# Climate Change Induced Disaster Management in Africa (CIDMA)

# Building education capacity to improve disaster management in Mozambique

Project Number: 610153-EPP-1-2019-1-SE-EPPKA2-CBHE-JP

| CIDMA Management Plan | |
|---|---|
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| Reviewed by | CIDMA Consortium |

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# 1. Introduction

Projects such as CIDMA, with partners from different countries and with different areas of expertise, require an efficient management structure. Most of the rules applying to the management of the project are defined by the project's Grant Agreement, but specific procedures for their practical implementation need to be set by the participants.

A Management Plan within the CIDMA project is compulsory to ensure optimum project results through: a) the **continuous monitoring of project activities** and b) the **coordination** of the partners' contributions. It aims at the smooth execution of the proposed work plan in terms of: a) quality, b) dependencies among project activities and outcomes c) timely delivery of outputs and d) adequate reporting and documentation.

The main objective of this document is to provide support to all project partners so that they can manage the project locally in an efficient and useful manner. By clearly defining the procedures to be followed for administrative and financial management, communication among partners and the Coordinator. Additionally, project partners will be able to successfully fulfil their contractual obligations and provide all necessary inputs (activities, expenses, documentation, reports, etc.) to the Coordinator, whose responsibilities include reporting on the project's progress to the **Education, Audiovisual and Culture Executive Agency (EACEA)** of the European Commission (herein referred to as **"the Agency").**

This document deals with two types of management: administrative and financial, including reporting and monitoring. The Management Plan provides a clear picture of the objectives of such endeavours and the procedures needed to reach the goal and objectives of the project. Additionally, the document offers very detailed definitions of eligible and ineligible costs. It also gives a well-structured preview of all necessary supporting documents that need to be provided in order to adequately justify eligible costs.

The document is structured as follows: the next section (Section 2) presents a brief overview of the CIDMA project. Section 3 describes the management plan and structure of CIDMA as proposed by the Coordinator and discussed with the partners during the kick-off meeting in January 2020. Section 4 makes reference to payments from the Agency to the Coordinator and from the Coordinator to partners. Payment periods underline the reporting periods of the project which are detailed in Section 5. The section also presents the procedure that the CIDMA consortium will adopt for administrative and financial management. The following section explains which costs are eligible (and ineligible) within the CIDMA project as explicitly stated in the Grant Agreement.

## 2. CIDMA project overview

### 2.1. Project synopsis

The main aim of CIDMA is to build education capacity to improve disaster management in Mozambique, using geospatial information technology. It focuses on spatial data and methods, using digital maps, satellite data, and spatial modelling, in order to foresee and prepare for risks related to possible disasters linked to a changing climate.

The project includes 8 partners in total, 4 from 3 EU countries (Sweden, Portugal and Italy) and 4 from Mozambique.

The project is funded by the European Commission under Erasmus + Key Action 2: - Cooperation for innovation and the exchange of good practices – Capacity Building in the field of Higher Education.

The project shall run for 36 months, from 2019-11-15 to 2022-11-14.

### 2.2. Project aims and goals

The specific objectives of the project are to:

- **Develop up-to-date courses in disaster management**: courses will be developed in "distance" and "blended" mode, making it possible for the course participants to do parts of the course work from another location than the university
- **Train trainers**: faculty members at the partner universities and at the ACM will be trained on how to develop and teach the courses
- **Implement the developed courses at the partner universities in Mozambique**: all three partner universities in Mozambique will offer these courses at the end of the project
- **Improve quality in education and teaching**: all Mozambique partners will be equipped with eLearning and Open Network Learning (ONL) tools
- **Improve infra-structure at the partner universities in Mozambique**: a specific aim of this project is to build physical capacity at the four partner institutions in Mozambique, in the form of well-equipped laboratories
- **Develop and implement a Disaster Management Tool (DMT)**: a system to capture, store, analyse, and disseminate data and information related to disaster management is crucial within the developed courses, as well as for public use. A web-based disaster management spatial system will thus be developed and implemented
- **Disseminate outputs and outcomes**: course participants, the general public, as well as environmental management authorities, organisations, and companies, working with policy-making, planning, and operational interventions, will become aware of the applications and advantages of the use of spatial modelling and public web-based systems to increase resilience and decrease impact of climate induced disasters in Mozambique
- **Develop Higher Educational Institutions (HEIs) within society**: one aim of this project is thus to strengthen these links, making stakeholders aware of the skills and

technologies needed, as well as the educated group of graduates that can be employed to support these needs

## 2.3. Project target groups

The four major identified target groups in Mozambique are:

- Universities and university staff
- University students
- Authorities, organisations, and companies involved in disaster management, planning etc.
- The public, including vulnerable groups

It should be noted that although the focus of the project is Mozambique, spill over effects to other countries in East/South-East Africa, with similar challenges as Mozambique, are expected.

## 2.4. The CIDMA consortium

Table 1 shows the partners involved.

| No | Country | Partner Name | Programme/partner country |
|----|---------|--------------|---------------------------|
| P1 | Sweden | Lund University (LU) – **Project coordinator** | Programme country |
| P2 | Portugal | Lisbon University (UL) | Programme country |
| P3 | Italy | Politecnico di Milano (Polimi) | Programme country |
| P4 | Sweden | Royal Institute of Technology (KTH) | Programme country |
| P5 | Mozambique | Eduardo Mondlane University (UEM) | Partner country |
| P6 | Mozambique | Lúrio University (UUL) | Partner country |
| P7 | Mozambique | Zambezi University (UUZ) | Partner country |
| P8 | Mozambique | Academy of Sciences of Mozambique (ASM) | Partner country |

## 2.5. The CIDMA workplan

### 2.5.1. Work packages

The CIDMA work plan consists of 9 Work Packages (WP) that span over a period of 36 months. Table 2 shows the 9 work packages (WP).

| No | Work programme |
|----|----------------|
| WP1 | Kick-off meeting |
| WP2 | Preparation: information collection and analysis of the local needs |
| WP3 | Course development |
| WP4 | Training of Trainers (ToT) |
| WP5 | Setting up e-learning systems |
| WP6 | Development of Disaster Management Tool (DMT) |
| WP7 | Quality assessment |
| WP8 | Dissemination and exploitation |
| WP9 | Coordination and management |

### 2.5.2. Gantt chart

Tables 3, 4 and 5 show the workplan, as Gantt charts, divided per year of implementation (months 1-12, 13-24 and 25-36).

Reference:     Activity carried out in the Programme country: **=**
                    Activity carried out in the Partner country(ies): **X**
                    The number represents the duration of the activity in number of weeks (e.g. 1X)

**Workplan year 1**

| Ref. | Title | Total duration (number of weeks) | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| WP1 | Kick off meeting. *October 2019, location LU, Sweden.* | 1 | 1= | | | | | | | | | | | |
| WP2 | Preparation for the development: information collection and analysis of the local needs. | 15 | | | | | | | | | | | | |
| | Information collection and need analysis for the development of courses and DMT. *Deadline Feb 2020, locations: Mozambique.* | 6 | 1X | 2X | 1X | 1X | 1X | | | | | | | |
| | Designing the course contents according to the needs. Organizing course development groups and assigning a coordinator, deciding communication channels. Deciding on DMT functionalities. *Feb 2020, location: Milan, Italy.* | 1 | | | | | 1= | | | | | | | |
| | Purchasing equipment for Mozambican institutions' laboratories and for eLearning system. | 8 | | | | | | 4X | 4X | | | | | |
| WP3 | Course development | 11 | | | | | | | | | | | | |
| | Developing the primary version of the course materials. *Deadline August 2020, location each partner institution.* | 10 | | | | | | 2=X | 2=X | 2=X | 2=X | 2=X | | |

| | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Presenting and discussing the primary versions. *Period September 2020, location Pemba, Mozambique.* | 1 | | | | | | | | | | | | 1X |
| WP6 | Developing DMT | 29 | | | | | | | | | | | | |
| | Designing and creating the system (DMT), test and usability assessment. *Deadline August 2020, location LU, Sweden.* | 25 | | | | 1= | 4= | 4= | 4= | 4= | 4= | 4= | | |
| | Presenting DMT to the Steering Committee (SC) for feedback. *Period September, location Pemba, Mozambique.* | 1 | | | | | | | | | | | | 1X |
| | Completing DMT based on the comments of the SC. *Deadline November 2020, location LU, Sweden* (Please, see year 2). | 3 | | | | | | | | | | | | 3= |
| WP8 | Dissemination and exploitation | 5 | | | | | | | | | | | | |
| | Creating website for the project. *Deadline November 2019, location Milan, Italy.* | 2 | | 2= | | | | | | | | | | |
| | Dissemination in national and regional exhibitions, conferences, events and seminars. *Location Mozambique/ Africa. Period is from March until May each year.* | 2 | | | | 1X | | 1X | | | | | | |
| | Publishing in newspapers and TV (*Minimum one time in a year*). | 1 | | | | | | | | | | 1X | | |
| WP9 | Coordination and management. | 6 | | | | | | | | | | | | |
| | Coordination of the project. All universities*, All partners.* | 6 | 1=X | | 1=X | | 1=X | | 1=X | | 1=X | | 1=X | |

**Workplan year 2**

| Ref. | Title | Total duration (number of weeks) | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **Activities** | | | | | | | | | | | | | |
| WP3 | Course development. | 14 | | | | | | | | | | | | |
| | Continuing the development of the courses. *Deadline November 2020, location each partner institution.* | 5 | 3=X | 2=X | | | | | | | | | | |
| | Finalizing the courses and presenting them to the steering committee. *Period December 2020, location Stockholm, sweden.* | 1 | | | 1= | | | | | | | | | |
| | Revising courses, based on feedback from pilot students. *Deadline April 2021, location each partner institution.* | 4 | | | | | | 2=X | 2=X | | | | | |
| | Translating the courses into Portuguese language. *Deadline May 2021, location: Maputo, Mozambique.* | 4 | | | | | | | | 4X | | | | |
| WP4 | Training of Trainers (ToT) | 1 | | | | | | | | | | | | |
| | ToT for partner institutions on the developed courses. *Period June 2021, location Maputo, Mozambique.* | 1 | | | | | | | | | 1X | | | |
| WP5 | Setting up E-learning system. | 2 | | | | | | | | | | | | |
| | Setting up eLearning system, training on how to set up and how to use, by LU. *June 2021, location Maputo, Mozambique.* | 1 | | | | | | | | | 1X | | | |
| | Setting up eLearning system, training on how to set up and how to use, by UEM. *June 2021, location Maputo, Pemba and Beira, Mozambique.* | 1 | | | | | | | | | 1X | | | |
| WP6 | Developing DMT | 9 | | | | | | | | | | | | |

| | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Completing DMT based on the comments of the SC. *Deadline November 2020, location LU, Sweden.* | 8 | 4= | 4= | | | | | | | | | | |
| | Improving DMT based on the comments from stakeholders. *Deadline December 2020, location LU, Sweden.* | 1 | | | 1= | | | | | | | | | |
| WP7 | Quality assessment. | 5 | | | | | | | | | | | | |
| | Controlling the quality of activates, evaluating courses, by pilot students and alumni. *Deadline February 2021, location each partner institution.* | 4 | | | | 2=X | 2=X | | | | | | | |
| | Evaluating DMT, by Mozambican partners and stakeholders. *Deadline January 2021, location each partner universities and stakeholders.* | 1 | | | 1X | | | | | | | | | |
| WP8 | Dissemination and exploitation | 27 | | | | | | | | | | | | |
| | Dissemination in national and regional exhibitions, conferences, events and seminars. *Location Mozambique/Africa. Period is from March until May each year.* | 2 | | | | | | 1X | | 1X | | | | |
| | Publishing in newspapers and TV (*Minimum one time in a year*). | 1 | | | | | | | | | | | 1X | |
| | Teaching students. *Period 5 months in spring semester, one month in autumn semester; location is each Mozambican institution.* | 24 | | | | | | 4X | 4X | 4X | 4X | 4X | | 4X |
| WP9 | Coordination and management. | 6 | | | | | | | | | | | | |
| | Coordination of the project. All universities, *All partner institutions.* | 6 | 1=X | | 1=X | | 1=X | | 1=X | | 1=X | | 1=X | |

**Workplan year 3**

| | Activities | Total duration (number of weeks) | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Ref. | Title | | | | | | | | | | | | | |
| WP4 | Training of Trainers (ToT) | 2 | | | | | | | | | | | | |
| | ToT for partner universities on using and supporting DMT. *October 2021, location Lisbon, portugal.* | 1 | 1= | | | | | | | | | | | |
| | Training stakeholders on using DMT (by Mozambican institutions). *Deadline November 2021, locations Mozambique.* | 1 | | 1X | | | | | | | | | | |
| WP7 | Quality assessment. | 2 | | | | | | | | | | | | |
| | Overall evaluation of the quality of the project (by an international evaluator). *Deadline July 2022, location Europe.* | 2 | | | | | | | | | 1= | 1= | | |
| WP8 | Dissemination and exploitation | 46 | | | | | | | | | | | | |
| | Teaching students. *Period autumn and spring semesters of 2021-2022 study year, location is each Mozambican university/institution.* | 40 | 4X | 4X | 4X | 4X | 4X | 4X | 4X | 4X | 4X | 4X | | |
| | Dissemination in national and African exhibitions, conferences, events and seminars. *Location Mozambique / Africa. Period is from March until May each year.* | 2 | | | | | | 1X | | 1X | | | | |
| | Preparing workshops materials. *Deadline March 2022, location partner institutions.* | 2 | | | | | | 2=X | | | | | | |
| | Holding workshop. *Period April 2022, location Maputo, Mozambique.* | 1 | | | | | | | 1X | | | | | |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Publishing in newspapers and TV (*Minimum one time in a year).* | 1 | | | | | | | | | | | | 1X | |
| WP9 | Coordination and management. | 7 | | | | | | | | | | | | | |
| | Coordination of the project. All *partners.* | 6 | 1=X | | 1=X | | 1=X | | 1=X | | 1=X | | 1=X | | |
| | Auditing and reporting. *Period September 2022, location LU, Sweden.* | 1 | | | | | | | | | | | | | 1= |

### 2.5.3. Management activities

Work Package 9 deals specifically about Coordination and Management of the project.

To effectively and adequately manage and implement the project, the partnership must undertake several types of activities that will ensure the success of the project in terms of both management (scientific, administrative, and financial) and implementation. The overall objective is that the CIDMA project meets its objectives and the proposed work plan is smoothly executed in terms of quality, dependencies among activities and timely delivery of outputs, interim, and final results.

- **Project Coordination and Reporting** which spans the entire duration of the project, focuses on the design and description of the management structure and the overall planning and scheduling of the project that will lead to the realization of the proposed objectives within time and budget constraints. It consists of the following: Overall budget control and time management mechanisms will be put to place. Because of the 36-month duration of the project, The Agency requests a **progress report** on implementation of the action submitted after the first half of the project (for months 1 to 18). This progress report will check if requirements are still relevant, if the project is being managed as planned or if changes/improvements are required and will investigate deviations if any. Similarly, the **Final Report** will show if the project has achieved its objectives (including cost- and time efficiency) for the whole duration of the project. These reports will assist the coordinator in monitoring the project on a regular basis so that deviations in budget and time planning are minimized without affecting overall progress.

- **Quality Control** performed throughout the project aiming at the optimum quality of all outcomes of the project in collaboration with the corresponding partners responsible for their production and delivery. The quality of all outputs of the project in collaboration with the partners responsible for their production and delivery will be monitored and evaluated. A **Quality Control Group (QCG)** will take responsibility of all project activities, processes, deadlines, outputs, etc. continuously. Reports of the quality control group will be discussed during Steering Committee meetings. The course materials will be submitted to the pilot students, both in the region and/or EU, to evaluate the courses and give feedback. Pilot students will be selected by each partner/participant university from current master students and/or alumni. The developed DMT system will be tested/assessed by two experts from partner universities and two experts from ACM (representing stakeholders in governmental sector) when it is ready. They will then check innovative character, satisfied condition of needs, and applicability of the system. Towards the end of the project, the overall project results will be quality assessed by an international expert. The expert will check logical sequence of the activities, used methodologies, European added value, the satisfaction of the needs (partners and stakeholders) and the regional/national priorities, and the quality of the deliverables/results/outcomes.

## 2.6. Progress indicators

Both quantitative and qualitative performance indicators will be used for different project outcomes and activities of the CIDMA project. These will be monitored and reviewed throughout the project.

The following Table 6 described the main indicators and expected deliverables associated to the Work Packages.

| Work Package | Expected deliverables |
|---|---|
| **WP1**: Kick-off meeting | **D1**: Consolidated work plan and status report. <br> **D2**: Layout/form for professional information about organizations participating including capacities and resources <br> **D3**: Meeting minutes with action item list and a responsible for each item. <br> **D4**: Steering Committee established <br> **D5**: Quality Control Group established <br> **D6**: Partnership agreement, drafted. <br> **D7**: Overall data and functionality requirements for DMT defined |
| **WP2**: Preparation: information collection and analysis of the local needs | **D1**: Needs analysis report produced <br> **D2**: Outlines of the courses defined <br> **D3**: Course development groups and the leaders identified <br> **D4**: Cooperation and communication arrangements defined <br> **D6**: Needs analysis report for DMT produced <br> **D7**: DMT functionalities determined <br> **D8**: Laboratories equipped <br> **D9**: E-Learning labs equipped |
| **WP3**: Course development | **D1**: Innovative campus, eLearning, and blended courses on disaster management using spatial methods developed: <br> - Disaster Risk and Climate Change (Course No. 1) <br> - Spatial Modelling for Disaster Analysis (Course No. 2) <br> - Public Participatory GIS and Spatial Data Infrastructure in Disaster Management (Course No. 3) <br> **D2**: Translated versions of the courses to Portuguese |
| **WP4**: Training of Trainers (ToT) | **D1**: High quality ToT <br> **D2**: Improved capacity of teachers <br> **D3**: Improved capacity of experts on applications of GIS/RS |
| **WP5**:Setting up e-learning systems | **D1**: Up and running eLearning system <br> **D2**: Trained staff |
| **WP6**: Development of Disaster Management Tool (DMT) | **D1**: DMT system operational <br> **D2**: User guide for DMT produced |
| **WP7**: Quality assessment | **D1**: Quality-enhanced innovative course materials. <br> **D2**: Modern and applicable internet-based Disaster Management Tool (DMT). |

| | D3: Overall quality report produced |
|---|---|
| WP8: Dissemination and exploitation | D1: Project website and Facebook page. maintained<br>D2: Project book developed<br>D3: Improved capacity in higher education.<br>D4: Improved capacity of disaster management.<br>D5: Improved capacity of employability.<br>D6: Improved culture of university-enterprise cooperation<br>D7: Lifelong learning<br>D8: Improved international cooperation and extensive international network<br>D9: Improved quality of education and teaching |
| WP9: Coordination and management | D1: A well-managed and organized project<br>D2: Clear/correct financial status of the project, up to date book-keeping<br>D3: Democratic decision-making. |

The following Table 7 described overarching quality assurance measures for the project as a whole.

| Description | Measure |
|---|---|
| Total number of consortium **meetings** | 12 |
| Number of **visits to Mozambique** by programme countries to disseminate the aim and the objectives of the project | 2 |
| Number of campus, e-learning and blended **courses developed** | 3 |
| Number of **pilot students** to evaluate the courses | 18 |
| Number of **laboratories equipped** | 3 |
| Number of **e-learning systems set-up** | 3 |
| Number of **staff trained** on the Disaster Management Tool (DTM) | 12 |
| Number of **trainers trained** (training of trainers) | 12 |
| Number of **teachers affected** by the project (within and beyond the partnership) | 40 |
| Number of **students affected** by the project (within and beyond the partnership) | >200 |
| Number of presentations of project and results at **conferences/events and in journals** | 5 |

## 2.7. The CIDMA budget

The grant provided by the European Commision shall be of a maximum amount of **EUR 999 185,00** which corresponds to the eligible costs of the project. The overall beakdown per cost type is presented in Table 8.

| Project costs | EUR |
|---|---|
| Staff costs | 398 070,00 |
| Travel costs | 137 725,00 |
| Costs of stay | 80 280,00 |
| Equipment | 289 600,00 |
| Sub-contracting | 93 510,00 |
| Exceptional costs | 0 |
| **TOTAL GRANT AMOUNT** | **999 185,00** |

The estimated distribution of funds among all partners is presented in the table 9 below:

| No | Country | Partner Name | EUR |
|----|---------|--------------|-----|
| P1 | Sweden | Lund University (LU) – **Project coordinator** | 217 980,00 |
| P2 | Portugal | Lisbon University (UL) | 61 772,00 |
| P3 | Italy | Politecnico di Milano (Polimi) | 93 265,00 |
| P4 | Sweden | Royal Institute of Technology (KTH) | 88 530,00 |
| P5 | Mozambique | Eduardo Mondlane University (UEM) | 155 991,00 |
| P6 | Mozambique | Lúrio University (UUL) | 125 610,00 |
| P7 | Mozambique | Zambezi University (UUZ) | 125 971,00 |
| P8 | Mozambique | Academy of Sciences of Mozambique (ACM) | 130 066,00 |
| | | **TOTAL GRANT AMOUNT** | **999 185,00** |

### 2.7.1. Budget transfers

Provided that the action is implemented as described in the project plan, beneficiaries are allowed to adjust the estimated budget by transfers between themselves and between different budget categories without the need for a formal amendment.

## 3. The CIDMA management plan

Project management covers the formal, legal relationship between the partners of the CIDMA Consortium. It includes the maintenance and enactment of the provisions of the Grant Agreement and the partners' agreements with the coordinator, as well as the creation and maintenance of the various operational committees. It is the key to integrating the relevant actions of the partners. It also covers the management of relations among partners, the assessment and management of risks at a project level; the prevention, management and resolution of conflicts; and the management of communications and information flows.

**Preparation**: CIDMA project intends to fully exploit its 3-year duration. Therefore, it is of utmost importance that sufficient preparation on project planning and management takes place to reach full capacity before embarking on the actual activities.

At the preparation stage (upon the project's approval), the coordinating organization (LU) has prepared its internal administration and accounting office for the new project. This required specific steps according to the standard regulations of LU. LU administration has established communication with the partners' administrations to achieve understanding on logistical arrangements and a quick response to requests. Partnership agreements have also been prepared and signed at this stage. Preparing the partnership coordination also includes establishing effective communication means.

**Operational management**: Senior Lecturer Ali Mansourian, member of the GIS Center, and the Department of Physical Geography and Ecosystem Science, has served in major administrative and managerial positions in Academia and national agencies. As a Project Leader, he will undertake the coordination and management of the project, being responsible for the delivery of the content and steering of partners in order to obtain high quality deliverables. He will be assisted by LU's one administrative staff member responsible

for taking care of the administrative and financial management and the communication with the partners regarding reporting. Both will be supported by the very skilled and competent technical/administrative staff of LU, not only to execute what is expected in the Work Plan but also to contribute to whatever else will be necessary for the success of the project at all levels. Caution is always taken so that the staff allocated to the project can devote the necessary time.

**Financial Management** will be performed by the Coordinator and covers all areas of financial planning, budgeting, financial management reporting, accounting, auditing (including audit certification where required), submission of Financial Reports; receipt of funds from the Agency and financial transfers between the administrative coordinator and partners, and the handling of income and expenditure for any items that are centrally managed on behalf of the group as a whole.

The strategy to conduct the project in the most cost-effective way is to use the available human resources in an efficient way; in other words, to work cost- and time efficiently by allocating the right partner(s) and staff category(ies) to the tasks to be performed. As the project is in line with the core activities undertaken by the partner institutions, the partners have established teams to perform the foreseen work. Hence, partners have the opportunity to estimate the resources required, in terms of both time and finances, for the work foreseen.

Time and cost efficiency will be achieved, by effective communications. Hence, the partnership will make use of teleconference services like and other technologies (e.g. e-mail, social media, shared workspace tools) to communicate with each on a regular basis.

**Reporting** covers the preparation and approval of the progress report and the final report; the preparation of internal management progress reports; regular communications between the project and the Agency; the planning task also covers the management of relationships of the consortium and other external professional, industrial, scientific or technical groups.

## 3.1. CIDMA Management structure

The adopted project management structure implies both central (project-level) and local (output-level) control along with the top-level managerial activity assigned to the Coordinator.

### 3.1.1. Top level management; coordinator's responsibilities

The Coordinator shall:

1. Monitor that the action is implemented in accordance with the Agreement
2. Be the intermediary for all communication between the beneficiaries and the Agency.
3. Make the appropriate arrangements for providing any financial guarantees required under the Agreement
4. Establish the requests for payment in accordance with the Agreement

5. Ensure that all the appropriate payments are made to the other beneficiaries without unjustified delay
6. Bear responsibility for providing all the necessary documents in the event of checks and audits initiated before the payment of the balance.

Since Lund University, as the coordinating institution, has the responsibility to ensure that the smooth implementation of the project's workplan, it has prepared a Partnership Agreement between the Coordinator and each partner, where all obligations of each party are explicitly defined and mutually agreed upon by both parties.

### 3.1.2. Project level management; CIDMA management teams

Two committees are formed to cover the different types of management tasks in the framework of the GOSTEAM project:

1. the **Steering Committee**;
2. the **Quality Assurance and Control Group**;

The **Steering Committee** will be responsible for strategic issues and will represent the ultimate authority for all decisions. Members of the Steering Committee will be the Administrative Project Coordinator and one representative appointed by each partner. Therefore, the Steering Committee for the CIDMA project consists of **9 members**. The Committee will be responsible for the execution of the project, including management of all financial, contractual, and organisational matters. The Administrative Project Coordinator will chair the Committees and will be responsible for communicating with the Agency and submitting all financial reports. Members of the Steering Committee are:

- Project Coordinator (LU): Ali Mansourian
- LU: Petter Pilesjö
- KTH: Yifang Ban
- Polimi: Maria Brovelli
- UL: Ana Paula Falcao
- UEM: Andrey Shindyapi
- UUZ: Pedro Chume
- UUL: Liliett Francisco
- ASM: Boaventura Cuamba

The **Quality Assurance and Control Group** will be dealing with all quality aspects of the CIDMA Project related to Quality Assurance and Quality Control procedures and measures throughout the life span of the project. The group consists of **3 members:**

- Project Coordinator (LU): Ali Mansourian
- LU : Petter Pilesjö
- UEM: Andrey Shindyapi

## 3.2. Meetings and communication

Communication during the project, with the scope to facilitate implementation of the action and ensure best cooperation among the parties, covers two axes:

1. Internal and
2. External

- Internal communication among the partners will be achieved by:

a. **Consortium meetings** to discuss work completed thus far and plan future plans and activities, enable the exchange of information among partners and the assessment of the project's progress, and support the process of taking major decisions.
b. Further communication among partners in a non-periodic basis through electronic means (e.g. e-mail, online application sharing, videoconferences) phone discussions) allowing for the exchange of unstructured information and the quick clarification of details on various aspects of the work.

- External communication includes two aspects: a) with the Agency and b) with the wider public.

All formal communication between the Consortium and the Agency is done through the coordinator as stated in the Grant Agreement.

CIDMA will be made known to the wider public through the **Project's web site**[1]**.**

## 4. Payments

The Agency splits the payments made to the project Coordinator in two parts: a) 50%, b) 40%, c) 10% of the maximum granted amount.

## 4.1. First pre-payment

The Agency shall pay the Coordinator within 30 days following the entry into force of the Agreement a pre-financing payment of EUR 499 592,50 corresponding to 50% of the maximum grant amount.

## 4.2. Second pre-payment

In so far as the progress report demonstrates that the Coordinator has used at least 70% of the amount of first pre-financing payment, the progress report shall be considered as a

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[1] https://cidma.eu/

request for a further pre-financing payment corresponding to 40% of the total maximum amount.

Where the progress report shows that less than 70% of the first pre-financing payment paid has been used to cover costs of the Project, further pre-financing payment shall be made when 70% of the first has been used.

## 4.3. Payment of the balance

The Final Report is considered as the Coordinator's request for payment of the balance of the grant and corresponds to the 10% of the maximum grant amount.

## 4.4. Payments to the Beneficiaries

The coordinator shall make all payments to the other beneficiaries by bank transfer without unjustified delay and will keep appropriate evidence of the amounts transferred to each beneficiary for any checks and audits. The first payment to the other beneficiaries shall be made by the coordinator upon signing of the partnership agreements.

# 5. Administrative and financial reporting

## 5.1. Basic principles of reporting

There are two main types of reporting within CIDMA:

- Official reporting, by the Coordinator (LU), provides the necessary information to the Agency to assure them that the project is being implemented according to the Grant Agreement and that payments should therefore be released. Reporting also helps the Consortium monitor the project's progress objectively.
- "Unofficial"-internal reporting by the partners to the Administrative Project Coordinator consist of submissions of regular reports. This procedure ensures that all partners provide the necessary information to the Administrative Project Coordinator to support implementation of the project. The reports should accurately reflect each partner's progress during the reporting period, highlighting any key issues and providing justification for any deviations from the description of the project as approved.

## 5.2. Reporting tools

- The coordinator is required to make use of EU's **web-based reporting tool** to record all information and data in relation to the activities undertaken under the Project, and to complete and submit the Progress and Final Reports.

- The coordinator shall input the deliverables of the Project in **the Erasmus+ Project Results Platform**[2] in accordance with the instructions provided therein. The approval of the Final Report will be subject to the upload of the Project deliverables in the Erasmus+ Project Results Platform by the time of its submission.

## 5.3. Reporting standards

All reports should be typed and should be in English. A hard copy of each report, as well as an electronic version and all supporting documents should be provided to the Administrative Project Coordinator.

## 5.4. Reporting period

The Grant Agreement sets the duration of the project in Article I.2.2.as follows:

The Project shall last **36 months** and shall run between **2019-11-15** to **2022-11-14** both inclusive.

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[2] http://ec.europa.eu/programmes/erasmus-plus/projects/

## 5.5. Coordinator's reporting obligations

The reporting obligations of the project's Coordinator to the Agency are:

- Submission of mid-term **Progress Report**
- Submission of the **Final Report**

### 5.5.1. Mid-term progress report

The Coordinator shall complete and send a mid-term **Progress Report**, covering months 1 – 18 of project implementation.

### 5.5.2. Final report

Within **60 calendar days** after the end date of the Project specified in Article I.2.2, the Coordinator shall complete a Final Report on the implementation of the Project, and upload all project results in the Erasmus+ Projects Results Platform where applicable, as specified in Article I.9.2.

## 5.6. Partners' reporting obligations

Each beneficiary shall submit in due time to the coordinator:

- the data needed to draw up the reports, financial statements and other documents provided for in the Agreement;
- all the necessary documents in the event of audits, checks or evaluation;
- any other information to be provided to the Commission according to the Agreement, except where the Agreement requires that such information is submitted directly by the beneficiary.

## 5.7. Beneficiaries' obligations

### 5.7.1. Period for keeping documents

The beneficiaries shall **keep all original documents**, especially accounting and tax records, stored on any appropriate medium, **including digitalised originals** when they are authorised by their respective national law and under the conditions laid down therein, for a period of **five years** starting from **the date of payment of the balance**.

### 5.7.2. Obligations in case of audits

Where **a check or audit is initiated before the payment of the balance**, the **coordinator shall provide any information**, including information in electronic format, requested by the Agency or by any other outside body authorised by it. Where appropriate, the Agency may request such information to be provided directly **by a beneficiary**.

Where **a check or audit is initiated after payment of the balance**, such information shall be provided **by the beneficiary concerned**.

In case the beneficiary concerned does not comply with the obligations set out in the first and second subparagraphs, the Agency may consider:

(a) any cost insufficiently substantiated by information provided by the beneficiary as ineligible;

(b) any unit, lump sum or flat rate contribution insufficiently substantiated by information provided by the beneficiary as undue.

## 6.   Financial rules; cost eligibility

### 6.1. Conditions for cost eligibility

Eligible costs of the Project are costs actually incurred by the beneficiary and which meet the following criteria:

a. they are incurred within the implementation period, with the exception of costs relating to the request for payment of the balance and the corresponding supporting documents;
b. they are indicated in the estimated budget;
c. they are incurred in connection with the Project as described in Annex II and are necessary for its implementation;
d. they are identifiable and verifiable, in particular they are recorded in the beneficiary's accounting records and determined according to the applicable accounting standards of the country where the beneficiary is established and according to the beneficiary's usual cost accounting practices;
e. they comply with the requirements of applicable tax and social legislation; and
f. they are reasonable, justified and comply with the principle of sound financial management, in particular regarding economy and efficiency.

### 6.2. Eligible direct costs

The CIDMA project includes the following direct cost categories:

- Staff costs
- Travel costs and associated subsidence allowances
- Equipment or supplies
- Subcontracting costs arising directly from requirements imposed by the Agreement and as specified in the project (e.g. dissemination of information, specific evaluation, technical assistance, audits, translations, reproductions).

### 6.3. Eligible indirect costs

Indirect costs are not identifiable as specific costs directly linked to performance of the project; they can be recorded in the project's accounts, but have nevertheless been incurred

in connection with the eligible direct costs for the project. They **cannot** include any eligible direct costs and they **do not need** to be justified by accounting documents.

To be eligible, indirect costs shall represent a fair apportionment of the overall overheads of the beneficiary. Unless otherwise specified, eligible indirect costs shall be declared on the basis of a flat rate of 7% of the total eligible direct costs.

## 6.4. Ineligible costs

The following costs shall not be considered eligible:

   a. return on capital and dividends paid by the beneficiary;
   b. debt and debt service charges;
   c. provisions for losses or debts;
   d. interest owed;
   e. doubtful debts;
   f. exchange losses;
   g. costs of transfers from the Commission charged by the bank of the beneficiary;
   h. costs declared by the beneficiary in the framework of another Project receiving a grant financed from the Union budget. Such grants include grants awarded by a Member State and financed from the Union, budget and grants awarded by other Bodies than the Commission for the purpose of implementing the Union budget. In particular, indirect costs shall not be eligible under a grant for a Project awarded to the beneficiary when it already receives an operating grant financed from the Union budget during the period in question;
   i. contributions in kind from third parties;
   j. excessive or reckless expenditure;
   k. deductible VAT.

Note: Eligible costs become ineligible themselves **when not documented by adequate supporting documents**.

## 7. Supporting documents

As stated hereinabove: all eligible costs become ineligible if they are not - properly documented. Therefore, costs documentation presents an important commitment that all partners should fulfil for the project's successful completion.

## 7.1. General rule for unit contributions

Where the grant takes the form of a unit contribution, the number of units must comply with the following conditions:

   a. the units must be actually used or produced in the period set out in Article I.2.2;
   b. the units must be necessary for implementing the Project or produced by it;
   c. the number of units must be identifiable and verifiable, in particular when supported by records and documentation.

## 7.2. Project management and implementation documentation

Proof of activities undertaken and outputs produced will be provided in the form of a description of these activities and outputs in the Final Report. In addition, outputs/results/products produced will be uploaded by the coordinator in the Erasmus+ Dissemination Platform and, depending on their nature, will be available for checks and audits at the premises of the beneficiaries.

## 7.3. Travel and meetings documentation

- For travel taking place between the sending organisation and the receiving organisation: **proof of attendance** in the activity realised abroad in the form of a declaration signed by the receiving organisation specifying the name of the participant, the purpose of the activity realised abroad, as well as its starting and end date;
- In case of travel from a place different than the location of the sending organisation and/or travel to a place different than that where the receiving organisation is located which leads to a change of distance band, the actual travel itinerary shall be supported with travel tickets or other invoices specifying the place of departure and the place of arrival;
- Proof of participation in the transnational meeting, in the form **of a list of participants**, signed by the participants and the receiving organisation and stating the purpose, date and location of the transnational meeting, as well as the following information for each participant: name, e-mail and signature of the participant, name and address of the organisation sending the participant;
- The **agenda** of the transnational meeting, as well as all print material used or distributed in that meeting;
- For travel taking place between the sending organisation and the receiving organisation: proof of attendance in the activity in the form of **a declaration signed by the receiving organisation** specifying the name of the participant, the e-mail address, the purpose of the activity, as well as its starting and end date;
- In case of travel from a place different than that where the sending organisation is located and/or travel to a place different than that where the receiving organisation is located which leads to a change of distance band, **the actual travel itinerary shall be supported with travel tickets or other invoices specifying the place of departure and the place of arrival**. In duly justified exceptional cases when the third-party evidence cannot be provided, the beneficiary and the receiving organisation can sign a declaration specifying the place of departure and the place of arrival.

## 7.4. Important note

Special recommendation for all CIDMA partners: **As soon as the cost is incurred and necessary supporting documents are to justify this cost are available, it is strongly recommended to send scanned copies of the supporting documents to the project coordinator.**