

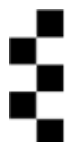


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**CONSORTIUM AGREEMENT
ERASMUS MUNDUS JOINT MASTER (EMJM)**

**Master in Applied Defence and Security Networks for
Unified Strategies - JANUS**



University of Essex



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1. Preamble

This partnership agreement is drawn up within the framework of the action entitled : Erasmus+ Mundus Joint Master (EMJM) "Master in Applied defence and security Networks for Unified Strategies" (JANUS for short hereinafter), on the basis of grant agreement no. **101241310** (annex 1) between the Education, Audiovisual and Culture Executive Agency (EACEA) acting under powers delegated by the European Commission and Université Jean Moulin Lyon 3, coordinating the JANUS consortium and its specific agreements, and is concluded on **01/09/2025**.

Between:

1. **The Université Jean Moulin Lyon 3 (UJML3)**, hereinafter referred to as the "Coordinating Institution", a public scientific, cultural and professional establishment, whose registered office is located at 6 cours Albert Thomas BP 824269355 LYON Cedex 08 - France, represented for the purposes of signing this Consortium Agreement by its **President, XX**
2. **The Université Saint-Joseph (USJ)**, a private non-profit higher education institution, whose registered office is located at Rue de Damas B.P. 17-5208 - Mar Mikhaël - Beirut 1104 2020 Lebanon, represented for the purposes of signing this Consortium Agreement by its **Rector, XX**
3. **The University of Granada (UGR)**, a public scientific institution with its registered office at Av. Del Hospicio s/n 18071 Granada - Spain, represented for the purposes of signing this Consortium Agreement by its **Vice-rector, XX**
4. **The University of Bucharest (UB)**, a public institution of a scientific nature, with its registered office at Bulevardul Regina Elisabeta Nr. 4-12, București 030018 - Romania, represented for the purposes of signing this Consortium Agreement by its **Rector, XX**
5. **The University of Essex (USSEX)**, a public higher education institution, whose registered office is at Wivenhoe Park, Colchester, Essex, CO4 3SQ, represented for the purposes of signing this Consortium Agreement by its **Chief Operating Officer, XX**

In what follows, the parties listed above will hereinafter be referred to as "partners" or "partner Universities" when considered separately. They are referred to as the "*Consortium*" when considered jointly.

All members of this consortium, including institutions from countries associated with the programme and institutions from third countries not associated with the programme, shall comply with all provisions and principles of the Erasmus Charter for Higher Education (ECHE).

2. General provisions

This agreement has been concluded as part of the creation of a Joint Master called JANUS (Joint master in Applied security & defence Networks for Unified Strategies", referred to as the "JANUS EMJM"). The current partnership agreement sets out the conditions and mutual commitments of the parties involved, as well as the financial guidelines agreed by all parties for the management of the programme. It sets out the principles and modalities of their collaboration, as well as their rights and duties regarding the implementation of the programme. The provisions of this agreement must not be interpreted in such a way as to restrict the autonomy of either party. In the event of any conflict between this agreement and any mandatory law of a party, the latter shall prevail. All information is available on the website dedicated to the project: [Master in security and defence | EMJM Janus](#) and on the various websites of the universities that are members of the Consortium.

2.1. Programme presentation

The JANUS EMJM has been designed to train future professionals in the private or public security and defence sector by pooling the training efforts undertaken in Member States and neighbouring countries of the European Union on the basis of their specific areas of expertise in security and defence. This pooling is fully in line with the complementary nature of the partners' fields of expertise, multidisciplinary and transversality.

In order to gain access to a qualified profession, security and defence professionals need to have a global vision of the issues, which implies a good knowledge of and links with the public and private players in security and defence. Students will therefore be trained in the issues involved in the international governance of security and defence from these different angles: a fundamental, methodological and pre-professional approach, a strategic and military approach, a police and judicial approach and a managerial approach.

The programme has been designed on the basis of an approach to 'target' security and defence professions. To this end, the following professions have been selected by the Consortium:

- Due Diligence professions
- Competitive Intelligence professions
- Information & data security professions
- Technological and urban risk management professions
- Facility safety/major event security professions
- Analyst in BITDS-oriented strategy consultancies
- Business Intelligence Writer
- Analysis and strategic anticipation of the defence and security environment for arms, energy and aerospace groups
- Communications officer for interest or trade groups in the defence and security industry.
- Strategic studies and think tanks
- Diplomats and international relations specialists
- Academic specialists of contemporary History, Law and political sciences
- Political analysts
- INGOs and NGOs managers and humanitarian actors in war zones

2.2. Objectives of the JANUS EMJM

The aim of the JANUS EMJM is to build an innovative pathway of excellence in teaching and professionalisation in fields related to security and defence issues. What sets it apart is the balance it seeks to offer at various levels:

- Analytical balance between internal and external issues;
- Balance between the strategic challenges of the European Union's various neighbourhoods (South and East);
- A balance between the acquisition of a fundamental strategic culture shared by all members of each class, and gradual specialisation in one of two areas (security or defence)
- Balance between academic methodology and professional knowledge, reflected in the diversity of course participants

The JANUS project, by virtue of its interdisciplinarity, its transnational nature involving partners outside the EU, and its ambition to train analysts capable of articulating 'security' and 'defence' aspects that are often disjointed, currently has no equivalent in its field. Each year it would train around thirty analysts capable of understanding in a more synthetic way the cross-cutting issues in three sectors:

- Contributing to the protection of citizens and the territory (Homeland Security)
- Contributing to international stability (Medium- or low-intensity operations)
- The ability to react to a strategic surprise (High Intensity Regular Warfare)

The aim of the EMJM JANUS project is to provide a calibrated and original response to these specific needs. In a strategic landscape that is in the process of being reconfigured, the aim is to help strengthen the integration and internationalisation of the European Higher Education Area (EHEA).

3. Structural framework for cooperation: The coordinating University, the partner Universities, the associated partners

3.1. The coordinating University

The programme is coordinated by the **Université Jean Moulin Lyon 3**, acting on behalf of the *Consortium*. It is the exclusive contact for the European Commission.

The coordinating university submitted a grant application to the Commission on behalf of the *Consortium*. The grant was awarded, and the Université Jean Moulin Lyon 3 is the main beneficiary and signed the grant agreement on behalf of the *Consortium*.

In this capacity, the Université Jean Moulin Lyon 3 is legally responsible to the European Commission for the proper execution of the agreement, in particular for the proper use of the European Union funds allocated to the programme under the conditions defined in this agreement. It is also responsible for the coordination and management of the programme within the *Consortium*. It reports officially to the EACEA on the programme's activities and expenditure. Together with the Consortium's partner members, it manages the strategic development to ensure the sustainability of the programme.

3.2. Partner Universities

The 5 partner universities are full members of the *Consortium*. They benefit from the funds allocated to the project by the Commission, via transfer of funds by the Université Jean Moulin Lyon 3. The terms and conditions of the transfers are set out in Section 11, 'Financial Aspects', of this document and are detailed in Annex 2. The partners participate in the management of the EMJM JANUS according to the terms defined below.

3.3. Associated partners

The associated partners are socio-economic players in the security and defence sector, international organisations, public administrations and higher education institutions other than Consortium members. They do not benefit from the funds allocated to the project by the Commission.

Improving the governance of security and defence issues requires students, as future professionals, to be able to engage in effective dialogue with all the players involved. To achieve this, the EMJM Janus ecosystem will need to include a range of associated partners, which may include:

- Government players at national, European and international level: ministries, local public institutions, etc.
- Non-governmental players at national, European or international level, as well as civil society.
- Professional organisations.
- Companies in the security and defence sector.
- Higher education institutions other than Consortium members.

3.3.1. The role of associate partners

The associated partners may contribute, for example, to the following activities:

- Support the promotion of the programme
- Participate in the selection committee for future students, future recipients of a study mobility grant (EMJM and others) and future recipients of a teaching mobility grant (EMJM and others)
- Participate in the selection committee for future self-financed students
- Participate in the diploma's teaching/seminars/conferences
- Helping students find work placements and find employment
- Hosting student work placements
- Offer a job on completion of the course
- Participate in the programme's operating bodies
- Participate in the pool of experts
- Support the project financially

3.4. The pool of experts

Given the multidisciplinary and global approach of the programme, as well as the diversity of the topics covered, a pool of experts has been set up.

This pool is made up of people who are expected to take part in the programme as lecturers, in a face-to-face or distance learning conference, in the programme's operating bodies and, more generally, in the activities of the JANUS EMJM. They could benefit from the funds allocated to the project by the EACEA.

Beneficiaries are selected from the pool of experts or professionals working for an associated partner. They are selected on the basis of their recognised expertise: professional experience, seniority, publications, etc., in line with the needs of the programme.

Inclusion in the pool is decided by the Partnership Coordination Board (CCP - see below), on the basis of a proposal from a partner university, taking into account the nature and duration of the candidate's experience, as well as the excellence of his or her background in issues of relevance to the programme. In the event of disagreement between the partners on the inclusion of the candidate in the pool, the partner Universities will try to reconcile their points of view. Failing unanimous agreement, the decision is taken by absolute majority.

4. The management bodies of EMJM JANUS

The chairmanship and vice-chairmanship of each body is set for the entire duration of the project, which spans 4 cohorts of 2 years each, totaling 5 years.

4.1. Partnership Coordination Board (CCP)

The "Conseil de Coordination du Partenariat" (CCP) is the Consortium's decision-making body. It is made up of one representative from each partner university (one full member and one deputy, the full member being the project leader or contact person from each partner university). The CCP is chaired by the coordinating university, the Université Jean Moulin Lyon 3 and vice-chaired by the University of Essex.

In particular, the CCP is responsible for organising, coordinating and validating all actions carried out by the *Consortium*, such as approving and amending the partnership agreement, the role and tasks of each partner, determining and amending the timetable and content of programme activities, and monitoring and evaluating the operation of the partnership.

It draws up an annual report highlighting the strengths and areas for improvement in the educational programme, as well as the prospects for future development, after consulting the Assessment and Development Board (CEP) and the Quality Assurance Board (CAQ). Routine decisions are taken by majority vote. Structural decisions are taken unanimously.

An administrative representative from the university who chairs the board, manages this body in conjunction with the CCP.

The CCP meets at least at the beginning of each term by distance learning (video-conferencing, etc.) and once a year in person at one of the partner universities.

4.2. Selection Committee (CS)

The "Comité de Sélection" or Selection Committee (CS) is the body responsible for the selection process:

- **Student selection:** verification of the selection timetable, pre-selection on the basis of applications by each member of the committee, harmonisation of the selections made by each partner, interview, drawing up of the final list of students admitted to enrol at the JANUS EMJM, and the waiting list.
- Selection of JANUS EMJM scholarship holders' students:
- Selection of JANUS EMJM self-funded students.
- Selection of JANUS EMJM expert guests.

In the absence of unanimous agreement, the decision is taken by an absolute majority in compliance with the selection criteria defined contractually and by the CCP.

The Selection Committee is made up of one representative from each partner university (a President and a Vice-President) and at least two representatives from the associate partners. The University of Bucharest chairs the Committee, while the University of Granada holds the Vice-Chairmanship. An administrative representative must participate in the committee meeting in liaison with the CCP, to report on the session

The Selection Committee meets to take its decisions remotely (video-conferencing) and once a year face-to-face, either at the University of Bucharest or at the coordinating university, during the student selection process when possible.

4.3. Assessment and Development Board (CEP)

The "Conseil d'Evaluation et de Perfectionnement" (Assessment and Development Board, (CEP)) is made up of an academic representative from each partner university, two external figures from the pool of experts and student representatives. The CEP is chaired by the Université Saint-Joseph and vice-chaired by Université Jean Moulin Lyon 3. An administrative representative must participate in the committee meeting in liaison with the CCP, to report on the session.

Student representatives are elected by an absolute majority of the students in the current cohort. From the second cohort onwards, one student representative is elected from each cohort of the Master's programme by all students in the current cohorts.

The role of this board is:

- Provide expert advice on the content of the teaching programme as it is implemented, in particular on the basis of course evaluations carried out at the end of each semester, surveys of current and former students, etc;
- To make proposals to the CCP with a view to:
 - o Develop the programme in line with professional changes in the security and defence sector,
 - o Facilitate the professional integration of students by ensuring the relevance of the skills developed.

The minutes drawn up at the end of each meeting give an objective account of the content of the meeting, including in particular the points on which a consensus was reached, but also any reservations that may have been expressed, even in isolation.

The CEP meets to take its decisions remotely (videoconference) and once a year in person either at the Université Saint-Joseph or at the coordinating University. It meets at the end of each semester.

4.4. Quality Assurance Committee (CAQ)

The "Comité d'Assurance Qualité" (Quality Assurance Committee CAQ) is responsible for implementing the quality assurance procedure.

The CAQ is chaired **by the subcontracting organisation in charge of the external evaluation** and vice-chaired by the University of Bucharest by members who are not involved in the teaching activities. The CAQ is made up of a representative of the institutions who chairs this Committee – the subcontracting organisation and UB, two academics from universities outside the Consortium, two professionals who are not involved in the teaching programme from the associated partners and the pool of experts, and, at the end of the first cohort, a graduate student from the programme. It may consult any person who may be of use in the control process.

Quality Assurance is all the means by which the structural body of EMJM JANUS can:

- Guarantee the academic excellence of the Master's programme;
- Systematically evaluate its effectiveness and efficiency;
- Ensure its attractiveness, its level of supervision and its ability to integrate its students into the job market.

Quality assurance is a process that concerns all the players involved in the project. Internal and transparent Quality Assurance mechanisms are therefore designed and implemented for each function involved in setting up the JANUS EMJM.

More specifically, the CAQ is responsible for:

- Implementation of the quality policy approved by the CCP, based in particular on criteria of transparency, parity and non-discrimination;

- Designing the tools needed to monitor and manage the QA process (documentation system, quality indicators, internal audits and training of those involved);
- Defining ways of improving operational performance over the life of the project, which involves identifying weak points and proposing improvements.
- Evaluating the appropriateness and feasibility of the European and/or international accreditation process(es), in order to ensure the visibility and recognition of the JANUS EMJM, facilitate cooperation with other courses in Europe and contribute to its sustainability.

This quality approach is based on an evaluation process and essentially involves people who are not involved in the teaching programme and who are not attached to one of the universities in the Consortium, in order to guarantee the impartiality of the CAQ. It must be able, in complete impartiality, to check that the Consortium is working properly and that the commitments made by each partner university are being respected.

It assesses the Consortium's achievement of its objectives, particularly in terms of: internationalisation of training, links with the professional world and student employability, ethics and social responsibility. It draws up a report with recommendations every two years, which it submits to the CCP. This report will be published on the EMJM JANUS website along with the CCP's response. The final report, once three classes have graduated, will present operational recommendations on the strategy to be followed for the EMJM's international accreditation.

Finally, the Quality Assurance Committee will ensure that it works in accordance with the Standards and guidelines for Quality assurance in the European Higher Education Area (ESG) and will involve all the stakeholders represented in the project, including students.

5. Programme content and graduation requirements

5.1. Structure of EMJM JANUS

Course structure and architecture

The JANUS EMJM must be completed over two years, representing a total of 120 ECTS, i.e., four semesters of 30 ECTS each. Students follow teaching modules enabling them to acquire a field of expertise, knowledge of a geographical area and cross-disciplinary skills.

	Academic skills: mastery of analytical grids	Geopolitical skills: contextualised application of analytical frameworks	Cross-disciplinary skills
Semester 1: UJML3 Structural fundamentals of security and defence	• Knowledge of cross-cutting risks and threats in four areas: military defence, national defence, national security and international security. • Knowledge of the players involved in international police and judicial cooperation. • Knowledge of the security and defence market. • Knowledge of the security economy and the new "war economy" in Europe. • Acquisition of threat mapping and analysis tools. • Simulation of international crises and war games (educational wargaming).	• Geopolitical knowledge of the various compartments of the European security and defence area, which will then be explored in greater depth during mobility: • 1) Transatlantic issues; • 2) Central and Eastern Europe, the Black Sea area and the challenges of Euro-Russian relations; • 3) Strategic challenges of the Western Mediterranean and the Euro-African partnership; • 4) Strategic challenges of the Eastern Mediterranean and the Middle East.	• Expertise in strategic defence intelligence. Be operational and play an active role in decision-making in crisis situations. • Advising on and analysing the legal and humanitarian aspects of conflicts. • Supporting and training private security companies. • Monitor legal developments in an environment that requires recourse to international law. • Managing international litigation. • Make decisions that are adapted to the challenges and

		• Mastery of the EU Strategy for the Security Union, with its four pillars: • Combating terrorism and organised crime; Achieving a future-proof security environment; Establishing a robust security ecosystem; Responding to evolving threats. • Understand the position of each European country regarding the relationship between conventional and non-conventional defence (in particular the development of nuclear deterrence in Europe). • Knowledge of areas of defence and armaments cooperation in Western Europe, in relation to Euro-Atlantic issues (CSDP - NATO): • Contact with national and international security and defence institutions: ENSP / INTERPOL, ACO/ACT/NATO, European Defence Agency, DGRIS, etc.	developments in your business sector. • Identify the network of players and decision-makers best suited to your project.
Semester 2: USJ Organic fundamentals of security and defence	• Knowledge of the history of wars and crises in the Middle East. • Knowledge of the issues and challenges facing the internal security forces. • Knowledge of religions and related issues. • Knowledge of strategic-military cooperation to manage international migration.	• Knowledge of territoriality in the context of recent states and disputed borders. • Knowledge of the Middle East: The Fertile Crescent (Jordan, Iraq, Israel, Palestine, Syria, Turkey and Lebanon). • Knowledge of the Arabian Peninsula (Saudi Arabia, Yemen, Oman, United Arab Emirates, Qatar, Bahrain, Kuwait) and the Nile Valley (Egypt). • Knowledge of the Middle East: growing number of players, increasingly complex issues.	• Analysing trends to anticipate new opportunities and threats, and advising decision-makers. • Analysing and advising on security crises. • Supporting the geopolitical and geostrategic approach to resolving a situation of armed conflict. • Advising on the use of geographical information systems applied to safety. • Negotiating and drafting legal documents in an international context.
Option 1 Semester 3: UESSEX Specialisation in security Cybersecurity	• Knowledge of the digital ecosystem in terms of players, networks, information systems and data. • Knowledge of cybersecurity issues in terms of risks and threats affecting the digital ecosystem.	• To develop an overall strategy for defence policy, security and international relations, taking into account issues relating to armaments and defence economics.	• Analysing the various aspects of cyber risks and threats, particularly the legal aspects. • Analysing and anticipating cyber risks and threats in the light

	• Knowledge of the cybersecurity risk and threat management ecosystem. • Knowledge of developments in cybersecurity in terms of issues and risk management. • Knowledge of cybersecurity issues in armed conflicts.	• Applying the organisation's defence and armaments strategy, while managing its impact on the organisation and its social and professional environment. • Carrying out all types of research into the defence market, taking into account the issues linked to the political, strategic, organisational, economic and societal environment of the sectors concerned, in order to support the development of the company's strategy. • Implement management tools tailored to the strategy adopted.	of developments in the digital ecosystem. • Keeping a legal watch on the digital ecosystem and its impact on cybersecurity. • Acquisition of basic good practice in IT security in terms of technical and organisational measures, in the light of current regulations and advances in knowledge.
Option 2 Semester 3: UGR Specialisation in security and defence Terrorism and organised crime	• Knowledge of cross-border security • Knowledge of organised crime structures. • Knowledge of the procedures applicable to the fight against drugs • Knowledge of common investigation tools used by European law enforcement agencies. • Understanding the key elements of terrorist activity and cyberterrorism.	• Knowledge of the Spanish-speaking world. • Geopolitics and security of the straits. • Understanding of the European criminal legal system and the Spanish police force's policy of judicial cooperation in criminal matters. • Analysis of criminal scenarios between criminal threats and national security.	• Assessing needs in order to draw up intervention and crime-fighting plans (organised crime, white-collar crime, computer crime, etc.). • Collecting data, compiling and processing statistics, writing analysis reports, building scientific instruments. • To understand and become familiar with public and European bodies working in the field of criminal justice. • Collecting and analysing intelligence as part of government or industrial missions (corporate security) • Participate in working groups and action research to capitalise on and share knowledge and practices. • Identify threats and opportunities in public-private security partnerships. • Establish solid collaboration between the public and private sectors in key areas such as cybercrime, border control and organised crime.

Option 3 Semester 3: UB Defence specialisation Warfare	• Knowledge of high-intensity warfare. • Knowledge of applied international humanitarian law. • In-depth study of military doctrines and strategies. • Theory and practice in cybersecurity. • Development of methodological skills specific to the field of defence - drafting documents in the academic sphere and/or in relation to professionalisation. • Fundamental knowledge of the nuclear industry.	• Knowledge of Southern and Eastern Europe. • Familiarisation with developments in the Black Sea sub-region. • A political history of Europe from the First World War to the present day via high-intensity conflicts. • A closer look at the dynamics of the former Soviet zone. • Understanding the exchanges that Eastern Europe has with other geopolitical areas (Western Europe, China, USA, etc.). • Clarity on the stakes and deployment of the war in Ukraine. • Knowledge of the conflicts and dynamics of the Western Balkans, including these countries' prospects for integration into the European Union.	• To develop an overall strategy for defence policy, security and international relations, taking into account issues relating to armaments and defence economics. • Applying the company's defence and armaments strategy, while managing its impact on the organisation and its social and professional environment. • Carrying out all types of research into the defence market, taking into account the issues linked to the political, strategic, organisational, economic and societal environment of the sectors concerned, in order to support the development of the company's strategy. • Implement management tools tailored to the strategy adopted.
Semester 4 Dissertation/ Internship	• Research training. • Training in statistical tools. • Learning communication techniques. • Mastering the job search and enhancing your career path.		• Training security and defence companies in risk management and crisis management. • Managing teams in a complex environment in a crisis situation. • Provide advice and training on project management tools, Reinforce the tools for seeking opportunities and entrepreneurship. • Mastering statistical and financial analysis tools. • Managing security and defence-related projects. • Know how to advise on setting up business plans.

A mentor teacher guides students and prepares them for their arrival on the course. Throughout the four semesters, each student is assigned a mentor teacher and a mentor teacher to supervise the work placement or dissertation.

Teaching model for the programme:

Students follow a total number of hours as follows:

- **France/Lebanon/Spain: 708 hours** + 4 months' work placement or research dissertation
- **France/Lebanon/United Kingdom: 720 hours** + 4 months' work placement or research dissertation
- **France/Lebanon/Romania: 710 hours** + 4 months' work placement or research dissertation

The breakdown is as follows:

- Semester 1: Jean Moulin Lyon 3 University (France): 240 hours - 30 ECTS / An approach to the fundamentals of law and security (criminal law, EU law and internal security), geopolitics, crises and major risks (crisis simulation, etc.),
- Semester 2: Saint-Joseph University, Beirut (Lebanon), 230 hours - 30 ECTS / An approach to the historical and geopolitical fundamentals of the strategic areas studied: societies and cultures, religions and states. a pre-specialisation in security and defence themes (geo-energy strategies and conflicts...),
- Semester 2: Optional work placement or dissertation in one of the member countries of the Consortium or in the rest of the world (Minimum: 8 weeks)
- Semester 3: a choice of three universities with a specialised approach by country: defence or security.
 - University of Granada (Spain): 225 hours - 30 ECTS
 - University of Bucharest (Romania): 240 hours - 30 ECTS
 - University of Essex (United Kingdom): 250 hours - 30 ECTS
- Semester 4: Work placement or dissertation in one of the member countries of the Consortium or in the rest of the world (Minimum: 8 weeks if an optional work placement takes place at the end of the second semester, and a minimum of 16 weeks if the work placement is undertaken only during the fourth semester)

Each semester includes teaching modules and a language and interculturality module (or equivalent), masterclasses and institutional visits, to ensure a joint, integrated, innovative, international and creative programme, with an interdisciplinary, multilingual and inclusive approach. These modules will enable students to acquire high-level skills in a transnational environment. Thanks to its flexibility and high standards, this programme aims to prepare participants to succeed in a globalised world while promoting the long-term sustainability of their learning and their contributions to society.

The first semester of the Master's programme takes place in France at the Université Jean Moulin Lyon 3, and most of the courses are taught in French, with the exception of the 'Theoretical Foundations of International Security' course, which is taught in English.

The second semester of the Master's programme takes place in Lebanon, at Université Saint-Joseph (USJ), where most courses can be taught in both languages. At the end of the courses the students may conducted an internship of 8 weeks minimum.

The third semester can be spent in Romania, in the United Kingdom or in Spain. Students' choice of geographical mobility will depend on their specialisation. Depending on the country, the language of instruction will be English, French or Spanish.

The fourth semester focuses on full mobility as part of an internship or research dissertation in one of the five members of the consortium or in a country outside the "Consortium" network, such as one of the associate partners. French and English will be the official languages of the placement report and dissertation/thesis. Students may split their internship into two periods of a minimum of 8 weeks each and undertake the first placement at the end of the second semester.

Language and interculturality module:

- At the Université Jean Moulin Lyon 3, students will have the choice between, a 20-hour course in French language instruction focusing in particular on grammar and syntax, or a 20-hour course in legal English.

- At University Saint-Joseph, where courses will be taught in French, a 20-hour Arabic language course will be offered (classical and/or modern). The training will be provided by the Centre de Recherche et d'Etudes Arabes (CREA).
- At the University of Essex, students will take a Common Law course and will also have the opportunity to pursue French or Spanish, subject to the University course offerings.
- The University of Granada will offer 20 hours of Spanish language courses, subject to the University course offerings.
- The University of Bucharest will be offering an introduction to the Romanian language and culture. (20 hours). This module is provided in conjunction with the Faculty of Languages at the University of Bucharest.

5.2. Mobility

The JANUS EMJM is built around student mobility. Each student on the programme studies at three of the five universities in the *Consortium*. More specifically, each student's presence is compulsory at three of the five universities in the *Consortium* (Université Jean Moulin Lyon 3, France / Université Saint-Joseph (Lebanon) and optional at one of the following three universities in the *Consortium*: University of Granada (Spain), University of Bucharest (Romania) or University of Essex (United Kingdom).

The mobility paths are defined as follows:

- Sem. 1 Université Jean Moulin Lyon 3 (France)
- Sem. 2 Université Saint-Joseph (Lebanon)
- Sem. 3 Choice of:
 - University of Granada (Spain)
 - University of Bucharest (Romania)
 - University of Essex (United Kingdom)

The mobility pathways are set out in the JANUS EMJM Diploma Supplement.

Student mobility requires all the partners to ensure that students are treated equally in each institution and to coordinate the range of courses on offer, course content and types of examination. The partners undertake to facilitate student mobility by providing all the necessary resources, particularly in terms of information on administrative formalities relating to mobility, accommodation options and the organisation of studies. Each *Consortium* partner appoints a teacher-referent for each student to monitor their progress.

As part of their mobility, students abide by the rules of the partner institution where they spend the semester.

6. The priorities of the EMJM JANUS

In addition to its educational programme, the JANUS EMJM aims to promote values based on four priorities:

6.1. Inclusion

The programme aims to promote equal opportunities and remove barriers to participation. By encouraging diversity among students and teachers and ensuring that people from all backgrounds have the opportunity to study and contribute to this important field.

6.2. Digitalisation

The focus is on integrating digital technologies into teaching and learning. This includes the use of digital simulations; the teaching of cyber security and the study of how digital technology affects security and defence.

6.3. Citizenship

The JANUS EMJM encourages students to become active and informed citizens. In the field of security and defence, this means teaching defence ethics, studying the societal implications of security, and promoting civic engagement.

6.4. Sustainable development

The programme aims to promote sustainable development in all aspects of education. From studying the environmental implications of defence, to teaching sustainable security strategies, to researching how security and defence can contribute to achieving sustainable development goals.

These priorities help shape a curriculum that is not only relevant and rigorous, but also inclusive, innovative and forward-looking.

Each university will respect these priorities, which will be reviewed after each promotion.

7. Application, selection and admission

7.1. Application process for the programme

All documents pertaining to the application are available online. Students submit their application online on the eCandidat platform <https://ecandidat.univ-lyon3.fr/> in accordance with the timetable set by the Partnership Coordination Board and published on the EMJM website.

Applications received after the deadline will not be considered. In the event of technical difficulties, the student must contact the coordinating University so that the problem can be resolved in accordance with the timetable.

The application includes sections for identifying the applicant, assessing his/her academic background and language skills (in English and French), and his/her motivation. Students are required submit any supporting documents requested. In their application, students must provide an e-mail address, which will be the only one used throughout the selection process. It is the student's responsibility to check that they have spelt this address correctly and to check their email regularly. If no reply is received to an e-mail that requires one, the candidate is deemed to have withdrawn.

The CCP may decide to open an additional application phase based on the same eligibility criteria as the initial application phase, but with a different timeline. The only difference is that this application phase is reserved exclusively for self-funded students.

7.2. Selection

The Selection Committee selects students in two categories scholarship students and self-funded students.

- Pre-selection on the basis of applications
 - o The pre-selection is conducted by the eligibility panels. There are four panels, each composed of two academic coordinators or referees from the partner universities.
 - o During this first phase, each panel receives an equivalent number of applications and assesses them on the basis of an evaluation grid drawn up by the selection committee. This grid provides a rating scale out of 100 for each application. The minimum passing score is set at 70 out of 100.
 - o The panels then meet by videoconference.
 - o Candidates who achieve the minimum passing score will be included on the interview shortlist.
 - o If the panel members cannot reach an agreement, the application may be referred to another panel for evaluation.
 - o If there is unanimous agreement that a candidate should not be interviewed (due to a small difference in marks), the candidate will be informed of the rejection of his/her application within a maximum of two months from the date of submission of the application by e-mail to the address given in the application form. The panels will give the reasons for the refusal.
- Selection interview
 - o The interview panels meet to hear the interviews.
 - o Interviews are conducted remotely via videoconference or other technical means communicated to the candidate. Unless the Selection Committee decides otherwise, a candidate who fails to attend the interview is deemed to have withdrawn.

- Final selection after interview
 - o The Selection Committee will meet and draw up the final list of candidates selected to follow the programme, within the limits of the annual flow determined by the Partnership Coordination Board (CCP) Unsuccessful applicants are informed within two months of submitting their application, by e-mail to the address they gave in their application. The Selection Committee will give the reasons for the rejection.

Candidates are selected on the basis of the following criteria:

- The **excellence of the applicant's academic record and academic potential**: the applicant must hold a bachelor's degree or equivalent, preferably in law or political science. The equivalence of other degrees will be assessed by the Selection Committee.
- **Language level**: While each student selected must have a sufficient level of proficiency in the two official languages of the Master's programme, i.e., a B2 in French and a TOEFL score of 90 (or equivalent, such as an IELTS score of 6.5 overall with a minimum component score of 6.0 in writing and 5.5 in all other components) in English, language training will be offered and an introduction to the other languages of the countries in the consortium will be systematically introduced. For students who choose to specialise at the University of Granada, a minimum **B1 level of Spanish** is required. For students who choose to specialise at the University of Essex, they must comply with the United Kingdom visa and immigration regulations regarding the required certificates and language minimum requirement level. To this end, the EMJM Janus chooses to set up refresher courses each semester in the languages spoken in the country in which the course takes place.
- The candidate's motivation for enrolling in the programme, assessed in the light of their career plans and field knowledge in the form of an essay addressing three questions.
- The applicant's professional experience in relation to the sector (work placements, community work, etc.)
- Letters of recommendation submitted
- The results of the interview
- The quality of their application

Without prejudice to university standards of excellence, and in order to ensure geographical diversity among students, the Selection Committee respects the criteria applicable to the *Erasmus Mundus Joint Master* programme. No more than 10% students with the same nationality can be selected as scholarship holder during the grant agreement. This rule does not apply to the scholarships for targeted regions. The selected students will be recruited from all five continents, with equal representation of men and women, subject to the eligibility of the applications received.

7.3. Admission and registration formalities

Admitted candidates are required to follow the two years of teaching corresponding to the programme and to enrol at the three universities concerned (Université Jean Moulin Lyon 3 (France) and Université Saint-Joseph (Lebanon) for the first year, and University of Granada (Spain) or University of Bucharest (Romania) or University of Essex (United Kingdom) for the first semester of the second year.

Once the Selection Committee has selected the students, the coordinating university collects all the documents, registers the selected candidates as regular students at the coordinating institution and ensures that they are registered at the *Consortium's* partner universities where they will study.

The coordinating University keeps all student files and makes them available to the other partners. Each partner university provides the coordinating university with all the information needed to update each student's file (grades, dissertations, etc.).

8. Common evaluation methods

8.1. Semestrial assessment

Each semester, the student is assessed by the host university for the corresponding 30 ECTS, in accordance with the conditions set out in the examination regulations of each host university and in compliance with the programme defined for the JANUS EMJM.

The regulations of each host university are respected by the other partners in the *Consortium* when determining whether ECTS credits are awarded.

The host university communicates the marks obtained to the student by means of a provisional transcript and sends a copy to the coordinating university no later than two months after the end of the examinations at the host university.

Copies may be consulted at the student's request, in accordance with the rules in force at each host university.

8.2. Annual assessment

At the end of each year, the coordinating university draws up a transcript of marks for each student, which is sent to all the partner universities to make it easier to understand the student's results.

8.3. Overall assessment

At the end of the two years of the EMJM JANUS programme, students are deemed to have passed if they have validated each semester with an overall average.

A ladder table will be used for the transfer of grades, to ensure the spirit of Erasmus MUNDUS, an integrated programme. This table will be annexed to the Academic Regulations ("Modalités de Contrôle des Connaissances" (MCC)).

Status	Lebanese Scores from 0 to 20	French scores, from 0 to 20	Spanish scores and Romanian from 0 to 10	United Kingdom Score
Pass	Score ≥ 10	Score ≥ 10	Score ≥ 5	Score ≥ 50
Fail	Score ≤ 10	Score ≤ 10	Score ≤ 5	Score ≤ 49

Periods of study and examinations taken at one university will be fully recognised by the other cooperating universities.

A student who has not passed all the semesters has failed and cannot be awarded any of the degrees.

9. Programme timetable

9.1. Teaching calendar

The parties have jointly defined and approved a teaching schedule as follows:

- Semester 1: Jean Moulin Lyon 3 University
 - o Mid-September/early October to late December
- Semester 2: Université Saint-Joseph - Lebanon
 - o Mid-January to end of June
- Optional: work placement or research dissertation
 - o 8 weeks minimum starting from June
- Semester 3: choice between the University of Bucharest - Romania, the University of Granada, Spain or the University of Essex, United Kingdom.

- September to end of December
- Semester 4 work placement or research dissertation
 - From mid-January: a minimum of 8 weeks if a work placement has been undertaken during the second semester, or a minimum of 16 weeks for one undertaken during the fourth semester.

9.2. Calendar of courses, research dissertations and oral examinations

It should be noted that an internship or research dissertation takes place in the fourth semester of the EMJM JANUS in a company or institution/university related to the EMJM JANUS specialisation, in particular using the *Consortium* network (associated professional partners). Students may choose to split the internship into two periods, with the first part undertaken at the end of the second semester and the second part during the fourth semester. The work placement/research dissertation must last at least 16 weeks.

This work placement/research dissertation involves writing a dissertation and defending it before a jury whose composition is determined by the CCP.

The location of the placement/research dissertation and the subject of the dissertation must be approved by the CCP.

The consortium assists students in their search for a work placement or research topic by any means with the help of the associated partners and the student's academic advisor at each partner university.

9.3. Exam calendar

Students will be informed of the weeks set aside for examinations when they sign the student contract with the *Consortium* (no later than the end of September of the current teaching year for the entire duration of the academic year).

9.4. Results calendar

No later than one month after the end of the examinations for the semester in question, the host university is responsible for obtaining the teachers' marks, forwarding them to the coordinating university and issuing students with a provisional transcript.

9.5. Second session - Resits

Second sessions are held in accordance with the examination regulations of each host university. They can take place either during the same academic year, or during the following academic year depending on the partners respective academic calendars.

Resitting a year is not permitted in the JANUS EMJM, except in cases of force majeure as determined by the CCP.

10. Joint recognition methods and degrees

10.1. Joint curriculum

10.1.1. Elaboration

The EMJM JANUS curriculum has been designed jointly by the five partner universities in the *Consortium*, drawing on each university's expertise in security and defence.

The programme has been recognised by all the partner universities in the *Consortium*, in accordance with each university's own internal procedures.

10.1.2. Modification

Any changes to the teaching programme must be formally approved in accordance with the internal rules of each of the partner universities.

More specifically, the partner University which is a member of the *Consortium* and which has submitted a request for a modification informs the coordinating University, which then convenes a meeting of the CCP. The modifications decided by the CCP are forwarded by the representatives of each partner University, who are members of the CCP, for adoption in accordance with their University's internal procedure.

10.2. Degrees

The programme is based on degrees accredited in each of the *Consortium's* partner universities in accordance with national procedures.

Each host university issues its own national degree.

Once the student has obtained an overall average in each of the four semesters, he or she will be awarded the three accredited diplomas corresponding to the semesters taken in the three partner universities out of the five in the *Consortium*. If they meet the requirements, they will be awarded a parchment with the joint seal of the three host universities for the Master in Applied Defence and Security Networks for Unified Strategies- JANUS. The parchment is issued by the coordinating university and submitted for signature to the representatives of the three partner universities concerned.

The degrees awarded are:

- Université Jean Moulin Lyon 3 (France): Master's degree in International Relations– Joint Master in Applied Security and Defence – Networks for Unified Strategies (JANUS)
- Université Saint-Joseph (Lebanon): Master's degree in History - International Relations
- University of Granada (Spain): Master Universitario en Ciencias Criminológicas y Seguridad/ Master Erasmus Mundus (accredited)
- Or University of Bucharest (Romania): Master of Art Political Sciences
- Or University of Essex (United Kingdom): Master of Arts (subject to accreditation before the end of 2026)

The accredited degrees have been specifically designed to meet the aims of the JANUS EMJM: originality of the degree, relevance of the degree to market needs, excellence of the training and openness to the world.

To meet the needs of the market and thus ensure the cross-disciplinary (mastery of all approaches to dealing with threats) and trans-disciplinary (law, political science, management, IT) nature of the JANUS EMJM, and thus the originality of the programme and its excellence, courses outside the support Master's programme could eventually be added, corresponding to courses given in other Master's programmes or specially created for the JANUS EMJM (approximately 50% of the total number of courses across partner universities).

To ensure that the training provided is more closely aligned with the needs of the market, and thus enhance the employability of JANUS EMJM students, a compulsory internship/research placement of at least four months has been incorporated into the programme, which can take place anywhere in the world.

The *Consortium* is committed to establishing a joint degree. It has very high ambitions in terms of joint degrees, and will therefore choose, where appropriate, the most advanced system at European level (assessment using the European Approach, accreditation in *Consortium* member countries, European degree label)

10.2.1. Diploma supplement

Each student admitted under the conditions set out in this agreement will be issued by the coordinating University with a joint Master's Degree supplement recognised by the *Consortium* and corresponding to the programme of the three universities in which he or she has completed the 120 ECTS.

The Diploma Supplement lists the courses taken by the student for each semester during the two years of the JANUS EMJM, as well as the ECTS obtained for each course. More generally, it provides information on the nature, skills acquired, context and status of the studies successfully completed by the student, as well as his/her professional experience, in particular the work placement/dissertation.

11. Financial aspects

11.1. Financing the programme

11.1.1. Fund

The coordinating university receives an annual lump sum on behalf of the consortium, which is divided among the partners to cover the expenses incurred by each university, according to the agreed distribution key and within the limits of the allocated funds (see Annex 2). This distribution key includes an additional weighting in favour of the coordinating university, in view of the additional expenses it has undertaken.

The coordinating university transfers the funds in accordance with the aforementioned rules, within the limits of the funds allocated under the Budget Agreement. Fund transfers to each partner will be made in euros. Any exchange fees will be borne by the recipient, as indicated in the Grant Agreement (see Annex 1, p. 35). Distribution of the funds are confirmed annually by the **Partnership Coordinating Board (CCP)**

The coordinating university administers the scholarships for JANUS EMJM scholarship students. The scholarships will be paid on the basis of the terms of the individual study contracts issued by the coordinating University. The JANUS secretariat will be the single point of contact for JANUS Master's students in the event of financial problems.

The allocation of other resources and external funding will be reviewed by the **Partnership Coordinating Board (CCP)** and allocated to the partners in accordance with the agreed distribution key.

Once the transfers from the coordinating university have been made to the partner universities, each partner university or institution is responsible for the use of the funds allocated to it.

Each partner university keeps the originals of the documents justifying the use of the funds, which it will produce in the event of an audit by the European Commission. A financial report is sent to the coordinating university at the end of each semester. The budget follow-up is presented annually at the CCP meetings.

11.1.2. Search for financing

Each partner university undertakes to seek financial resources in accordance with the economic model defined by the CCP (seeking grants, regional grants, international grants, calls for applications from foundations, Erasmus+ grants - KA131, international credit mobility grants - KA171, apprenticeship tax, associated partners, etc.).

11.2. Registration and insurance fees

The Jean-Moulin Lyon 3 University is responsible for contracting health and accident insurance for the students in accordance with the EACEA regulation as set out in the Grant agreement (see Annex 5, p.4 of the Grant Agreement, in Annex 1), and bears the costs.

Insurance costs are included in the enrolment fees and are covered by the Consortium under the "Institutional costs" budget line.

11.2.1. Course registration fees

All students admitted to the JANUS programme are required to contribute to the institutional costs by paying the participation fee. The full partners have determined the level of institutional costs in accordance with national and institutional regulations and procedures, and after acceptance by the EACEA, to be €9,000 per year per student enrolled. The EACEA contributes to the institutional costs of students receiving an EACEA scholarship and the coordinating institution distributes these funds to each full partner according to an agreed multi-annual budget allocation described in the Consortium budget. These funds will be used for the implementation of the JANUS programme at partner level and will cover partner academic costs as well as JANUS study costs, specific costs and certain management costs, as described in the budget.

In addition to institutional fees, students are financially responsible for travel to and from the institutions they attend for the duration of the programme; books, stationery, etc.; travel documents, visas, etc.; travel, accommodation and general living expenses; student association subscriptions; enrolment in non-compulsory

courses/activities included in the study programme. JANUS students are required to respect the rules and regulations of the institutions in which they are enrolled. A student may be eligible for a grant and is bound by the signing of a study agreement with the coordinating institution, on behalf of the *Consortium*;

Registered disabled students (with or without a grant) may be entitled to a contribution towards their individual needs if they meet the general eligibility conditions set out in grant agreement number **101241310**.

For students receiving a grant funded by the European Commission under the EMJM JANUS programme, the “scholarships awarded students”, the cost of participating in the programme is deducted directly from the amount allocated under the “institutional contribution” category.

For students who do not receive a grant financed by the European Commission under the JANUS EMJM (“self-funded students”), the registration fees are paid to the coordinating university, which redistributes them among the partners according to the distribution key and based on the collected fees.

11.3. Scholarships

The aim of the Erasmus Mundus programmes is to enhance the quality of higher education through scholarships and thus promote academic cooperation between the European Union and the rest of the world. Erasmus Mundus scholarships are awarded to students in the first four cohorts.

The grant does not create or have the effect of creating an employee-employer relationship between the student and the JANUS EMJM coordinating university.

The number of JANUS scholarships available for each category of student: from third countries not associated with the programme or students from programme countries is defined annually by the CCP and communicated to students on the JANUS website in the spring of the year preceding the academic year in question.

All applicants of the first call for application will be considered eligible for the scholarship assessed at the same time as the normal selection procedure, according to the following criteria: academic excellence, as imposed by the European Commission.

11.3.1. Eligibility for a European Commission grant at the EMJM JANUS

Only candidates admitted to the programme by the Selection Committee may receive a grant from the European Commission to EMJM JANUS. Consequently,

Students who have already received an *Erasmus Mundus Joint Master scholarship* are not eligible for a European Commission scholarship to the JANUS EMJM.

The grant is paid on condition that the applicant signs the student contract and undertakes to comply with all its terms and conditions.

11.3.2. European Commission grants for the EMJM JANUS

European Commission JANUS scholarships, as defined in the Erasmus+ Guide.

The grant is calculated as follows **EUR 1,400/month** x duration of the 24-month Masters programme. Or **€33,600** over 2 years of EMJM.

SUMMARY TABLE

Type benefit	Amount
Contribution for student participation in the programme (Registration fee, insurance included)	9,000 per year 18,000 per student for 2 years

Monthly allowance	1,400 per month for 2 years
Total	51,600 euros

Conditions of payment of the European Commission JANUS scholarships

Payments are made by bank transfer to the student by the coordinating university and in respects of the terms and conditions of the Grant Agreement (see Annex 5, p.5 of the Grant Agreement in Annex 1). All payments will cease immediately if the student discontinues their studies. Full details are specified in the Student Agreement.

Interruption of European Commission scholarship payments under the EMJM JANUS

A suspension of the scholarship may be decided in the following cases:

- Active non-participation in the programme (courses, practical sessions, educational outings, official informative meetings, work experience, etc.) resulting in withdrawal from the programme without justification provided to the *Consortium*.
- Exclusion from the programme for serious breach of ethical rules or any other applicable regulations.

Relationship between the European Commission JANUS scholarships and other scholarships

This grant cannot be combined with any other grant or subsidy financed by the European Commission under other European Union programmes.

Additional scholarships from the European Commission to the EMJM JANUS

Additional scholarships are specifically reserved for students from target regions as defined in the Erasmus + programme Guide and IPA Zone (2 maximum). Selections are made according to the same criteria as for normal scholarships.

The elements indicated for the amount, payment and suspension of scholarships from the European Commission of the EMJM JANUS, as well as the non-accumulation of grants, have been presented above.

11.4. Contributions for special needs

The consortium has received special funding to cover the needs of students with disabilities. They may be used for enrolled students (with or without scholarships) whose long-term physical, mental, intellectual, or sensory impairments are certified by a competent national authority, and whose participation in the action would not be possible without the special needs items or services. Students wishing to apply for such support must contact the consortium's administrative secretariat.

12. Student support, rights and obligations

12.1. Prior formalities

Each host university undertakes to assist students with their mobility by providing them with the necessary information on gaining access to and staying legally in its territory, with the resources for finding accommodation and informing them of the services to which they are entitled as students of the *Consortium* (sport, library, social and cultural activities organised by the institution for students, etc.)

The coordinator of each host university sends the coordinating university a summary document containing the main information of use to the student. This information is published on the EMJM JANUS website and a summary document is sent to the student before their arrival on the programme.

If the student has a disability, he or she must provide the coordinating university with medical documents (assessment, recognition of disability, etc.). On arrival at the coordinating university, the doctor from the Preventive Medicine and Health Promotion Department will recommend the necessary adjustments.

12.2. Student orientation and integration

Each university organises an induction seminar before the start of the course.

Each host university undertakes to facilitate the integration of the student by all possible means (visits to the institution, the city, organisation of meetings between students on the programme and other students at the institution, with teachers, associated partners, etc.). Integration takes place over one week in the first semester and at least one day in subsequent semesters.

Students are monitored individually by a teaching tutor, who acts as a point of contact with the *Consortium* in the event of any problems.

Each university is committed to supporting students with disabilities. Depending on the situation, a number of resources related to accessibility to the building and to knowledge are put in place: for example, a reception structure with a work and rest room, a space to help with daily life, reception desks, arrangements for examinations, adaptation of documents, loan of a laptop computer for examination sessions, etc.

12.3. Rights and obligations

Students will be informed of their rights and obligations at the integration seminar at each host university.

Students have the same rights and obligations as students normally enrolled at the host university.

In this way, they benefit from all the services offered by the University to its students (library, access to sporting and cultural activities, internship service, etc.). Student complaints will be dealt with in accordance with the internal rules of the host university where the incident occurred and will be brought to the attention of the *Consortium*.

All JANUS EMJM students must respect the rules of the host university for the semester in question. The University's rules apply to the treatment of student behaviour. Students must comply with the rules of the student contract throughout their course.

13. Quality assurance for the Erasmus Mundus JANUS Masters Course

13.1. Quality assurance at partner university level

At a general level, compliance with academic standards is the responsibility of each of the host universities, verified by the bodies and procedures set up by the university concerned, through its charter, statutes, regulations, etc. Each University thus uses its committees, commissions or other bodies authorised to assess the quality of Master's degrees according to the criteria it has established. Each partner university makes the results of its internal evaluations known to all the other partner universities as soon as possible after they have been published. A summary table of the results is published on the EMJM JANUS website for students and professionals.

13.2. Quality assurance at Consortium level

At the special level, i.e. within the framework of the *Consortium* set up for the JANUS EMJM, the Assessment and Development Committee and the Quality Assurance Committee are responsible for implementing the quality assurance procedure as defined in Articles 4.3. and 4.4. of this agreement

13.3. Implementation of internal and external quality assurance indicators

The partners in the Erasmus Mundus 'JANUS' Masters project are working to implement internal and external quality assurance tools with a very high level of ambition. The project partners work in line with European and international quality assurance best practice and comply with the Standards and guidelines for quality assurance

in the European Higher Education Area (ESG)¹. The project partners have initiated a dialogue with quality assurance experts in order to strengthen trust, mobility and the recognition of degrees and qualifications between the higher education institutions and systems represented in the joint JANUS programme.

In concrete terms, this means setting up integrated governance for the Erasmus Mundus JANUS Masters Course and creating the various joint programme boards and committees, which will enable internal quality assurance processes to be implemented:

- The "Conseil de coordination du partenariat " (CCP);
- The "Comité de sélection" (CS) ;
- The "Conseil d'Évaluation et de Perfectionnement" (CEP);
- The "Comité d'Assurance Qualité" (CAQ);

All partners will be involved in these management and steering committees and boards, which will help to formalise a genuine internal quality assurance policy.

14. Employability

The JANUS EMJM has been designed to enable its students to integrate successfully into the labour market. This is measured by employability.

14.1. Preparation

Reflection on the employability of students has led to the establishment of three areas within the EMJM JANUS

Firstly, all exchanges between professionals and students are encouraged each semester at the EMJM JANUS by:

- The integration of professionals from the speciality into the "permanent" teaching staff of each of the host Universities in the teaching of the JANUS EMJM,
- The integration of professionals in the speciality into the "temporary" teaching staff of each of the host Universities from a pool of experts drawn up, by decision of the CCP, on the basis of the length and excellence of their experience in the fields of the programme (face-to-face conferences or from the dedicated EMJM JANUS website, publication of articles on the EMJM JANUS website, chat sessions on a topical issue or a profession, etc.),
- The organisation of a student conference - career fair in the first semester, or any other similar event,
- Maintaining links between former EMJM JANUS students, who have become security professionals, and the current classes by setting up an alumni network: the EMJM JANUS Alumni Chapter,
- Membership of the EMA (Erasmus Mundus Students and Alumni Association) network: online recruitment, participation in symposia, conferences and workshops on specific themes, organisation of events and trade fairs, exchange of best practice, etc.

Secondly, experience of working in real conditions is encouraged by:

- The use of innovative teaching tools in the modules
- Visits to organisations working in the field of security and defence,
- A compulsory work placement/research project of at least 16 weeks,
- and any other activity deemed relevant

Thirdly, the organisation of communication of the profiles of the students in a class to professionals in relevant sectors, in particular through the creation of a class CVbook.

¹ <https://www.enqa.eu/esg-standards-and-guidelines-for-quality-assurance-in-the-european-higher-education-area/>

14.2. Evaluation

Assessing students' employability is one of the main tasks of the CEP, CCP and CAQ.

To this end, these various bodies will implement all the evaluation procedures they deem necessary, and in particular the use of qualitative and quantitative indicators such as employability rates, five-year salary, job stability, geographical distribution, length of time before first job, position held, organisation concerned, questionnaire for employers.

The coordinating university ensures that outgoing students are registered on the EMJM Alumni site and that their profile is updated, as well as on the EMA site dedicated to all students who have followed an Erasmus Mundus programme.

15. Advertising

Communication and promotion of the EMJM JANUS are carried out mainly, but not exclusively, using digital tools.

15.1. EMJM JANUS website, social networks and channels

The coordination of publicity and communication activities is the responsibility of Université Jean Moulin Lyon 3 in conjunction with the consortium members and associated partners.

The *Consortium* is setting up a single website to ensure the visibility of the JANUS EMJM: <http://www.master-janus-security-defense.eu/>. Each partner university in the *Consortium* will present the JANUS EMJM on its own website with a link to the dedicated website. The associated partners support the programme by setting up a link to the EMJM JANUS site on their site.

The *Consortium* communicates and promotes the EMJM via social networks and institutional websites.

15.2. Communication materials

Common paper communication materials, such as brochures and flyers, are produced by the *Consortium* and approved by the CCP.

Each partner university in the *Consortium* is responsible for producing these materials for the EMJM JANUS programme and for distributing them in the area allocated to it by the CCP.

15.3. Use of names and logos

All communication material and tools used to promote the programme, inform the public and disseminate results must bear the logo defined by the European Commission.

Any communication or publication by a beneficiary, in whatever form and on whatever medium, including the Internet or at a conference or seminar, must state that it reflects the views only of the author and that the Commission is not responsible for any use that may be made of the information contained therein.

It should also be mentioned that the action in question has received financial support from the European Commission, with the following statement: "This project has been financed with the support of the European Commission" and associate logo.

In addition, all the *Consortium's* communications will feature the logo dedicated to the EMJM JANUS programme, as well as the logos of the *Consortium's* partner Universities.

15.4. Participation in communication events and international trade fairs

Each year, the *Consortium* defines the schedule for participation in international events: NAFSA, EAIE, APAIE, CAMPUS France, etc., as well as the University who will represent the consortium at each event.

16. Continuation of the programme

The Consortium wishes to ensure the continuation of the EMJM JANUS programme after the end of the Grant Agreement. The efforts undertaken within the framework of the programme, including curriculum development, quality assurance measures, and the establishment of strong partnerships among the partner universities, are intended to guarantee the sustainability of the programme.

The Consortium is committed to maintaining the programme through integration into the partners' curricula, and the continued provision of resources and administrative structures necessary for its long-term operation. Additionally, each partner university in the *Consortium* undertakes to seek funding to ensure the financial stability of the JANUS EMJM in accordance with the economic model defined by the CCP.

17. Legal

17.1. Applicable law

This agreement is governed by French law.

17.2. Protection of personal data

As UJML3 is subject to Regulation (EU) 2016/679 of 27 April 2016 of the European Parliament and of the Board, the parties agree to comply with the conditions and security measures necessary to protect the personal data of any natural person concerned by the implementation of this agreement.

Each institution undertakes to maintain the confidentiality of personal data communicated in the context of the various cooperation activities covered by this agreement. Each institution shall ensure that it obtains the prior consent of the exchange professors and students to the communication of any personal information to the other institution.

The parties undertake to keep personal data transmitted in this way for as long as is strictly necessary for the activities concerned.

17.3. Intellectual property rights

The website specifically created on behalf of the *Consortium* for the realisation of the JANUS EMJM belongs to the *Consortium*. It is managed by Université Jean Moulin Lyon 3 with technical support from the coordinating university.

Each partner undertakes to provide updates on developments concerning it as soon as possible. Each partner undertakes not to extract all or part of the elements contained in the EMJM JANUS site for any other use. Any structural modification requires the agreement of the CCP.

The partners acknowledge that the personal data provided for the creation or execution of the JANUS EMJM are provided in compliance with the laws in force, and may only be used for the purposes of fulfilling the obligations under this agreement (in particular the CVs of the experts in the pool, etc.).

The partners shall keep confidential all information communicated to them under this agreement and shall not treat it in any way that might prejudice its confidentiality.

Course modules will be developed based on the MOOC model, in accordance with the procedures defined by the CCP and respecting the intellectual property rights of institutions and teachers.

17.4. Departure of a partner

If a full or associate partner wishes to leave the consortium before the end of grant agreement number **101241310**, that party will discuss this with the consortium and follow the rules set out in grant agreement no. **101241310**. If discussions are unsuccessful, the departing party will give six months' written notice to the other parties. All the procedures and obligations described in the applicable grant agreement n° **101241310**- article 32.2 will be respected. Any change in the composition of the consortium requires a formal amendment to Grant Agreement n° **101241310**, subject to the approval of the EACEA.

17.5. Dispute resolution

Neither party shall be liable for any failure to perform its obligations under this agreement if such failure results from force majeure.

The parties shall endeavour to settle any disputes arising from this agreement amicably. If such a settlement proves impossible and is subject to legal proceedings, the universities shall submit the dispute to the competent court in Lyon.

17.6. Period of validity - revision and termination

This "Consortium Agreement" will come into force once it has been signed by all the full partners. It shall take effect from the arrival of the first intake, i.e., the academic year 2026-2027. It shall remain in full force as long as grant agreement number **101241310**, is active.

This agreement is made in 5 copies.

Jean Moulin Lyon 3 University - France

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Signed in _____, on _____

Saint-Joseph University, Beirut - Lebanon

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Signed in _____, on _____

University of Granada - Spain

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Signed in _____, on _____

University of Bucharest - Romania

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Signed in _____, on _____

University of Essex - United Kingdom

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Signed in _____, on _____