] The 'mobile staff' includes Open Labs (mobile and local), mobile staff for training and mobile staff for teaching. Please note that the numbers for Open Labs include both mobile and local staff. Thus, the staff mobility total numbers may be a bit lower than 778, and maybe higher when adding numbers from the five Open Labs project that are not measured for 2025-2026 yet.

[8] It should be added here that 30 BIPs were reported in September 2022 for the entire CIVIS1 project, but it is unclear whether these were proposals, validated or launched BIPs. Therefore, they are not included in the table. The number of mobile students in these BIPs is included in the 'short-term mobility' category in CIVIS1. There are therefore no specific figures for mobile students in BIPs in CIVIS1.

[9] The number of BIPs application are 19,219 in CIVIS2. See further down on the transformative indicator on the BIPs.

[10] AM =Associate Members (in Africa).

[11] In 2025-2026 the pilot project of two seed funding calls had ended but several collaborations and project proposals for external funding have included Associate Members (in Africa), see indicators for WP3 and WP13.

[12] There has been a challenge in data collection due to technical glitches that produced complete data loss (July 2025-Feb 2026) so statistics are from the period that encompasses the launch of the new website (Feb 9, 2026) and the end of June and the same period in 2025. According to data extracted from Matomo between Feb. 9, 2026, and June 30 of the same year, civis.eu received 106.417 visits, a 206,9% increase compared with the same period in 2025. This is without counting visits to the new CIVIS Agora, that now hosts the course catalogues, among other services and that received 75.666 visits during that timeframe in 2026. Combined, the platforms brought in a total of 185.083 visits in only 5 months.

[13] The second-, third- and fourth years website visitors were measured using Matomo Analytics, which is a stricter analysis tool than Google Analytics, which was used in the first year and during CIVIS1. Thus, the decrease in the numbers between the first and second/third years is due to this change in tools.

Trends for CIVIS2 based on the indicators

In summary, the overall results of the measurement of most of the indicators can be grouped into three categories of trends, namely

- Upward trends
- Neutral trends
- Downward trends

In conclusion, and as can be clearly seen below, there are more upward trends than downward trends for CIVIS2, which is very positive. However, there are activities etc. reflected in some indicators that need(additional) monitoring and support to change the neutral or downward trend.

CIVIS must also in general improve overall in setting targets for various indicators. For example, CIVIS2 lacks targets for 42 % (11 out of 26) indicators that are reflected in the upward trends below. A revised Quality Assurance Plan with improved targets will be established and implemented in the near future..

Upward trends

Several emerging upward trends can be observed between the years of CIVIS2. These trends concern indicators whose targets have been achieved or nearly achieved, for example an increase, a quantitative target being met, or high numbers. They may also relate to indicators without a target where an upward trend can be seen, such as an increase between years.

- Staff satisfaction rate (WP1) (target not applicable, but rate is high)
- Student satisfaction rate (WP1) (target not applicable, but rate is high)
- Collaborations between Hubs and Open Labs (WP3) (target achieved)
- Staff in Open Labs projects (WP4) (increasing, but no target)
- Students in Open Labs projects (Wp4) (increasing, target achieved)
- Local stakeholders in Open Labs projects (WP4) (increasing, but no target)
- Student Council positions occupied by student representatives (WP6) (increasing, but no target)
- Student ambassadors (WP6) (target achieved, with a few exceptions)
- Blended Intensive Programmes (BIPs) (WP6) (target achieved)
- Mobile students in BIPs (WP6) (target achieved)
- Green mobility top-ups for students in long-term (WP6) (increasing, but no target)
- Inclusive mobility top-ups for students in long-term (WP6) (increasing, but no target)
- Staff weeks and Internationalisation Academy (WP7) (target achieved)
- Mobile staff for training (WP7) (target achieved)
- Mobile staff for teaching (WP7) (target achieved)
- Mobile staff to Associate Members (in Africa) (WP7) (increasing, but no target)
- Joint and/or multiple master's programmes (WP9) (target achieved)
- Mobile students in joint bachelor's or master's degree programmes (WP9) (target achieved)
- Transversal competences training at Doctoral level (WP10) (increasing, but no target)
- Educational modules, including micro-credentials (WP11) (target achieved)
- Associate Members (in Africa) in degree bachelor's or master's programmes (WP9) (increasing, but no target)
- Associate Members (in Africa) in Doctoral programmes (WP10) (increasing, but no target)
- Dissemination activities (WP13) (increasing, but no target)
- Subscribers for CIVIS external newsletters (WP13) (target achieved)
- Followers at social media (WP13) (target achieved)
- Website visitors (WP13) (increasing, target achieved)
- Participation in CIVIS Days (WP13) (increasing, but no target)
- Applications in CIVIS centralised calls (transformative) (increasing, but no target)

The upward trends are further summarised and analysed in the chapter on Success stories.

Neutral trends

Some neutral trends can also be observed between CIVIS2 years. Neutral trends relate to indicators whose numbers are, and sometimes should be, rather stagnant/have stagnated or are still low. It may also concern indicators that have not yet reached their target (which may be set too high), but where an increase can be seen over time. However, some of them may need monitoring and support.

- Associate members (in Africa) representation in CIVIS2 bodies (WP1) (stagnant, target increasing)
- Student representation in CIVIS2 bodies (WP1) (increasing, but target not yet achieved)
- Student positions available in CIVIS bodies (WP1) (increasing, but target not yet achieved)
- Collaborations between Hubs (WP3) (still low, but no target)
- Collaborations between Hubs and Associate Members (in Africa) (WP3) (still low, but no target)
- Multilingualism activities for students and staff (WP6) (still low, but no targets)
- Collaborative Online International Learning (COIL) (WP6) (increasing, but very low numbers)
- Students participating in COILs (WP6) (increasing, but target not yet achieved)
- Virtual exchange course offers (except COILs, micro-credentials and micro-programmes) (WP6) (stagnant, increasing)
- Joint and/or multiple bachelor's programmes (WP9) (increasing, but target not yet achieved)
- Consortia agreements of degree bachelor's or master's programmes (WP9) (stagnant, no target)
- Applications European Approach for joint and/or multiple master's programmes (WP9) (stagnant, no target)
- EMJM applications for joint and/or multiple master's programmes (WP9) (still low, no target)
- Joint and/or multiple Doctoral (degree) programmes (WP10) (increasing, but target not yet achieved)
- Joint funding proposals involving Associate Members (in Africa) (WP13) (stagnant, but no target)
- Faculties participation in CIVIS activities (transformative) (stagnant, target not yet reached)
- Staff and academics in CIVIS bodies (transformative) (stagnant, no target)

Downward trends

Finally, some downward trends can be observed. Such trends relate, for example, to indicators where the target has not been achieved or the number is decreasing. Of course, there may be planned or implemented supporting processes for the activities, projects, etc. reflected in these indicators. Nevertheless, these activities are likely to require additional monitoring, effort and support. CIVIS has also decided not to continue with or modify certain areas that are reflected in downward trends in CIVIS2.

- Open Labs projects (WP4) (decreasing, but no target)
- Student-led projects (WP6) (decreasing, but no target)
- Mobile students in student-led projects (WP6) (target not achieved)
- Mobile students in internships/traineeships (WP6) (target not achieved)
- Mobile students in long-term mobility (WP6) (target not achieved)
- Green mobility top-ups for students in BIPs (WP6) (decreasing, but no target)
- Inclusive mobility top-ups for students in BIPs (WP6) (decreasing, but no target)
- Mobile students to Associate Members (in Africa) (WP6) (decreasing, but no target)
- Mobile students from Associate Members (in Africa) (WP6) (decreasing, but no target)
- Students participating in CIVIS virtual exchange course offers (except COILs, micro-credentials and micro-programmes) (WP6) (target not achieved)
- Mobile staff from Associate Members (in Africa) (WP7) (decreasing, but no target)
- Innovative pedagogy workshops (WP9) (target not achieved)

- Participants in innovative pedagogies workshops (WP9) (target not achieved)
- EMDM applications for joint and/or multiple master's programmes (WP9) (decreasing, but no target)
- Marie Skłodowska-Curie Actions (MSCA) (WP9) (decreasing, but no target)
- Micro-programmes (WP11) (target not achieved)
- Students in micro-programmes (WP11) (target not achieved)
- Cotutelles at Doctoral level (WP10) (still low, target not achieved)
- Joint funding proposals (WP13) (decreasing, but no target)
- Students and individuals registered in the CIVIS Alumni database (WP13) (still zero, target not achieved)

The downward and neutral trends are summarised and analysed in the chapter on Future-oriented actions.

External Evaluation

Methodology for external evaluation

As part of the second phase of the CIVIS project, a proposal for an external evaluation was selected based on an open call to formative and summative monitor, assessing and optimize the implementation of the project.

The tasks of the external evaluation are specified below and were also published in the open call:

- Assess the progress towards the project's key objectives and the European University Alliances objectives/goals.
- Identify problems/challenges/hurdles/deviations and propose recommendations for improvements.
- Highlight strengths and best practices to orientate future actions for the Alliance.
- Ensure the quality and effectiveness of actions undertaken by CIVIS members and strategic African partners as part of the project.
- Assess the quality of activities, administration, coordination organisation and internal quality assurance tools/mechanisms/processes etc. within CIVIS2.
- Clearly communicate the process and results to CIVIS2 bodies/entities during and after the evaluation, for example through meetings and workshops.

Based on the applications received in response to the call for proposals, two external, from CIVIS, independent evaluators were selected. The two evaluators selected have a high level of competence in project evaluation and quality assessment, as well as extensive experience in the evaluation of EU-funded projects. Based on the above tasks, they were required to produce two quality reports, an interim report in 2024 and a final report in 2026.[14] By being involved in the project from the start and producing an interim report, they also had the opportunity to become familiar with and follow a complex project over time, which is very beneficial and reduces the risk of misunderstandings.

The data collection for the interim report was mainly carried out in spring 2024 and included desk research, four online surveys with approximately 200 responses and an average response rate of 85% (!), 16 qualitative interviews and ten focus groups with staff, academics and students.

[14]Alpera, D. & Escarré, R. (2024), CIVIS – Europe's Civic University Alliance External Evaluation Interim Report, and Alpera, D. & Escarré, R. (2026), CIVIS – Europe's Civic University Alliance External Evaluation Final Report.

Data collection for the final report was carried out in spring 2026, using a two-tier method. The first tier focused on operational performance, mainly using existing documentation and indicators, while the second tier focused on transformative potential, using the Theory of Change conceptual framework (see Appendix 2). This framework is consistent with the European Commission's results-based approach to evaluating the European Universities Initiative. The Theory of Change was used as an analytical framework to interpret the evidence collected and assess the extent to which CIVIS2 has progressed towards long-term institutional transformation. Furthermore, desk research was used, as well as three online surveys on (1) quality assurance, (2) added value/impact and a (3) follow-up survey on the implementation of the recommendations from the interim external report. The 2026 quality assurance survey generated, for example, 70 responses providing a robust basis for longitudinal comparison with the interim external evaluation. The methodology also included several qualitative interviews and focus groups with staff, academics, students and stakeholders. Finally, the Final External Evaluation Report includes a narrative comparison with the Interim External Evaluation Report.

The interim report of the external evaluators was finalized in September 2024 and contains, for example, ten recommendations linked to the 53 conclusions of the evaluation. The feedback process on the recommendations started with a face-to-face meeting with the Management Committee and one of the external evaluators during the Global CIVIS Days at the end of September 2024. Subsequently, actions related to the recommendations have been discussed on an ongoing basis with the bodies concerned.

The final report, which was finalised in July 2026, contains a follow-up of the ten recommendations from the interim report, ten new or updated recommendations and ten key findings, among other things. Feedback on the recommendations etc. from relevant bodies and functions will start in September 2026 and discussed on an ongoing basis with bodies concerned. The recommendations will also serve as a basis for decision-making on improvements, which will help to ensure the success of CIVIS.

The lists below summarise the timetable for the methodology for the external evaluations.

Interim external evaluation

- November 2023 - January 2024 - Open call for applications for external project evaluator.
- February 2024 - Evaluation of 14 applications against published criteria.
- March 2024 - Contract signed with selected evaluators.
- April 2024 - Start of data collection for the interim report of the external evaluators.
- September 2024 - Final version of the interim report of the external evaluators.
- October 2024 - Start of the feedback process and implementation of actions.

Final external evaluation

- April 2026 - Start of data collection for the final report of the external evaluators.
- July 2026 - Final version of the final report of the external evaluators.
- September 2026 – Start of the feedback process, implementation of actions etc.

Recommendations according to the interim external evaluation

The ten recommendations from the Interim External Evaluation Report from September 2024 are the following:

1. Strengthening European identity and values - Strengthen civic engagement initiatives by introducing new programmes and expanding existing ones such as the European Civic Engagement Programme and Open Labs. Focus on building partnerships with local communities to foster a deeper sense of European citizenship. (R1)
2. Enhancing Mobility and Intercultural Exchange - Develop and promote additional Blended Intensive Programs (BIPs) and virtual exchange opportunities. Ensure these programs are accessible and flexible to adapt to changing travel restrictions and personal circumstances. (R2)
3. Encourage Innovation in Education and Research - Encourage the adoption of Challenge-Based Learning across all partner institutions. Support the creation of joint degree programmes and micro-credentials that address current societal needs and enhance the appeal of educational offerings. (R3)
4. Strengthen Inclusive Governance and Strategic Partnerships - Strengthen the inclusive governance structure by involving a diverse range of stakeholders in decision-making processes. Focus on building strategic partnerships, particularly with institutions outside Europe, to expand global reach and collaboration opportunities. (R4)
5. Intensify the integration of the Sustainable Development Goals (SDGs) - Intensify the integration of the Sustainable Development Goals into the core activities of the alliance and significantly enhance efforts to motivate member institutions to drive policy reforms and support initiatives that advance environmental sustainability, climate action, and energy efficiency. (R5)
6. Improve Communication and Transparency - Improve communication channels and transparency across all levels of the alliance. Regularly update all stakeholders on progress, challenges, and achievements. Use advanced communication tools to facilitate better information flow. (R6)
7. Implement Robust Evaluation and Monitoring Systems - Implement a robust evaluation and monitoring system that provides regular feedback and assessments. Use this system to identify areas for improvement and ensure that all activities align with the alliance's strategic goals. (R7)
8. Enhance Risk Management Processes - Enhance risk management processes by developing proactive mitigation strategies. Provide training to increase familiarity with these processes and address high stress levels and staff turnover with appropriate support mechanisms. (R8)
9. Strengthen Quality Assurance Efforts - Strengthen quality assurance efforts by providing regular training and clear communication about these processes. Ensure all partners are engaged and committed to maintaining high standards (R9).
10. Focus on Long-term Sustainability - Focus on long-term sustainability by simplifying administrative processes and sharing best practices. Foster a collaborative environment among partner institutions to ensure continued success and growth of the alliance. (R10)

An analysis conducted by the Quality Officer in 2025 found that approximately 80% of the recommendations in the Interim External Evaluation Report were similar or overlapped with the European Commission's mid-term review recommendations. This reliably reinforces the recommendations from both evaluations. A similar analysis, with the final recommendations set out below, will be carried out in 2027 once the Commission's report on the CIVIS2 review has been received.

Recommendations according to the final external evaluation

The ten recommendations for the final external evaluation from July 2026 are

1. Consolidate the institutional embedding of CIVIS across partner universities.
2. Further simplify governance and administrative processes.
3. Strengthen internal communication and knowledge sharing across the Alliance.
4. Develop a common framework for measuring long-term impact.
5. Continue strengthening educational innovation while facilitating its mainstream adoption.
6. Reinforce stakeholder engagement and the societal dimension of CIVIS.
7. Establish a structured process for continuous organisational learning.
8. Strengthen the dissemination of good practices beyond the Alliance.
9. Strengthen evidence on long-term institutional transformation.
10. Consolidate the Alliance's strategic position after CIVIS2.

The recommendation follow-up survey similarly demonstrates that several recommendations formulated during the interim external evaluation have been partially or fully implemented during the second reporting period, particularly those related to governance consolidation, educational innovation, communication, quality assurance and institutional cooperation. Nevertheless, respondents also identified several areas where continued efforts remain necessary, particularly regarding communication within institutions, simplification of administrative procedures, recognition processes and the long-term sustainability of Alliance activities.

In conclusion, the Final External Evaluation Report clearly states that CIVIS has developed positively over time.

> *"Overall, the comparison between the Interim and Final External Evaluations reveals a clear trajectory of positive development. While several challenges identified in 2024 remain relevant — notably internal communication, administrative complexity, institutional embedding across all partner universities and the long-term sustainability of Alliance activities — the nature of these challenges has evolved. Rather than reflecting limitations in project implementation, they now represent typical issues associated with the consolidation of a mature European University Alliance. The evidence therefore indicates that CIVIS enters its next implementation phase from a considerably stronger organisational position, supported by established governance structures, a shared quality culture, mature collaborative partnerships and an increasingly embedded institutional identity." (External Evaluation Final Report, p. 21)*

The measures taken and any remaining issues to be addressed in line with the recommendations are described in the chapter Actions.

Monitoring and Management Processes

A well-functioning quality assurance system requires evident governance and management processes, with clearly defined roles and areas of responsibility. This also includes clear processes and tools for risk management, project management and financial management measuring project and financial progress.

The CIVIS management approach is based on a well-coordinated framework of management units, operational teams and defined roles, which emphasises the importance of accountability, transparency and flexibility. In addition, thorough monitoring practices are supported by a collection of regulatory documents,

a centralised project management system and regular data collection, allowing the coordinator to effectively track milestones, deliverables and financial compliance. Internal communication is also enhanced through specialised platforms and tools, which promote smooth collaboration within the consortium and ensure alignment with the project's key objectives.

CIVIS has developed a series of monitoring and management processes and activities to regulate and clarify the specific objectives, tasks, responsibilities, organisation, etc. of the various CIVIS bodies. Alignment within the Alliance is achieved through the regular involvement of all partners in the monitoring and evaluation of these processes. Regular meetings at all levels and asynchronous communication via our CIVIS collaboration platforms enable efficient coordination and, for example, access to relevant documents such as minutes of meetings.

The monitoring framework is based on a comprehensive set of documents, including terms of reference, templates, roadmaps and action plans, which govern objectives, responsibilities and organisational structures. These documents are updated annually, as necessary, to reflect best practices identified through peer reviews or required mitigation actions. Another example is the "Procedures & Guidelines" document for the operational management of CIVIS. Various methods may be used in the updating process, e.g., peer review to facilitate learning and exchange of best practices between similar CIVIS bodies, such as Work Packages (WPs)

On this basis, effective communication between the WP Leads and coordination across the scopes of different Work Packages is crucial. To address this, the coordination team supports and tries to encourage collaboration through improved structures, regular meetings, workshops and the use of project management tools. These tools provide transparency, track risks and facilitate knowledge sharing to improve task visibility and reduce reliance on individuals. They are continuously monitored and improved by the Coordination Team in collaboration with the affected entities.

The Alliance uses a centralised but collaborative financial management system with clearly defined roles and responsibilities. The Coordination Team manages financial and administrative tasks, ensuring compliance with EU regulations and effective use of resources. The Management Committee aligns operational and financial activities with governance decisions, while the Board of Rectors (BoR) and the SC deal with strategic financial issues. The Coordination Team at AMU is responsible for technical, legal and financial management, and each university contributes to the provisional budget and shares responsibility for financial management.

CIVIS aims to identify mitigation measures for the most critical risks and to pursue them with great caution. Foreseen risks related to the transition from CIVIS1 to CIVIS2 arose, for example, in several areas, such as administrative and financial issues due to the new process of a lump sum logic: partner universities need time to adapt the management protocol typology.

The risk management process is based on Table 2.1.5 in the application for CIVIS2, the report on the evaluation of the application by the European Commission and other data, such as SWOT workshops. The risk management plan lists possible difficulties that may arise in the course of the CIVIS2 project and provides a protocol for adequate preventive measures and solutions. The structured collection of data on risks provided by the plan allows for efficient compliance with the continuous reporting to the European Commission. This plan is closely integrated with the CIVIS quality assurance plan, using a quality cycle based on the PDCA cycle of continuous improvement.

For a detailed and extensive description of management and governance processes in CIVIS, consult the Final Report on Management and Governance D1.3.

Actions

As a conclusion and thanks to the results of the CIVIS quality assurance system, including our work with improvements and other dynamic processes aimed at building a culture of quality, some implemented and proposed future-oriented actions are presented below.

This part of the report also relates to the "Act" phase of the PDCA cycle. An example of collaborative work with this phase is all the meetings with internal and external stakeholders while preparing the future of the Alliance led by the Task Force "CIVIS3" with representation from all partner universities. The focus was to address major risks and "red" indicators pointing in the wrong direction (downward trends) and thus threatening to impact the Alliance's work and long-term objectives. Staff and students worked together to identify and agree on mitigation and action strategies for each of the major risks and trends resulting in fewer Work Packages and clearer and measurable targets for each of them.

Implemented actions

Below are some examples of implemented actions, mainly from summer 2024 and onwards, corresponding to the results of the quality assurance system, e.g., the results of the indicators, the recommendations of the interim external evaluation (labelled R1, R2, R3, etc.), the monitoring and management processes and (of course) other dynamic processes. Nevertheless, many of these actions are challenging and continuous improvement is (always) needed, as shown below.

The actions are categorised as either primarily relating to the project and Alliance, such as organisation, or to the educational provision in CIVIS.

Actions implemented in relation to the project and the Alliance

- Communication channels across the Alliance have been enhanced to improve asynchronous communication. These tools, such as Slack, enhance real-time collaboration and ensure that all stakeholders are kept informed of progress, challenges and achievements. Documentation processes in the CIVIS Box have been optimised to improve accessibility and information flow, but further improvements are needed. (Linked to R6, and to indicators linked to WP1 and to WP13)
- The establishment of a streamlined risk monitoring system for each Work Package (WP) via Asana, including objectives, tasks, subtasks and milestones. (Linked to R8, and to indicators linked to WP1 and to the transformative indicators)
- The establishment of an Expert Group for Quality Assurance and Accreditation of Joint Degree Programmes is part of ongoing efforts to establish a robust internal quality assurance mechanism for CIVIS degrees, ensuring compliance with European Higher Education Area (EHEA) standards. The addition of a half-time quality officer position for educational activities has strengthened both the quality assurance of the educational provision and of the project. (Linked to R9, and to indicators linked to WP1, WP9 and to WP11)
- An Expert Group on Inclusion and Diversity has launched workshops and shared guidelines to harmonise support systems and promote best practices across Member Universities. However, further efforts are needed to highlight best practices in other areas and simplify administrative procedures. (Linked to R2, R3 and R5, and to indicators linked to WP1 and to WP6)

- The Partner Council is dedicated to fostering meaningful collaboration with associate Member Universities in Africa and members from museums, local authorities, civil society, business and global partnerships.[15] In autumn 2025, extensive follow-up surveys were conducted on the admission of Associate Members (in Africa). Implementation of the proposed actions is underway. (Linked to R1, R4 and R6, and to indicators linked to WP1, WP3 and WP4)

- The Participative Council acts as a 'user panel', testing ideas, strategies and processes with community members. This participatory approach empowers students and staff as co-creators of CIVIS initiatives, encourages active engagement, and enhances the Alliance's ability to collectively address educational challenges.[16] (Linked to R3, R4, R6 and R10, and to indicators linked to WP1)

- The launch of a digital campus in February 2026 which represents a landmark development. The campus is a purpose-built inter-university platform through Agora providing students, staff, and researchers with centralised access to the full CIVIS portfolio. Operating in tandem with the relaunched CIVIS Newsroom, the digital campus now constitutes a coherent, scalable infrastructure for Alliance-wide engagement. (Linked to R6 and R10, and to indicators linked to WP1, WP6 and WP13)

- To simplify the administrative process, it was decided to launch only one BIPs call for proposals for the academic year 2025-2026 and 2024-2025, instead of 2-3 as in previous years. (Linked to R2 and R10, and to indicators linked to WP1 and to WP6)

- The quality framework for staff activities developed by WP7. (Linked to R7, R8, R9 and R10, and to WP 1 and WP7)

- The establishment of the CIVIS Association, which demonstrates that the Alliance is planning to move beyond a project-based approach towards a more stable and institutionalised form of cooperation. This evolution provides a stronger basis for long-term sustainability and reflects an increasing level of ownership among partner institutions. (Linked to R10, and to indicators linked to WP1 and to WP13)

Actions implemented in relation to education

- The launch of a call for proposals for educational provision, encouraging the development of, for example, micro-credentials, bachelor's and master's degree programmes and virtual mobility exchanges. The call also aims to increase the involvement of local and global associate partners in the development and implementation. There have also been subsequent calls for educational provision focusing on programmes including challenge-based learning and aiming at European Degree Label. (Linked to R1, R3 and R5, and to indicators linked to WP3, WP4, WP9 and to WP11)

- In order to better balance mobility flows and the associated administrative burden between CIVIS universities, a strategic cap of 55 BIPs per academic year and a target of 5 BIPs per university has been set, at least until 2026, subject to review after this period. (Linked to R2, R5 and R10, and to indicators linked to WP6)

- Standardised templates facilitate the development and implementation of, for example, micro-programmes and joint degree programmes. The CIVIS templates should be seen as living documents that will be continuously improved and adapted based on their use and implementation. (Linked to R1, R3, R6, R9 and R10, and to indicators linked to WP1, WP9 and to WP11)

[15] It is an established instrument, but it has not yet been successfully used for its intended purpose of strengthening collaboration with stakeholders. The format is currently being evaluated.
[16] It is an established instrument, but it has not yet been successfully used for its intended purpose of strengthening the role of community members. The format is currently being evaluated.

- The launch of the Open Lab rolling call for projects, ensuring that projects are selected on the basis of their societal impact having a transnational dimension. Partnerships with local actors and alignment with the Sustainable Development Goals (SDGs) are integral to the call's evaluation criteria. Some indicators also highlight and raise the awareness of green travel and inclusion, but deeper integration of sustainability into all activities remains a challenge and there is room for improvement. (Linked to R1 and R5, and to indicators linked to WP4, WP6 and to WP7)
- The implementation of a follow-up system of and reporting tool for the educational provision in CIVIS developed by the Education Unit in collaboration with the Quality Officer. (Linked to R7, R8 and R9, and to indicators linked to WP9 and WP11)

Many of the recommendations from the Final External Evaluation Report have already been considered by the Task Force CIVIS3 and in the planning of the next steps, particularly regarding increased focus on civic and stakeholder engagement, financial and institutional sustainability, strengthening innovation in education and research, as well as educational, institutional and societal impact.

Future-oriented actions

Based on the results of the CIVIS quality assurance system and as an opening for the coming years, we present some proposals for future action. These also relate to the "Act" phase, the last phase in the PDCA cycle mentioned above and referred to in the quality assurance plan. This states that if the quality assurance system identifies major or systematic deviations, e.g., if the results of the indicators are pointing in the wrong direction, e.g., decreasing instead of increasing, if the experience of the project is consistently negative, or if there is a risk that objectives, milestones or deliverables will not be achieved, an action plan will be developed, including a timetable and responsibilities, and relevant measures and actions will be implemented.

As can be seen in the chapter on indicators, some downward trends have been observed between the CIVIS2 years. In summary, these trends can be compiled into five overarching areas of development in no particular order:

1. Mobility is performing very well for the BIPs and staff weeks, while long-term mobility, virtual exchange course offers mobility, student-led projects mobility, and Africa-related student and staff mobility require additional attention.
2. Cotutelles and Marie Skłodowska-Curie Actions (MSCA)[17] need support to move from a few promising cooperations to sustainable support structures.
3. Including students who face barriers to international participation demonstrates the challenges involved in strengthening inclusion.
4. CIVIS has established numerous rolling calls, bodies, administrative processes and tools. The next challenge is to ensure that more students, staff and faculty members across all CIVIS Member Universities apply, participate in and use them.
5. Joint external funding, innovative pedagogy and other collaborative initiatives such as cross-Hub collaboration need stronger pipelines from activity to sustainable outcomes and impact. Trends demonstrate stable efforts to apply for external funding but with rather high rejection rate.

[17] CIVIS2 funds were not used for writing applications, but they enabled the setting of networks that subsequently might apply independently for MSCA funds

These activities, projects, etc. are likely to require additional monitoring, effort and support, and subsequent action plans, including a timetable and defined responsibilities.

Neutral trends concern indicators whose numbers are, and sometimes should be, rather stagnant or still low. They show areas where CIVIS has established some activity without yet reaching the level of institutionalisation, scale or participation that would make the impact more visible. Nonetheless, some of them may need monitoring and support. These can be summarized as follows:

1. Stagnant multilingualism activity and not yet clear alumni network suggest opportunities to expand CIVIS's reach within and beyond Member Universities.
2. Stagnant development regarding representation of Associate Members (in Africa) in CIVIS2 bodies requires attention and more appropriate participation.
3. Although the number of formal meetings and workshops between Hubs and Associate Members (in Africa) is low, the infrastructure for representation and daily informal operations and meetings exists.
4. Consortium agreements, applications for the European Approach for Quality Assurance of Joint Programmes, and EMJM applications for joint degree programmes have stagnated and require continued support to be completed and implemented.
5. Virtual exchange course offerings and participation may be further expanded.

As previously mentioned, the recommendations from the external evaluation are included among the actions to be carried out in future. These recommendations are also listed in the chapter on External Evaluation and are as follows:

1. Consolidate the institutional embedding of CIVIS across partner universities.
2. Further simplify governance and administrative processes.
3. Strengthen internal communication and knowledge sharing across the Alliance.
4. Develop a common framework for measuring long-term impact.
5. Continue strengthening educational innovation while facilitating its mainstream adoption.
6. Reinforce stakeholder engagement and the societal dimension of CIVIS.
7. Establish a structured process for continuous organisational learning.
8. Strengthen the dissemination of good practices beyond the Alliance.
9. Strengthen evidence on long-term institutional transformation.
10. Consolidate the Alliance's strategic position after CIVIS2.

The above-mentioned proposals for future actions based on trends and the recommendations in the final evaluation report, including relevant monitoring, support and appropriate measures etc., need to be communicated and discussed first and foremost with the bodies concerned. This feedback process has started in September 2026.

CIVIS Success Stories

In quality assurance work, it's very important to (also) focus on success stories, added value, strengths and evidence of impact that can be used as best practice and inspiration, and several such CIVIS stories have been identified through the quality assurance system. These stories are reflected, for example, in the upward trends of many indicators. In no particular order, they can be summarised in the following eight points:

1. Student involvement in CIVIS is becoming increasingly structured and visible — with growing student representation in the Student Council, strong achievement of the student ambassador indicator and increasing student positions in different bodies and activities such as the Open Labs Council demonstrate that students are moving beyond being beneficiaries of CIVIS activities to becoming active contributors, representatives and co-creators of the Alliance.

2. High staff and student satisfaction and a decidedly engaged CIVIS community — with growing participation, representation, engagement and ownership of different stakeholders in governance, management, civic engagement projects, challenge-based education and innovative research projects.
3. More inclusive, diverse, flexible and sustainable international mobility — with a high and stable number of interdisciplinary BIPs, very high and growing interest among students to apply to these BIPs and growing green/inclusive aspects in long-term mobility.
4. A strong culture of international staff development — CIVIS is creating sustained opportunities for staff to learn, train, teach and collaborate internationally through staff weeks, conferences, joint programmes, open labs and mobility.
5. CIVIS is moving from collaboration at project level towards more integrated CIVIS educational offer — targets for joint and multiple master's programmes and educational modules, including micro-credentials, have been achieved. Growing provision of transversal competences training at Doctoral level further demonstrates the development of a more connected and flexible CIVIS educational offer.
6. CIVIS is deepening its global dimension by turning partnerships with Associate Members (in Africa) into tangible educational and research opportunities —. growing participation of Associate Members (in Africa) in bachelor's, master's and Doctoral programmes, together with increasing staff mobility to these members, and sustained participation in governance, demonstrates that the partnership is becoming increasingly operational and mutually beneficial.
7. CIVIS is strengthening its visibility as a European university alliance by growing external reach and an increasingly established public presence — through dissemination activities, newsletters, website traffic, social media impact and conferences like CIVIS Days and the first European African Forum in Research and Innovation.

Strengths and best practices were also highlighted in the external interim evaluation report from September 2024, such as:

1. The good alignment with the objectives.
2. The positive assessment of the three deliverables (strategies) from the 1st phase of CIVIS2.
3. The positive experiences of the representatives of the African associate Member Universities.
4. The strong institutional support.

Strengths and best practices, including impact and added value, were furthermore highlighted in the ten key findings of the Final External Evaluation Report from July 2026:

1. CIVIS has successfully progressed from project implementation towards institutional consolidation and strategic integration.
2. Governance structures and coordination mechanisms have reached a high level of organisational maturity.
3. Quality assurance has evolved into an effective instrument for continuous improvement and organisational learning.
4. Educational innovation has become one of the Alliance's principal achievements through the expansion of Challenge-Based Learning, Blended Intensive Programmes, modular learning and collaborative curricula.
5. Collaboration among partner universities is characterised by increasing trust, commitment and shared ownership.
6. CIVIS generates significant added value for students, academic staff, administrative personnel and participating institutions.
7. Internal communication has improved substantially but remains the principal cross-cutting area requiring further attention.

8. The Alliance has considerably strengthened its institutional capacity and is well positioned to enter its next stage of development as a mature European University Alliance.
9. Although institutional embedding has progressed significantly, differences among partner universities remain and continued consolidation will be required.
10. Long-term sustainability will depend on continued institutional commitment, simplified governance arrangements and stronger mechanisms for measuring educational, organisational and societal impact.

The external evaluators state that the experience of CIVIS2 also provides valuable lessons for the future development of the Alliance. These "lessons learned" can be found in Appendix 3 and could be used as inspiration for other European University Alliances seeking to achieve sustainable institutional transformation.

In order to close the "feedback loop", these success stories, lessons learned etc. should be shared and used as inspiration both internally and externally, for example with other European University Alliances.

Finally, in the upcoming two-year project, we will continue to apply the quality culture as a supportive way to drive our activities, while maintaining our commitment to the whole CIVIS community.

Conclusion, Next Steps and Outlook

Conclusions

Below are the conclusions regarding CIVIS's quality assurance mechanisms and their results, as reflected in this deliverable.

Quality assurance mechanisms

The objectives and associated tasks and descriptions of WP1 concerning the setup and implementation of quality assurance mechanisms (see the chapter on Introduction and objectives) have clearly been met, as evidenced by the report. Nevertheless, compared with other quality dimensions, the final external evaluation states that the risk management and mitigation processes remain an area where awareness is comparatively lower, suggesting that communication and visibility of risk management processes should continue to be strengthened.

One of the key findings in the final external evaluation is that the quality assurance has evolved into an effective instrument for continuous improvement and organisational learning. It has become increasingly embedded within governance and management processes, contributing to evidence-based decision-making and continuous organisational learning. While communication of evaluation outcomes could still be strengthened across the wider institutional community, the overall evolution is clearly positive.

Indicators and trends

The results of the measuring or the CIVIS2 indicators related to the objectives of the 13 Work Packages can be categories in upward, neutral or downward trends. Overall, there are more upward trends than downward trends, which is very positive.

The neutral and downward trends do not necessarily indicate a lack of progress across CIVIS2. Rather, they highlight a second-generation set of challenges. CIVIS has successfully established a broad portfolio of opportunities, but uptake remains uneven, and some of the more complex forms of cooperation. Particularly

long-term mobility, joint degrees, Doctoral collaboration, Africa-related mobility, research funding and broad faculty engagement require additional institutional support. The next phase should therefore focus less on creating new opportunities and more on removing barriers, broadening participation, strengthening institutional ownership, and converting existing CIVIS structures into sustained and measurable outcomes.

Taken together, these trends tell a compelling story of CIVIS2's growing maturity and impact. The Alliance is seeing increasing engagement from students and staff, stronger collaboration with Associate Members (in Africa), expanding mobility and international learning opportunities, and greater uptake of innovative educational formats such as BIPs and micro-credentials. Several of the targets set for the indicators have been achieved in areas including student ambassadors, BIPs, staff mobility, joint master's programmes, educational modules and external communication.

The overall picture is one of an Alliance that is moving from establishment to active use and expansion. CIVIS is increasingly embedded in the educational and professional lives of its communities, while its international partnerships and external visibility continue to grow. These upward trends provide evidence that the structures and opportunities developed through CIVIS are translating into greater participation, stronger collaboration, more inclusive internationalisation, and a wider reach for the Alliance.

External evaluation

The external evaluation team considers that the project deliverables assessed during the final external evaluation fulfil their intended objectives and collectively demonstrate the continued development and organisational consolidation of CIVIS2. Together with the deliverables assessed during the interim external evaluation, they provide convincing evidence of the progress achieved across the principal strategic and operational dimensions of the Alliance. Furthermore, CIVIS is well positioned to continue contributing to the objectives of the European Universities Initiative beyond the current funding period.

Nevertheless, the final external evaluation identifies several areas requiring continued attention. Internal communication uneven across institutional levels, administrative procedures continue to generate unnecessary complexity, and the degree of institutional embedding varies among partner universities. The evaluation also highlights the importance of developing more systematic approaches to measuring long-term educational, organisational and societal impact beyond project outputs.

The final external evaluation concludes that CIVIS2 has been highly successful in consolidating CIVIS as a mature European University Alliance. Compared with the interim evaluation, the Alliance has evolved from establishing common governance structures and launching collaborative initiatives towards becoming a more institutionally embedded, strategically integrated and operationally mature partnership.

Next steps and outlook

In preparation for the time after the current project, CIVIS has further strengthened quality assurance, particularly with regard to education, including educational quality, accreditation through the European Approach, recognition, joint degrees, and the European Degree Label. A new Quality Team will consist of five (instead of two) individuals from different Member Universities (SU, NKUA, SUR and UAM), each employed at 50% capacity. To ensure continuity, the Team will be led by the CIVIS Quality Officer at Stockholm University and be integrated in the across the Alliances activities. To create a comprehensive and aligned approach to quality assurance, the Team will be responsible for ensuring the quality of both the project and the CIVIS educational portfolio. Since the internal quality team has been strengthened, we will not be using external evaluators anymore. Instead, we will carefully use the results, disseminate success stories and lessons learned both internally and externally, and follow up on recommendations to close the loop and take action.

With regard to the project, the Quality Assurance Plan from March 2023 will be updated in the near future (beginning of 2027). This plan, for example, clearly defines the distribution of responsibilities among the project's key stakeholders and contributors. The Quality Team will also carry out evaluations based on the information collected from the indicators (KPIs)[18], as well as evaluations involving the collection of more qualitative data. These evaluations will inform project management decisions. Furthermore, the Team will support WP Leaders to embed a PDCA cycle in their activities. This means that all major decisions will be taken with deliberate attention given to the impact that is desired on various project stakeholders.

In terms of education, outlook and building networks, the Quality Team will bring together academic and administrative staff such as quality assurance experts from different programmes and educational levels, both from within and outside CIVIS, to share experiences and best practices regarding accreditation, recognition and quality assurance. This function will support the quality assurance and recognition of educational portfolios and WPs' deliverables and milestones, where applicable.

FOREU4ALL hosts in total 20 topical groups that bring together experts from the 73 European university alliances to share knowledge, develop best practices, and foster collaboration across higher education. One of these groups are the Quality Assurance topical group. During CIVIS2, the current Quality Officer served as vice chair of this group and was thus deeply involved in a broad range of quality assurance issues at the European level. She has, for example, been deeply involved in the planning and set up of the group during 2025 and has chaired several meetings concerning Internal QA in Alliances, such as alliance-wide quality assurance processes, KPIs, mobility and inter-institutional teaching. The Stream Three Leader (WP8, WP9, WP10 and WP11) in CIVIS also serves as chair of another topical group, i.e. the European Degree & Joint Programmes topical group. He has, for example, been involved in and organized the first FOREU4ALL workshop "Putting the European Degree Label into Action: Bridging Policy and Practice" in December 2025[19], which was jointly organised by the topical groups on European Degree & Joint Programmes and Quality Assurance. In addition, the Head of the Education Unit in CIVIS has been one of the experts appointed by the European Commission to develop the Operational guide for the Joint European Degree Label

In order to reach out in the short and long term, CIVIS as part of the European Universities Initiative will continue to play a key role in quality assurance issues at European level and contribute to enhancing the overall quality and attractiveness of European higher education and research by also promoting a sense of belonging to Europe.

[18] The 80 indicators in CIVIS2 will be reduced to approximately 45 in CIVIS2.1. See Appendix 4.

[19] Outcomes of the workshop can be found on FOREU4ALL webpage.

Appendix 1 – Indicators Organised by WPs

The indicators serve as a quality assurance tool, measuring the progress of the CIVIS Alliance towards its overall project objectives and, to some extent, its transformation process towards the CIVIS Joint Mission Statement (JMS). They are also used to ensure the quality and effectiveness of CIVIS partners' activities. As the approximately 60 CIVIS2 objectives are divided between 13 Work Packages (WPs), this appendix presents the 80 CIVIS indicators per WP.

Please note that WP2, WP5 and WP8 are not included in Appendix 1, as they were finalised in 2024 in accordance with the CIVIS2 work plan. Any indicators previously associated with these WPs from the first and second CIVIS2 years have been reassigned to other relevant WPs with similar objectives.

The cut-off date for data collection for all final deliverables in CIVIS2 was 15 June 2026 and does not cover an entire CIVIS2 year, which runs from October 1 through September 30. This may affect some of the results. If no data was available for an indicator, this is mentioned in relation to that indicator.

Some 'transformative indicators' are included and presented after the WPs. These indicators relate to the CIVIS Joint Mission Statement and the wider goals of the European Alliances.

The many numbers, figures, targets, objectives, comments etc. for the student and staff mobility indicators for WP6 are also published in D6.1 - Report on Inter-University Campus for Student Community and D7.1 – Report on Staff Community. Many other figures for the indicators also appear in supplementary deliverables.

Targets and comments, including analysis, recommendations, and clarifications, are presented in relation to each indicator. Please note that indicators relating to the non-EU full members (UofG and UNIL) and the Associate Member Universities in Africa are of strategic importance to the Alliance. However, no mobilities to or from non-eligible countries, nor any organisational costs incurred in these countries, were financed through the Erasmus+ CIVIS2 grant. Nevertheless, given the strategic importance of these activities, they are monitored through the QA framework.

WP1 – Management and governance

Five out of a total of five approved indicators for WP1 - Management and Governance have been measured.

Staff satisfaction rate

Results: The results of two satisfaction surveys, one conducted among chairs/coordinators of selected CIVIS bodies and the other among Associate Members (in Africa) conducted autumn 2025. The results of these two surveys are described below, along with the results of staff satisfaction surveys conducted by CIVIS's external evaluators.

Target: The target average score of 4 on a scale of 1-6 was not applicable to these surveys.

Main objective: Ensure smooth financial and administrative management and coordination of CIVIS activities (WP1).

Comment: Following their admission as Associate Members (in Africa) (AM) of CIVIS in September 2024, these universities agreed to participate in the governance and management bodies of CIVIS by nominating representatives. The positive results of this work can be seen in the indicator below, which shows the number

of AM representatives in CIVIS bodies. After the initial one-year pilot phase, the AM Institutional Contact Group and the Coordination Office conducted surveys among the chairs/coordinators of selected CIVIS bodies and AM representatives in autumn 2025.

Results from these two surveys show that, on average, practical collaboration within CIVIS bodies needs improvement, in some cases less so, in others considerably more so. The main issues that appeared in both surveys (although to different degrees) are.

- Lack of clarity of collaboration contents, roles, and expectations
- Relevance of actions/topics for AM
- Participation of representatives in meetings – rate and engagement
- Response rate to emails/invitations

Furthermore, several respondents articulated awareness of the structural and systemic challenges of AM cooperation, such as funding constraints for mobility and the European focus of many CIVIS actions and topics. These challenges impact practical collaboration within CIVIS bodies.

Therefore, improvement actions appear to be useful and necessary at all levels: within the Alliance, within universities, and within the CIVIS bodies. A specific analysis of institutions and bodies is also required. The proposals for actions have been presented and discussed at the SC in February 2026. The presentation of the actions etc. are shared in the CIVIS Box.

It should be added here that the external evaluators of CIVIS2 conducted surveys of Associate Members' universities (in Africa) in connection with the interim external evaluation in 2024. The results also show that 67% of the associate Member Universities in Africa rate their overall experience with CIVIS as excellent, indicating a high level of satisfaction among these participants.

These evaluators also carried out questionnaires on staff and academic satisfaction in 2024. Their findings show that 71% of respondents experience that the Alliance operates to a good to excellent standard and that overall, the Alliance meets or exceeds the expectations of most of its members in terms of quality.

Staff satisfaction surveys, in combination with interviews and documentary evidence, from the final external evaluation confirm a consistently positive perception of the Alliance across the different stakeholder groups consulted. Respondents generally recognised CIVIS as having contributed to strengthening international cooperation, educational innovation, networking opportunities, interdisciplinary collaboration and institutional development. The survey findings also indicate that participation in CIVIS has generated benefits extending beyond the immediate implementation of project activities. Respondents highlighted increased cooperation among academics, improved institutional collaboration, greater visibility of international opportunities, enhanced professional networks and stronger integration within European higher education initiatives.

Student satisfaction rate

Results: The results of student satisfaction focus groups conducted by CIVIS's external evaluators are outlined below.

Target: The target average score of 4 on a scale of 1-6 was not applicable.

Main objective: Foster the inclusive & participative dimension of CIVIS governance structures (WP1).

Comment: Student consultation undertaken during the final external evaluation confirms the positive perception of CIVIS activities already identified during the interim evaluation. Focus groups consistently highlighted the educational value of participating in international and multidisciplinary learning environments, the opportunity to establish academic and professional networks and the possibility of collaborating with

students and academics from different European universities. Blended Intensive Programmes continue to be perceived as one of the Alliance's most successful educational initiatives. Students particularly appreciated their international dimension, accessibility, multidisciplinary character and contribution to intercultural learning.

Student positions in CIVIS2 bodies

Results: 22 CIVIS Alliance management or consultative/preparatory bodies, which deal with issues relating to the joint CIVIS educational activities or the study situation of students, have one or more student positions open for student representatives during CIVIS2 third year. This is illustrated in Figure 1 below.

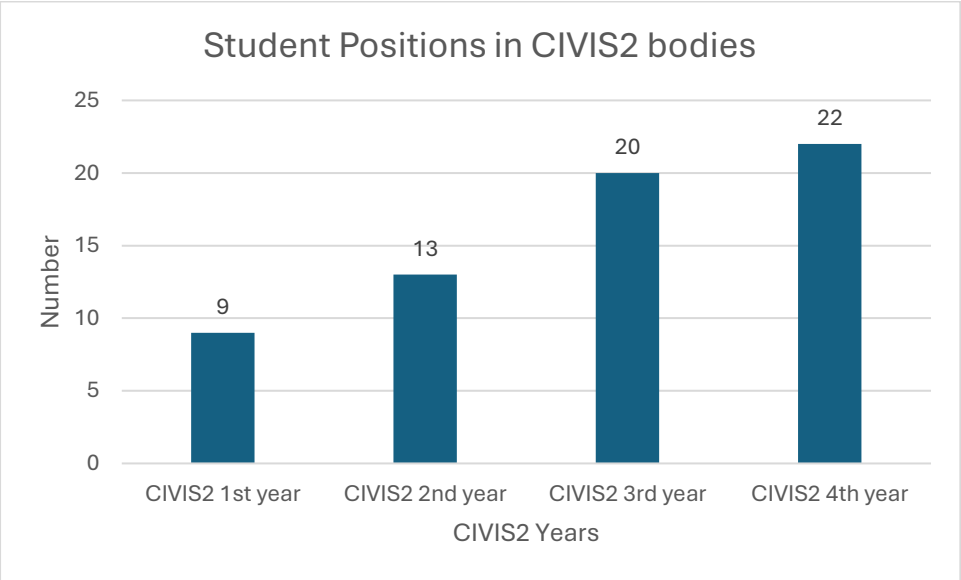

Figure 1: Number of student positions in CIVIS2 bodies during the CIVIS2 years.

Target: One or more position/-s in each relevant CIVIS body.

Main objective: Foster the inclusive & participative dimension of CIVIS governance structures (WP1).

Comment: Below is a list of the 22 bodies with student positions and the number of positions available.

- Steering Committee (2 positions for co-chairs)
- Educational Council (2 positions for co-chairs)
- Research Council (2 positions for co-chairs)
- Hub 1: Climate, environment and energy (2 positions)
- Hub 2: Society, culture and heritage (2 positions)
- Hub 3: Health (2 positions)
- Hub 4: Cities, spaces and mobilities (2 positions)
- Hub 5: Digital and technological transformation (2 positions)
- Open Labs Council (2 positions)
- Stream 1: Societal Challenges & Civic Engagement (1 positions)
- Stream 2: Inter-University Campus (1 positions)
- Stream 3: Embedded Joint European Degrees (1 positions)
- EG Quality assurance and accreditation for CIVIS joint degree programmes (2 positions)
- TRACEE: Programme Board (2 positions)

- TRACEE: Marketing & Student Recruitment Group (2 positions)
- TRACEE: Teaching and Learning Committee (2 positions)
- TRACEE: Quality Assurance Committee (2 positions)
- TRACEE: Student Support Group (2 positions)
- TRACEE: Transdisciplinary Stream and Thesis Committee (1 position)
- TRACEE: Subgroup on Involvement of External Stakeholders (1 position)
- PolyCIVIS: Jean Monnet network (no limitations on positions)
- Student-Led Projects Selection Panel (1 student per university)

Compared to the first two years of CIVIS, when there were nine and 13 bodies with student positions respectively, the number of student positions in CIVIS bodies has increased significantly, which is a positive development. For example, the Open Lab Council and the EG Quality Assurance and Accreditation for CIVIS Joint Degree Programmes each have two student positions available. The Student-Led Projects Selection Panel has one student representative from each university, and PolyCIVIS has no limitations on the number of student positions. The TRACEE master's programme is now operational and has student positions on its Programme Board and on five of its associated committees and groups. This sets a good example for other CIVIS degree programmes.

However, other bodies and groups could also benefit from student positions. These include expert groups, task forces, units and teams working on joint CIVIS educational activities or issues related to students' study conditions. Therefore, as new bodies and groups are added to or existing ones replaced, student positions will need to be monitored continuously, as will the mandates or priorities of more permanent bodies, which may also change over time.

The Student Council also has an insufficient number of representatives (33 out of 44). Refer to the indicator under WP6. Some members in the Council must therefore represent multiple bodies, which leads to a substantial workload for the respective students. Currently, many of the Council members are engaged in multiple CIVIS activities, which limits their ability to participate in new projects and bodies.

Furthermore, in addition to establishing student positions, it is important that CIVIS staff and academics support the appointed student representatives, enabling real and meaningful student influence. This support could include

- an introduction to the functions and working methods of the body from the coordinator or chair for new student representatives,
- pre-meeting with student representatives prior to a meeting, and,
- a standing agenda item for students.

During Spring 2026, the Management Committee discussed how to strengthen student participation, and several sessions on student involvement in CIVIS and its Member Universities were also held at the CIVIS Days in Bucharest in June 2026. These efforts have contributed to an increase in the number of students on the Student Council, rising from 23 in January 2026 to 33 in July 2026, which is positive and promising.

Student representation

Results: 89% of the student positions listed in the indicator on student positions are occupied by student representatives.[20]

Target: All student positions occupied by student representatives.

Main objective: Foster the inclusive & participative dimension of CIVIS governance structures (WP1).

[20] Since the Jean Monnet Network called PolyCIVIS has unlimited positions this position has not been included in the result, which is based on 46 positions and 41 student representatives.

Comment: The Student Council has appointed student representatives to 89% of the available student positions within the various bodies listed in the above indicator. This is comparable to 67% in the third year, 95% in the second year and 94% in the first year. The result is generally positive, though there is a dip in the third year.

Associate Member (in Africa) representatives in CIVIS2 bodies

Results: 16 CIVIS bodies have representation of Associate Members (in Africa) the fourth CIVIS2 year. See Figure 2 below.

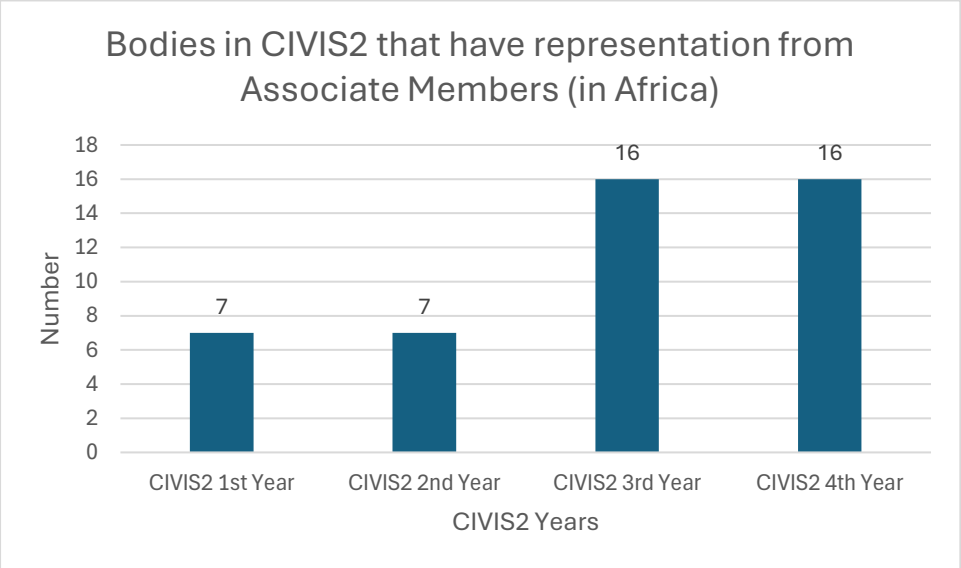

Figure 2: The number of bodies with representation of Associate Members (in Africa) for each CIVIS2 year.

Target: No target.

Main objective: Facilitate the transversal involvement of local and global associated partners (WP1),

Comment: After remaining at the same level for two years, the number of CIVIS2 bodies with Associate Members (in Africa) representation increased significantly in the third year. This is primarily due to the September 2024 agreement to participate in CIVIS's governance and management bodies by nominating representatives, explained in the staff satisfaction indicator further up. For the fourth CIVIS year the number remained at 16.

Other bodies may also benefit from representatives of these members. Therefore, in addition to the student positions, the formal and meaningful inclusion of Associate Members (in Africa) in CIVIS bodies must be continuously monitored and supported.

WP3 – Challenge based local to global educational activities

In the fourth year of CIVIS2, three of the three indicators for WP3 – Challenge based local to global educational activities were measured.

Collaborations between Hubs

Results: Three workshops or (formal) meetings between at least two Hubs have been arranged during the fourth CIVIS2 year.

Target: No target.

Main objective: Establish knowledge co-creating teams involving the universities and local and global partners (WP3).

Comment: Hub2 organised a session with Hub3 in their in-person meeting in October 2025 in Tübingen discussing opportunities for inter-Hub collaboration. Hub3 also organised a session entitled "Potential inter-Hub collaborations" during its annual in-person Council meeting held on 9 December 2025 in Glasgow. The Hub 1, 2, 4 and 5 were presented in Glasgow and discussed the topic. The third workshop was held in spring 2026 when representatives from all the Hubs convened to deliberate on strategies for collaboration in the future. The number of workshops is the same as last year.

It is worth noting that all BIPs and the educational provision are interdisciplinary by design of the CIVIS call. Therefore, many courses and programmes require collaborative workshops and meetings and are cross-Hub. There are numerous informal meetings of this kind, but they are not included in the results. In order to be measurable, clear and easy to collect, the indicator only covers workshops and formal meetings, etc.

Collaborations between Hubs and Open Labs

Results: Seven workshops or (formal) meetings between Hubs and Open Labs has been arranged in the fourth year of CIVIS2.

Target: At least five at the end of CIVIS2.

Main objective: Establish knowledge co-creating teams involving the universities and local and global partners (WP3).

Comment: HUB3 organised a hybrid session entitled "CIVIS Open Labs and Health Hub Synergies" during its annual in-person Council meeting held on 9 December 2025 in Glasgow. During the session, four Open Lab coordinators (UNIL, AMU, SU and UG) presented an overview of the Open Lab projects, highlighting the different participatory approaches and methodologies used across the Open Labs initiative. Hub4 organised one joint meeting with the Open Lab Council Chair during Hub4 physical meeting in Lausanne (05-06/03/2026) on the future of the Open Lab Rolling Call and took part in the co-organisation of the BIP Healthy Urban Systems with UNIL and ULB's Open Labs (29/06/26-03/07/26). Hub 4 also organised a session with one Open Lab coordinator in their council meeting in October 2025 in Tübingen. Furthermore, representatives from Hub5 took part in the Open Lab Contemporary Childhoods/Youths Open Lab meeting in Madrid in February 2026 and in two meetings regarding the Open Lab on Experiencing and Engaging with Applications of Discrete Mathematics in Computer Science.

In 2023-2024 and 2024-2025 three workshops or meetings have been arranged per year between Hubs and Open Labs. In 2025-2026 seven meetings have taken place, making a total of 13. Thus, the target of 'at least five' by the end of the project has clearly been reached, which is positive, even if five seems a little low for the entire project.

Collaborations between Hubs and Associate Member Universities (in Africa)

Results: Three (formal) workshops, conferences and meetings on Hub challenges with Associate Member Universities in Africa were conducted during the fourth year of the CIVIS project.

Target: No target.

Main objective: Establish knowledge co-creating teams involving the universities and local and global partners (WP3)

Comment: During its annual in-person Council meeting held in Glasgow in December 2025, Hub3 organised a panel discussion entitled 'Collaboration with African Members'. The panel was made up of seven Associate Members (in Africa). Furthermore, in June 2026, a webinar entitled 'Reframing Cancer Research in Africa' was organised, including several representatives from different Hubs and Associate Members (in Africa).

Though, the main effort for CIVIS has been put into organising the first CIVIS African European Forum for Research and Education in Casablanca in March 2026. This event is counted as one conference, but it included 32 sessions (three plenaries, 18 panels, six tandem talks and ten poster pitches) on Hub challenges. The forum had more than 200 participants, 155 scholars included, and all 17 CIVIS universities were represented. Representatives from ten other universities took part and the overall satisfaction rate was 90% for all the participants. This demonstrates the success of the event itself, as well as the implementation and use of the PDCA cycle throughout CIVIS activities.

The forum proved to be such a resounding success, largely due to the prior calls for seed funding for academic collaboration and training for doctoral students, and especially African European collaboration that were initiated in 2024 but not extended in 2026. The aim of these calls was to encourage innovative networking and partnerships and initiate longer-term collaboration between CIVIS member institutions and its six Associate Members (in Africa). CIVIS welcomed proposals related to one or more of the five CIVIS Hub themes. These calls resulted in 22 formal projects with Associate members (in Africa) in 2025 and four in 2024, many of which were presented at the forum and are ongoing.

All 26 approved projects arranged one meeting, which usually spanned a whole week, while a few projects arranged two meetings. In addition to the seed funding projects, seven other meetings were arranged between the Hubs and Associate Members (in Africa) during the second and third years of CIVIS2. In total, 29 meetings were held between the Hubs and Associate Members (in Africa) as part of various collaborations. While there is no target for this indicator, the results demonstrate that CIVIS continues to provide innovative and robust platforms for African European collaboration.

The result of this indicator does not include the well-integrated representation and work of Associate Members (in Africa) during regular meetings and operations of the Hubs and their councils where for example, education and research projects, funding proposals, study material and policy papers are prepared. Collaboration with Associate Members (in Africa) are also measured in WP4 regarding Open Labs and in WP9 and WP11 concerning the educational provision in CIVIS.

WP4 - Local to global civic engagement projects

For the fourth year of CIVIS2, three of the four indicators for "WP4 - Local to global civic engagement projects" were measured. The indicator on participation of Associate Members (in Africa) in Open Labs projects is not included due to a lack of information resulting from the cut-off date for data collection for the indicators.

Open Labs projects

Results: Eleven Open Labs projects applications have been submitted. Eight of these have been validated by the OL-calls evaluation committee. All eight are implemented during CIVIS2.

Target: No target.

Main objective: Boost civic engagement through Open lab projects (WP4).

Comment: During the fourth year eleven Open Lab projects[21] were submitted, and eight of these were validated and will be launched and completed during CIVIS2. This is a decrease from the third CIVIS2 year, when 18 projects were validated among 22 applications. Although there is no target for this indicator, one way to measure it is to look at the number of completed Open Lab projects out of the validated ones. During the 2025–2026 period, 17 Open Lab projects were ongoing (out of 18), with results reported in summer 2026[22]. This is a very positive outcome, given that Open Lab projects include many stakeholders and can be complex to implement.

During September 2025 a survey on outputs foreseen was also sent to the coordinators of the Open Lab projects. Most projects (approximately 70%) plan to produce one to three disseminatable outputs. The total 50 planned outputs include, among others:

- Guides/tools and educational materials (30%)
- Publications and presentations (28%)
- Reports, policy recommendations and official documents/statements (20%)
- Online data and online platforms/digital archives (16%)[23]

Here it should be added that during CIVIS1, reported by September 2022, 49 Open Labs projects had been proposed and selected. However, it is unclear how many of these projects were launched. It should also be noted that the rules for eligible OL projects changed significantly between CIVIS1 and CIVIS2.

Staff in Open Labs projects

Results: 473 mobile or local staff (researchers, academics and non-academic staff) from CIVIS Member Universities participating in the planning and/or the implementation of Open Lab projects validated.[24]

Target: No target.

Main objective: Boost civic engagement through Open lab projects (WP4).

Comment: In the fourth year 473 mobile and local staff from CIVIS Member Universities participated in the planning and/or implementation of validated Open Lab projects, compared to 357 in the third year. As visible in the indicator above there are less new projects but more staff compared to last year which is positive.

[21] The Open Lab call was opened in the summer of the second CIVIS2 year, after being put on hold in the first year. Therefore, there were no approved/validated Open Lab projects for the first and second year.
[22] Data on the number of staff, students and local stakeholders is missing for five projects. The number of Associate Members (in Africa) in the most recent OL projects are also missing.
[23] See MS4.3 Products, Processes and Policy Recommendations from the Open Labs' Intersectoral Knowledge.
[24] Data on the number of staff is missing for five projects, so the number is most likely higher.

Students in Open Labs projects

Results: 594 mobile or local students on bachelor, master, doctorate or short cycle level[25] from CIVIS Member Universities enrolled or participating in the validated Open Labs' projects during the fourth CIVIS2 year.

Target: Increasing.

Main objective: Boost civic engagement through Open lab projects (WP4).

Comment: In the fourth year, 594 mobile or local students from CIVIS Member Universities were enrolled in or participated in validated Open Labs projects, compared to 290 in the third year. This demonstrates an increase of almost double in one year, meaning the target increasing has been met. It should be noted that data from five projects is missing, so the actual number is most likely even higher. By September 2022, 1,620 students had participated in Open Labs during CIVIS1.

Associate members (in Africa) in Open Labs projects

Results: Nine validated Open Labs projects collaborated with Associate Members (in Africa) during the third CIVIS2 year.[26]

Target: No target.

Main objective: Build bridges between the academic world and the local social, economic, political, and cultural stakeholders (WP4).

Comment: During the third year, nine of the Open Lab projects collaborated with Associate Members (in Africa) in the planning and implementation of these projects. This accounts for half of the 18 launched projects, which is positive. Now that the Open Lab Call is up and running, we hope that these members will continue to participate in future projects. As this indicator only has been measured during the third year, it is not yet possible to make comparisons between years.

Local stakeholders in Open Labs projects

Results: 215 local stakeholders or partners, i.e. organisations or groups, participating in the planning and/or the implementation of Open Labs projects validated.

Target: No target.

Main objective: Build bridges between the academic world and the local social, economic, political, and cultural stakeholders (WP4).

Comment: In the fourth year, 215 local stakeholders, i.e. organisations or groups, participated in the planning and/or implementation of Open Labs projects, compared to 101 in the previous year. This is almost a double increase and demonstrates a positive trend, which is very encouraging. This is especially significant given that data is missing for five projects, suggesting that the actual numbers will be even higher.

[25] Short cycle level: Post-secondary Vocational Education and Training, VET.

[26] As mentioned, the data for this indicator is from the third CIVIS2 year and has not been measured in the fourth year.

WP6 - Connecting student communities through the inter-university campus

19 out of 19 approved indicators for "WP6 - Connecting student communities through the inter-university" campus was measured in the fourth CIVIS2 year. This is the WP with the highest number of indicators in absolute terms, as it is, in short, responsible for student mobility, which is an important area for CIVIS and all European University Alliances.

Multilingualism activities for students

Results: Four CIVIS multilingualism opportunity or launched activity for students have been offered the fourth CIVIS2 year.

Target: No target.

Main objective: Streamline multilingualism offers and tools (WP6).

Comment: In the fourth year four CIVIS multilingualism opportunities or activities for staff was offered, compared to three the third year (see also indicators for WP7). As last year this is a language tandem programme for staff and students in connection with the Pedagogical Centre at a CIVIS Member University, a Romance Language café for staff and students as a SU-PLUS cooperation and a lecture series on multilingualism, also targeting both students and staff. The new ones are a Slavic Language Café that has been offered since Winter 2025/2026, also a cooperation between SU and PLUS. Interim figures in Spring 2026 show that for the romance language café 12 sessions have been held with 62 participants and for the Slavic language café 10 sessions have been organised with 25 participants. Both including staff and students, ratio not known.

Student ambassadors

Results: 32 student ambassadors; 24 females and 8 males. One to five ambassador(s) per CIVIS Member University the academic year 2025-2026. This is shown by Figure 3 below.

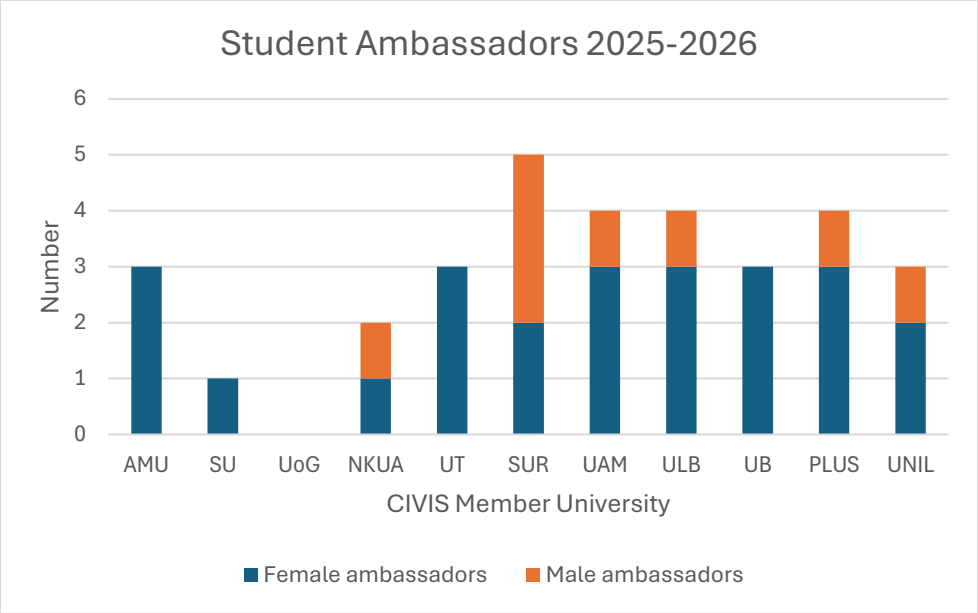

Figure 3: Number of female and male ambassadors of the total number of CIVIS student ambassadors per CIVIS Member University the academic year 2025-2026.

Target: Three per university.

Main objective: Foster/Strengthen the sense of belonging to the European university among students of the Alliance on one hand and promoting cultural diversity on the other (WP6).

Comment: As in previous CIVIS2 years, there are usually between three and five ambassadors per CIVIS Member University. For the 2022–2023 academic year, there were 33 ambassadors; for the 2023–2024 academic year, there were 35; for the 2024–2025 academic year, there were 37; and for the 2025-2026 academic year there were 32, The target of three ambassadors per university has almost been met. However, two universities (SU and UofG) have not yet reached their target, either the second, the third nor the fourth CIVIS2 year. Furthermore, the proportion of female ambassadors was 70% in 2022-2023, 74% in 2023-2024, 65% in 2024-2025 and 75% in 2025-2026. In general, the proportion have been between 65-75% female and 25-35% male ambassadors, which may reflect the student population at the universities.

The ambassadors represent and promote CIVIS in their home universities. In the spring of 2025 a 4-month special campaign, the CIVIS Ambassadors Newsroom Project was launched to empower students to become active communicators of CIVIS activities, while building skills in storytelling, collaboration and digital content creation.[27] Over the course of the pilot, the project brought together 15 ambassadors from across the alliance. Ambassadors were not only active online: they also contributed to student fairs, welcome days and local outreach activities, helping connect CIVIS opportunities with their peers on campus. This dual role as communicators and local representatives reflects the broader ambition of the project: to strengthen the link between the alliance and its student community. The CIVIS Ambassadors Newsroom Project successfully demonstrated the potential of student-led communication within the alliance. The pilot produced high-quality content, strengthened collaboration among students from different universities, increased the visibility of CIVIS activities and contributed to a strong student presence at CIVIS Days 2026.
The Newsroom Project has the potential to become a sustainable flagship initiative for student participation, storytelling, and alliance visibility, one that could be extended to other targets, like future Staff Ambassadors.

[27] Information based on data from CIVIS Impact and Dissemination Report (Deliverable 13.1) and the Pilot Evaluation Report on CIVIS Ambassadors Newsroom Project 2026

Student Council

Results: 44 student positions in the CIVIS Student Council, of which 33 are occupied by students as of July 2026. This is illustrated by Figure 4 below.

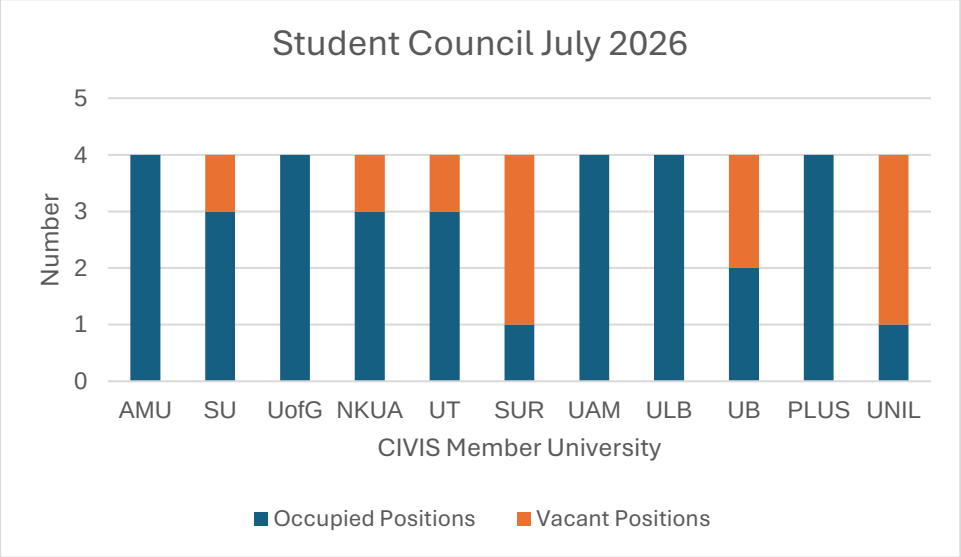

Figure 4. Number of occupied and vacant positions out of the total number of positions in the Student Council per CIVIS Member University.

Target: No target.

Main objective: Foster/Strengthen the sense of belonging to the European university among students of the Alliance on one hand and promoting cultural diversity on the other (WP6).

Comment: A total of 44 students can be elected to the Student Council. Each of the eleven CIVIS Member Universities is allocated four positions. In July 2026 75% (33 out of 44) compared to 52% (23 out of 44) in January 2026, of the positions were occupied by students. This contrasts with 2024-2025, when 82% of positions in the Council were occupied. Thus, the numbers of occupied positions vary between the years, but it is positive that the number increased after the election of student representatives during the CIVIS Days in Bucharest and that now all universities are represented in the Student Council.

Regardless of the differences between the years, according to the co-chairs[28] the Council is generally unaware of potential difficulties that could lead to unfilled positions. There are also many differences between universities concerning compensation structures, election procedures, etc. Furthermore, some universities have a less pronounced focus on raising awareness about CIVIS, e.g., promotional material etc.

Student-led projects[29]

Results: One Student-led project has been completed, and seven Student-led projects are completed but still in the process of reporting during the academic year 2025-2026.

[28] Presentation on the Management Committee of CIVIS 3 February 2026 by the Student Council; exchange on boosting inclusion and participation of students.
[29] The numbers, targets, comments and figures for student mobility and numbers etc. of student-led-projects and BIPs related to WP6 have also been published in the Report on the Inter-University Campus for the Student Community of

Target: No target.

Main objective: Develop and offer enlarged experiences – also student-led - for students within CIVIS (WP6).

Comments: One Student-led project has been completed, and seven Student-led projects are in the process of reporting during the academic year 2025-2026. This can be compared to seven Student-led projects approved and eight completed during the 2024–2025 academic year and to three Student-led projects launched in 2023-2024, one of which was completed. There was no call during the academic year of 2025-2026, but some projects are still running.

The number of applications dropped significantly between the two calls in 2025-2024 and 2024-2023 (from 27 to 12). This significant change can be attributed to the relatively late launch of Student-led projects in autumn 2024, which initially generated a lot of interest, but then interest waned due to the two calls being so close together in time: first call autumn 2024 and second call spring 2025. Hopefully, the number of applications will bounce back once calls for Student-led projects have stabilised and become embedded in university life. However, due to some universities' initial scepticism, likely due to the high cost of introducing a new format, further calls for projects have been put on hold for the time being, preventing Student-led projects from becoming a reliable, standard CIVIS activity.

.

Mobile students in Student-led projects

Results: 73 mobile students and an additional 290 local students directly and actively participated in Student-led projects during the academic year 2025-2026.

Target: 250 mobile students in Student-led projects at the end of CIVIS2, 150 in academic year 2024-2025 and 50 the academic year 2023-2024.[30]

Main objective: Develop and offer enlarged experiences – also student-led - for students within CIVIS (WP6).

Comment: 73 mobile students participated in Student-led projects during the academic year 2025-2026. This could be compared to 87 mobile students 2024-2025 and 31 mobile students 2023-2024. which sums up to a total of 191 mobile students. Thus, the target 250 mobile students at the end of CIVIS2, 150 for 2024-2025 and 50 for 2023-2024 has not been achieved.

Tracking the number of local students participating serves to measure the local impact of the projects and provide context for the mobilities. Therefore, the number of local students has also been measured. In the 2025-2026 academic year, 290 local students participated, compared to 197 in the 2024-2025 academic year and 61 in the 2023-2024 academic year, bringing the total number of local students to 548. Thus, there are more than double the number of local students (548) than mobile students (191) in the Student-led projects so far. It therefore appears that these projects mainly attract local students.

Student-led projects are a relatively new activity. The initiative was launched in mid-2024 following delays caused by issues in previous years. Although the target 50 mobile students was slightly missed 2023-2024, reporting on the projects for this period was incomplete by the end of November 2025. The figures reported in the narrative reports appear to be significantly higher than the current documentation suggests, indicating that participation was much greater. Interest in and participation in Student-led projects also depends heavily on the proposed topic, making it prone to fluctuation from year to year. Therefore, it would be more accurate and efficient to evaluate the success of these activities based on average mobility over several years than to

CIVIS Alliance (Deliverable 6.1). Only some minor, mainly, editorial changes have been made of the data, lists etc. from this report to be consistent with the Final Quality Report D1.4.

[30] The targets for mobility numbers for students, staff and academics refer to the deliverable D5.1 The CIVIS Inter-University and Digital Campus – A Strategic Guidebook for a Shared Community Space approved by the Steering Committee June 2024.

set specific annual targets – provided that Student-led project calls are planned to be launched during the next years.

Mobile students in internships/traineeships

Results: 43 mobile students[31] in internships/traineeships during the academic year 2025-2026.

Target: 200 at the end of CIVIS2, 100 in the academic year 2024-2025.

Main objective: Develop and promote diverse forms of student mobility within the Alliance with an eye on inclusion and environmental sustainability (WP6).

Comments: There have been 43 mobile students on internships/traineeships during the 2025-2026 academic year. This is comparable to the 39 students in 2024-2025 and to the 47 students in 2023-2024, making a total of 129 students. While CIVIS did not set a target for 2023-2024 since internship and traineeship activities had not yet been launched, a target of 100 was set for 2024-2025. This target was not achieved with (only) 39 mobile students. The target of 200 at the end of CIVIS2 with 43 mobile students in 2025-2026 has therefore not been met either.

This development could be the result of various factors, such as supply and demand, or the different national and regional structures that may not be compatible with the CIVIS Alliance's approach. Another possible reason is that official CIVIS internships and traineeships have not yet been fully implemented and therefore these mobilities are not always monitored at Alliance level, making it difficult to make predictions and set targets.

It remains to be seen whether these numbers will stabilise or continue to develop in certain directions. Only then will it be possible to analyse the internship framework and concrete local measures adequately, and therefore set more well-grounded targets, alliance-wide strategies and structures. However, most CIVIS universities already have their own structures and processes for sending students on internships or traineeships abroad.

[31] "Mobile students" refers to students funded within Erasmus+ or SEMP/UofG (SEMP: Swiss European Mobility Programme, equivalent to Erasmus; UofG: University of Glasgow, who have their own funding, partly under the UK Turing scheme).

Blended Intensive Programmes (BIPs)

Results: 60 launched CIVIS Blended Intensive Programs (BIPs) the academic year 2025-2026, as can be seen in Figure 5.

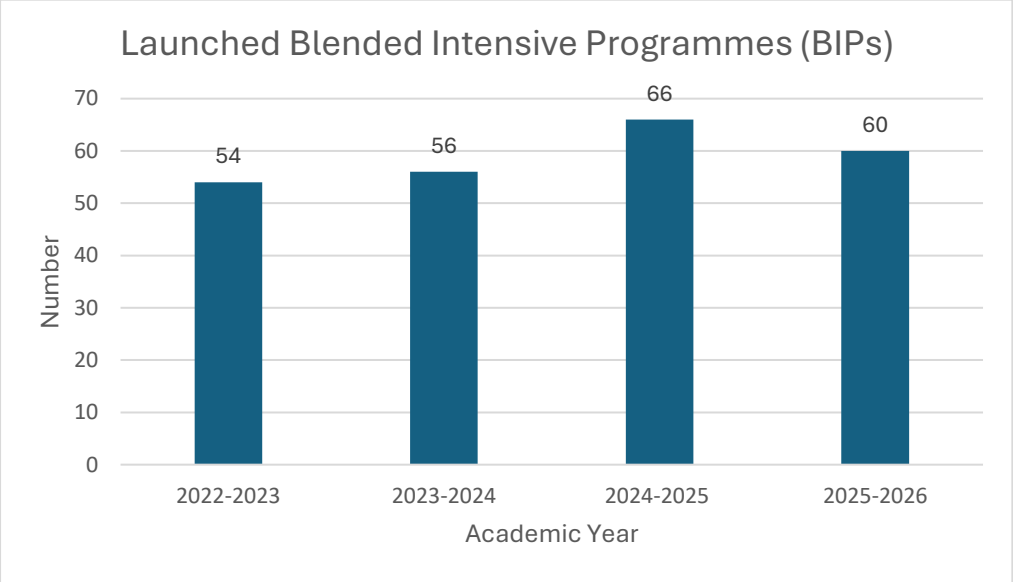

Figure 5. Number of launched BIPs in academic years 2022-2026.

Target: 55 BIPs per academic year, 5 per university.

Main objective: Develop and promote diverse forms of student mobility within the Alliance with an eye on inclusion and environmental sustainability (WP6).

Comment: During the academic year 2025-2026, CIVIS continued its efforts to establish BIPs as a cornerstone of the CIVIS Alliance mobility programme. As in previous years, the success of these programmes reflects the work of the Education Unit, the Mobility Unit and other supportive CIVIS bodies and entities. The number of BIPs launched has far exceeded the target of 55 per academic year. This figure has increased from 54 in the first year, to 56 in 2023–2024, to 66 in 2024–2025 and to 60 in 2025-2026. In total 236 BIPs has so far been launched during CIVIS2.[32] Thus, BIPs are not only a great success story for the CIVIS Alliance but also hold great promise for future student mobility in Europe.

This growth also confirms the positive feedback that the BIPs received during the evaluations from students and programme coordinators[33]. In fact, the CIVIS Alliance has decided to allow the number of BIPs to exceed the self-imposed cap of five per year per host university (55 in total), as there are sufficient funds and operational capacity to accommodate an additional five BIPs. As BIP organisation becomes increasingly efficient and routine, the number will hopefully increase further in the coming years. In terms of content, BIPs have continued to incorporate elements of challenge-based learning. These activities were critically

[32] It should be added here that 30 BIPs were reported in September 2022 for the entire CIVIS1 project, but it is unclear whether these were proposals, validated or launched BIPs. The number of mobile students in these BIPs is included in the 'short-term mobility' category in CIVIS1. There are therefore no specific figures for mobile students in BIPs in CIVIS1.

[33] See MS8.7 Evaluation report on pilot activities, and the recently published Stîngu, M., Carțiș, A., Iftimescu, S., Björling, A.-K., Sköld, E., & CIVIS – Europe's Civic University Alliance. (2026). CIVIS Blended Intensive Programmes 2024-2025: quality, impact, and strategic development. CIVIS – Europe's Civic University Alliance. In this study a total of 611 students (out of 1.534 students, 39.83%) who participated in CIVIS BIPs responded to the student survey. In parallel, 40 responses from BIP coordinators were collected, representing 39 BIPs out of the 70 implemented during the reference academic year. This very interesting BIP-evaluation is published here.

examined throughout the year and the insights gained were used to improve administrative support, e.g. service packages for students and programme coordinators. For transparency reasons, it should be noted that BIPs are capped at five per university, except for 2025-2026 and 2024–2025, given the strong and ongoing interest in BIPs and their potential for future growth. In 2025-2026, a fast-track process was also introduced for the second editions of BIPs that had completed programme evaluation reports, with the aim of promoting continuous improvement through the PDCA cycle.

Mobile students in BIPs and short-term mobility

Results: 1,544 mobile students[34] in BIPs the academic year 2025-2026. In addition, 25 short-term mobilities involving doctoral students were reported this year, bringing the total number of short-term mobilities to 1,569. This is illustrated by Figure 6 below.

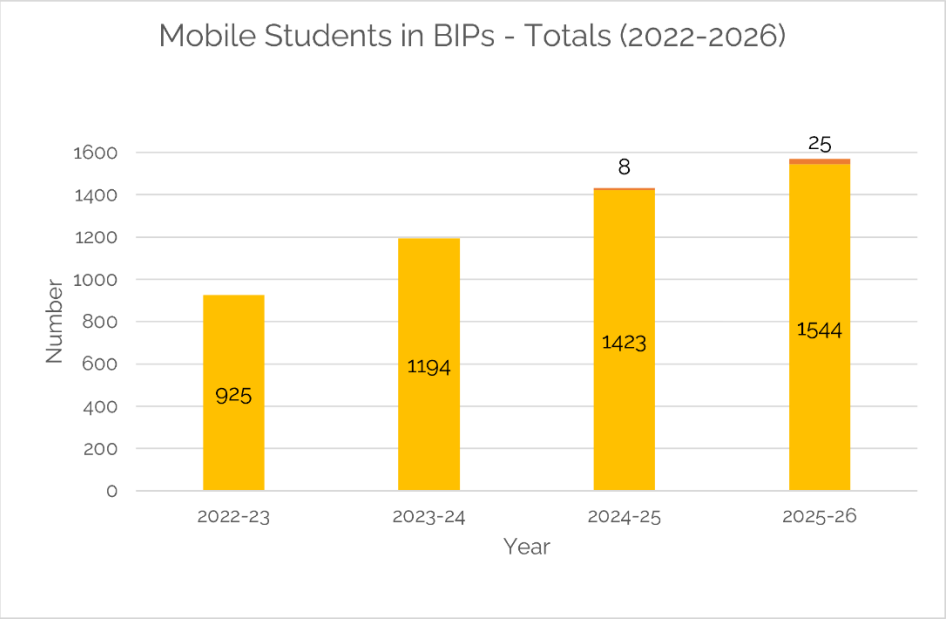

Figure 6. Number of students who made short-term (BIP) mobilities in the academic years 2022-2026.

Target: 1,650 at the end of CIVIS2, 1,400 in academic year 2024-2025 (+250).

Main objective: Develop and promote diverse forms of student mobility within the Alliance with an eye on inclusion and environmental sustainability (WP6).

Comment: Since tracking of incoming mobilities in BIPs began in 2022, the number has increased steadily. Starting with 925 students in 2022–2023, this figure rose to 1,194 in 2023–2024, 1,431 in 2024–2025 and reached a new high of 1,569 in 2025-2026. The 2025-2026 figure includes 25 incoming BIP doctoral students and 8 students from an Associated Partner in Africa. In total 5,119 BIP mobilities have been undertaken in CIVIS2. This is also the CIVIS educational activity that has generated the most student mobility in CIVIS2, closely followed by long-term mobility within total 4143 mobile students in CIVIS2.

[34] "Mobile students" refers to students funded within Erasmus+ or SEMP/UofG (SEMP: Swiss European Mobility Programme, equivalent to Erasmus; UofG: University of Glasgow, who have their own funding, partly under the UK Turing scheme).

In 2024-2025 the numbers of local participation in BIPs were measured for the first time, when 296 local students participating in BIPs were counted, and for the academic year 2025-2026 263 local students were counted. The participation of these students enriched the international experience of the students who travelled as part of their BIPs and the local students participating in these programmes. While the BIPs almost achieved their target 1,650 for 2025–2026, local participation contextualises these numbers and demonstrates the impact of these programmes on local academic communities.

The total number of mobile and local students are 1,832 for 2025-2026. When considered alongside the 6,789 BIP applications received from students this year, this figure demonstrates that demand and interest in this kind of educational activity far exceeds the supply of available BIPs. In line with the increase in BIP mobilities, the number of student applications also increased annually during CIVIS2. In academic year 2022-2023, 3,502 student applications were registered, rising to 3,890 in 2023-2024 and to 5038 in 2024-2025.

In summary a total of 19,219 student applications has so far been submitted for the CIVIS BIPs, which mirror the great interest in BIPs in the CIVIS student population.

Mobile students in BIPs per CIVIS university

Results: The number of outgoing and incoming (mobile) students[35] enrolled in CIVIS BIPs per CIVIS Member University[36] in the academic year 2025-2026 is presented in Figure 7 below.

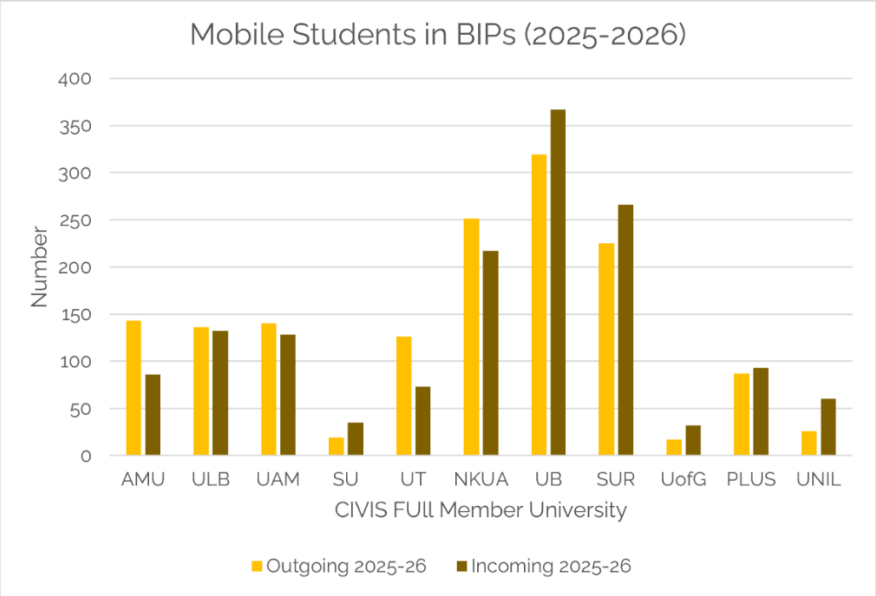

Figure 7: Number of outgoing and incoming students enrolled in CIVIS Blended Intensive Programs (BIPs) per CIVIS Member University during the academic year 2025-2026.

Target: No target.

Main objective: Develop and promote diverse forms of student mobility within the Alliance with an eye on inclusion and environmental sustainability (WP6).

[35] "Mobile students" refers to students funded within Erasmus+ or SEMP/UofG (SEMP: Swiss European Mobility Programme, equivalent to Erasmus; UofG: University of Glasgow, who have their own funding, partly under the UK Turing scheme).
[36] Mobilities to and from the CIVIS Associate Members (in Africa) are reported further below.

Comment: Figure 7 shows that UB and NKUA have the highest percentages of outgoing students out of the total mobile students, with 21% (319) and 17% (251) respectively in relation to the total 1,489 outgoing students from CIVIS Member Universities. SUR follows behind with 15% (225) outgoing students. Compared to 2024–2025, there has been a shift with UB surpassing NKUA, as UB has increased its outgoing student mobility from 251 to 319 students. NKUA and SUR are two of the three largest CIVIS Member Universities, with 70,159 and 107,342[37] students respectively. Therefore, it is not surprising that their absolute number of outgoing students enrolled in BIPs is significantly higher than that of other CIVIS Alliance members. However, it is notable that UB's number of outgoing BIP students remains very high (319) relative to its student population of around 34,000.

UB receives the highest percentage of incoming students by 25% (367), which is relatively high compared to its size. Despite the overall pool of students, the steady growth of NKUA and UB, as well as SUR, may indicate an effective communication strategy for reliably attracting students to BIPs.

Conversely, it is difficult to balance the flow of BIP students between universities, as the location of BIPs is not governed by reciprocal agreements, but by programme coordinators at the home universities — the university hosting the BIP by default. Therefore, the number of incoming BIPs says more about the willingness of academics to coordinate BIPs than it does about the students themselves. In this case, outgoing student numbers are much more indicative.

Mobile students in long-term mobility

Results: 1,146 students from and to CIVIS Member Universities in total made long-term (semester) mobilities[38] during the academic year 2025-2026. This is shown in Figure 8 below, which also includes corresponding data from CIVIS1 (2019-2022).

Target: 1,500 at the end of CIVIS2.

[37] Source: The Communication Unit, 2023. The numbers are enrolled students (Bachelor / Master / PhD) - excluding Lifelong Learning.
[38] "Mobilities" refers to students funded within Erasmus+ or SEMP/UofG (SEMP: Swiss European Mobility Programme, equivalent to Erasmus; UofG: University of Glasgow, who have their own funding, partly under the UK Turing scheme).

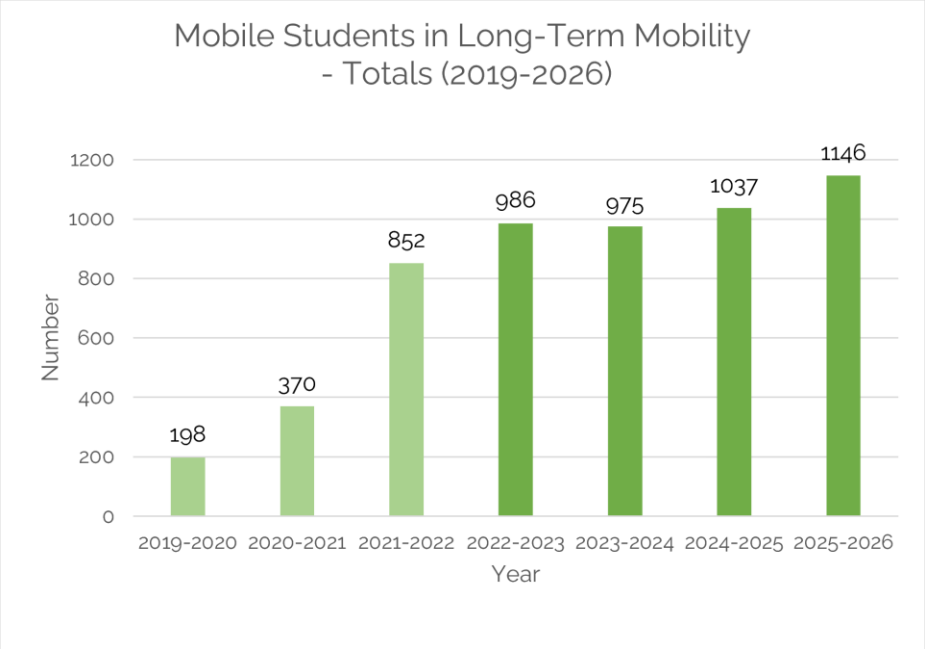

Figure 8. Number of students who undertook long-term (semester) mobilities during academic years 2019-2026 within the Alliance.

Main objective: Develop and promote diverse forms of student mobility within the Alliance with an eye on inclusion and environmental sustainability (WP6).

Comment: Figure 8 shows that 1,146 students undertook long-term (semester-long) mobility from and to CIVIS Member Universities during the 2025–2026 academic year, marking a slight increase from the 1037 mobilities recorded the previous year. Included in this total were two mobilities from and zero mobilities to CIVIS Associate Members (in Africa), marking a decrease from 12 and four in 2024-2025. While the sharp increase during CIVIS1 (2019–2022) was due to the easing of restrictions following the pandemic, long-term mobilities in CIVIS2 (since 2022) have remained steady at around 1,000. These figures suggest that post-pandemic fluctuations are stabilising and can now serve as a foundation for future planning and growth. Although the stabilisation of numbers is an encouraging sign, CIVIS has not yet managed to attract a growing number of students to its partners.

However, after the BIPs, long-term student mobility is the CIVIS educational activity that generates the most student mobility, with a total of 4,144 mobilities during CIVIS2, which is positive. To this can be added 1,420 long-term student mobility in CIVIS1, giving a total of 5,564 long-term student mobility in CIVIS, so far.

Overall, bearing in mind the environmental impact of mobility and the limited mobility funding available, greater efforts are needed to encourage students to participate in mobility programmes, including long-term ones.

Mobile students in long-term mobility per CIVIS Member University

Results: The result of measuring the number of outgoing and incoming (mobile) students involved in long-

term (semester) mobility[39] per CIVIS Member University in the academic year 2025-2026 is presented in Figure 9 below.

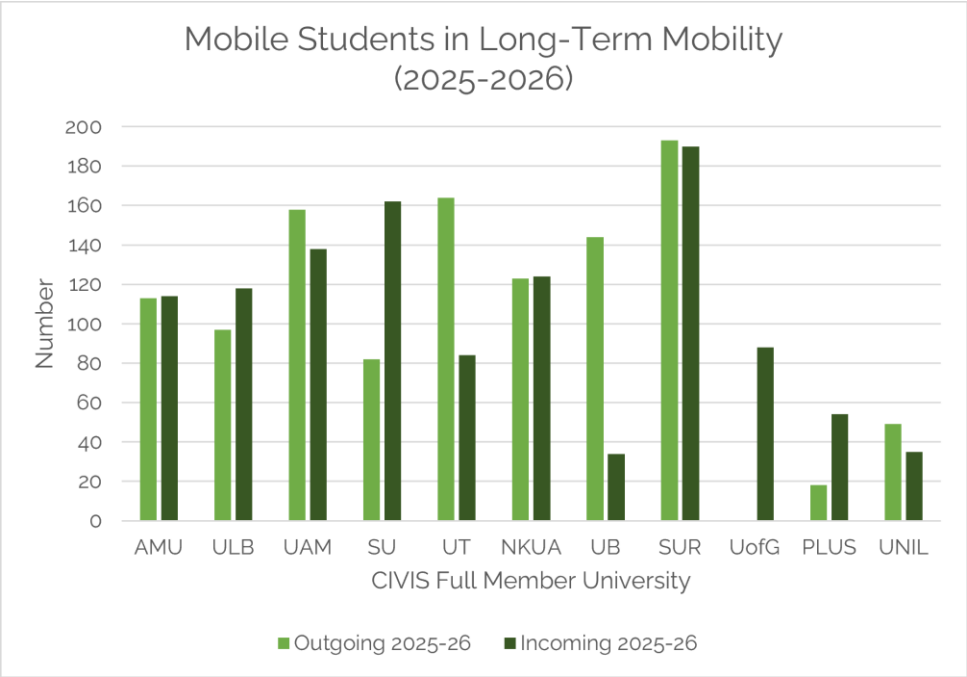

Figure 9. Number of outgoing and incoming students involved in long-term mobility per CIVIS Member University in the academic year 2025-2026.

Target: No target.

Main objective: Develop and promote diverse forms of student mobility within the Alliance with an eye on inclusion and environmental sustainability (WP6).

Comment: Figure 9 shows that UAM has the highest percentage of long-term outgoing students, at 16% (162) out of a total of 1,021 outgoing students across CIVIS Member Universities. UT and UB follow closely behind with 15% (152) and 14% (144) students respectively.

Figure 9 shows that SUR has the highest percentage of long-term outgoing students, at 18% (193) out of a total of 1,092 outgoing students across CIVIS Member Universities. SUR has almost doubled its number of outgoing students since last year (101 students during 2024-2025). UT and UAM follow closely behind with 15% (164) and 14% (158) students respectively.

Compared to the previous year, the overall number of long-term mobilities has increased a bit and is still rather evenly distributed among the CIVIS Alliance compared to the BIPs. This suggests that the exchange benefits not only a few Member Universities, but that long-term mobility is already well established at all Member Universities. The increasing number of long-term mobilities, as well as their more even distribution within just four years, indicate the first steps in the CIVIS Alliance's transformational capability to shape and promote long-term mobilities. It should be noted that an even distribution of absolute numbers, alongside an increase in overall mobility, could indicate a stabilisation of long-term mobility within the Alliance. However, the outgoing numbers must be considered in relation to the size of each CIVIS Alliance Member.

[39] "Mobilities" refers to students funded within Erasmus+ or SEMP/UofG (SEMP: Swiss European Mobility Programme, equivalent to Erasmus; UofG: University of Glasgow, who have their own funding, partly under the UK Turing scheme).

On the other hand, SUR records the highest number of incoming long-term mobility students with 17% (190) out of the 1,141 total number of incoming students within CIVIS Member Universities, as in 2024-2025. SUR is followed by SU with 14% (162) and UAM 12% (138). Unlike outgoing numbers, the rather uneven distribution of incoming students must be observed and mapped through qualitative interviews to understand the factors that influence a student's decision to engage in long-term mobility.

Green mobility top-ups

Results: 9% (128 out of 1.544) of mobile students[40] in BIPs and 13% (150 out of 1.145) of mobile students in long-term (semester) mobilities received a "green mobility top-up" for choosing a green travel option (such as rail or long-distance bus) over a flight to reach their destination.[41] This is illustrated in Figure 10 below.

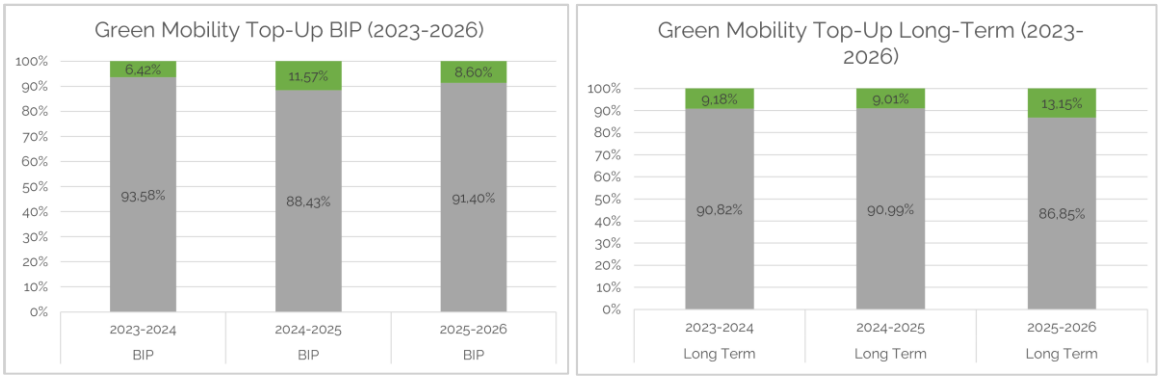

Figure 10. Percentage of mobile students receiving green mobility top-ups in academic years 2023-2024, 2024-2025 and 2025-2026.

Target: No target.

Main objective: Develop and promote diverse forms of student mobility within the Alliance with an eye on inclusion and environmental sustainability (WP6).

Comment: Green mobility top-ups have increased for long-term mobility (2023-2024: 9%; 2024-2025: 9%; 2025-2026: 13%) and stayed relatively stable for BIP mobility (2023-2024: 6%; 2024-2025: 11%; 2025-2026: 8%) within CIVIS Alliance. This is a positive sign that encouragement for Green Mobility is bearing fruit, especially in regard to UN's Sustainable Development Goals (SDGs) and EU's Green Deal. While this positive development is encouraging, there is still room for improvement in the future to become a truly green mobility university alliance. For example, the mobility unit and communication unit jointly developed and just launched a green mobility project for BIP mobility.

The recently published CIVIS report "CIVIS Blended Intensive Programmes 2024-2025: quality, impact, and strategic development (2026)"[42] based on student and programme coordinators surveys also, in short, shows

[40] "Mobile students" refers to students funded within Erasmus+ or SEMP/UofG (SEMP: Swiss European Mobility Programme, equivalent to Erasmus; UofG: University of Glasgow, who have their own funding, partly under the UK Turing scheme).

[41] Mobility to and from CIVIS Associate Member Universities in Africa is not included in this section.

[42] Stîngu, M., Carțiș, A., Iftimescu, S., Björling, A.-K., Sköld, E., & CIVIS – Europe's Civic University Alliance. (2026). CIVIS Blended Intensive Programmes 2024-2025: quality, impact, and strategic development. CIVIS – Europe's Civic University Alliance. The report is published here.

that one of the key challenges includes green mobility. The report state that this challenge is largely systemic and linked to institutional, regulatory, and infrastructural conditions rather than to BIPs quality itself.

Furthermore, these developments are closely intertwined with political decisions regarding the funding of green mobility projects, including the expansion of public transport, the development of electric cars, and even electric planes. This is because the vast distances between Member Universities, especially those in remote locations, and Associate Members (in Africa) necessitate the use of non-green transportation methods. Travelling from Glasgow to Bucharest (3,200 km; 1 day, 20 hours by transit), Athens (3,800 km; 2 days, 8 hours by transit), Stockholm to Rome (2,600 km; 2 days, 6 hours by transit) or Madrid (3,200 km; 1 day, 12 hours by transit) remains difficult with green transport. Engaged 'citizens' have been known to do this, even for relatively short stays. Nevertheless, such distances, especially for short-term mobilities such as BIPs, make people reluctant to use green mobility when considering time and benefits, and consequently they are not eligible for a green mobility top-up. Another factor that compounds this issue is the relatively low cost of flights within Europe, which makes a green mobility top-up negligible. Short-term mobilities within the CIVIS Alliance, such as the successful BIPs, remain a troubling area for green mobility, as the goals of promoting green mobility and international on-site learning are currently in conflict.

Inclusive mobility top-ups

Results: 9% (132 out of 1.544) of mobile students[43] in BIPs and 25% (283 out of 1.145) of mobile students in long-term (semester) mobilities received an "inclusive mobility top-up" to enable students from disadvantaged groups or in financial need to mobilise. This is shown in Figure 11 below.[44]

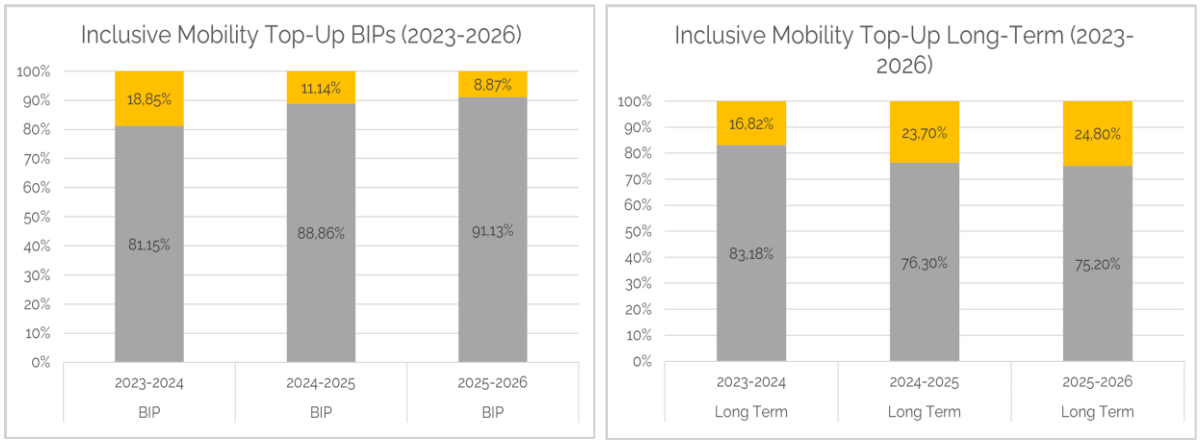

Figure 11. Percentage of mobile students receiving social top-ups for inclusive mobility in academic years 2023-2024, 2024-2025 and 2025-2026.

Target: No target.

Main objective: Develop and promote diverse forms of student mobility within the Alliance with an eye on inclusion and environmental sustainability (WP6).

Comment: The number of students approved to receive inclusive mobility top-ups for BIP mobility has decreased over the past three years, falling from 19% in 2023–2024 to 11% in 2024–2025 down to 9% in 2025-

[43] "Mobile students" refers to students funded within Erasmus+ or SEMP/UofG (SEMP: Swiss European Mobility Programme, equivalent to Erasmus; UofG: University of Glasgow, who have their own funding, partly under the UK Turing scheme).
[44] The inclusive mobility top-up only applies to European students, so African participation is not counted in this section.

2026. However, the number of students approved inclusive mobility top-ups for long-term mobility instead increased from 17% in 2023–2024 to 24% in 2024–2025 up to 25% in 2025-2026, which is positive.

As BIPs depend heavily on the location and content of the programme, a high degree of fluctuation in student interest is to be expected, which has consequences for the need for and consideration of the inclusive mobility top-up. Nevertheless, these numbers must be monitored closely in future.

Conversely, the proportion of long-term mobilities receiving inclusive mobility top-ups has increased to a quarter. This is a very positive development which demonstrates the potential contribution that the CIVIS Alliance can offer to a more inclusive university culture. Although many students require an inclusive mobility top-up, the statistics show that mobility is still too often accessible only to those who can afford it. Furthermore, barriers such as higher accommodation costs at the destination university compared to the home university prevail. CIVIS students also face similar barriers to those identified by the Agency for Mobility and EU Programmes in its Inclusion and Diversity Strategy Report (2023–2027)[45]. These barriers encompass disabilities, health problems, issues related to the education and training system, cultural differences, social barriers, economic barriers, discrimination-related barriers, and geographical barriers. The CIVIS Alliance recognises the importance of mitigating these barriers to create an inclusive learning experience. Future steps include identifying barriers specific to CIVIS mobility and promoting online learning opportunities for disadvantaged students, as well as encouraging student applications for inclusive mobility top-ups.

Mobile students from Associate Member Universities (in Africa)

Results: 24 participants in BIPs and two students in long-term mobility came from CIVIS associate Member Universities in Africa, i.e. 1.5% for BIPs of the total 1,569, and slightly 0,1% of the total of 1,145 for long-term.

Target: No target.

Main objective: Develop and promote diverse forms of student mobility within the Alliance with an eye on inclusion and environmental sustainability (WP6).

Comment: Although participation from students at Associate Member Universities (in Africa) remains low, with 26 students taking part in mobility (24 in BIPs and two in long-term mobility) in 2025-2026, this lays the groundwork for future student mobility. The total number of students from these universities has moved from 16 (11 in BIPs and five in long-term mobility) in 2023–2024, to 43 (31 in BIPs and 12 in long-term mobility) in 2024–2025 and to 26 in the final year of CIVIS2. The consistent mobility of almost 30 students constitutes a solid foundation for student mobilities from CIVIS Alliance associate members from Africa. Transcontinental understanding and cooperation are vital for finding solutions to global crises, even with limited funding.

Mobile students to Associate Members (in Africa)

Results: Zero BIP mobilities and zero long-term student mobilities from a CIVIS Member University to an Associate Member (in Africa) are reported for the academic year 2025-2026.

Target: No target.

Main objective: Develop and promote diverse forms of student mobility within the Alliance with an eye on inclusion and environmental sustainability (WP6).

[45] "Agency for Mobility and EU Programmes: Inclusion and Diversity Strategy" (2023), Agency for Mobility and EU Programmes.

Comment: Unlike the increase in student mobilities from CIVIS Member Universities to Associate Members (in Africa), from (only) one long-term mobility 2023-2024 to seven BIP mobilities and four long-term mobilities 2024-2025, there is a decrease this academic year. The reported numbers for 2025-2026 are zero for both BIP mobilities and long-term student mobilities. The increase last academic year was a somewhat predictable outcome, as one BIP was conducted at the University of the Witwatersrand in Johannesburg, South Africa. Despite the host institution not receiving Erasmus+ funding, the event was a huge success in terms of strengthening ties with the Associate Member Universities (in Africa).

One of the BIPs planned and launched in 2025-2026 was supposed for the first time to be held outside of Europe at the Associate Member Makerere University in Uganda (MAK). However, due to the Ebola outbreak in 2026, the start of the programme has been moved to September. 26 participants signed up for the programme which is positive and might lead to mobilities to an Associate Member. As exchanges between Europe and Africa increase, the CIVIS Alliance must ensure these exchanges are mutually beneficial and leverage the valuable connections established by the Alliance. The Alliance is optimistic that BIPs and long-term mobilities involving full alliance members in cooperation with Associate Members will remain an important and enriching aspect of the alliance.

Collaborative Online International Learning (COIL)

Results: Two Collaborative Online International Learnings (COILs) were submitted, validated and launched in the academic year 2025-2026.

Target: Increasing.

Main objective: Develop and promote diverse forms of student mobility within the Alliance with an eye on inclusion and environmental sustainability (WP6).

Comment: This is the second time this indicator has been measured and there is a small increase from one project being proposed and validated in the academic year 2024-2025, to two projects being proposed, validated and launched in 2025-2026. Thus, the figures are rather low. However, COILs have the potential to attract large numbers of students and transform local learning routines into international ones as they are low-barrier programmes that facilitate international collaboration between students and staff.

Students participating in Collaborative Online International Learning (COIL)

Results: 152 students participated in the two launched COILs in the academic year 2025-2026.

Target: 600 student mobilities in academic year 2025-2026 (in all types of virtual mobility)[46].

Main objective: Develop and promote diverse forms of student mobility within the Alliance with an eye on inclusion and environmental sustainability (WP6).

Comment: For the second time, the number of students participating in Collaborative Online International Learning (COIL) courses has been measured. The target of 600 student mobilities in all types of virtual mobility in the academic year 2025-2026 has not been achieved. However, the number of students participating has increased from zero in 2024-2025 to 152 in 2025-2026.

[46] The target 600 student mobilities indicates a combined target value of COILs and other kind of virtual mobilities.

The number of students participating in COILs also depends heavily on the opportunities offered by lecturers at CIVIS Alliance universities. It is therefore necessary to promote this kind of online mobility and international cooperation among teaching staff and students in a structured environment.

CIVIS virtual exchange course offers (except COILs, micro-credentials and micro-programmes)

Results: In the academic year 2025-2026 the following CIVIS virtual exchange course offers (except COILs, micro-credentials and micro-programmes) were submitted, validated and/or launched.

- zero webinars/online workshops,
- two Massive Open Online Courses (MOOC) (two submitted, validated and launched),
- two Asynchronous Online Courses (AOC) (two submitted, validated and launched).

Target: Increasing.

Main objective: Develop and promote diverse forms of student mobility within the Alliance with an eye on inclusion and environmental sustainability (WP6).

Comment: In the 2025-2026 five virtual exchange course offers were submitted, validated and/or launched. This is the same results as in 2024-2025.

The CIVIS Virtual Exchange Course offers a variety of online learning options, including Massive Open Online Courses (MOOCs), asynchronous online courses, webinars and online workshops. Many of these also count towards micro-programmes. As with COILs, the availability of CIVIS virtual exchange courses depends on lecturers' ability, willingness and knowledge to develop these types of courses. While virtual courses do incur additional costs, it is important to emphasise the unique benefits they can provide for students and staff, particularly those facing barriers to mobility (see above). Online courses can therefore have a meaningful impact on inclusivity for students and staff. They can also contribute to green mobility by providing an alternative way to gain international experience in situations where green travel options are limited.

Students participating in CIVIS virtual exchange course offers (except COILs, micro-credentials and micro-programmes)

Results: 34 students participated in CIVIS virtual exchange course offers (except COILs, micro-credentials and micro-programmes) in the academic year 2025-2026.

Target: 1,200 student mobilities at the end of CIVIS2 and 600+ between 2024-2025 and 2025-2026 (in all types of virtual mobility),[47]

Main objective: Develop and promote diverse forms of student mobility within the Alliance with an eye on inclusion and environmental sustainability (WP6).

Comment: In the academic year 2025-2026, 34 students participated in CIVIS virtual exchange course offers, excluding COILs, micro-credentials and micro-programmes. This is a slight increase on the 29 students who participated in such course offerings in the 2024-2025 academic year. However, the target of 1,200 by the end of CIVIS2 and 600+ between 2024-2025 and 2025-2026 has not been achieved.

[47] The target 1,200 student mobilities indicates a combined target value of COILs and other kind of virtual mobilities. See D5.1.

Virtual Exchange Course Offers continue to provide an important complementary pathway to internationalisation, particularly for students who are unable to participate in physical mobility due to financial, personal, health-related, or academic constraints. In this regard, the initiative contributes to the inclusiveness and accessibility objectives of the Alliance by offering alternative forms of international engagement. The impact therefore lies less in the scale of participation and more in the establishment of diversified mobility opportunities within CIVIS.

Micro-credentials and micro-programmes could be seen as two types of CIVIS virtual exchange course offer. Unlike the deliverable 5.1 on The CIVIS Inter-University and Digital Campus for Students which only refers to WP6, they are reported under WP11 in the present report, since WP11 covers activities concerning the modular offer, including micro-credentials and micro-programmes.

WP7 - Connecting staff communities through the inter-university campus

Eight of the nine approved indicators for "WP7 - Connecting staff communities through the inter-university campus" were measured in the fourth CIVIS2 year, The indicator on number of local or mobile participants/staff, with other funding than STT/STA + SEMP/UG, taking part of CIVIS internationalisation academy (e.g. SUCTI) and CIVIS staff weeks was not measured due to challenges in data collection.

Multilingualism activities for staff

Results: Five CIVIS multilingualism opportunities or launched activity for staff have been offered the fourth CIVIS2 year.

Target: No target.

Main objective: Streamline multilingualism offers and tools (WP7).

Comment: In the fourth year five CIVIS multilingualism opportunities or activities for staff was offered, compared to three the third year and to two the second year. As last year this is a language tandem programme for staff and students in connection with the Pedagogical Centre at a CIVIS Member University, a Romance Language café for staff and students as a SU-PLUS cooperation and a lecture series on multilingualism, also targeting both students and staff. The new ones are a Slavic Language Café that has been offered since Winter 2025/2026, also in cooperation between SU and PLUS. Interim figures in Spring 2026 show that for the romance language café 12 sessions have been held with 62 participants and for the Slavic language café 10 sessions have been organised with 25 participants. Both including staff and students, ratio not known. In addition, a conference “Bridging Voices in Plurilingual Education” was organized in October 2025 with 120 participants on-site and around 25 participants online and in July 2026 a Staff week on “Diversity and Multilingualism: context, beliefs and barriers” was organized at ULB.

Staff weeks and Internationalisation Academy

Results: 15 CIVIS staff weeks took place the fourth year. See Figure 12.

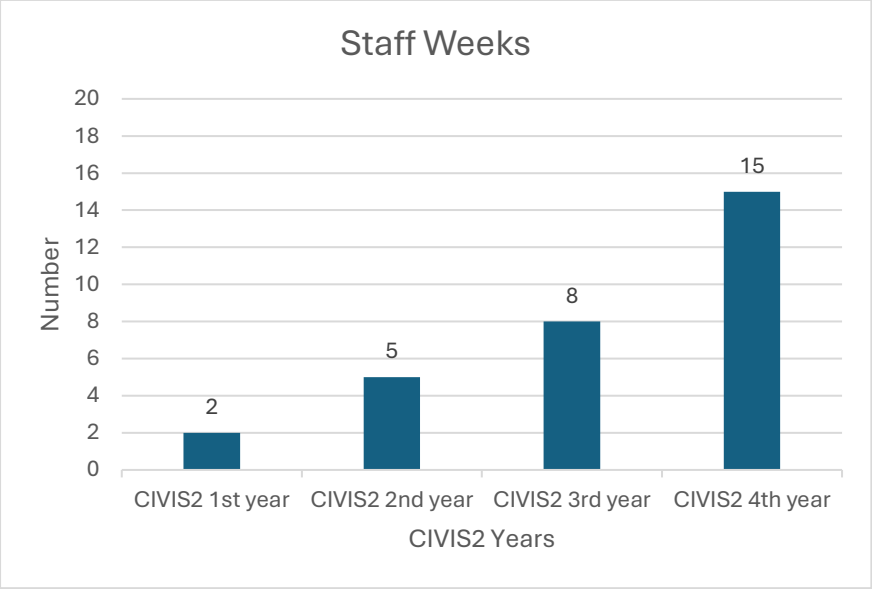

Figure 12. Number of staff weeks, including Internationalisation Academy, during CIVIS2 years.

Target: Five staff weeks/year and one Internationalisation Academy/year.

Main objective: Enable skills development of staff members of each university through the implementation of a dedicated training offer (WP7).

Comment: A "staff week" in the context of CIVIS is an organised event, usually lasting two to five days, in accordance with the Erasmus+ guidelines, which aims to promote the professional development of university staff. Staff weeks are also one of the main instruments for the training of non-academic staff and focus on specific topics according to the requirements of activities within the CIVIS Alliance. Other staff-related activities are annual conferences, job-shadowing and communities of practice. They are not included here.

As shown in Figure 12, two staff weeks or the equivalent were introduced in the first year. Compared to this, the five staff weeks in the second year, the eight in the third year and the 15 in the fourth year can be seen as a very positive result. A total of 30 Staff Weeks were implemented or scheduled across the four CIVIS2 reporting years. This exceeds the cumulative target of 20 Staff Weeks across the implementation period. Based on the data currently available the staff weeks also reached a total of 823 participants.

Even an increase in the number of CIVIS Member Universities organising one to four Staff Weeks per year can be seen. From eight in the third year to eleven in the fourth year demonstrating broad institutional engagement with the format and covering a wide range of themes. ULB and AMU organised the largest numbers, while the other universities contributed between one and three Staff Weeks each. The distribution reflects different institutional capacities, thematic priorities and opportunities to host activities and should therefore be understood as an overview of hosting activity rather than as a comparative performance ranking. In total the Staff Weeks are:

CIVIS2 fourth year (1 October 2025 - 30 September 2026)

- How are Flexible Learning Pathways transforming higher education? The case of CIVIS BIPs at UB 8-10 October 2025
- Erasmus Mundus Unlocked: Preparing Successful Proposals for Sustainable CIVIS Joint Master's Programmes at NKUA 13-15 October 2025

- Modular Futures: Rethinking Learning through Micro-credentials at UAM 11-14 November 2025
- AI for University Communicators at ULB 25-28 November 2025
- Collaborative Pedagogies on Real Life Cases at ULB 02-04 December 2025
- Shaping the future: Adapting career services for Generation Z and Alpha at PLUS 25-26 February 2026
- From local to global: shaping the future of international education at AMU in 30 March – 3 April 2026
- From ideas to action: a collaborative space to develop participatory research projects (2nd edition) at ULB 7-10 April 2026
- Why internationalization is important at ULB 14-15 April 2026
- Making barriers visible at PLUS, 28-30 April 2026
- Transformative libraries and participatory culture, 3-18 June (online) and 6-10 July at AMU
- Developing CoARA Action Plans in CIVIS at UB in 08-10 June 2026
- Diversity and Multilingualism: context, beliefs and barriers at ULB 01-03 July 2026
- Designing Competence-Oriented Joint Programmes at UT 08-10 July 2026
- Facilitation for Complex Collaboration at UT 14-16 September 2026

CIVIS2 third year (1 October 2024 - 30 September 2025)

- Internationalisation of didactics Staff week at SUR the 14-18 October 2024
- HR @ CIVIS at UB the 23-25 October 2024
- Beyond Exchange: Reaching more students through alternative mobility models at UofG 10-14 March 2025
- Becoming better together: widening and deepening the CIVIS European – African cooperation at SU 3-7 April 2025
- From Ideas to Action: A Collaborative Space to Develop Participatory Research Project at UNIL the 7-10 April 2025
- Service Learning (blended format) at AMU the 10-16 May 2025
- Shaping the Future of European R&I: Preparing for FP10 and Building Collaborative Horizon Europe Projects at ULB in June 2025
- Micro-credentials from idea generation to delivery at UNIL the 2-4 July 2025

CIVIS2 second year (1 October 2023 - 30 September 2024)

- Student-led projects at UofG the 24-28 March 2024
- International week CeUL at SU the 15-18 May 2024
- Staff Training Week for Librarians at AMU June 2024
- Training session on European approach for QA of joint programmes at UAM 11-12 June 2024
- Head of IT meeting at SUR the 24-26 June 2024

CIVIS2 first year (1 October 2022 - 30 September 2023)

- HR Staff Week at AMU June 2023
- Designing Micro-Credentials with a Civic Approach at UAM 19-23 July 2023

Mobile Staff for Training (STT)[48]

Results: 158 mobile staff for training the academic year 2025-2026, which is illustrated by Figure 13 below.

[48] Within Staff Mobility for Training Erasmus (STT) or SEMP/UG - SEMP: Swiss European Mobility Programme, equivalent to Erasmus; UofG: University of Glasgow, with own funding.

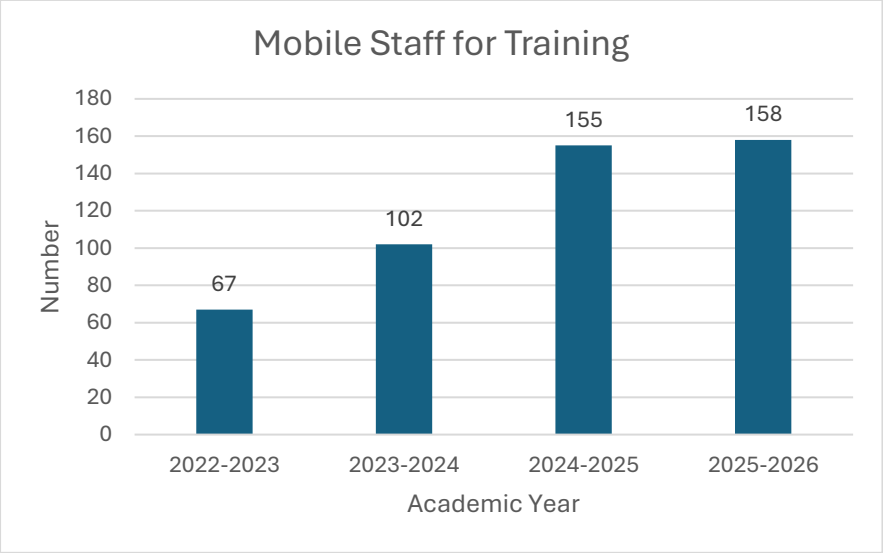

Figure 13: Number of mobile staff for training the academic years 2022-2026.

Target: Approx. in total 170 at the end of CIVIS2, +30 academic year 2025-2026 compared to 2024-2025.[49]

Main objective: Develop and promote diverse forms of staff mobility within the Alliance with an eye on inclusivity and environmental sustainability (WP7).

Comments: From a total of 67 mobile staff for training in 2022-2023, the number increased to 102 in 2023-2024, to 155 in 2024-2025 and to 158 in 2025-2026. The target of in total 170 at the end of CIVIS2 was already achieved by a considerable margin last year, and at the end of CIVIS2 the result is in total 482 mobile staff for training. The number of "mobile staff for training" is mainly related to the number of staff weeks described above. It does not include the number of local participants in these activities.

It is also worth noting that 18% (28 out of 158) of the mobile staff for training received top-ups for green mobility compared to 5% (8 out of 155) in the academic year 2024-2025 and to 20% (18 out of 102) in 2023-2024. This does not reflect the entire green dimension, as some staff may have travelled "green" without applying for green mobility top-ups, but at least the result is better than last year and in line with the result of the academic year 2023-2024.

Mobile Staff for Training (STT) per Member University

Results: The result of the measuring of the number of Mobile Staff for Training per CIVIS Member University during the academic year 2025-2026 is presented below in Figure 14.[50]

[49] These targets/goals are published in the Stream2 deliverable: D5.1 The CIVIS Inter-University and Digital Campus from June 2024.
[50] The figure only demonstrates Staff Mobilities for Training taking place within the Erasmus+ programme.

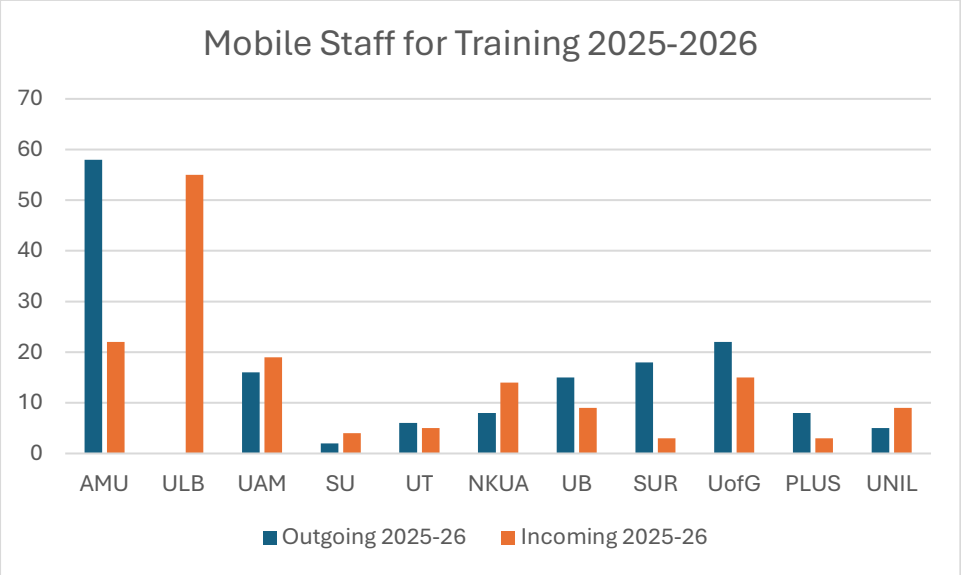

Figure 14: Numbers of Mobile Staff for Training per CIVIS Member University during the academic year 2024-2025.

Target: No target.

Main objective: Develop and promote diverse forms of staff mobility within the Alliance with an eye on inclusivity and environmental sustainability (WP7).

Comment: Figure 14 shows that the highest percentage of outgoing staff mobility for training goes to AMU with 37% (58 out of 158). On the other hand, the highest percentage of incoming mobile staff relates to ULB with 35% (55 out of 158).

The flow of mobile staff for training has changed since last year, when UofG had the highest percentage of outgoing mobile staff (34%) and AMU had the highest percentage of incoming mobile staff (18%). This change is probably related to the universities hosting CIVIS staff weeks, as this varies from year to year.

Mobile Staff for Teaching (STA)

Results: 263 mobile staff for teaching the academic year 2025-2026, which is showed in Figure 15.

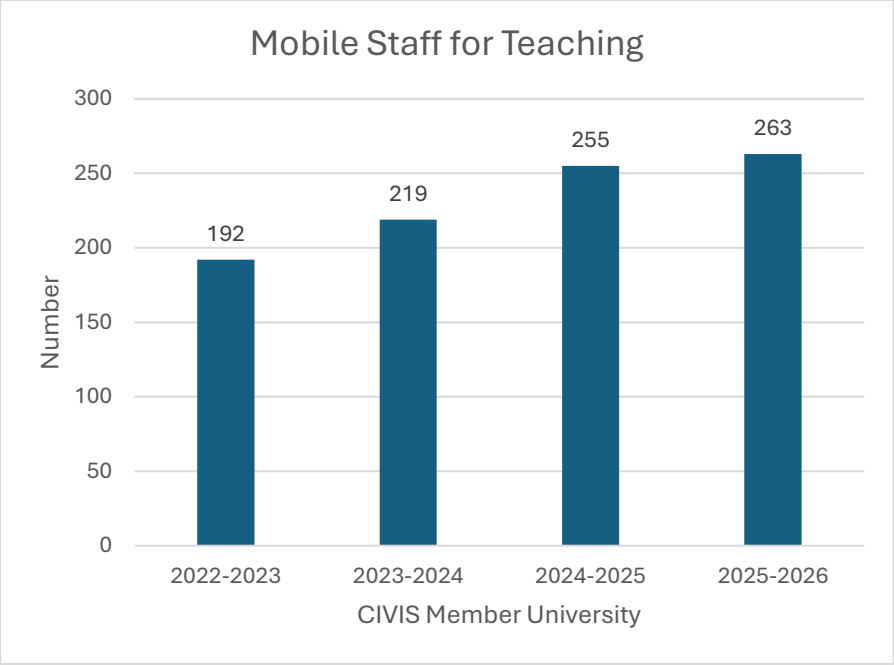

Figure 15: Number of mobile staff for teaching the academic years 2022-2026.

Target: Approx. in total 460 at the end of CIVIS2, +100 academic year 2025-2026 compared to 2024-2025.[51]

Main objective: Develop and promote diverse forms of staff mobility within the Alliance with an eye on inclusivity and environmental sustainability (WP7).

Comment: From a total of 192 mobile teaching staff in 2022-2023, the number increased to 219 in 2023-2024, to 255 in 2024-2025 and to 263 in 2025-2026, giving a total of 929 mobile staff for teaching. Nevertheless, the target of +100 for 2025-2026 was not achieved with (only) +8 mobilities between the third and fourth year. On the very positive note, the total target of approximately in total 460 at the end of CIVIS2 has been reached and even doubled with 929 mobilities. The numbers of "mobile teaching staff" for the academic years are mainly related to BIPs. The indicator does not include teaching by local teachers at the host institution.

Even though it is not yet an approved indicator, it could also be added that 6% (17 out of 263) of teaching staff received green mobility top-ups for using public transport in an environmentally friendly way. This is almost the same pattern as last year when 7% (18 out of 255) and the year before 6% (13 out of 219) received green mobility top-ups. While this is not a promising result for the green dimension, it does not reflect the entire dimension, as explained in the indicators Mobile Staff for Training and the indicators on green-mobility top-ups for students.

Mobile Staff for Teaching (STA) per Member University

Results: The result of the measuring of the number of Mobile Staff for Teaching per CIVIS Member University during the academic year 2025-2026 is presented below in Figure 16.[52]

[51] These targets/goals are published in the Stream2 deliverable: D5.1 The CIVIS Inter-University and Digital Campus from June 2024.
[52] The figure only demonstrates Staff Mobilities for Training taking place within the Erasmus+ programme.

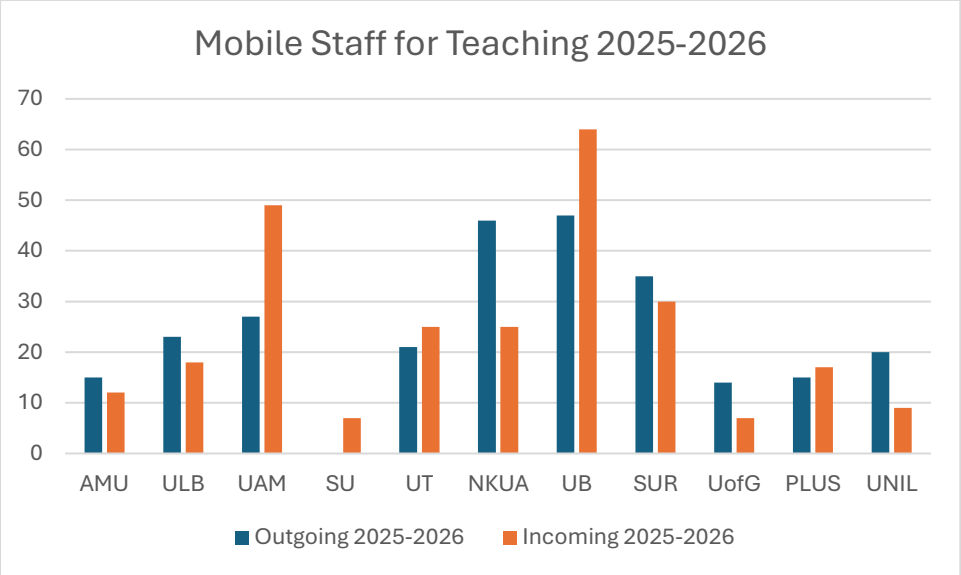

Figure 16: The number of Mobile Staff for Teaching per CIVIS Member University during the academic year 2025-2026.

Target: No target.

Main objective: Develop and promote diverse forms of staff mobility within the Alliance with an eye on inclusivity and environmental sustainability (WP7).

Comment: Figure 16 shows that UB has the highest percentage of outgoing teaching staff mobility, with 18% (47 out of 263) outgoing teaching staff to other CIVIS member institutions. This is almost the same result as for the first, second and third academic year, where UB had around 20% outgoing teaching staff for each year. Nonetheless, this academic year NKUA follows closely with 17% (46 out of 263). UB also has the highest percentage of outgoing students in BIPs, as can be seen above in Figure 8, so UB students are likely to follow their UB teachers in the BIPs.

Compared to previous years NKUAs trend of having a high percentage of incoming teaching staff mobility from other CIVIS Member Universities has changed. NKUA used to have 20% (52 of 255) in 2024-2025, 23% (51 out of 219) in the second year and 22% incoming teaching staff in 2023-2024. This academic year UB and UAM has the highest percentage with 24% (64 out of 263) and 19% (49 out of 263) respectively. The number of incoming teaching staff can probably be linked to the development of curricula of joint programmes.

Mobile staff from Associate Member Universities (in Africa)[53]

Results: 50 incoming mobile staff (administrative and academics) from Associate Member Universities (in Africa) to CIVIS Member Universities in total[54] for the academic year 2025-2026.

Target: No target.

Main objective: Develop and promote diverse forms of staff mobility within the Alliance with an eye on inclusivity and environmental sustainability (WP7).

[53] Within Erasmus ICM/KA171 or SEMP/UofG.
[54] Since the number is low, the planned measurement of incoming staff/academics from Associate Member Universities (in Africa) to CIVIS Member Universities counted per CIVIS Member University was deemed not relevant.

Comment: The number of incoming mobile staff from Associate Member Universities (in Africa) to CIVIS Member Universities remains low with 11 % (50 out of 471[55]) compared to 10% of the total incoming mobilities (46 out of 456) in 2024-2025 and to 4% (15 out of 33) in 2023-2024. Despite the problematic funding situation, CIVIS expects this number to increase in the coming years. Many mobilities are also taking place within the Hubs but are often financed by partner universities own funds.

Mobile staff to Associate Members Universities (in Africa)[56]

Results: 62 outgoing mobile staff (administrative and academics) from CIVIS Member Universities to Associate Member Universities (in Africa) in total[57] the academic year 2025-2026.

Target: No target.

Main objective: Develop and promote diverse forms of staff mobility within the Alliance with an eye on inclusivity and environmental sustainability (WP7).

Comment: Participation in outgoing staff mobility to Associate Member Universities (in Africa) has increased sharply during 2025-2026 compared to 2025-2024 and 2024-2023, with respectively 15 % (62 out of 425 in 2025-2026), 4% (18 out of 405 in 2025-2024) and 2% (6 out of 297 in 2024-2023) of the total outgoing staff mobility.[58] The result for 2025-2026 is linked to the first CIVIS European- African Research forum in Casablanca in March 2026, which is referred to the indicators linked to WP3.

WP9 - Accredited shared undergraduate (bachelor) & graduate (master) educational offer

Eleven out of twelve indicators for "WP9 - Accredited shared undergraduate (bachelor) & graduate (master) educational offer" have been measured for the fourth CIVIS2 year. The indicator on mobile students in bachelor programmes will continue be measured as the first intake for a CIVIS joint bachelor programme is expected to be launched within the next two years.

Innovative pedagogies workshops

Results: 0 (zero) launched CIVIS innovative pedagogies workshops during the last CIVIS2 year. See Figure 17 below.

[55] The total figure includes incoming Mobile Staff for Training, incoming Mobile Staff for Teaching (BIPs and non-BIPs) and the number of incoming mobilities from Associate Member (in Africa).
[56] Within Erasmus ICM/KA171 or SEMP/UofG.
[57] Since the number is low, the planned measurement of outgoing staff/academics to Associate Member Universities (in Africa) from CIVIS Member Universities counted per CIVIS Member University was deemed not relevant.
[58] The total figure includes outgoing Mobile Staff for Training, outgoing Mobile Staff for Teaching (BIPs and non-BIPs) and the number of outgoing mobilities to Associate Member (in Africa).

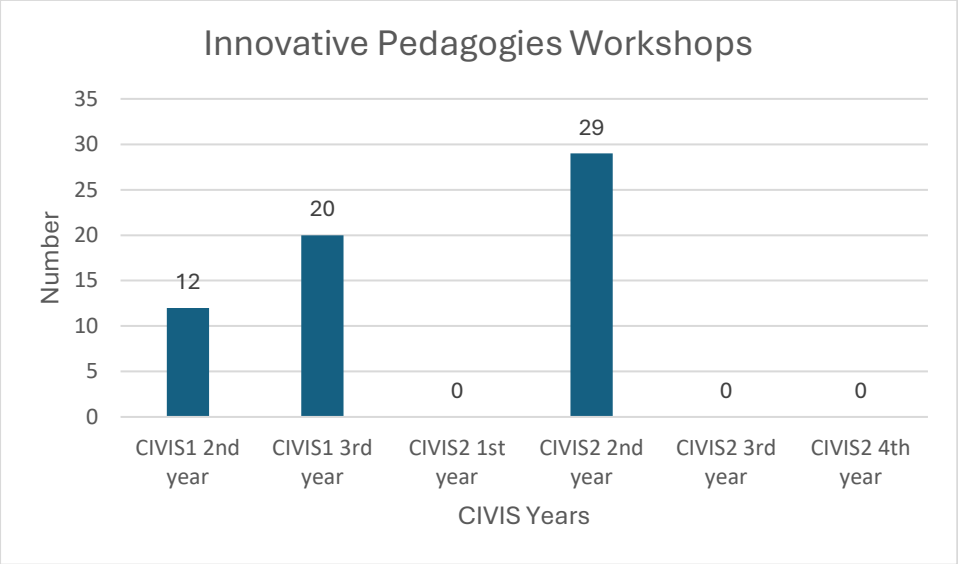

Figure 17: Number of innovative pedagogies workshops during CIVIS years.

Target: Increasing.

Main objectives: Streamline innovative pedagogies & digital tools in joint BA & MA programmes, and European degrees (WP9), Streamline innovative pedagogies & digital tools in CIVIS Modules (WP11).[59]

Comment: The workshops on innovative pedagogies are, in short, tools to learn from each other and to support academics in implementing pedagogical approaches/tools that meet their needs. For the fourth year of the CIVIS2 project, no such training activities were launched, and the target increase between the CIVIS years has not been met, since the numbers are zero for the last two years of the CIVIS2 project. A total of 61 workshops were held during CIVIS1 and CIVIS2.

Instead of launching new workshops during the third year, a thorough evaluation on the 29 workshops launched during the second CIVIS2 year was done. The evaluation was conducted through a survey to the coordinators of all 29 workshops, with questions about management, communication, technical issues and the development of the workshops themselves, and through a working session during the CIVIS Days 2024 by the Expert Group on Innovative Pedagogies dedicated. As indicated by the data and feedback received from attendees, the workshop series was very successful in terms of both participation and quality. Based on the results the Expert Group on Innovative Pedagogies was also proposing two actions for the next two years, i.e. (1) to reduce the number of workshops to better align the topics with the objectives of the Work Packages and (2) to develop online modules based on innovative approaches that would reach a greater number of teachers than the workshops. Concretely, this translated into:

- The organisation of the Modular Futures staff week in Madrid in November 2025
- The organisation of three workshops in 2025-2026 aimed at developing COILs
  - 1st workshop: Foundations and Next Steps with 18 participants
  - 2nd workshop: Designing a Course Course or Module with 18 participants
  - 3rd workshop: Facilitating and Finalising a COIL Course (planned for autumn 2026)
- The development of two online modules on the CIVIS Moodle platform:
  - Challenge-Based Learning in Course Design
  - Service Learning: Guidelines for Lecturers

[59] The innovative workshops are transversal through the programmes and modules. Therefore, two objectives from different Work Packages (WPs) relate to this and the next indicator.

Participants in innovative pedagogies workshops

Results: In the fourth and last year of CIVIS2 0 (zero) people took part in CIVIS workshops on innovative pedagogy, since no workshops were launched. This could be seen in Figure 18 below.

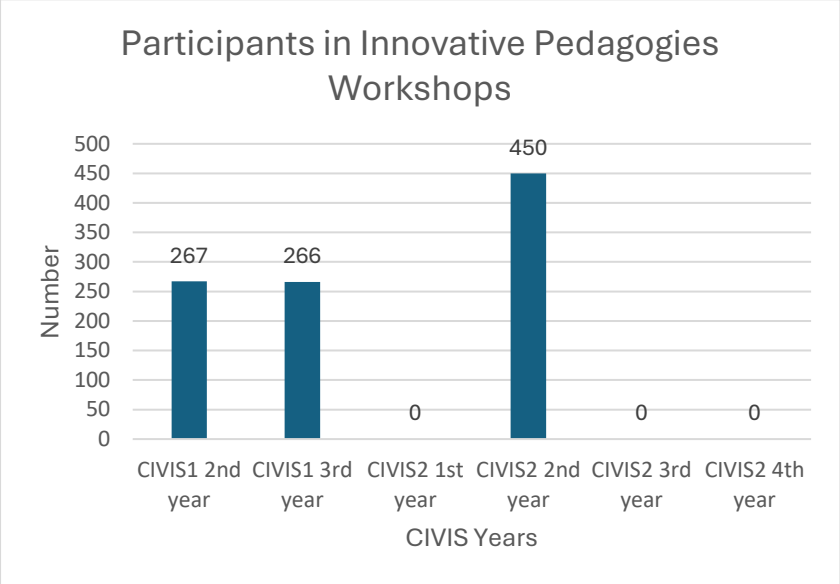

Figure 18: Number of participants in workshops on innovative pedagogy during the CIVIS years.

Target: Increasing.

Main objectives: Streamline innovative pedagogies & digital tools in joint BA & MA programmes, and European degrees (WP9), Streamline innovative pedagogies & digital tools in CIVIS Modules (WP11).

Comment: In the fourth year of CIVIS2, no workshops on innovative pedagogy were launched, so no participants took part. Therefore, the target of increasing the number of participants between CIVIS years has not been met. Nevertheless, workshops on developing courses including innovative pedagogy have been organised and in total 36 participants took part, as shown in the indicator above.

Joint and/or multiple bachelor's programmes

Results: Two applications for CIVIS joint and/or multiple bachelor's degree programmes were submitted in response to a CIVIS educational call in the 2025–2026 academic year. One of the programmes was not eligible to continue to evaluation since one, of minimum three partners, withdrew its participation. The Steering Committee validated the programme that fulfilled the criteria and passed the technical and scientific evaluation. This programme has not yet been launched.

Target: At least one launched bachelor programme at the end of CIVIS2.

Main objective: Develop an ever innovating and relevant portfolio of joint and/or multiple Degrees (e.g. Bachelor/Master) (WP9).

Comment: The validated bachelor's programme is:

- Co-Designing a CIVIS Bachelor in "Empirical Economics and Social Sciences"

Since no bachelor's degree programmes yet have been launched, numbers of students participating in such programmes was, of course, also 0 (zero). It remains to be seen when the target of launching at least one bachelor's programme will be met, but it is likely to be met within the next two years since there are two bachelor programmes currently being developed. The Joint Bachelor's Programme in International Tourism, which has been validated for the 2024–2025 academic year, is planning to undergo accreditation through the European Approach for Quality Assurance of Joint Programmes in autumn 2026, after which it will be launched.

Joint and/or multiple master's programmes

Results: Six CIVIS joint and/or multiple degree master's programmes have been validated by the Steering committee in the academic year 2025-2026. The last educational call focused on programmes which are in line with the criteria for European Degree label. One programme has also been launched (first edition), and two master's programmes have been sustained (further editions) this year.

Target: At least two launched masters' programmes at the end of CIVIS2.

Main objective: Develop an ever innovating and relevant portfolio of joint and/or multiple Degrees (e.g. Bachelor/Master) (WP9).

Comment: In total, eleven masters' degree programmes have been validated, three of which have been launched during CIVIS2. Thus, the target of launching at least two master's programmes by the end of CIVIS2 has been met, which is very positive given that planning and launching degree programmes is very complex.

The six validated master's programmes 2025-2026 are:

- CIVIS–4CITIES Joint Master's in Urban Studies
- CIVIS Joint Master Programme in International Education (CIMIE)
- Master's programme in Advanced Linguistics: Theoretical, Diachronic, Computational Approaches
- Master's programme in Public Anthropology, Ethnology and Folklore - research and practice with, in and for the society
- International Integrative Master in Applied AI - IIMAA
- European Master in Population Health and Policy

The launched master's programme is the following:

- Master in South European Studies (EUROSUD)

The sustained master's programmes are:

- Transdisciplinary Master Programme in Climate, Environment, Energy (TRACEE)
- CIVIS Multiple-Degree Program for Palaeolithic Archaeology (ART-W)

Apart from the above, one other master's programme validated by SC in CIVIS2 is yet to be launched. It started an accreditation process based on the European Approach for Quality Assurance of Joint Programmes in spring 2026. The results of the assessment will be shared in September 2026, after which the programme will be launched. The programme is:

- Drug Development: From Natural Products to Formulations and Applications (NAT4DD)

In 2023–2024, another master's programme was validated:

- The International Master of Science in Biochemistry (IMSB)

This programme is currently being developed and is scheduled to launch within the next two years.

Associate Members (in Africa) in degree bachelor's or master's programmes

Results: Six validated joint and/or multiple degree bachelor's or master's programmes had associate members from Africa participating in the planning and/or implementation of the programmes during the 2025-2026 academic year. They are involved in two bachelor programmes and four master's programmes.

Target: No target.

Objective: Encourage the involvement of local and global associated partners in the CIVIS joint education offer (WP9).

Comment: Participation of Associate Members (in Africa) in the planning and/or implementation of both planned and launched programmes is a very positive result regarding the inclusion of Associate Members (in Africa). The programmes are the following:

- Co-Designing a CIVIS Bachelor in "Empirical Economics and Social Sciences"
- Joint bachelor's in international Tourism
- Master's programme in Drug development: from natural products to formulations and applications (NAT4DD)
- Transdisciplinary Master Programme in Climate, Environment, Energy (TRACEE)
- Master in South European Studies (EUROSUD)
- CIVIS Multiple-Degree Program for Palaeolithic Archaeology (ART-W)

Last year, five programmes included Associate Members (in Africa). This year, that number has increased to six which is promising. It is also positive that almost half of the 13 programmes in the portfolio include Associate Members in some capacity, even if few incorporate them into the planning stage.

Consortia agreements of degree bachelor's or master's programmes

Results: Two consortia agreements of CIVIS joint and/or multiple degree bachelors' or master's programmes have been signed during the fourth CIVIS2 year.

Target: No target.

Objective: Facilitate the accreditation of the joint educational programmes, and European degrees developed within CIVIS (WP9).

Comment: The two consortia agreements signed during the fourth year of the CIVIS project concern the following master's degree programmes:

- Drug Development: From Natural Products to Formulations and Applications (NAT4DD)
- International Master of Science in Biochemistry (IMSB)

The number is equal to last year with two signed agreements, which is promising. In addition, several validated programmes are preparing to sign a consortia agreement later in 2026, which is also very positive.

EMDM for joint and/or multiple master's programmes

Results: 0 (zero) Erasmus Mundus Design Measures (EMDM) applications for CIVIS joint and/or multiple degree masters' programmes[60] has been submitted during the fourth CIVIS2 year.

Target: No target.

Main objective: Develop an ever innovating and relevant portfolio of joint and/or multiple Degrees (e.g. Bachelor/Master) (WP9).

Comment: No Erasmus Mundus Design Measures (EMDMs) applications were submitted in the fourth, as well as the third and second year of CIVIS2, whereas one such application was submitted in the first year, i.e., for the master programme Transdisciplinary Studies in Climate, Environment and Energy. The EC evaluation summary report for this application showed a score of 100 out of 100 (threshold: 60), which is a very satisfactory result.

EMJM for joint and/or multiple master's programmes

Results: Three Erasmus Mundus Joint Masters' applications (EMJM) for CIVIS joint and/or multiple degree masters' programmes[61] have been submitted during the fourth CIVIS2 year.

Target: No target.

Main objective: Develop an ever innovating and relevant portfolio of joint and/or multiple Degrees (e.g. Bachelor/Master) (WP9).

Comment: Two Erasmus Mundus Joint Master's (EMJM) applications for CIVIS joint and/or multiple degree master's programmes were submitted during the fourth year of the CIVIS2 project. These programmes, including the scores, are:

- Transdisciplinary Master Programme in Climate, Environment, Energy (TRACEE), score 81/100
- Master in South European Studies (EUROSUD), score 75/100
- Multiple-Degree Program for Palaeolithic Archaeology (ART-W), score unknown

In addition, several validated programmes are preparing to sign a consortia agreement later in 2026, which is also very positive.

The funding threshold, as stated on the website for Erasmus Mundus Joint Master, was 86. Unfortunately, none of the two programmes received EMJM funding, as they both scored below 86. Over the years, competition between the programmes has increased. This has led to a gradual increase in the threshold. Out of in total 199 applications for EMJM, 37 were approved. This is the second time that both TRACEE and EUROSUD have applied, and they intend to apply again next year.

Applications European Approach for joint and/or multiple master's programmes

Results: One application (self-evaluation) has been submitted to an EQAR-registered quality assurance

[60] Please note that this indicator (only) includes EMDMs applications for CIVIS joint and/or multiple degree master's programmes approved/validated by the Steering Committee. Thus, there may be other degree programmes involving at least three CIVIS Member Universities that have not been approved by the Steering Committee that have submitted such an application. No CIVIS2 funds have been used for writing these proposals, but CIVIS2 set up the respective consortia.
[61] No CIVIS2 funds have been used for writing these proposals, but CIVIS2 set up the respective consortia.

agency concerning accreditation by the European Approach for Quality Assurance of Joint Programmes (EA) of a CIVIS joint and/or multiple degree programme during the fourth CIVIS2 year**.**

Target: No target.

Objective: Facilitate the accreditation of the joint educational programmes, and European degrees developed within CIVIS (WP9).

Comment: One application (self-evaluation) has been submitted to an EQAR-registered quality assurance agency concerning accreditation by the European Approach for Quality Assurance of Joint Programmes (EA) of a CIVIS joint and/or multiple degree programme during the fourth CIVIS2 year. This concerns the following master's programme:

- Drug Development: From Natural Products to Formulations and Applications (NAT4DD)

Last year, the TRACEE master's programme was accredited and quality assured through the European Approach by the Accreditation Organisation of the Netherlands and Flanders (NVAO), with a positive result. Although CIVIS has no target for this indicator, it is positive that a second programme is undergoing this process. The experience of creating a self-evaluation report and hosting a site visit by the evaluation panel has been shared with the NAT4DD programme coordinators. NAT4DD is being evaluated by the Agency for Quality Assurance through Accreditation of Study Programmes (AQAS), which is also registered with the European Quality Assurance Register (EQAR). The programme had its site visit in June 2026 and is awaiting the results in September.

Mobile students in joint and/or multiple master's programmes

Results: 53 incoming and outgoing (mobile) students in CIVIS joint and/or multiple degree masters' programmes validated by the SC during the academic year 2025-2026.[62]

Target: 50 mobile students in joint degree programmes (bachelor/master) at the end of CIVIS2.[63]

Main objective: Develop an ever innovating and relevant portfolio of joint and/or multiple Degrees (e.g. Bachelor/Master) (WP9). Develop and promote diverse forms of mobility within the Alliance with an eye on inclusion and environmental sustainability (WP6)[64]

Comment: The target of 50 mobile students in joint degree programmes (bachelor/master) at the end of CIVIS2 has been achieved with 53 students in master's programmes in the academic year 2025-2026, which is positive. This is also a major increase from last year when CIVIS had in total 11 mobile students in master's programmes. The mobile students are from the Palaeolithic Archaeology (ART-W), the Transdisciplinary Master Programme in Climate, Environment, Energy (TRACEE) and Master in South European Studies (EUROSUD)[65].

[62] Typically, a joint degree programme results in two mobilities that are typically funded from Erasmus+ long-term-mobility (LTM), which is counted as LTM mobility.

[63] This target/goal is published in the Stream2 deliverable: D5.1 The CIVIS Inter-University and Digital Campus from June 2024.

[64] 'Mobile students' refers to objectives of both WP6 and WP10. Therefore, this indicator relates to two objectives.

[65] For detailed information on each programmes' number of mobilities, please see deliverable 6.1 'A Report on the Inter-University Campus for the Student Community of CIVIS Alliance'.

WP10 - Doctoral educational offer

Seven out of eight indicators were measured for 'WP10 – Doctoral educational offer' during the fourth year of the CIVIS2 project. However, to avoid overlap, two of the eight indicators for WP10 were included in the WP6 and WP9 indicators. See explanation further down. The result of the indicator on cotutelles at Doctoral level will be available after this report has been published and is therefore not measured for the fourth CIVIS2 year,

The indicator on Satisfaction of doctoral students participating in CIVIS "transversal competences training" is measured when needed. It is included in the recently published report: CIVIS Blended Intensive Programmes 2024-2025: quality, impact, and strategic development (2026)[66]. 116 doctoral students out of 611 students' informants answered the student BIP-survey in this evaluation, but no specific results are published in the report for the doctoral students.

Cotutelles at Doctoral level

Results: Eleven signed CIVIS (individual) cotutelles at Doctoral level between at least two CIVIS Member Universities in the third CIVIS2 year. Eight (AMU, UAM, UT, ULB, UG, SUR, UNIL and NKUA) out of the eleven Member Universities were involved in these cotutelles.[67] See figure 19 below.

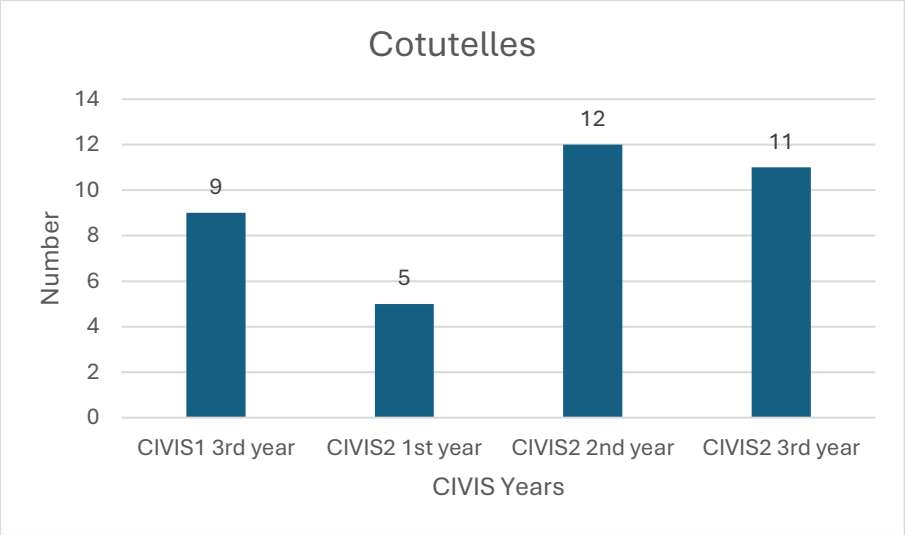

Figure 19: Numbers of cotutelles for CIVIS years.

Target: Increasing.

Objective: Design and Support the Development of Shared Doctoral programmes including Multiple Doctoral Degrees & Joint Doctoral Programmes (WP10).

Comment: The number of Doctoral level cotutelles decreased from nine in the third year of CIVIS1 to five in the first year of CIVIS2 but then increased to twelve and eleven in the second and third years of CIVIS2 respectively. This is promising, but the target increase has not yet been met, and the number is rather low.

[66] Stîngu, M., Carțiș, A., Iftimescu, S., Björling, A.-K., Sköld, E., & CIVIS – Europe's Civic University Alliance. (2026). CIVIS Blended Intensive Programmes 2024-2025: quality, impact, and strategic development. CIVIS – Europe's Civic University Alliance.

[67] The results of cotutelles at PhD level for the fourth CIVIS2 year will be available after this report has been published, meaning that the results cover only the first three years of CIVIS2.

See Figure 20. Compared to the second year, two additional CIVIS Member Universities are now involved in cotutelle agreements. However, three Member Universities have not yet signed any such agreements with at least two other CIVIS Member Universities.

Furthermore, the CIVIS template for cotutelles was used for the majority of cotutelles in the second and third years, as opposed to just one in the first year, which is a positive development. This probably reflects an increased awareness of, and improved promotion of, the template. This growth is accompanied by a broader participation of Member Universities and a higher adoption rate of the standardized CIVIS template.

Marie Skłodowska-Curie Actions applications

Results: Twelve CIVIS Marie Skłodowska-Curie Actions (MSCA) applications have been submitted during the fourth CIVIS2 year.[68]

Target: No target.

Main objective: Ensure the long-term sustainability of the shared programmes (WP10).

Comment: Twelve CIVIS MSCA applications involving at least two CIVIS universities were submitted in the fourth year of CIVIS2, compared to 14 applications in the third year and to 21 applications in the second year. In other words, there has been a decline in the number of MSCA projects over the years. Four out of twelve applications submitted during the fourth year were funded, which is a challenge and further support is needed in this area.

Joint and/or multiple doctoral (degree) programmes

Results: Three CIVIS joint and/or multiple (degree) doctoral programmes have been validated by the Steering committee in the academic year 2025-2026. The educational call focused on programmes which are in line with the criteria for European Degree label. Three out of the five Doctoral networks submitted and validated last year have been launched (first edition).

Target: At least one launched Doctoral programme at the end of CIVIS2.

Objective: Design and Support the Development of Shared Doctoral programmes including Multiple Doctoral Degrees & Joint Doctoral Programmes (WP10).

Comment: The target of one launched Doctoral programme at the end of CIVIS2 has not been met. Three joint programmes have been validated but if they will be launched as joint or multiple degree programmes is yet to be seen. Joint degree Doctoral programmes are very complex and take a long time to plan and develop for a small number of students.

However, it should be mentioned that three doctoral networks/projects have been launched during the 2025-2026 academic year, some of which are gradually paving the way for joint degree Doctoral programmes. These three networks are:

- Doctoral Network Museum University Forum
- Joint Doctoral Programme in Medical Systems Biology
- Joint Doctoral Programme in Plural Ontologies and Intercultural Philosophy

[68] No CIVIS2 funds have been used for writing these proposals.

The following Doctoral programmes have been validated by the steering committee in the academic year 2025-2026:

- Joint European Doctoral Programme in Life and Health Sciences: Innovation and Societal Impact (CIVIS Life & Health PhD)
- CIVIS Doctoral programme in Bioinformatics
- Transitive Modernities: Comparative Literary and Visual Studies

Associate Members (in Africa) in (degree) Doctoral programmes

Results: Four CIVIS joint and/or multiple Doctoral programmes had participation of the Associate Members (in Africa) in the planning and/or implementation of the programmes during the academic year 2025-2026.

Target: No target.

Objective: Encourage the involvement of local and global associated partners in the CIVIS shared education (WP10).

Comment: Four out of in total eight Doctoral programmes/networks in CIVIS had the participation of Associate Members (in Africa) in their planning and/or implementation during the 2025–2026 academic year. This is a positive and promising result regarding the inclusion of these members. The programmes are as follows.

Doctoral programmes/networks that include AM:

- Transitive Modernities: Comparative Literary and Visual Studies
- Joint Doctoral Programme in Plural Ontologies and Intercultural Philosophy
- Hub4 Doctoral Network
- Joint Doctoral in Translational Cardiometabolic Biomedicine & Health

This is one more programme than last academic year that includes Associate Members (in Africa), which is a positive trend.

Transversal competences training at Doctoral level

Results: 14 CIVIS "transversal competences training" at Doctoral level have taken place during the academic year 2025-2026**.** A micro-credential on Transversal Competences for Doctoral candidates and Early Stage Researchers has been validated and will be launched in late 2026.

Target: No target.

Main objective: Enhance Soft Skills of early-stage researchers (WP10).

Comment: The 14 “transversal competences training” at Doctoral level are the following:

- Artificial Intelligence and Research: Opportunities Across Disciplines
- Cities, Spaces, and Mobilities: Collaborative Approaches to Global Challenges
- Civic Engagement in Europe: A transdisciplinary approach
- Communiquer la science à travers les arts
- Crisis of Identity and the Philosophy of Hospitality
- Enhancing Skills in Polycrisis Management: African and European Approaches
- Equitable and Just Digital Society: Developing Interdisciplinary Skills and Knowledge
- Nature, Society and Psychology of the Climate Crisis
- Novel Research and Ethics: from Neuroscience to AI
- Online fake news and disinformation: recognize and verify

- PolyUnderstanding: Polycrisis, Fragility and Resilience
- Social Sciences and Humanities Going Public - Research and Practice with, in and for the Society
- Transnational Cooperation, European Values, and Policies in Higher Education: Perspectives and Challenges
- University Civic Engagement: Making a positive impact on the world from the University

A CIVIS training on transversal competences ("soft skills" in the CIVIS2 objective and application) at Doctoral level is any educational or training activity dedicated to doctoral students/candidates from CIVIS Member Universities and dealing with transversal skills and competences. Such training could, for example, take the form of BIPs, workshops, seminars, webinars, summer or winter schools or regular courses open to doctoral students. As in the second and third year, this mostly took the form of BIPs. The exceptions are three micro-programmes (University Civic Engagement: Making a positive impact on the world from the University, Equitable and Just Digital Society: Developing Interdisciplinary Skills and Knowledge, and Communiquer la science à travers les arts) and one modular learning unit (Artificial Intelligence and Research: Opportunities Across Disciplines). Thus, this indicator overlaps with the indicators on the number of BIPs presented under WP6 above and micro-programmes presented under WP11 below. Nevertheless, the number has increased from four 2023-2024 to eleven 2024-2025, and to 14 in 2025-2026, which is promising even though there is no target for this indicator.

To avoid double counting, the number of doctoral students enrolled on these courses has been included in the student mobility figures for the BIPs (WP6) and micro-programmes (WP11).

WP11 - Develop an accredited modular educational offer

For the fourth year of CIVIS2, four out of five indicators for 'WP11 – Develop an accredited modular educational offer' were measured. As in the previous year, the indicator on the number of summer and winter schools launched was included in the BIPs, as these schools were designed as BIPs. However, it was not possible to measure how many of these BIPs were implemented in the form of schools. The indicator on number of students in educational modules has not been measured since the data was not available during the data collection period.

Micro-programmes

Results: Four CIVIS "micro-programmes" have been sustained during the academic year 2025-2026. 0 (zero) new micro-programmes have been submitted or validated during this year.

Target: Increasing.

Main objective: Develop accredited modular educational offer (WP11).

Comment: The four CIVIS "micro-programmes" sustained during the academic year 2025-2026. are as follows:

- Digital Transformations in Health and Wellbeing (sustained)
- Equitable and Just Digital Society: Developing Interdisciplinary Skills and Knowledge (sustained)
- Global Awareness (sustained)
- Civic Engagement meets University (CEMU) – Transversal Skills Through Social Commitment (sustained, and transformed into a modular learning unit project)

The number of micro-programmes has increased during CIVIS2 with in total four programmes but only between the first and second year and then remained the same between the second, third and fourth year. One of the micro-programmes (Civic Engagement meets University) was also transformed into a modular learning unit. This means that the target of a yearly increase was not achieved. However, the popularity and longevity of programmes among students is a success in itself.

Students in micro-programmes

Results: 178 students were enrolled in CIVIS "micro-programmes" in the academic year 2025-2026, as shown in Figure 20.

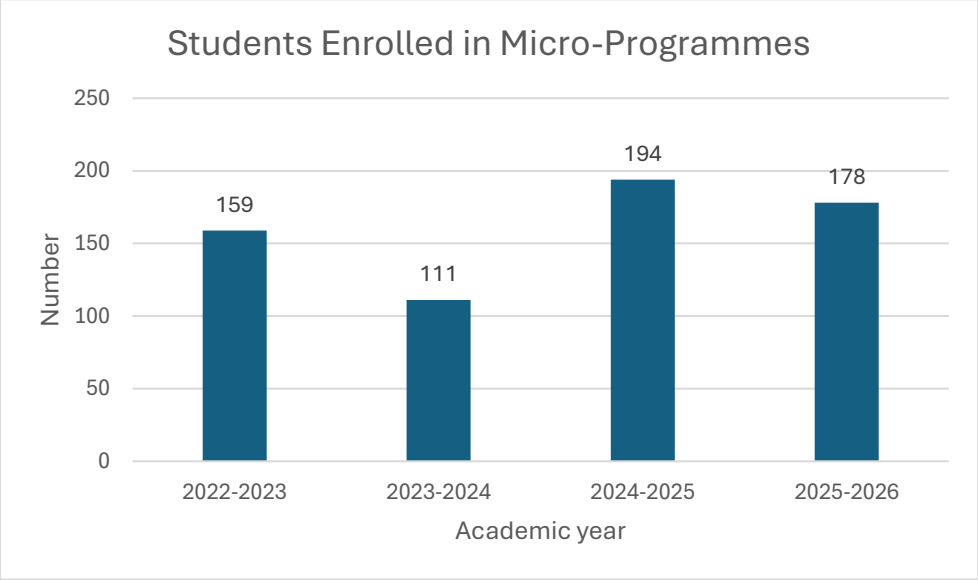

Figure 20. Number of students enrolled in CIVIS micro-programmes in the academic years 2022-2026.

Target: Increasing.

Objectives: Develop accredited modular educational offer (WP11). Develop and promote diverse forms of mobility within the Alliance with an eye on inclusion and environmental sustainability (WP6)[69]

Comment: A total of 178 students enrolled in CIVIS micro-programmes in the academic year 2025-2026, compared to 194 in 2024-2025, 111 in 2023-2024 and 159 in 2022-2023. The target increasing was not met but does reflect CIVIS shift from micro-programmes to micro-credentials aligned to European Policy developments. The students were enrolled in the four micro-programmes referred to in the above indicator.

Educational modules, including micro-credentials

Results: Eight CIVIS "educational modules", including "micro-credentials", applications have been submitted to and validated by the Steering Committee during the academic year 2025-2026.

Target: Increasing.

[69] 'Enrolled students' refers to objectives of both WP6 and WP11. Therefore, this indicator relates to two objectives.

Objective: Develop accredited modular educational offer (WP11).

Comment: Six CIVIS 'micro-credentials' were submitted to a CIVIS educational call and validated by the Steering Committee during the 2025–2026 academic year. The micro-credentials are the following:

- AI Tools for Audiovisual Content Creation
- Unveiling the Complexities of Clinical Immunology: A Case-Based Approach with Interactive Case Discussions
- Circular and Sustainable Tourism: Cruises, Islands, Alpine Destinations and UNESCO Heritage Sites
- Modern Complex Systems: Testing, Assurance and Challenges
- Micro-credential on Transversal Competences for Doctoral candidates and Early Stage Researchers
- Design your Micro-credential: From Idea to Practice

One doctoral module was also submitted and validated this academic year:

- Artificial Intelligence and Research: Opportunities Across Disciplines

In addition, one modular learning unit was submitted and validated this academic year:

- Civic Engagement meets University (CEMU) – Transversal Skills Through Social Commitment

Lastly, six educational modules were launched in the 2025-2026 academic year. These are:

- Design and development of RNA therapies for human diseases
- Micro-credential on University Civic Engagement: Making a positive impact on the world from the University
- The Creative Tourism: Strategies for Designing & Planning Original Itineraries
- Digital Humanities for Renaissance studies
- IA et travail: accompagner ses équipes face au changement
- CUBITUS Microcredential - Communiquer la science à travers les arts

All the educational modules that were submitted and validated last year have been launched this year, in total five modules. From zero modules in the second year, five modules in the third year to eight validated the fourth year is a very promising trend and the target 'increasing' has been achieved.

WP12 – Consolidation

Comment: There are no specific approved indicators for WP12, but please note that all indicators refer to the CIVIS Alliance as a whole. A key achievement of WP12 has been the CIVIS3 taskforce and the updated Joint Mission Statement.

WP13 – Impact and dissemination

Nine out of nine indicators for "WP13 - Impact and Dissemination" were measured in the third year of CIVIS2.

Website visitors

Results: 106.417 visitors to the CIVIS website in part of[70] the fourth year of CIVIS2.

Target: Increasing.

Main objective: Foster dissemination of CIVIS results (WP13), Develop and maintain CIVIS communication channels towards different target groups (WP13), Enhance the overall impact of the Alliance (WP13).

Comment: During spring 2026 the new website was launched and since February 2026 106,417 visitors have been registered. In the third year of CIVIS2 there were 78,764 visitors to the CIVIS website compared to the 95,455 website visitors in the second year. The second and third year was measured using Matomo Analytics, which is a stricter analysis tool than Google Analytics, which was used in the first year (which generated 156,300 visitors). Therefore, no comparisons can be made between the first, the second/third years and part of the fourth year. In addition, there have been technical issues with the new tool so only five months of 2026 have been counted. According to data extracted from Matomo between Feb. 9, 2026, and June 30 of the same year, civis.eu received 106.417 visits, a 206,9% increase compared with the same period in 2025. This is without counting visits to the new CIVIS Agora, that now hosts the course catalogues, among other services and that received 75.666 visits during that timeframe in 2026. Combined, the platforms brought in a total of 185.083 visits in only 5 months.

Disregarding the differences in analysis tools, CIVIS, including CIVIS1 and CIVIS2, has had 680,413 visitors to the CIVIS website, thus way over half a million(!).

Dissemination activities

Results: 30 dissemination activities were organised by CIVIS centrally during the fourth CIVIS2 year, including the CIVIS Days (which are counted as one activity).

Target: No target.

Main objective: Foster dissemination of CIVIS results (WP13), Enhance the overall impact of the Alliance (WP13).

Comment: In the fourth year of CIVIS2, CIVIS organised or actively participated in at least 30 centralised dissemination activities and sessions compared to 28 the third year. This represents an encouraging trend since in the second year of CIVIS2, ten such activities were organised. While there is no target for this indicator, this increase is positive.

In summary CIVIS actively contributed to European and international higher education debates, with a focus on European Universities alliances, innovative education models, mobility, and global partnerships. CIVIS shared its approaches to Blended Intensive Programmes (BIPs), micro-credentials, joint programmes, teacher training, and future skills across multiple alliances and universities in for example Austria, Denmark, Romania and Latin America. Disseminations were also organised in dialogue with the European Commission and at major policy and academic forums, such as FOREU4ALL. The alliance strengthened its global outreach through engagement on African European and non-EU cooperation, participation in high-level conferences, and presentations on international conferences. CIVIS also increased visibility and impact through flagship

[70] There has been a challenge in data collection due to technical glitches that produced complete data loss (July 2025-Feb 2026) so statistics are from the period that encompasses the launch of the new website (Feb 9, 2026) and the end of June and the same period in 2025.

events such as CIVIS Days 2026 in Bucharest and EAIE 2026 in Glasgow, including poster sessions, alliance roundtables, and panels and presentations on setting up joint master's programmes.

Participants at CIVIS Days

Results: 363 participants in-person at CIVIS Days in Bucharest June 2026.

Target: No target.

Main objective(s): Increase engagement of universities' communities in CIVIS initiatives (WP13), Foster dissemination of CIVIS results (WP13).

Comment: 363 people took part in the CIVIS Days in Bucharest June 2026. In addition, 36 participants in the CIVIS Orchestra participated on-site. This is comparable with the previous CIVIS Days:

- 11-13 of June 2025, in Rome, with 269 participants.
- 14-26 of September 2024, in Salzburg, with 247 participants.
- 24-26 of May 2023, in Tübingen, with 230 participants.
- 17-20 of May 2022, in Athens, where some 300 attended.
- 24-26 of November 2021, in Brussels, with over 200 participants.
- 9-10 of November 2020, in Stockholm. Over 530 participants registered to the online conference, including 155 students.

The number of in-person participants has stabilised at around 300, but with an increase of almost 100 participants between 2025 and 2026 (269 to 363), which is very positive. Initially conceived as a main dissemination event, the CIVIS Days became more of an internal communication event and a meeting place for the CIVIS community during 2021, 2022 and 2023. However, this clearly changed from 2024 and onwards. Some of the 2026 sessions were, for example, live streamed on YouTube, achieving a total of 1,887 views compared to 767 in Rome in 2025 and to 479 in Salzburg in 2024 — an immense increase in outreach over the years.

Subscribers for CIVIS external newsletters

Results: 7,615 subscribers for CIVIS external newsletters[71] the third CIVIS2 year. See Figure 21 below.

[71] More information about CIVIS external newsletters can be found in *CIVIS Communication and Dissemination Strategy* (MS13.1)..

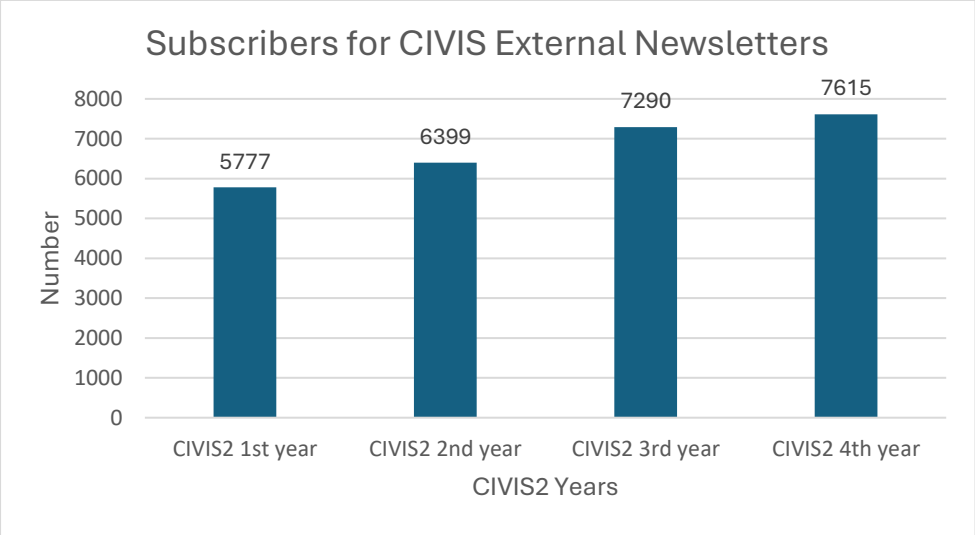

Figure 21. Number of subscribers for CIVIS external newsletters for CIVIS2 years.

Target: Increasing.

Objectives: Foster dissemination of CIVIS results (WP13), Develop and maintain CIVIS communication channels towards different target groups (WP13), Enhance the overall impact of the Alliance (WP13).

Comment: A total of 7,615 people subscribed to the two external CIVIS newsletters in the third year of CIVIS. This compares with 7,290 subscribers in the third year, 6,160 in the second year and 5,777 subscribers in the first year. Therefore, the target has been achieved, with 1838 more subscribers in the part of the fourth year than in the first.

This increase was supported by the complementary editorial formats of the monthly CIVIS Highlights and the quarterly CIVIS News, which provided regular updates on Alliance activities, opportunities and achievements.

Followers on social media

Results: 17,369 followers on social media, i.e. CIVIS Instagram, Facebook, LinkedIn and Youtube the fourth CIVIS2 year, as shown in Figure 22 below.

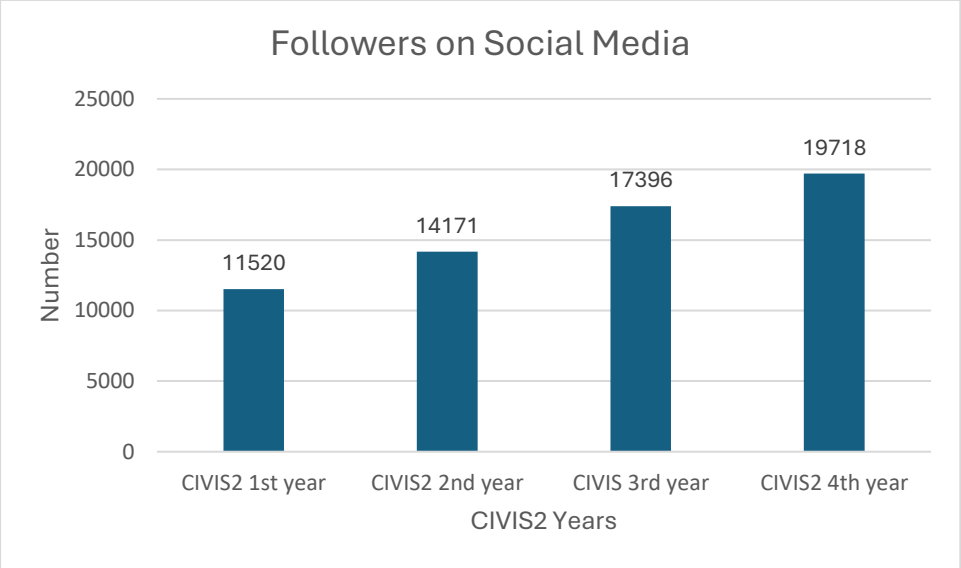

Figure 22. Number of followers on social media for CIVIS2 years.

Target: Increasing.

Objectives: Foster dissemination of CIVIS results (WP13), Develop and maintain CIVIS communication channels towards different target groups (WP13), Enhance the overall impact of the Alliance (WP13).

Comment: In the fourth year[72] of CIVIS2, there were 19,781 followers across CIVIS's social media platforms, including Instagram, Facebook, LinkedIn and YouTube. This compares with 17,396 followers in the third year, 14,171 in the second year and 11,520 in the first year. Therefore, there has been an increase of 8,261 followers between the first and fourth years, which is a very positive result.

LinkedIn clearly stands out as the strongest channel, both in terms of audience growth and engagement: its engagement rate rose from 7.86% in 2022–2024 to 20.73% in 2025–2026, with 26,080 post clicks in the latest period. When compared with available education-sector benchmarks, CIVIS performs particularly well on LinkedIn and Facebook, whose engagement rate remained close to 5% throughout the period. This is the fastest-growing community on social media, one of the possible reasons being the freeze of our Twitter/X account following the questionable environment in this platform and growing attention of the alliances' community to LinkedIn.

Instagram engagement became more moderate after 2024, but the platform generated very high visibility in 2025–2026, with 876,700 post views and over 1.2 million profile views.

These results suggest that CIVIS' progress was not only driven by audience growth, but also by a more strategic and collaborative approach to social media. Specialised training, closer coordination with Member Universities, and stronger working relationships built through key moments such as CIVIS Days 2025 in Rome and CIVIS Days 2026 in Bucharest helped improve both content quality and cross-alliance visibility73.

Joint funding proposals

Results: Ten joint funding proposals were approved by CIVIS Member Universities 2026.

[72] Cut-off date for data collection was Mid-June 2026.

[73] Information taken from CIVIS Impact and dissemination Report, Deliverable 13.1

Target: No target.

Main objective: Ensure long-term financial sustainability of CIVIS alliance (WP13).

Comment: The ten joint funding proposals/applications, involving at least three CIVIS Member Universities, approved during the calendar year 2026 by CIVIS Member Universities, are the following:[74]

- AfricaeSpace: Knowledge transfer in STEM - Rejected
- ACTE: Africa-Europe Collaborative Blended Learning for Teacher Educators – Rejected
- CIVIS UNITED: University Alliance toward a European Degree: from programme transformation to student access - Submitted
- EPOCH: Episodic Uplift and Erosion: Unlocking Coastal and Catchment Evolution - Rejected
- EYE-MAS: Empowering Youth Employability through Multilingual and AI driven STEM education in Africa – Rejected
- MC4HEE: MicroCredentials4HigherEducationandEmployability – Selected
- DEEPhD - Designing Early Employability for PhD - Rejected
- ART-W – Master's Programme in Palaeolithic Archaeology - Rejected
- EUROSUD - South European Studies - Rejected
- TRACEE - Master's Programme in Transdisciplinary Studies of Climate, Environment and Energy – Rejected

Of the ten proposals approved for 2026, one was selected and one is still waiting an answer. The selected project involves designing a micro-credential, for which 400,000 euros has been granted.

This could be compared with 2025 when two out of eleven projects were selected, and 2024, when none of the five approved proposals were selected. A comparison can also be made with 2022 and 2023, when nine out of eleven joint funding proposals were selected, totalling 450,131 EUR — a very positive outcome for these years. These figures can be supplemented by the ten proposals approved in 2021 and 2020, three of which were selected, bringing the total to 215,972 EUR. In conclusion, 2026, 2025 and 2024, and also 2021 and 2020, have not been as successful as 2023 and 2022.

In total, 48 funding proposals were approved by the CIVIS Member Universities 2020–2026. 15 of these proposals were selected, giving an approval rate of 32%. The selected projects were awarded and funded a total of 7,366,923 EUR.

Although there is no target for joint funding proposals, this is an area that needs to be monitored and supported in future years. This is especially important since the last three years have not been as successful, most likely due to increased competition. Several of the aforementioned projects have submitted joint funding applications several times over the years, only to be rejected. However, many are planning to apply again, since external funding is crucial for developing and maintaining joint projects.

Joint funding proposals including Associate Member Universities (in Africa)

Results: Eight out of the eleven joint funding proposals including Associate Member Universities (in Africa) were approved by CIVIS Member Universities.

Target: No target.

Main objective: Ensure long-term financial sustainability of CIVIS alliance (WP13).

Comment: In 2026, eight out of eleven joint funding proposals including Associate Member Universities in Africa were approved by CIVIS Member Universities. This could be compared to 2025, when seven out of

[74] No CIVIS2 funds were used for funding the preparation and drafting of the applications.

eleven proposals included these members, and 2024, when none of the proposals included them. Four proposals included them in both 2022 and 2023, and none included them in either 2020 or 2021.

Overall, 19 out of 48 proposals (40%) between 2020 and 2026 included Associate Members (in Africa), which shows that they are a part of nearly half the projects.

Students registered in the CIVIS Alumni database

Results: 0 (zero) of former students registered in the CIVIS Alumni database.

Target: Increasing.

Main objective: Engage CIVIS alumni to achieve CIVIS objectives (WP13).

Comment: As the Agora database and the process to update it are still being finalised, no former students have yet been registered in the CIVIS Alumni database. Therefore, the target increase has not yet been met.

Individuals registered in the CIVIS Alumni database

Results: 0 (zero) of individuals registered in the CIVIS Alumni database.

Target: Increasing.

Main objective: Engage CIVIS alumni to achieve CIVIS objectives (WP13).

Comment: No individuals have yet been registered in the CIVIS Alumni database, as the Agora database and the process to update it are still being finalised. Therefore, the target increase has not yet been met. The number of individuals is measured because the CIVIS definition of 'CIVIS alumni' is broader than the number of students engaged in CIVIS-related mobility. This indicator also includes students who have contributed to the development of the alliance, such as former Students' Council members.

Transformative indicators

The "transformative indicators" relate mainly to the CIVIS Joint Mission Statement and the broader objectives of the European Alliances, but sometimes also to WPs objectives. Five out of the six indicators could be measured; two of these were split into two. Data for the indicator on applications in CIVIS centralised calls per Member University is missing for the fourth year of CIVIS, as the data could not be collected in time for this report.

Applications in CIVIS centralised calls

Results: 399 applications in the centralised CIVIS calls for CIVIS2; seven BIPs calls and two seed funding calls for the first, second, third and second of CIVIS2 years. This is shown in Figure 23.

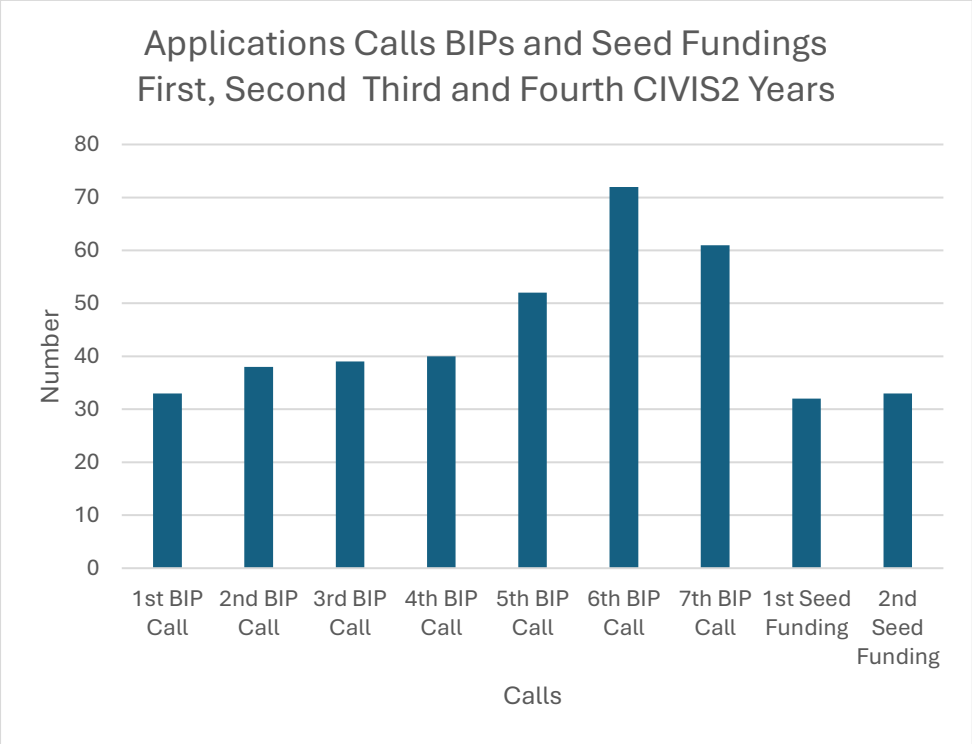

Figure 23: Number of applications in BIPs and seed funding calls (CIVIS centralised calls) for the first, second, third and fourth year of CIVIS2.

Target: No target.

Comment: A total of 399 applications were submitted across the seven CIVIS2 BIPs calls (33, 38, 39, 40, 52, 71 and 61 = 334 applications in BIPs in total) and the two seed funding calls (32 and 33 = 65 seed funding applications in total). While there is no target for this indicator, it is worth noting that the number of applications increased from 33 for the first BIPs call to 61 for the seventh, representing almost a twofold increase. This could be seen as a very positive development, reflecting increased interest in the BIPs calls among the CIVIS Member Universities. This development is also reflected in the other BIPs indicators. So far, the number of seed funding applications has remained consistent for both calls. There was no seed funding call in 2026.

Applications in CIVIS centralised calls per CIVIS Member University

Results: The result of the measurement of the number of applications in CIVIS centralised calls (BIPs and Seed funding) per CIVIS Member University (as coordinator and home university) for the first, second and third CIVIS2 year is illustrated in Figure 24 below.[75]

[75] The data for the fourth year of CIVIS could not be collected in time for this report. Therefore, the data is for the first three years of CIVIS2.

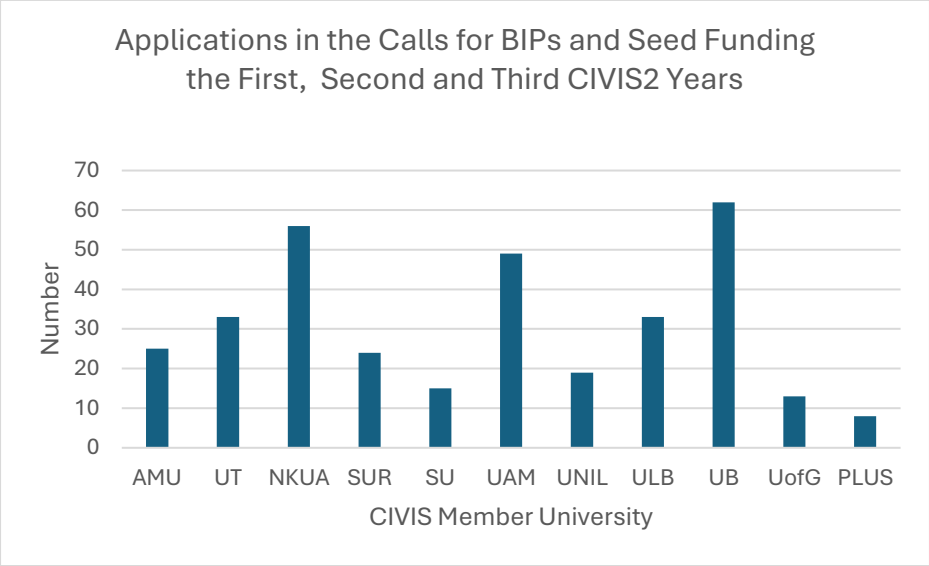

Figure 24: Number of applications in CIVIS centralised calls (BIPs and Seed funding calls) per CIVIS Member University the first, second and third of CIVIS2 years.

Target: No target.

Comment: The number of applications for CIVIS centralised calls varies greatly between the CIVIS Member Universities, ranging from about 10 to 20 (SU, UNIL, UofG and PLUS) to about 50 to 60 (NKUA, AUM and UB). AMU, UT, SUR and ULB are in between with about 30 applications. To cope with this large variation and the administration required for BIPs at each university and centrally, CIVIS is discussing to set a limit of 5 BIPs per university for the coming years.

Staff and academics in CIVIS bodies

Result: 562 staff/academics in CIVIS governance, consultative, constitutive or preparatory CIVIS Alliance bodies in total for the fourth of CIVIS2 years.

Target: No target.

Comment: A total of 562 staff members or academics were appointed to CIVIS management, advisory, constituent or preparatory bodies in the third and final year of the CIVIS2 project, so the figure remained stable. See the CIVIS Grant Agreement, the CIVIS Consortium Agreement and the CIVIS Alliance Agreement for a description of these bodies.

Staff and academics in CIVIS bodies per CIVIS Member University

Results: Figure 25 below shows the number of staff and academics (positions) in CIVIS bodies per CIVIS Member University for the fourth CIVIS2 year.

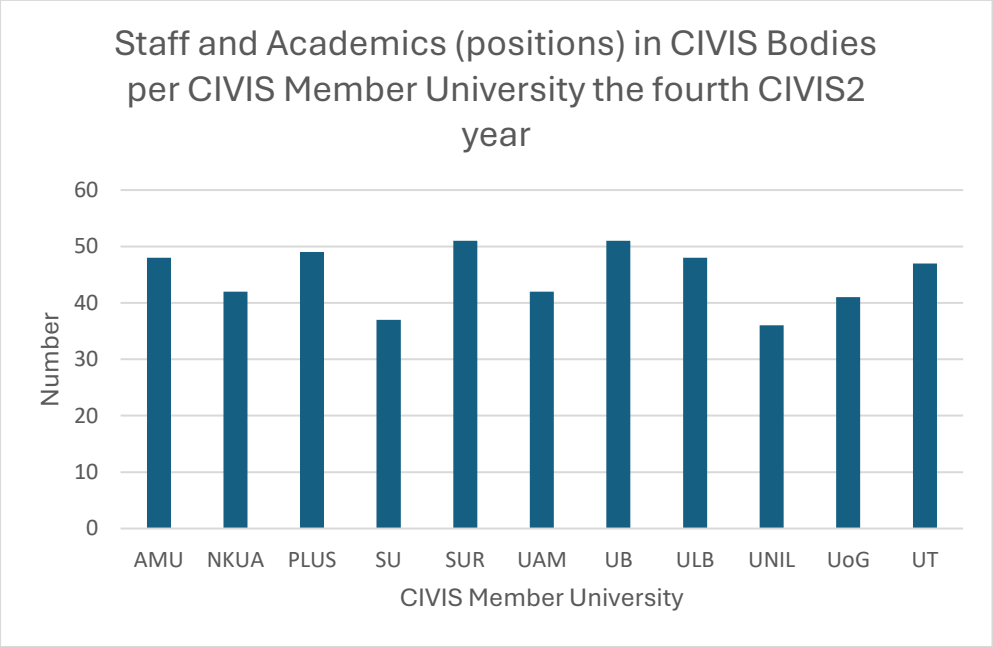

Figure 25. Number of staff and academics, measured as positions, in CIVIS bodies per CIVIS Member University for the fourth CIVIS2 year.

Target: No target.

Comments: The number of the total 562 positions for the fourth CIVIS2 year varies between universities, ranging from 37 at UNIL and 38 at SU to 51 at SUR and UB, with an average of 45. Compared to this average, the following universities have fewer staff and academic positions in CIVIS bodies: SU, UAM, UNIL and UofG. The following universities have more staff/academic positions than the average: AMU, PLUS, SUR, UB, ULB and UT.

Faculties and departments' participation in CIVIS activities

Results: Figure 26 below shows the number of faculties out of the total number of faculties at CIVIS Member Universities participation in CIVIS activities the fourth CIVIS2 years. The numbers are estimates.[76]

[76] The numbers are estimates made by each university. Therefore, there is likely to be some variation in data collection methods between universities.

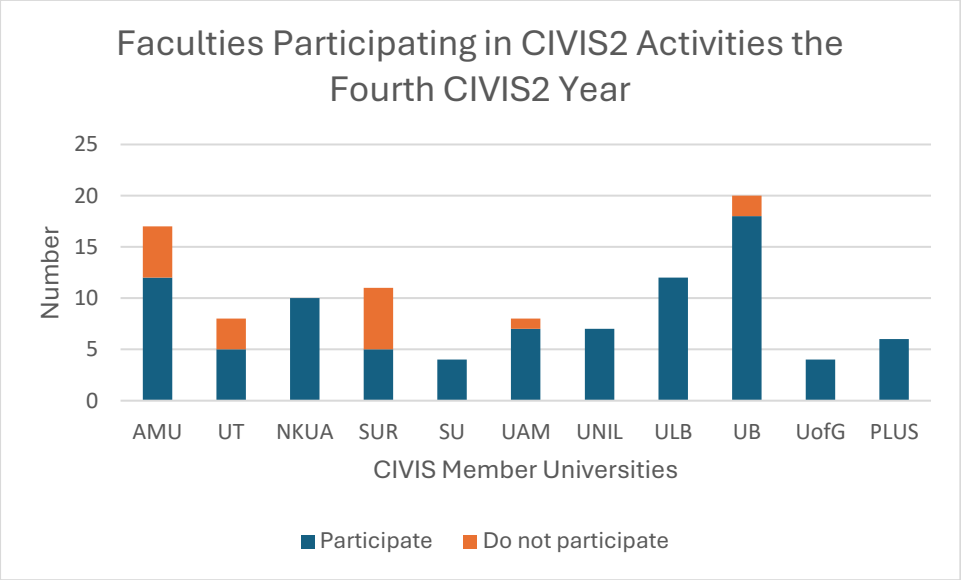

Figure 26. Number of faculties out of the total number of faculties at CIVIS Member Universities participating in CIVIS activities in the third of CIVIS2 years. The numbers are estimates.

Target: 100% in long-term.

Comment: In total, 84% (90 out of 107) of faculties at CIVIS Member Universities participated in CIVIS activities in the fourth year of CIVIS2, in one way or another. See Figure 27. This is a similar result to previous years when 85% in 2024-2025 (90 out of 106) faculties participated, to the first two years (measured together) when 86% (108 out of 125[77]) of faculties participated. This is a positive result for all years and is close to the long-term target of 100%. The figure also shows variation in the numbers of faculties. This ranges from four to six faculties at SU, UofG and PLUS, to 17 and 20 faculties at AMU and UB, reflecting differences in university organisation.

[77] For UofG, their four faculties (highest level) are now included in the calculations instead of their 23 schools, as was the case in the second year. For UT it should be noted that the only non-participating faculties are the faculties of catholic, protestant and Islamic theology

Appendix 2 – Theory of Change for CIVIS

One of the defining ambitions of the European Universities Initiative is to move beyond project-based cooperation towards long-term institutional integration. In this context, the external evaluation has examined the extent to which CIVIS2 has strengthened shared governance, aligned institutional strategies, consolidated common structures, and created the conditions for sustainable collaboration beyond the project lifetime. The Theory of Change links shared governance, common strategies, pooled resources and the CIVIS Association with the expected long-term outcomes of structural integration and institutional transformation. According to the external evaluators it is not applied as a measurement tool, but as a framework for interpreting the evidence collected throughout the evaluation and assessing the Alliance's progress towards sustainable integration.

The Theory of Change for CIVIS2, as interpreted by the two external evaluators for CIVIS2, is outlined in the figure below.



"Figure 5.1 CIVIS2: Theory of Change. Building upon the general intervention logic of the European Universities Initiative, the CIVIS2 Theory of Change provides the analytical framework used by the external evaluation to interpret the evidence collected and assess the Alliance's progress towards structural integration and long-term sustainability." (p. 88 in the Final External Evaluation Report, July 2026).

Appendix 3 – Lessons Learned

The experience of CIVIS2 provides valuable lessons not only for the future development of the Alliance but also for other European University Alliances seeking to achieve sustainable institutional transformation. The eight lessons learned, according to the CIVIS2 external evaluators, are listed below.

✓ **Lesson 1. Institutional transformation requires long-term commitment.**

Meaningful organisational change cannot be achieved within a single project cycle. The CIVIS experience demonstrates that establishing sustainable cooperation requires progressive institutional learning, stable partnerships and sufficient time for new practices to become embedded within participating universities.

✓ **Lesson 2. Trust is the foundation of effective governance.**

Formal governance structures are necessary but not sufficient. The evaluation shows that successful collaboration depends fundamentally on mutual trust, openness and a shared commitment among partner institutions. These relational dimensions enable efficient decision-making and facilitate collaborative problem-solving.

✓ **Lesson 3. Innovation becomes sustainable only when institutionalised.**

Educational innovations such as Challenge-Based Learning and Blended Intensive Programmes achieve lasting impact only when integrated into institutional regulations, academic procedures and long-term educational strategies. Pilot initiatives should therefore be viewed as the beginning of institutional change rather than as final achievements.

✓ **Lesson 4. Quality assurance creates value when it supports learning.**

Monitoring and evaluation systems generate the greatest benefits when they are used to inform strategic decisions rather than merely to satisfy reporting requirements. CIVIS demonstrates the importance of using evidence continuously to improve implementation, strengthen accountability and support adaptive management.

✓ **Lesson 5. External evaluation is most effective when it accompanies implementation.**

The comparison between the Interim and Final Evaluations illustrates the added value of formative evaluation. Recommendations provided during implementation supported reflection, informed decision making and contributed to measurable improvements throughout the project lifecycle.

✓ **Lesson 6. Sustainability depends on institutional ownership rather than project funding.**

Long-term continuation of Alliance activities requires participating universities to incorporate successful initiatives into their own strategic priorities, governance arrangements and resource planning. Financial support can stimulate innovation, but institutional commitment ultimately determines sustainability.

✓ **Lesson 7. People remain the Alliance's greatest asset.**

The evaluation consistently highlights the commitment, expertise and collaborative spirit of academic and administrative staff as key factors underpinning CIVIS's achievements. Human relationships, professional networks and shared values constitute an essential form of institutional capital that should continue to be nurtured.

✓ **Lesson 8. The future challenge is consolidation rather than expansion.**

Having successfully established a mature collaborative framework, the priority for CIVIS should now be to deepen institutional integration, simplify operational processes and maximise the long-term impact of existing achievements. Future development should focus on embedding successful practices across all member institutions while preserving the flexibility and innovation that have characterised the Alliance thus far.

Appendix 4 – Next Steps for the Indicators

The number of indicators has been reduced from 80 in CIVIS2 to 45 in CIVIS2.1 (Erasmus+ project application invited for Grant Agreement Preparation). One reason for this is that the number of Work Packages has decreased from 13 to six. Another reason is that overlaps between Work Packages have been reviewed and reduced in CIVIS2.1, which is a positive development. However, the number of indicators tends to increase over time. At the start of CIVIS2, for instance, 60 indicators were approved, 40 of which were measured in the first year. By the third year, 80 indicators had been approved, 76 of which were measured. In CIVIS2.1, we will therefore endeavour to avoid adding indicators over time, provided that the project can change and evolve somewhat. In this case, the indicators will need to keep pace with these developments in order to reflect the reality of the project.

16 indicators in CIVIS2.1 are new. These new 16 indicators (usually) need refinements to be clear and measurable, new and clear methods of data collection, clear reasonability's for data collection etc. This fine-tuning will be carried out at the start of CIVIS2.1 and is planned to be published in January 2027 (M4) alongside an updated version of the MS1.2 Quality Assurance Plan from March 2023.

29 indicators in CIVIS2.1. are exactly the same or similar as in CIVIS2. These 29 indicators will make data collection easier in CIVIS2.1, since we already have a clear methodology for most of them. However, as stated above, fine-tuning must be carried out for indicators similar to those in CIVIS2, since these may be aggregations of existing CIVIS2 indicators etc.

The 2022 CIVIS2 application did not include any targets for the indicators. However, targets have gradually and annually been added in consultation with the WP leaders, etc. Nevertheless, CIVIS2 did not manage to set targets for all 80 indicators, and CIVIS generally needs to improve when it comes to setting targets for various indicators. Therefore, targets have been added to all 45 indicators in CIVIS2.1. This is positive and will make the results easier to interpret.