

ANNUAL REPORT 2015

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PREFACE

The board of Morgen 2015-2016 presents you the annual report of 2015. It evaluates to what extent the goals stated in the Organisational Strategy 2015 were reached. The four general aims were as follows. Firstly, a goal was to adapt Morgen as an innovative and young organisation to the changing field of sustainable development. Related to this, it was aimed to support the student network and individual students, by having useful and relevant relations and collaborations, also trying to reach out to the group of students that is not yet (fully) aware of sustainability issues and opportunities. Next, to support the rapidly expanding Green Office Movement to further its potential was a goal. Lastly, a focus point was supporting higher education institutions in their sustainability goals and ambitions, with the SustainaBul ranking as important tool.

These general goals were specified in sub-goals per theme, namely higher education, student network, finances, professional network, continuity and communication. All themes and goals mentioned have its own (sub-)heading in this annual report and for each deliverable the status is given and explained. More elaborate descriptions per theme and goals can be found in the 2015 strategy document, here only a summary line per point is given.

1. HIGHER EDUCATION

1.1 HAVE ALL UNIVERSITIES AND LARGE UNIVERSITIES OF APPLIED SCIENCE PARTICIPATE IN THE SUSTAINABUL

STATUS: PARTLY ACHIEVED

Deliverables:

- Have as many universities and large universities of applied science participate in the SustainaBul

Status: partly achieved

This year we saw all universities participate in the SustainaBul ranking, together with two newcomers among the universities of applied science (Fontys and Van Hall Larenstein). Unfortunately, the HAN and the International University of Applied Science NHTV Breda cancelled their participation due to the lack of capacity and miscommunication within their institution.

- Have the universities and large universities of applied science that are interested in taking part in the SustainaBul ranking but feel that they lack the know-how stand as candidate participants so that their participation can be stimulated for in the future.

Status: not achieved

Conversations were held with potential candidates to stimulate their participation in the future. Institutions that lacked the know-how were offered to stand as candidate participants but this option was not utilised because of two reasons. The first one being that institutes only want to participate when they know they will do decently. As a result, this possibility was not worked out in detail. Doing the latter may in the future stimulate universities to make use of this option.

- Have all universities and all large universities of applied science support the SustainaBul.

Status: pending

All large universities support the SustainaBul ranking through their participation. All institutions we spoke had good things to say about the SustainaBul as an initiative but this was not formalised. A mechanism is to be invented to also monitor the support of higher education institutes that do not yet participate in the ranking.

1.2 PROVIDE FULL COVERAGE OF SUSTAINABILITY IN THE SUSTAINABUL QUESTIONNAIRE

STATUS: ACHIEVED

Deliverables:

- Extend the SustainaBul questionnaire to include a bigger focus on the people and profit aspects of Sustainability.

Status: achieved

The SustainaBul questionnaire has been extended to include a bigger focus on the people and profit aspects of sustainability. Furthermore, the ranking has come to include more prizes, including one for the most Iconic project and hereby emphasizing that participating is more important than winning.

- Have the Questionnaire evaluated by various partners with expertise on sustainability and Higher Education Institutes.

Status: achieved

All stakeholders, participants and experts on sustainability, were involved in the formulation and evaluation of the questionnaire.

1.3 CREATE A SUSTAINABILITY CYCLE

STATUS: ACHIEVED

Deliverables:

- Create a Sustainability Cycle, which starts with the SustainaBul, is followed by one or two events to exchange best practices among higher education institutes and ends with the SustainaBul.

Status: achieved

The SustainaBul Roadshow preceded the SustainaBul '15 in October 2014, and functioned as a platform to exchange best practices among higher education institutes. As a follow-up of the SustainaBul '15 an evaluation event was organized on 2 October 2015 to evaluate the SustainaBul process, questionnaire and awarding ceremony of SustainaBul '15. Main goals of the meeting were to discuss challenges, exchange best practices and look ahead to SustainaBul '16.

1.4 HAVE NATIONAL SUPPORT FOR THE SUSTAINABUL

STATUS: PARTLY ACHIEVED

Deliverables:

- Have Sustainability integrated in the National Student Survey (nationale keuzegids).

Status: not achieved

StudieKeuze 123 invited Morgen to file a proposal for the National Student Survey 2016 -2019 in February. With the help of several partners Morgen filed a proposal in early April. However, despite our efforts to integrate Sustainability in the National Student Survey, the survey remained almost unchanged compared to the previous year.

- Make the SustainaBul the standardised ranking of all higher education institutes, accepted and supported by the VSNU and VH.

Status: partly achieved

Though the VSNU and the VH do not officially support the ranking they informally do offer their support. The VH has shown support by among others inviting us to participate in their annual congress. Simultaneously, the fact that all large universities take part in the ranking can be considered as support from the VSNU.

- Collaborate with partner organisations and member organisations in the organisation of the SustainaBul.

Status: achieved

The SustainaBul Experience 2015 was co-organised with Leiden University of Applied Science and hosted together with SURF's Symposium Groene ICT. Together Morgen and SURF have named this day the first 'National Day of Sustainability in Higher Education.' Both partners and member organisations have been invited to give workshops during the experience and show their initiatives on the market. For the coming year Morgen again collaborates with SURF to organise the second 'National Day of Sustainability in Higher Education.'

1.5 ENCOURAGE THE GREEN OFFICE MOVEMENT TOWARDS HIGHER EDUCATION INSTITUTES

STATUS: ALWAYS PENDING

Deliverables:

- Promote the establishment of Green Office at every higher education institutes.

Status: pending

We use every opportunity we get to promote the Green Office Model. As such it has become part of all our presentations, is mentioned in all our meetings with external partners and with the higher education sector. On 28 October 2015 Morgen, RootAbility and het Groene Brein ROOTS organised a Green Office Workshop for all universities of applied sciences (and universities that do not have a Green Office yet). The Universities of Twente and Delft attended and so did the Universities of Applied Sciences of Den Bosch and Utrecht. The possibilities to establish green offices on their universities were discussed.

2. STUDENT NETWORK

2.1 INCREASE THE CONTACT AND KNOWLEDGE EXCHANGE BETWEEN MORGEN AND ITS MEMBERS

STATUS: PARTLY ACHIEVED

Deliverables:

- One personal interview a year with all member organizations each autumn.

Status: partly achieved

Most members have been spoken to either in personal or by telephone, but some have only been contacted via e-mail. These will be contacted this winter. For next year, it is advised to make a detailed plan for the visits as visiting 25 organisations in the beginning of the year has proven to be challenging to plan in combination with other projects.

- At least one visit per year to each member organisation, preferably in combination with an event.

Status: achieved

The visits mainly took place at the end of 2014. However; the board also attended several events organised by its members during 2015. Visiting the events turned out to be a good way to connect with member organisations. This goal has been transferred to next year's plan.

- At least one information/contact moment each month with member organisations by e-mail, telephone, Facebook.

Status: achieved

Contact with members was at a regular basis, at least once a month, mainly through e-mail and the member Facebook.

- Share the speakers list, member overview, annual agenda with the members. A factsheet will be made to preserve information about Morgen. These documents will be shared in spring 2015.

Status: partly achieved

The speakers list has been established but has not yet been shared with the members. Due to the many projects we have been involved in we have not yet found the capacity to finalise this document. The member overview on our website has been updated. This will again be done after new members have joined in the GA of January 2016. The idea for an annual agenda has not been carried out. It turned out that in order for it to be of value, its updating would ask more time than value is taken out of it. It has been undertaken to make a fact sheet for member organisations, this will be published in January of 2016.

2.2 FACILITATE CONTACT BETWEEN MEMBERS TO ENHANCE COOPERATION

STATUS: PARTLY ACHIEVED

Deliverables:

- Facilitate a cluster meeting twice a year (autumn and spring).

Status: partly achieved

Three out of four regional cluster-meetings have been successfully organised during the first half-year of 2015. The fourth meeting was supposed to happen during the SustainaBul Experience, but this turned out not to be the best moment to meet. The group that did not get to meet this time were the energy members. Their cluster meeting has been carried out in December of this year. A Green Office (GO) cluster has met during the European GO Summit. One more cluster will meet in the new year.

- Organise at least a total of 8 interactive contact moments for members each year (General assembly, cluster meetings, workshops, events, input meetings).

Status: achieved

At least eight contact moments have been organised by Morgen: the General Assemblies (three), the cluster meetings, the DIS workshop, the SustainaBul Experience, the DIS Awarding Event and soon 'Van Parijs naar Morgen'.

2.3 EXPAND THE STUDENT NETWORK OF MORGEN

STATUS: ACHIEVED

Deliverables:

- Expand the network towards a total of 25 member organizations at the end of 2015.

Status: achieved

In June, SV LaarX and Green Office VU have joined. In September, Ecolution was added to our network. This brings the total of member organisations to 25.

- Welcome at least one member from a 'new' area or focus, for example a more social science oriented organization or an organization in a region of the Netherlands that is underrepresented in our network.

Status: achieved

In February SGS joined Morgen, a student organisation for social science student that dedicates parts of its activities to sustainability.

2.4 REACH 'NEW' STUDENTS AND MAKE THEM ENTHUSIASTIC AND AWARE OF SUSTAINABILITY

STATUS: PARTLY ACHIEVED

Deliverables:

- Organise the Sustainable Career Event in February 2015, we are aiming at 400 visitors and 600 students reached.

Status: achieved

The Sustainable Career Event was successfully organised in February and attracted over 600 visitors.

- Have at least 20 participants and reach at least 50.000 students directly with DIS 2015.

Status: partly achieved

The DIS had over 20 organisations commit to participating, but some of these participants did not end up participating in the end. Next year, we want to attempt to get participants to feel more committed through various ways. We did have over 50.000 students reached, this was mainly due to an increase in introduction weeks participating.

2.5 EXPLORE THE POSSIBILITY OF MORGEN TO FUNCTION AS A NATIONAL GREEN OFFICE, AS PART OF THE STUDENT NETWORK

STATUS: ACHIEVED

Deliverables:

- All new Green Offices become member of Morgen.

Status: achieved

At the General Assembly in February, Rotterdam Sustainability Hub Rotterdam and Green office Groningen joined Morgen. Green Office VU has joined our network in June. The GO Van Hall Larenstein

will join in January, as well as GO Eindhoven hopefully. Morgen should keep a watch on the establishment of these GOs and ensure that they too become part of our network.

- Help starting Green Offices and help with the national lobby for Green Offices.

Status: achieved

Morgen is in close collaboration with rootAbility and with students & institutions that want to set up a GO. Morgen supported Leiden, Amsterdam and Delft initiatives. The past few months, we have also been working to support AKKU Duurzaam in setting up a GO in Nijmegen.

- Assess the possibilities for a seventh board member, who shall be responsible for the Green Office coordination.

Status: achieved

Morgen will not have a 7th board member, but a voluntary project coordinator (like the SustainaBul and Duurzamestudent.nl). Together with rootAbility, Valerie Brown has been installed as the first Green Office Coordinator last September.

- Work together with rootAbility on the area of Green Offices by having more contact and organising events together and actively help organising the European Green Office summit (EGOS) in October 2015 in Rotterdam.

Status: achieved

Regular Skype contact has been kept with rootAbility. RootAbility had a workshop at the SustainaBul, a Green Office Coordinator has been installed as a part of both Morgen and rootAbility, a workshop has been organised together with Het Groene Brein ROOTS end of October and the Green Office Coordinator has helped in the organisation of EGOS 2015. At EGOS, the board of Morgen has been present and the board member student network has facilitated workshops together with the Green Office Coordinator.

- Do a check on what roles and functions a national network should provide for the Green Offices.

Status: achieved

A SWOT has been established and a task description for a national network has been made with rootAbility. The Green Offices are up-to-date with these recent developments. The further development will be left with a new coordinator.

- Organise an annual meeting for the Green Offices, in order to discuss the role of Morgen, collect information for the website and look for joint projects in which Morgen can take a leading role.

Status: achieved

The Green Offices have met during the SustainaBul 2015. Moreover, they have met during EGOS 2015.

- Have the website of Morgen contain information for existing and starting Green offices.

Status: partially achieved

We have the basic open source material on our website which is also available on the website of rootAbility. At the moment our website is not up-to-date. RootAbility has uploaded many new materials since our last update, to which a link can be found.

- Place vacancies from the Green Offices on Morgen's online magazine Duurzamestudent.nl.

Status: achieved

This option has been utilised by some of the GOs, but not all are yet aware that this is a possibility. This will be promoted further.

3. FINANCES

3.1 ENSURE THE PRESENT FINANCIAL CERTAINTY

STATUS: PARTLY ACHIEVED

Deliverables:

- Keep in touch with RVO to ensure present financial certainty and keep a watch on the changing legislation regarding DUO financial support.

Status: achieved

We have maintained contact with DUO and RVO in 2015 and went to meetings about the future of the RVO fund. We will continue to do so and hope to sign a new contract with RVO for after 2016.

- Find companies or organisations for funding. At least the DIS should be externally funded in 2015 and 2016.

Status: partly achieved

The DIS was funded by HIVOS in 2015. However, they are unable to fund the project in 2016 and onwards, so we will search for a new sponsor for the DIS.

- Improve the donation system 'Vrienden van Morgen' and contact people to make a donation, so this will be a structural and reliable income for Morgen. At least €250 should be collected in 2015.

Status: not achieved

This year 27,11 euro was collected via the donation system 'Vrienden van Morgen. Although the donation system does have its own space on the home page of studentenvormorgen.nl, it was not as successful as anticipated. As an alternative source of income, Studenten voor Morgen joined the donation platform 4Morgen, through which people can shop online and donate 85 cents per order without any extra costs for the customer.

- Start looking for financial possibilities after 2016, when the collaboration with RVO possibly ends. At least three options for financial certainty after 2016 should be delivered at the end of 2015.

Status: partly achieved

We have maintained contact with RVO and hope to sign a new contract with them for 2017 and onwards. If this is not successful we will apply for other governmental funds.

3.2 LOOK AT POSSIBILITIES FOR FINANCING MEMBER ORGANISATIONS

STATUS: ACHIEVED

Deliverables:

- Start up the Morgen subsidies fund again for the amount of 500 euros.

Status: achieved

A fund of a total of 500 euros was set up. Storm, SFSA and FMC applied for the subsidies and each received an amount of 100 euros in support of their projects. In 2016 Morgen will set up a similar fund.

4. PROFESSIONAL NETWORK

4.1 FORM A BRIDGE BETWEEN THE HIGHER EDUCATION SECTOR AND OTHER ACTORS REGARDING SUSTAINABILITY

STATUS: ACHIEVED

Deliverables:

- Stay in close contact with the relevant professionals partners, by planning face-to-face meetings with the chair shortly after the Morgen board change; make agreements with the professional partners on how to keep each other updated; regularly visit events of stakeholders.

Status: achieved

The board has good relations with the NJR, SURF, Urgenda, RVO, rootAbility and GroeneGeneratie. Furthermore, we have laid new contacts with NPO (public broadcaster), the NVAO (Dutch-Flemish accreditation organisation) and are currently working on a partnership with the LSVB.

4.2 USE THE EXTERNAL NETWORK TO INCREASE EFFECTIVENESS OF ACTIONS AND PROJECTS

STATUS: PARTLY ACHIEVED

Deliverables:

- Meet with members of the Committee of Recommendations at least once per year and involve these members more in Morgen activities.

Status: partly achieved

We have met some members of the Committee of Recommendations, but not all. In case of important activities or events (such as the SustainaBul Experience and the treaty) the CoR receives a personal update by e-mail.

- Intensify cooperation with SURF in order to create one big day of sustainability in the higher education sector.

Status: achieved

Together with SURF and Leiden University of Applied Sciences we have organised the first National Day of Sustainability in Higher Education. We will continue this cooperation with SURF next year.

4.3 EXPAND THE GREEN NICHE NETWORK TO IMPORANT SUSTAINABILITY STAKEHOLDERS

STATUS: PARTLY ACHIEVED

Deliverables:

- Make a power-relation stakeholder analysis to identify new and important stakeholders before May 2015.

Status: not achieved

This analysis was planned for June 2015, after the SustainaBul, but this has never been done.

- Involve a broad spectrum of sustainability stakeholders in Morgen's activities, not only environmental but also more economical and societal stakeholders.

Status: achieved

For the SustainaBul Experience we tried to involve people from different perspectives, as such the event is co-organised with people that work both in the people, planet and profit sectors of the sustainable development movement.

4.4 RETAIN KNOWLEDGE OF MORGEN OVER MULTIPLE BOARDS BY LONG-TERM COLLABORATIONS WITH PROFESSIONAL PARTNERS AND/OR PREVIOUS BOARD MEMBERS

STATUS: ACHIEVED

Deliverables:

- Meet with the Advisory Council (AC) at least four times per year.

Status: achieved

In spring 2015 the previous board had one meeting with the AC and one with the AC and the new board. In fall 2015 the current board has had two meetings with the AC, bringing the total to four meetings.

- Continue to collaboration with RVO and Sustainable Motion.

Status: achieved

The collaboration between Morgen and SustainableMotion has substantially grown over the past year, mainly through the collaboration with the Sustainable Career Conference. Furthermore we are still collaborating with RVO and meet up on a regular basis.

- Collaborate or co-organise events over multiple years with involvement of the same partners.

Status: achieved

We managed to cooperate again with SURF in organising the SustainaBul 2015 and together with HIVOS we organised the DIS.

- Organise a couple of events for previous board members.

Status: not achieved

The previous board had a dinner with the former board in 2014. The goal was to organise a 'borrel' for all previous members and the advisory committee in the late summer of 2015, but this has been postponed to February 2016.

5. CONTINUITY

5.1 STRENGTHEN THE BOARD TRANSFER

STATUS: ACHIEVED

Deliverables:

- Organise a one month transfer period in June.

Status: achieved

In June we indeed had a transfer period, though it was somewhat shorter than a month because the GA was on June 4th and the transfer weekend June 6-7th. After the weekend everyone had personal transition meetings with each person's own predecessor. Due to holidays and stays abroad, not all persons had one meeting per week. We have also attended one board meeting of the previous board.

- Organise a transfer weekend for the new board at the beginning of June.

Status: achieved

We had a transfer weekend at the beginning of June at the library at the Utrecht university campus De Uithof where all main tasks of the board and projects were explained.

5.2 ASSESS MORGEN'S POSITION IN THE FIELD OF SUSTAINABLE DEVELOPMENT

STATUS: NOT ACHIEVED

Deliverables:

- Perform a SWOT analysis.

Status: not achieved

The 2014-2015 board has made a start on this analysis, but did not get the chance to properly finish it. After the board transfer the new 2015-2016 board was not aware that the SWOT analysis still needed to be done and later it was deemed not essential to still perform one.

5.3 CREATE MORE SYNERGY AMONGST THE BOARD MEMBERS

STATUS: ACHIEVED

Deliverables:

- Coordinate all large-scale projects with two board members.

Status: achieved

During the first half of the year, all projects were coordinated by multiple members of the previous board. We have continued this practice and all projects have been coordinated by more than one person of the board.

- Evaluate all events and projects with the entire board, both during meetings and on paper.

Status: achieved

All events and projects have been evaluated in meetings and in writing, stored in the OneDrive.

- Have a feedback moment in February with the Advisory Council, one evaluation moment by the chair and each board member throughout the year and two general feedback moments for the whole board together.

Status: achieved

The previous board has had a feedback moment with the Advisory Council and a general feedback

moment with the full board. We have also had one feedback moment so far with the full board and the chair has met with all board members individually.

6. COMMUNICATION

6.1 DEVELOP A TWO-WAY, INTERACTIVE COMMUNICATION STRATEGY

STATUS: PARTLY ACHIEVED

Deliverables:

- Organise a communication meeting with the board in February 2015 to discuss the use and look of the website and make a plan to improve it constantly.

Status: partly achieved

A communication meeting took place to discuss the website in February 2015. There have been made several attempts to contact the developer and owner of the website, yet Morgen was unable to do so. Therefore improvements to the website were not made.

- Develop a social media strategy in February 2015 that is more interactive and translate it into a feasible plan to which all board members can contribute.

Status: achieved

Board members were given access to all social media platforms to enhance its interactivity.

- Make a communication strategy to promote the donation system 'Vrienden van Morgen'.

Status: partly achieved

The 'Vrienden van Morgen' platform has been installed on the website and has featured in the beginning of the year in several social media promotions. However, due to lack of responses, other donating possibilities, such as 4Morgen, proven to be more effective and attracted full attention of the communication strategy.

6.2 STRENGTHEN THE NETWORK FUNCTION BY COLLABORATING MORE WITH MEMBER ORGANISATIONS

STATUS: PARTLY ACHIEVED

Deliverables:

- Implement a new tool on the website in February/March 2015 to give members a more visible role on the website.

Status:

The member organisations are not featured prominently on the website as of yet. As the previous section explained, Morgen has been unable to contact the current website owner therefore large scale improvements have not been made.

- Make members more aware of the fact that we would like to put their updates in our newsletter and in our social media messages.

Status: achieved

The board member PR and board member student network have increased the amount of member organisation's news in both our newsletter and social media messages.

6.3 LOOK CRITICALLY AT THE CURRENT COMMUNICATION CHANNELS AND INVESTIAGE NEW OPPORTUNITIES

STATUS: ACHIEVED

Deliverables:

- If the number of newsletter readers decreases to 100, look for alternatives.

Status: achieved

The latest newsletter (December) had 270 views in total. Therefore, alternatives have not been looked for.

- Look at Instagram and Pinterest and keep monitoring the developments to keep Morgen up to date.

Status: achieved

Both social media platforms have been monitored, yet were regarded as unfavorable to Morgen's social media campaign.

6.4 EXPAND THE (ONLINE) NETWORK OF MORGEN

STATUS: PARTLY ACHIEVED

Deliverables:

- Increase the number of likes on Facebook to 1000.

Status: achieved

Morgen has as of 04-01-2016 1170 like on Facebook

- Increase the number of followers on Twitter to 1750.

Status: not achieved

Morgen has as of 04-01-2016 1483 followers on Twitter.

- Use each board member's personal network to share news, gain likes and followers and to spread the word of Morgen.

Status: achieved

All Morgen board members have social media accounts for both Facebook and Twitter. They are used intensely to expand Morgen's outreach.

6.5 TAKE THE IDENTITY, CONTENT AND NETWORK OF DUURZAMESTUDENT.NL TO A HIGHER LEVEL

STATUS: PARTLY ACHIEVED

Deliverables:

- Update the vision/target document of DS together with the editor of chief and the general editor.

Status: partly achieved

The new editing staff of DS has started in summer with an expanded vision, mainly focusing on an added feature in the website that is called 'de diepte'. However this has not been documented therefore this deliverable is partly achieved.

- Increase the online network of DS. Increase the number of likes on Facebook to 1250 and followers on Twitter to 4000.

Status:

As of 04-01-2016 DS has 1384 likes on Facebook and 3622 followers on Twitter.

- Approach an advertising company (different than Adfab).

Status: not achieved

Approaching another advertising company has not been done in 2015.

- Invest more time and effort in making the editors of DS more committed, by organizing more meetings and bonding events.

Status: partly achieved

Greater effort and time has been put in by the board member PR to increase the spirit amongst the editors and the editing staff of DS. The editing staff of DS met frequently together with the board member PR and were in direct contact. However, the frequency of meetings between editors have not increased. Therefore this deliverable has been partly achieved.