DESCA for Horizon Europe





DESCA general

DESCA = <u>Development of a Simplified Consortium Agreement</u>

The DESCA Initiative

- Started in FP7 → DESCA as a model CA jointly developed by several organisations that formerly had their own models
- Stakeholder driven
- Balanced: Respects the interests of research, academia and industry, big and small partners
- Financed by the Core Member Organisations NOT by the EU Commission or a single interest group
- To the benefit of thousands of beneficiaries with EU funded collaborative research projects





DESCA CORE GROUP













Coordinated by



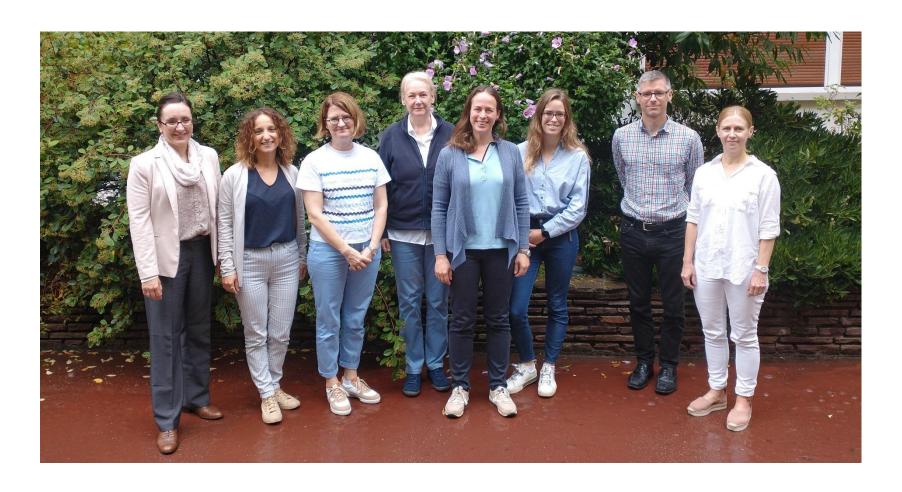


+ DESCA CONSULTATION GROUP

~ 100 Experts from industry, academia and research



Who is behind DESCA – The Core Group



DESCA CORE GROUP



Who is behind DESCA – The Core Group

Helmholtz Association of German Research Centres - Dorothea Kapitza - Coordinator

Fraunhofer, the Applied Research Organisation in Germany - Ulf Johann - Coordinator

VTT, the Applied Research Organisation in Finland - Nora Pyhälammi

ANRT, the French National Association for Research and Technology - Irene Creta

ZENIT, the Centre for Innovation and Technology in North Rhine Westphalia - Anne Müngersdorff

KoWi, the European Liaison Office of the German Research Organisations - Cristina Condovici

EARTO, the European Association of Research and Technology Organisations - Eva Maria Moar, Eurac Research

LERU, the League of European Research Universities - Marie Vangeenberghe, KU Leuven







DESCA Core Group in April 2023 – Munich @ Fraunhofer



DESCA Core Group in July 2023 - Paris @ ANRT



Who is behind DESCA – work done

Preparing DESCA Horizon Europe 2.0 including Lump Sums

Autumn 2022 - February 2024

- 14 online meetings
- In person meetings in Munich and Paris
- Many more meetings of DESCA Subgroups drafting the change
- October 2023: First draft of DESCA Horizon Europe 2.0 send to Consultation Group
- November: Consultation Group feedback
- December January: Integration of Consultation Group feedback and finalisation











LUMP SUM roll out in Horizon Europe

- The Commission continuously introduces more lump sum calls for the Horizon Europe work programme 2023-2024 (approximately 200 projects, 30% of 2024 call budget)
- > Step by step more lump sum projects in Horizon Europe up to 50 % by 2027
- High demand for a Consortium Agreement by Stakeholders

CHALLENGES:

- So far there is limited experience with the whole lifecycle and especially the final reporting of the lump sum projects.
- So far information on how not completed work packaged will be dealt with at the end of the project is limited and the Commission did not publish an official version of the Annotated Grant Agreement yet.





- The DESCA Core Group builds on the experience made with the first Lump Sum Grants
- We assessed risks & listened to the Stakeholders and their demands:

Take into account the dependencies among partners of the same work package and different work packages

Who monitors the performance in different work packages?

What happens if a partner in a work package lags behind?

We see more risk: Therefore we need more control measures

Who will be paid when?

Rules regarding actual costs are not necessary any more

How to deal with parties leaving the consortium?

Who will be held liable if a work package cannot be completed?





Solutions presented are based on the information available: Lump Sum MGA, Commission's information events and slides, Guidance Documents & QA and the draft version of the Annotated Grant Agreement

> REVOLUTION

New Structure and new content

DESCA HE 2.0 offers solutions and special Subsections 2- in-1 for:

ACTUAL COST GRANTS

- Sections: GENERAL
- Subsections: ACTUAL COST GRANT & GENERAL
- Options marked in yellow
- ACTUAL COST GRANT & GENERAL elucidations

LUMP SUM GRANTS

- Sections: GENERAL
- Subsections: LUMP SUM GRANT & GENERAL
- Options marked in yellow
- LUMP SUM GRANT & GENERAL elucidations

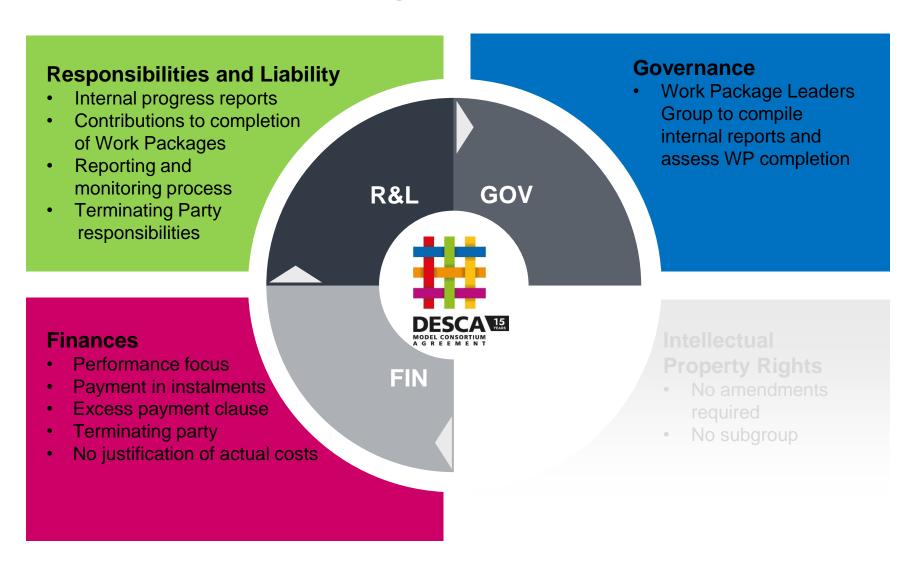






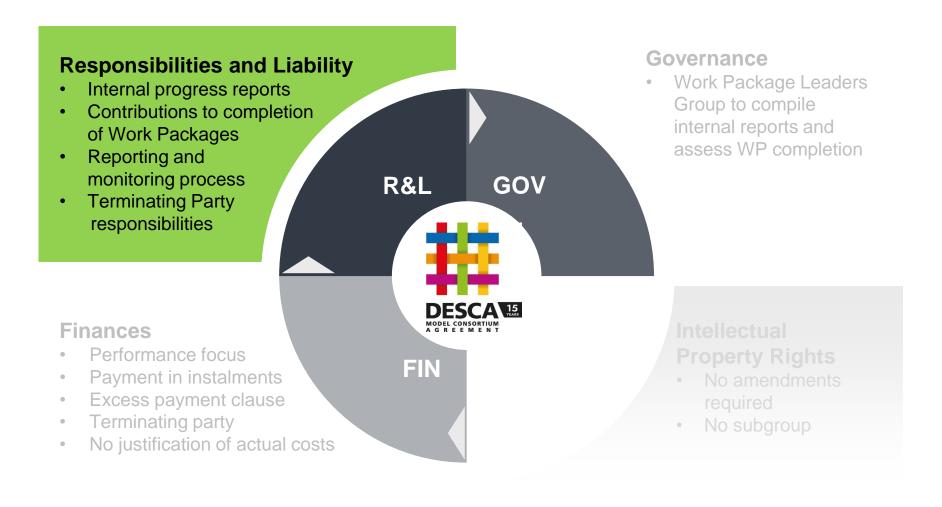








DESCA HE 2.0 – Responsibilities and Liability





DESCA HE 2.0 – Responsibilities and Liability

New Subsection

4.5 Specific responsibilities regarding reporting and implementation

- **4.5.1 Internal Progress Reports**
- **4.5.2 Proper implementation**
- **4.5.3 Termination Reports**
- 4.5.4 Consequences of non-compliance



DESCA HE 2.0 – Responsibilities and Liability – Internal Progress Reports

"Internal Progress Report"

Internal Progress Report means a written report issued by each Party for each work package providing information to enable the monitoring of the status of completion of a work package.

4.5.1 Internal Progress Reports

The Parties commit to continuously provide information on the progress of the implementation of the work packages. In particular, they shall issue an Internal Progress Report to the Work Package Leader upon request 14 days ahead of the relevant meeting of the [Module GOV SP: Work Package Leaders Group/ Module GOV LP: Executive Board]. The Internal Progress Report provided should allow for an assessment of the status or completion of each work package in order to enable monitoring, e.g. through certain performance indicators as defined in Annex 1 of the Grant Agreement, if any.

Sec 4.5.1 Internal Progress Reports

- Are intended for the consortium's internal evaluation of the status of each work package
- Will not be sent to the Granting Authority
- Support the Parties to fulfil their regular obligations on continuous reporting according to the Grant Agreement
- Module GOV SP and LP have different terminology; reference to be made to the body that has the tasks as further defined in Section 6



DESCA HE 2.0 – Responsibilities and Liability – Proper implementation

4.5.2 Proper implementation

Each Party shall perform its tasks in accordance with the Consortium Plan and contribute to the completion of the work package.

If a work package cannot be completed, the Parties must collaborate to propose an amendment of the Grant Agreement for that work package via an alternative solution.

Sec 4.5.2 Proper implementation

 Obligation for proper implementation and for collaboration if an amendment is needed for work package completion



- 4.5.4 Consequences of non-compliance and
- 5.2 Liability

Reason:

High importance of diligent performance for work package completion in lump sum projects



DESCA HE 2.0 – Responsibilities and Liability – Termination reports

4.5.3 Termination reports

A leaving Party shall issue a termination report to the [Module GOV SP: Work Package Leaders Group / Module GOV LP: Executive Board] in accordance with Article 32 of the Grant Agreement on the activities implemented by it and completion of its work share in the work packages it is involved in for the period until its termination takes effect.

Sec 4.5.3 Termination reports

A Party leaving the consortium shall provide guidance to the other Parties on the tasks originally attributed to it to

- support the development of alternative solutions for the completion of work packages and
- a reallocation of tasks via a termination amendment



DESCA HE 2.0 – Responsibilities and Liability – Consequences of non-compliance

4.5.4 Consequences of non-compliance

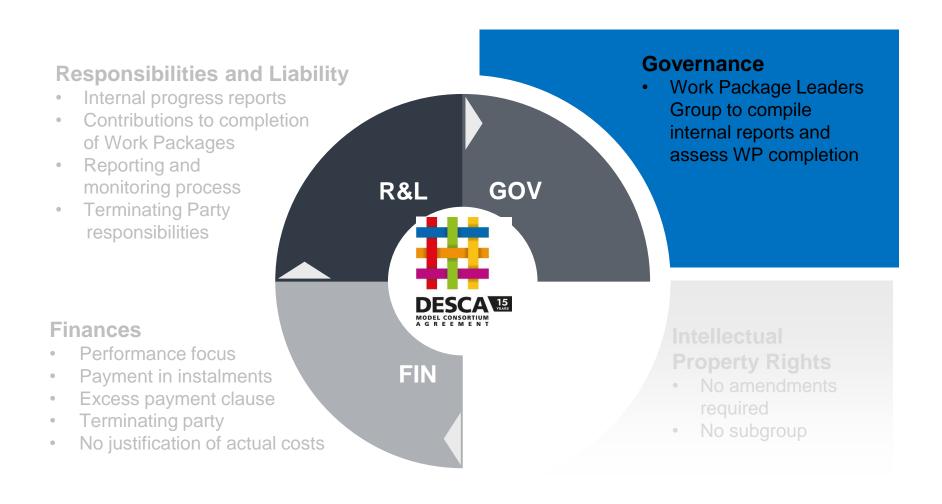
Improper reporting or implementation of the Project may lead to a breach procedure and termination of a Party's participation according to Section 4.2 of this Consortium Agreement. The Parties are aware, that their implementation may affect the completion of tasks or work packages by other Parties and that improper implementation or reporting can lead to liability in accordance with Section 5 of this Consortium Agreement, e.g. in case of reduction or recovery of funding by the Granting Authority.

Sec 4.5.4 Consequences of non-compliance

- First step: General Assembly identifies a breach
- Second step, if the breach has not been remedied: General Assembly may declare the breaching party a Defaulting Party
- Damage can be caused e.g. if improper implementation by a Party leads to rejection or reduction of another Party's initial Lump Sum Contribution
- Breaching Party will be liable of such damage in accordance with Section 5.2





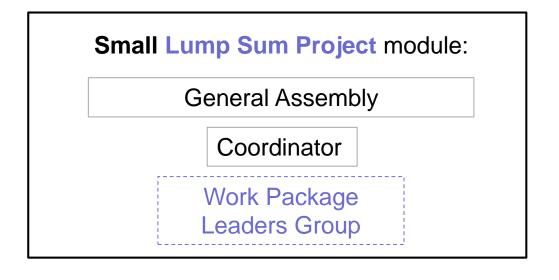


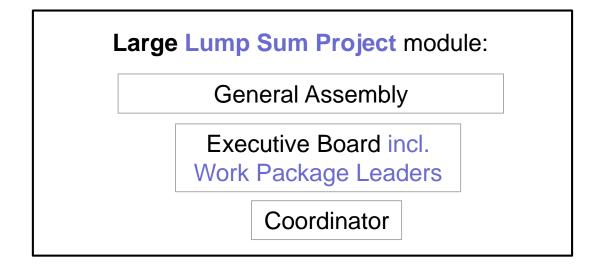




Main new governance feature:

- Introduction of detailed description of LS related responsibilities of Work Package Leaders
- General structure of GOV maintained: Small Project module vs Large Project module
- Large Project Executive Board chapter: Actual Cost option vs Lump Sum option









Importance of Work Package completion in lump sum projects:

Art. 5.1 HE LS MGA:

Project: [insert number] — [insert acronym] — [insert call identifier]

EU Grants: [PROGR Lump Sum MGA — Multi & Mono]: V2.0 – 01.03.2023

ARTICLE 4 — DURATION AND STARTING DATE

The duration and the starting date of the action are set out in the Data Sheet (see Point 1).

CHAPTER 3 GRANT

ARTICLE 5 — GRANT

5.1 Form of grant

The grant is an action grant which takes the form of a lump sum grant for the completion of work packages.

Close observation of **completion percentage** of work packages required!



DESCA HE 2.0 – Governance – Small Projects (1)

"Work Package Leader"

Work Package Leader means a representative of the Party appointed to lead a work package according to Annex 1 of the Grant Agreement, who shall coordinate the completion of activities for the tasks in the relevant work package.

Sec 1.2 Work Package Leader Definition

- Role of Work Package Leaders
- Particular importance of Work Package Leaders for lump sum projects:
 - Technical expertise for work package content
 - Responsible for work package communication
- Natural position to communicate implementation and completion of work package



DESCA HE 2.0 – Governance – Small Projects (2)

The Work Package Leaders Group is an assessment group of the Consortium without formal decision making power. It shall assess the individual and overall implementation of the Project.

Sec 6.1 General Structure

Introduction of Work Package Leaders Group

- Assessment group gathering the info from the individual WPs, building an overview of individual WPs and interdependencies between WPs on working level
- Concentrates on specific tasks in the context of technical reporting as specifically important under lump sum projects
- Not a decision making body!



DESCA HE 2.0 – Governance – Small Projects (3)

6.5.1. Members of the Work Package Leaders Group

The Work Package Leaders Group shall consist of the Coordinator and Work Package Leaders.

Sec 6.5.1 Members of the Work Package Leaders Group

- Comprises all Work Package Leaders
 defined in Description of the Action (Annex 1
 of the Grant Agreement)
- Coordinator usually is a Work Package Leader anyways



DESCA HE 2.0 – Governance – Small Projects (4)

6.5.2. Meetings

The Coordinator shall chair all meetings of the Work Package Leaders Group, unless decided otherwise by a majority of the Work Package Leaders Group.

The chairperson shall convene ordinary meetings of the Work Package Leaders Group every three months and shall also convene extraordinary meetings (upon proposal of one member) at any time if needed for Project implementation.

Sec 6.5.2 WPLG Meetings

- Organisational aspects mostly copied/pasted from well known Large Project module Executive Board
- But: No detailed decision making provisions, since: WPLG is not a decision making body!
- Meeting rhythm is decisive for:
 - Internal Progress Reporting (Sec 4.5.1)
 - o payments (Sec 7.2.2)
 - Keep it stable and aligned!
 - But extraordinary meetings: no formalities, since higher frequency of WPLG meetings may be required during certain phases



DESCA HE 2.0 – Governance – Small Projects (5)

The Work Package Leaders Group shall be responsible for:

Keeping track of the effective and efficient implementation of the Project, based on the Consortium Plan, particularly regarding the completion of the work package activities in tasks and deliverables of each Party (see Section 4.5);

[...]

- Assessing the status or completion of each work package and preparing the periodic reporting for the work packages together with the Coordinator;
 [...]
- Assessing reports presented by each Work Package Leader, which have been compiled by the Work Package Leader based on the Internal Progress Reports.

Sec 6.5.3 WPLG Responsibilities

- Keep track of implementation, completion:
 - check justification of deviations
 - compare essential planned tasks with equivalent and alternative tasks
 - compare WP status with performance indicators (deliverables, milestones)
- Interim reporting process ctd from Sec 4.5:
- Party: issues Interim Report
- WPL: collects, reviews, consolidates, makes work package report
- ₩PLG: processes work package reports

[...]



DESCA HE 2.0 – Governance – Small Projects (6)

- Evaluating suggestions of the Work Package Leaders for the reallocation of tasks and budget in work packages;
- Making suggestions for amendments to Annex 1 and Annex 2 of the Grant Agreement to the General Assembly, especially if restructuring is required to enable the finalisation of non-completed work packages or in case of termination of a Party;

[...]

 Proposing payment instalments to the Coordinator according to the outcomes of these assessments (see Section 7.2.2);

Sec 6.5.3 WPLG Responsibilities (ctd)

[...]

- Holdentify need for action: reallocation of tasks, GA amendments, if it appears that a work package cannot be completed as initially planned
- Suggest decisions on completion percentage, payments to Coordinator and/or General Assembly, as applicable, if a work package cannot be completed as initially planned



DESCA HE 2.0 – Governance – Small Projects (7)

The following decisions shall be taken by the General Assembly:

Content, finances and intellectual property rights

- Proposals for changes to Annexes 1 and 2 of the Grant Agreement to be agreed by the Granting Authority such as changes resulting from suggested reallocation of tasks and budget by the Work Package Leaders Group
- the percentage of work package completion per work package as well as per Party to be reported to the Granting Authority based on the assessment by the Work Package Leaders Group regarding the individual performance of single Parties in case of non-completion of work packages
- Changes to the Consortium Plan [Lump Sum Grant: delete this indent]

Sec 6.3.7 General Assembly Decisions

Necessary adaptations of **General Assembly** responsibilities: Decide on all communication to Granting Authority, such as

- Decision on work package completion percentage in case of non-completion
- Decisions on changes to Description of the Action and/or Budget, particularly in cases necessitated by Lump Sum circumstances
- Consortium Plan = Annexes 1 and 2 of the Grant Agreement (see Sec 1.2) = indent 1



DESCA HE 2.0 – Governance – Small Projects (8)

6.4.2

In particular, the Coordinator shall be responsible for:

[...]

collecting, reviewing to verify consistency and submitting reports, other deliverables (including financial statements • and related certification) [Lump Sum Grant: delete this bracket] and specific requested documents to the Granting Authority

[...]

preparing the meetings and preparing the agenda of Work Package Leaders Group meetings

Sec 6.4.2 Coordinator responsibilities

Necessary adaptations of Coordinator responsibilities:

- No financial statements in lump sum projects
- Coordinator to prepare Work Package Leaders Group meetings



DESCA HE 2.0 – Governance – Large Projects (1)

6.3.2.1 Members of the Executive Board

The Executive Board shall consist of the Coordinator and the representatives of the Parties appointed to it by the General Assembly.

6.3.2.1 Members of the Executive Board

The Executive Board shall consist of the Coordinator, Work Package Leaders and additional representatives of the Parties appointed to it by the General Assembly.

Sec 6.3.2.1 Executive Board Members

- No new body in Large Project module, but addition of Work Package Leaders tasks to Executive Board
- 2 options for EB subchapter (6.3.2):
 - Actual Cost EB (as usual)vs
 - Lump Sum EB (incl WPL tasks)
- Lump sum EB: Work Package Leaders as determined members of the Executive Board
- Other members: Adapt as appropriate



DESCA HE 2.0 – Governance – Large Projects (2)

The Executive Board shall keep track of the effective and efficient overall implementation of the Project, based on the Consortium Plan, particularly regarding the completion of the work package activities in tasks and deliverables of each Party (see Section 4.5).

[...]

In addition, the Executive Board shall:

- evaluate suggestions of the Work Package Leaders for the reallocation of tasks and budget in work packages;
- make suggestions for amendments to Annex 1 and Annex 2 of the Grant Agreement to the General Assembly, especially if restructuring is required to enable the finalisation of non-completed work packages or in case of termination of a Party;

[...]

Sec 6.3.2.3.4, 6.3.2.3.6 EB Responsibilities

- Same WPLG tasks added to EB responsibilities as in Small Project module
- EB original structure mostly maintained



DESCA HE 2.0 – Governance – Large Projects (3)

The following decisions shall be taken by the General Assembly:

Content, finances and intellectual property rights

- Proposals for changes to Annexes 1 and 2 of the Grant Agreement to be agreed by the Granting Authority such as changes resulting from suggested reallocation of tasks and budget by the Executive Board
- the percentage of work package completion per work package as well as per Party to be reported to the Granting Authority based on the assessment by the Executive Board regarding the individual performance of single Parties in case of noncompletion of work packages
- Changes to the Consortium Plan [Lump Sum Grant: delete this indent]

Sec 6.3.1.2 General Assembly responsibilities

 Same adaptations in General Assembly chapter as in Small Projects module

In particular, the Coordinator shall be responsible for:

[...]

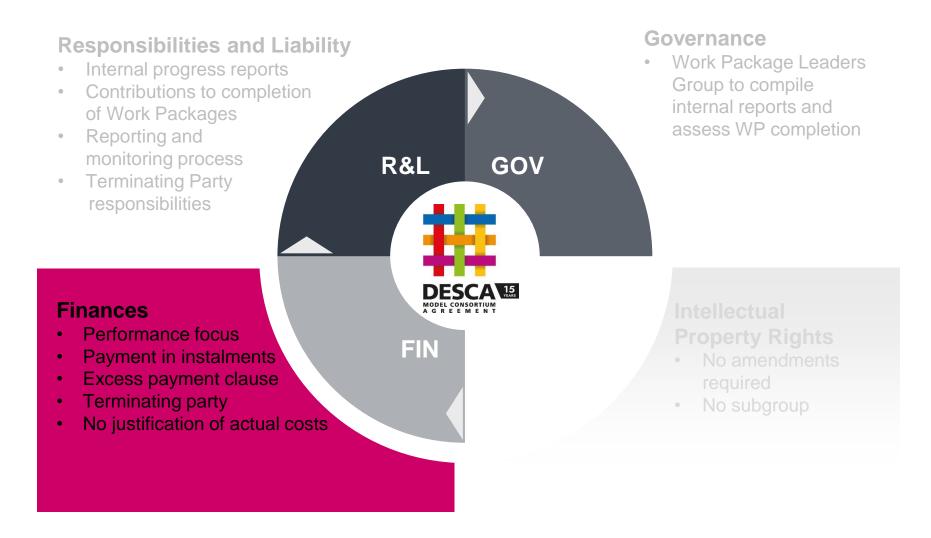
 collecting, reviewing to verify consistency and submitting reports, other deliverables (including financial statements and related certifications [Lump Sum Grant: delete this bracket]) and specific requested documents to the Granting Authority

Sec 6.4.2 Coordinator responsibilities

 Same adaptations in Coordinator chapter as in Small Projects module

DESCA HE 2.0 – Finance









Main new finance features:

- Section 1.2: New definitions
- Section 7.1.2: Justification of Lump Sum Contributions not based on financial reporting
- Section 7.1.4 & 7.2.2: New control mechanisms: Excess payment clause & further prefinancing based on performance
- 7.1.6: Adaptations due to payment on the basis of completed work packages by the Granting Authority

DESCA HE 2.0 – Finance



Guiding principles behind DESCA adaptations for lump sum projects:

- Payments at work package completion (Art. 5.1 LS MGA)
 - ➤ Impact on reporting activity → Focus on performance and technical reporting
 - ➤ Impact on distribution of payments → Entitlement to Lump Sum Contribution upon approval of work packages by the Granting Authority
- Payments calculated on basis of amounts set out in Annex 2 (Art. 6.2, 22.3.5 LS MGA)
 - Impact on recovery by the Granting Authority
 - ➤ Impact on Consortium Plan → Need for alignment with Annex 1 and 2 of the Grant Agreement
- The CA can cover different distribution keys for the payment (Art. 7 LS MGA)
 - ➤ Payment in instalments → Crucial for lump sum projects: ensures a better control of work package (WP) implementation, limits financial risks.
- Partial Payments of work packages only at final payment (Art. 21.2 LS MGA)
 - ➤ Impact on terminating Party (Art. 22.3.3 LS MGA)





"Consortium Plan"

Consortium Plan means the Description of the Action (Annex 1 of the Grant Agreement) and estimated budget (Annex 2 of the Grant Agreement) as defined and reallocated according to the amendments to the Grant Agreement.

"Lump Sum Contribution"

Lump Sum Contribution means the amount allocated to each Party per work package as stated in Annex 2 of the Grant Agreement.

Sec 1.2 Consortium Plan definition

= Annex1 and Annex 2 of the Grant Agreement

Reasons:

Alignment needed because...

- ➤ The Granting Authority calculates Lump Sum Contribution payments based on Annex 2
- Reductions and recovery procedures by the Granting Authority are based on the amounts of Annex 2
- Unmanageable for Coordinator and risk of conflict among consortium parties if Consortium Plan is not in line.





Each Party contributes with complete, reliable and true information to all reporting requirements regarding the completion of work packages and proper implementation. Moreover, adequate records and supporting documents must be provided by the Parties concerned upon request of the Granting Authority in line with the Grant Agreement. Each Party is solely liable for justifying its Lump Sum Contribution or share.

Sec 7.1.2 Justifying Lump Sum Contributions

Focus on work done and technical reporting

- Adaptation to Lump Sum Grants: There is no justification of actual costs
- ➤ Lump Sum Contribution per Party and WP is set up front in Annex 2
- Importance of technical reporting to demonstrate work package completion
- Liability of each individual Party regarding its Lump Sum Contribution or share



DESCA HE 2.0 – Finances – Funding Principles

Each Party is entitled to its Lump Sum Contribution as approved by the Granting Authority after completion of the respective work package. For work packages not completed at the end of the Project, the Coordinator distributes to each Party only the share of Lump Sum Contribution as approved by the Granting Authority at final payment.

Sec 7.1.3 Funding Principles

Beneficiaries entitlement to payment after work package completion and as approved by the Granting Authority. No payment respective not completed work packages before the final payment.

- Payments are linked to work package completion
- No payment of not completed work packages before the final payment
- Payments distributed as approved by the Granting Authority



DESCA HE 2.0 – Finances – Excess Payments

A Party has received excess payment ... b)

if the [Module GOV SP: Work Package Leaders Group/Module GOV LP: Executive Board] assessed that the performance of a Party regarding the completion of one or several work packages is significantly lower than foreseen in Annex 1 of the Grant Agreement and that the Party received more funding than approved by the Granting Authority.

In case a Party has received excess payment, the [Actual Cost Grant: Party] / [Lump Sum Grant: [Module GOV SP: Work Package Leaders Group / Module GOV LP: Executive Board]] has to inform the Coordinator and the Party has to return the relevant amount to the Coordinator without undue delay. In case no refund takes place within 30 days upon request for return of excess payment from the Coordinator, the Party is in substantial breach of the Consortium Agreement.

[...]

Sec 7.1.4 Excess payments

Definition of excess payment adapted to lump sum projects based on performance of a single Party and payments already received.

Decision making: Coordinator based upon the Work Package Leaders Group assessment.

If no refund within 30 days upon request → The General Assembly decides on further steps to declare the breaching Party to be a Defaulting Party, termination of this Party and litigation.

- Control mechanism in case of low performance of a single Party
- Equal share of risks



DESCA HE 2.0 – Finances – Termination of a Party

A Party leaving the consortium shall refund to the Coordinator any payments it has received except the amount of Lump Sum Contributions accepted by the Granting Authority [or another contributor] at termination. After termination this Party is entitled to receive its Lump Sum Contribution as foreseen in Annex 2 of the Grant Agreement and approved by the Granting Authority at interim or final payment. The Coordinator will inform this Party accordingly upon payment of the final amount by the Granting Authority and distribute the amount due to the terminated Party.

In addition, a Defaulting Party shall, within the limits specified in Section 5.2 of this Consortium Agreement, bear any reasonable and justifiable additional costs occurring to the other Parties in order to perform the leaving Party's tasks as well as for additional efforts necessary to complete the respective work packages. The General Assembly should agree on a procedure regarding additional costs which are not covered by the Defaulting Party or the Mutual Insurance Mechanism.

Additional obligations see Section 4.5. Funding Principles Section 7.1.3

Sec 7.1.6 Financial consequences of the termination of the participation of a Party

If a Party terminates it's participation during a running project but contributed as foreseen in the Annex 1 and the relevant work packages are completed until the project end, the Party will receive its full Lump Sum Contribution at the final payment. In other cases Annex 1 and 2 of the Grant Agreement will be subject to reallocations via amendment - at final payment this Party would only be entitled to its share according the amended Annex 2

- The Granting Authority assesses & pays not completed work packages only at final payment
- The Party is only entitled to its Lump Sum Contribution as approved by the Granting Authority





The Coordinator will transfer payments in accordance with Art. 7 and 22.1 of the Grant Agreement following this payment scheme. The initial payment will be set in the instalment table (see below) at a fixed percentage and paid accordingly. Further prefinancing instalments will be paid by the Coordinator upon positive performance assessment of internal progress reports by the [Module GOV SP: Work Package Leaders Group/ Module GOV LP: Executive Board].



DESCA recommends to use this payment mode, alternativly option 2 –see elucidations- can be chosen

Sec 7.2.2 Payment mode (1)

A fixed percentage of the prefinancing as initial prefinancing offering a float.

Further prefinancing issued in instalments by the Coordinator upon positive performance assessment regarding the implementation of single Work Packages.

Calculation of interim payments taking in account prefinancing received but offering a float.

- Stronger control of and incentive for individual performance during implementation phase
- Less risk





Prefinancing will be paid by the Coordinator to the Parties after receipt of payment from the Granting Authority in separate instalments as agreed below:

30 % of prefinancing	initial prefinancing on receipt of prefinancing by coordinator	without undue delay after receipt of prefinancing by Coordinator
15 % of prefinancing	further prefinancing	3 or 6 months after starting date of the project
15 % of prefinancing	further prefinancing	[]
15 % of prefinancing	further prefinancing	[]

Sec 7.2.2 Payment mode (2)

Percentages for the initial and further prefinancing can be agreed by consortium members and set accordingly. There should be a certain float of money provided with the initial prefinancing at the start of the project.

The intervals of further prefinancing should be agreed upon and the meeting schedule of the Work Package Leaders Group aligned to it.





As interim payments, the Parties will receive, upon receipt of the interim payment by the Coordinator, the difference between the further prefinancing instalments already received and the Lump Sum Contributions approved by the Granting Authority. The initial prefinancing will not be taken into account for this calculation and remains as a float.

[...]



The initial prefinancing remains as a float, it is not used for this calculation of the interim payment by the Coordinator

Sec 7.2.2 Payment mode (3)

Upon interim payments by the Granting Authority the Coordinator calculates

Interim payment for the individual beneficiary minus

Further prefinancing already received by beneficiary

- ➤ To keep control of and incentive for the individual performance of Parties during the implementation phase.
- Less risk





Evolution of DESCA HE 1.1

Section 1.2 "Consortium Body"

Consortium Body, means any management body described in **Section 6.1** of this Consortium Agreement

- Updated to clearly indicate which bodies have the status of a Consortium Body (e.g. External Experts Advisory Board is not a Consortium Body)
- Any additional Consortium Bodies have to be explicitly mentioned in Section 6.1

Section 10.1: Confidential Information

Possibility to mark confidential information as "confidential" or "sensitive"

- Addition made to align with the Grant Agreement, which uses the term sensitive
- Also "confidential" is kept in DESCA, because it is established terminology which is generally used in different agreements



- Ask the Experts -







www.desca-agreement.eu

E-Mail: info@desca-agreement.eu