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PROJECT MANAGEMENT AND REPORTING GUIDE

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Curricula innovation in climate-smart urban development based on green
and energy efficiency with the non-academic sector

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Contents

Executive summary	4
List of abbreviations	5
List of figures	5
List of tables	6
1. Introduction	7
1.1 Purpose and use	7
1.2 Management	7
1.3 Dissemination	7
2. Management of the SmartWB project	8
2.1 Management structure of the SmartWB project	8
2.1.1 Roles and responsibilities	10
2.1.2 Decision making	15
2.2 Communication	15
2.2.1 Communication within the Consortium	15
2.2.2 Communicating and promoting the project.....	16
2.2.3 Communication with EACEA and NEO	17
2.2.4 Conflict resolution	17
2.3 Publicity obligations	18
2.3.1 Obligations of the beneficiaries	18
2.3.2 Erasmus+ logo	18
2.3.3 Disclaimer	19
2.3.4 Additional provisions on use of the results.....	19
2.4 Data protection	20
2.5 Intellectual Property Rights (IPR)	20
2.6 Management of SmartWB project activities	22
2.6.1 SmartWB project activities and outputs	22
2.5.2 SmartWB events.....	25
2.5.3 Coordination of SmartWB project activities.....	26
3. Contractual management	29
3.1 Amendments to the Grant Agreement	29

3.1.1 Amendment request	30
3.1.2 Actions to be completed before the amendment.....	30
3.1.3 Amendments initiated by the Granting Authority	30
3.2 Grant reduction	30
4. Project reporting	32
4.1 Continuous reporting on milestones & deliverables.....	32
4.1.1 Completing the project summary	33
4.1.2 Updating the deliverables	33
4.1.3 Updating the milestones	33
4.1.4 Updating the risks.....	33
4.1.5 Updating the communication activities (dissemination)	34
4.1.6 Completing the Events and Training	34
4.1.7 Completing the Financial support for 3 rd parties questionnaire	34
4.2 Periodic reports.....	34
4.2.1 Submitting the periodic reports	35
4.2.2 Final report	36
4.2.3 Beneficiary termination reporting.....	36
4.2.4 Reporting to the Coordinator	36
5. Financial management	38
5.1 Estimated budget and form of funding	38
5.2 Transfer of the funding and use of the grant	39
5.3 Lump sum-basic principles	40
5.4 Flexibility and acceptance of lump sum work packages	41
5.5 Budget allocation and budget flexibility.....	41
5.6 Payments arrangements - from EACEA to the Coordinator	42
5.6.1 Payments	42
5.6.2 Recoveries	43
5.6.3 Amounts due	43
5.7 Payments arrangements - from the Coordinator to the partners	45
5.8 Exchange rates	45
5.9 Checks, audits, reviews & investigations.....	46
5.10 Record-keeping	47
5.11 Eligible and ineligible contributions	48

5.12 Award of contracts and tendering procedure.....	48
5.12.1 Equipment	51
5.12.2 Subcontracting	51
6. Contingency Plan	53
6.1 Risk identification	53
6.2 Risk assessment.....	53
6.3 Risk response planning.....	54
6.4 Project risk management	54
6.4.1 Assumptions and prerequisites	54
6.4.2 Risk management	56
Annex PM1: Risk monitoring form	58
Annex PM2: Internal WPs progress report form.....	59
Annex PM3: Financial report form	69

Executive summary

This document represents deliverable D1.2, “Project management and reporting guide” of the SmartWB project funded by the European Commission's Erasmus+ Programme ERASMUS-EDU-2022-CBHE under grant agreement No 101081724. The main objective of this project management and reporting guide is to provide a comprehensive framework for managing and reporting on a project. The guide typically outlines the processes, tools and techniques beneficiaries can use to plan, execute, monitor and control a project.

Some of the key objectives of a Project Management and Reporting Guide include the following:

- Providing clarity on project goals and objectives;
- Defining management of SmartWB Project;
- Establishing project communication and reporting protocols;
- Explanation about financial management;
- Identifying project risks and issues and developing mitigation strategies.

All beneficiaries and associated partners should abide to the recommendations stipulated in this document.

List of abbreviations

ACE BH	Association of Consulting Engineers of Bosnia and Herzegovina
BOKU	University of Natural Resources and Life Sciences, Vienna
CBHE	Capacity Building in Higher Education
Co-PLAN	Co-Plan
CSUD	Climate Smart Urban Development
EACEA	Education, Audiovisual and Culture Executive Agency
GA	Grant Agreement
HEI	Higher Education Institution
NEO	National Erasmus Office
NMBU	Norwegian University of Life Sciences, Norway
OZON	Environmental movement Ozon
PC	Project Coordinator
PMC	Project Management Committee
PO	Project Officer
QAC	Quality Assurance Committee
SC	Steering Committee
THOWL	Technische Hochschule Ostwestfalen-Lippe
TL	Task Leader
U_POLIS	Polis University
UET	European University of Tirana
UNBI	University of Bihac
UNI	University of Nis
UNIZG	University of Zagreb
UNMO	Dzemal Bijedic University of Mostar
UNSA	University of Sarajevo
UoM	University of Montenegro
UPT	Polytechnic University of Tirana
URJC	Universidad Rey Juan Carlos
WP	Work package
WPL	Work package leader

List of figures

Figure 1. SmartWB management structure.....	10
Figure 2. Continuous and periodic reporting module.....	32
Figure 3. Example of budget allocation according to the lump sum.....	42
Figure 4. Example of transfer between Work Packages (amendment required).....	42
Figure 5. Payment and reporting schedule defined in the Grant Agreement.....	44

List of tables

Table 1. SmartWB project consortium.....	8
Table 2. Partner institution legal representative	9
Table 3. Steering Committee members.....	12
Table 4. Quality Assurance Committee team	13
Table 5. WP lead organisations.....	13
Table 6. Work package leaders.....	13
Table 7. Task leaders	14
Table 8. SmartWB coordination meetings.....	16
Table 9. SmartWB project tasks and deliverables.....	22
Table 10. SmartWB project milestones	24
Table 11 SmartWB events documents.....	25
Table 12. Coordination of SmartWB project activities.....	26
Table 13. Estimated budget per Institution	39
Table 14. Risk assessment matrix	53
Table 15. Critical risks and risk management strategy.....	56

1. Introduction

The main objective of the SmartWB project is to improve the quality of higher education (HE) in the climate-smart urban development (CSUD) field by exchanging knowledge, experience, and good practices, modernising university courses in line with EU trends, and improving the level of student competencies and skills of Western Balkan teaching staff.

1.1 Purpose and use

The main goal of the Project Management and Reporting Guide (PM&R Guide) is to support the beneficiaries in managing the SmartWB project locally efficiently and successfully and provide all documents necessary for monitoring, reporting and audits. It offers detailed insight into the management structure, activities and roles of partners, lump sum funding principles and budgetary management, definition of eligible and ineligible costs, instructions for reporting and tendering procedures for purchasing goods and services, etc.

The PM&R Guide will give beneficiaries a shared understanding of what has to be achieved, what has to be delivered, who will be involved, when to deliver, and how to communicate during the project term. The PM&R Guide denotes an essential document that should be consulted by every consortium beneficiary and associated partner regarding their obligations, roles and responsibilities.

Most of the rules given in this guide are defined by the Grant Agreement and Consortium Agreement, but procedures for their practical implementation need to be designed in more detail. By clearly defining the procedures for financial and technical management, the communication between the project coordinator and other beneficiaries will be simplified. However, some definitions and rules are taken in the original form from the EC document “How to manage your lump sum grants” to avoid any misinterpretation.

Using this guide, the beneficiaries can successfully fulfil their contractual obligations and provide high-quality inputs to the project coordinator, whose responsibility is to further incorporate them in reports for Education, Audiovisual and Culture Executive Agency (EACEA).

1.2 Management

The Project Coordinator, in collaboration with the Project Management Committee (PMC), is responsible for developing and managing this PM&R Guide. Requested deviations from its rules should be made in writing, providing clear justifications directly to the Project Coordinator. Approval for such variations can only be granted by the Project Coordinator, who may consult with the project's Steering Committee. Upon accepting any modification of the original PM&R Guide's rules, the Coordinator is responsible for issuing a revised version, with new version numbering updated consecutively.

1.3 Dissemination

The Project Management and Reporting Guide is confidential and will be available only to SmartWB's beneficiaries and associated partners at the issue date. Copies of this Project management and reporting guide cannot be disseminated amongst third parties unless with prior approval of the Project Coordinator.

2. Management of the SmartWB project

2.1 Management structure of the SmartWB project

The management structure of the SmartWB is designed to ensure effectiveness, flexibility and quality of work and to fit the specific requirements of the Erasmus+ programme for the successful realisation of planned project activities in line with the project application, budget and workplan.

The project consortium consists of 18 partners, out of which 13 are Higher Education Institutions (HEIs) presented in Table 1.

Table 1. SmartWB project consortium

Partner No.	Name of Partner	Acronym
P1	University of Montenegro	UoM
P2	University of Nis	UNI
P3	University of Natural Resources and Life Sciences	BOKU
P4	Norwegian University of Life Sciences	NMBU
P5	University of Zagreb	UNIZG
P6	Universidad Rey Juan Carlos	URJC
P7	Technische Hochschule Ostwestfalen-Lippe	THOWL
P8	University of Sarajevo	UNSA
P9	Dzemail Bijedic University of Mostar	UNMO
P10	University of Bihac	UNBI
P11	European University of Tirana	UET
P12	Polytechnic University of Tirana	UPT
P13	Polis University	U_POLIS
P14	Co-Plan	Co-PLAN
P15	Environmental movement Ozon	OZON
P16	Association of Consulting Engineers of Bosnia and Herzegovina	ACE BH
P17	Engineers Chamber of Montenegro	Chamber
P18	Association Resource Aarhus center in B&H	Aarhus

The list of legal representatives is presented in Table 2.

Table 2. Partner institution legal representative

Partner No.	Institution	Acronym	Name	Position
1	University of Montenegro	UoM	Vladimir Božović	Rector
2	University of Nis	UNI	Dragan Antić	Rector
3	University of Natural Resources and Life Sciences	BOKU	Karsten Schulz	Vice Rector
4	Norwegian University of Life Sciences	NMBU	Anne Cathrine Gjærde	Dean
5	University of Zagreb	UNIZG	Stjepan Lakušić	Rector
6	Universidad Rey Juan Carlos	URJC	Francisco Javier Ramos Lopez	Rector
7	Technische Hochschule Ostwestfalen-Lippe	THOWL	James O'Reilly	Director of the IO
8	University of Sarajevo	UNSA	Rifat Škrijelj	Rector
9	Dzemat Bijedic University of Mostar	UNMO	Emir Nezirić	Vice Dean
10	University of Bihać	UNBI	Fadil Islamović	Rector
11	European University of Tirana	UET	Tonin Gjurać	Rector
12	Polytechnic University of Tirana	UPT	Andrea Maliqari	Rector
13	Polis University	U_POLIS	Besnik Aliaj	Rector
14	Co-Plan	Co-PLAN	Dritan Shutina	Executive Director
15	Environmental movement Ozon	OZON	Aleksandar Perović	Executive Director
16	Association of Consulting Engineers of Bosnia and Herzegovina	ACE BH	Ešref Gaćanin	President

Project management is institutional responsibility which means efficient involvement of all institutions' services (finance department, international relation offices, and quality assurance services). By signing the Consortium Agreement, partners agreed with the defined project management procedures and were wholly committed to the project implementation.

The project management structure was established and officially adopted at the kick-off meeting. It involves the Project Contractor, the Project Coordinator, the Steering Committee (14 members), the Project Management Committee (7 members, i.e., 7 work package (WP) leaders), the Quality Assurance Committee (4 members), and the Task Leaders, as shown in Figure 1:

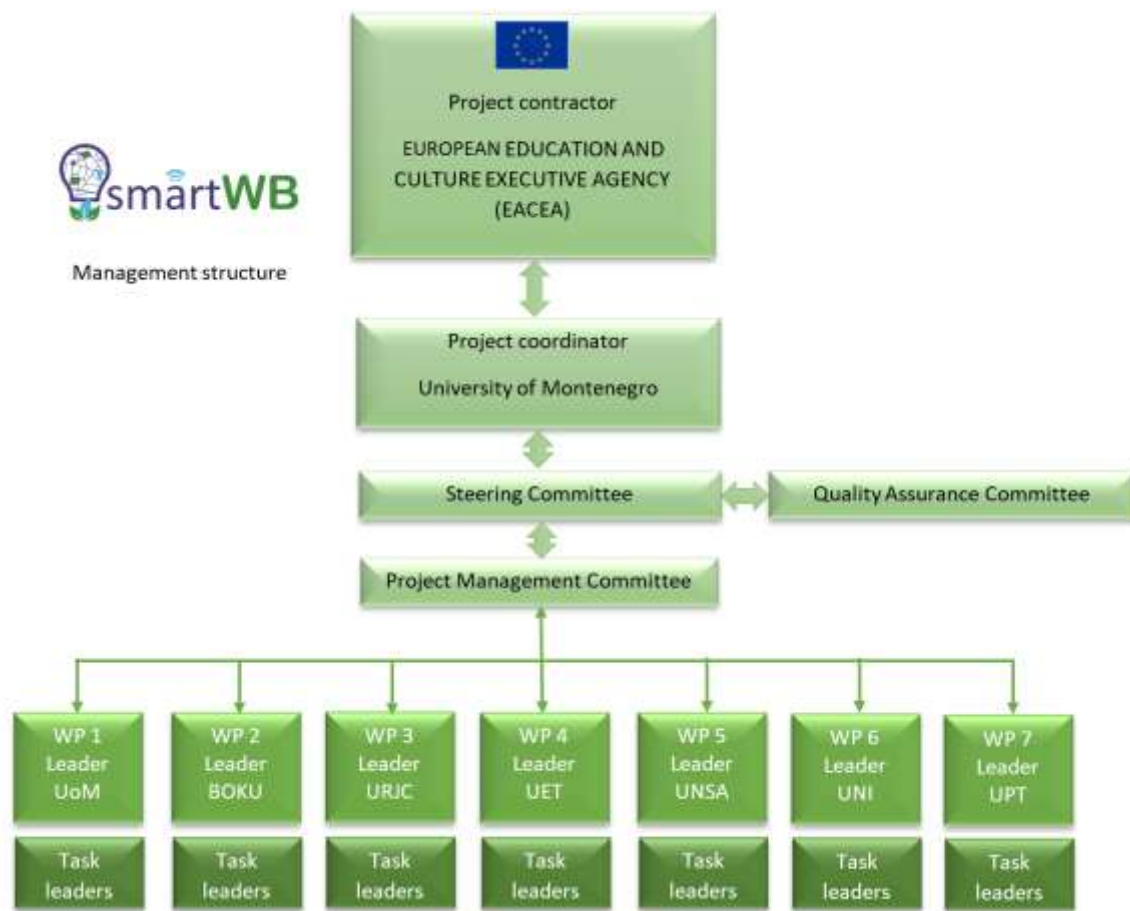


Figure 1. SmartWB management structure

2.1.1 Roles and responsibilities

The roles of the Project Coordinator can be summarised as follows:

- Oversees the implementation of activities in line with the Grant Agreement;
- Ensures the respect of Capacity Building in Higher Education (CBHE) rules;
- The intermediary for all communications between the beneficiaries and the EACEA, including reports, payment and amendment requests;
- Immediately provides the EACEA with the information related to any change of any of the beneficiaries or to any event likely to affect or delay the implementation of the action;
- Bears responsibility for supplying documents and information to the EACEA which may be required;
- Establishes the requests for payment in line with the Grant Agreement;
- Ensures that the appropriate payments are made to the other beneficiaries without unjustified delay;
- Bears responsibility for providing all the necessary documents in the case of checks and audits initiated before the balance payment, and in the case of evaluation;
- Transfers to all beneficiaries, without delay, documents relating to the project.

The roles of the project partners can be summarised as follows:

- Equally responsible as the Coordinator;
- Implement activities under their responsibility, in line with the Application and in a timely manner;
- Be responsible for complying with any legal obligations incumbent on them jointly or individually;
- Make proper internal arrangements for the adequate implementation of activities;
- Inform the Coordinator immediately of any change likely to affect the delay in implementation or any other change in name, address, or any legal, financial, technical, organisational or ownership situation;
- Submit in due time to the Coordinator: the data needed to draw up records, financial statements or other documents; all necessary documents in the events of audits, checks or evaluation; and any additional information to be provided to the EACEA;
- Contribute to disseminating the project results in their organisation, community and/or region.

All partners, including the Coordinator, are responsible for promoting that financing is provided from the European Union funds, in line with the visibility demands ruled by the Grant Agreement.

- **Project Coordinator (PC)** is responsible for overall project management (technical and operational), communication and reporting to EACEA and efficient use of the project grant. The PC formalises the Consortium Agreement, legal activities, tasks and networking among the project partners, creates a consortium structure with the assistance of the project team, monitors the compliance of the Grant Agreement, assesses and controls any deviation in the progress of the project, monitors the executions of the project workplan, prepares and submits mid-term and final project reports, implements project policies and procedures, acquires resources required to accomplish project tasks, manages the project team and maintains excellent communication with all project partners.
- **Steering Committee (SC)** is a decision-making body of one representative (preferably the contact person) from each partner institution. SC will meet twice a year (in combination with other project events due to cost efficiency) to discuss and review the progress of project activities, make decisions, approve deliverables and agree on any risk contingency measures. Its functions will also be to analyse reports, resolve communication issues, approve any changes in the consortium agreement, and decide on the partnership withdrawal. The list of SC members is presented in Table 3.
- **Project Management Committee (PMC)** is responsible for achieving project outcomes in line with the work plan. PMC will ensure the management of the whole project encompassing contractual issues, technical, quality, administrative, finance and communication management inside the project as well as external relationships between the project and the EACEA. This management structure will ensure the dissemination of project results nationally and the sustainability of the project results. PMC will involve PC and Work Package Leaders (WPLs) assisted by administrative and technical staff and will manage SmartWB and guide the project activities according to the work plan, assuring the best practices to be transferred from Programme to Partner HEIs.
- **Quality Assurance Committee (QAC)** consisted of 4 members from partner institutions (UNI, BOKU, UNIZG, THOWL) experienced in quality assurance (Table 4). The QAC team will directly support the Project Coordinator in monitoring and assessing the quality of the project and its results and also be in charge of developing the Quality and Assurance Plan.

- **WP Leaders (WPL)** are responsible for monitoring the overall progress of the WP and its activities. The WP lead organisations are presented in Table 5, and the list of WPLs is shown in Table 6. The general function of WPL is to be a contact person between the WP team and the PC and other WP leaders, to establish and manage the WP team composed of all representatives from all partners, to participate in the detailed planning, monitoring and reporting of each task in the WP, to manage tasks in individual WP to ensure that output performance, costs and deadlines are met, to monitor and be responsible for academic and technical progress of the tasks in the WP. Moreover, WPL's obligations are to collect and submit the required academic, technical, financial and administrative data, to prepare and submit reports on time in line with the SmartWB work plan, to manage the WP as a self-contained entity to ensure that the involved partner will commit to using the required resources to carry out the tasks in the WP, to support the PC for preparations of mid-term and final project reports, to acquire resources needed to accomplish project tasks and to maintain excellent communication within the WP and with the PC and other WP leaders.
- **Task Leaders (TL)** are in charge of implementing and monitoring the assigned tasks, ensuring its quality level and timeliness within established schedule and budget constraints, and active participation of other partners. The list of Task Leaders is presented in Table 7.

Table 3. Steering Committee members

Institution	Acronym	Name
University of Montenegro	UoM	Marina Rakočević
University of Nis	UNI	Milan Gocić
University of Natural Resources and Life Sciences	BOKU	Doris Damyanovic
Norwegian University of Life Sciences	NMBU	Harsha Ratnaweera
University of Zagreb	UNIZG	Željko Bačić
Universidad Rey Juan Carlos	URJC	Carmen De Pablos Heredero
Technische Hochschule Ostwestfalen-Lippe	THOWL	Martin Oldenburg
University of Sarajevo	UNSA	Emina Hadžić
Dzemal Bijedic University of Mostar	UNMO	Merima Šahinagić-Isović
University of Bihac	UNBI	Atif Hodžić
European University of Tirana	UET	Fatri Morina
Polytechnic University of Tirana	UPT	Arben Xhialli
Polis University	U_POLIS	Flora Krasniqi
Co-Plan	Co-PLAN	Kejt Dharmi
Environmental movement Ozon	OZON	Nikola Perović
Association of Consulting Engineers of Bosnia and Herzegovina	ACE BH	Ešref Gačanin

Table 4. Quality Assurance Committee team

Institution	Acronym	Name
University of Nis	UNI	Milan Gocić
Technische Hochschule Ostwestfalen-Lippe	THOWL	Martin Oldenburg
University of Natural Resources and Life Sciences, Vienna	BOKU	Doris Damyanovic
University of Zagreb	UNIZG	Željko Bačić

Table 5. WP lead organisations

Work package	Institution
WP1 - Project management and coordination	UoM
WP2 - Analysis of current status in climate-smart urban development	BOKU
WP3 - Capacity building of WB HEIs	URJC
WP4 - Creating technological platform	UET
WP5 - Implementation of modernized courses and platform	UNSA
WP6 - Quality assurance and monitoring	UNI
WP7 - Impact and dissemination	UPT

Table 6. Work package leaders

Work package	Institution	Name
WP1	UoM	Marija Jevrić
WP2	BOKU	Doris Damyanovic
WP3	URJC	Carmen De Pablos Heredero
WP4	UET	Ketrina Čabiri Mijo
WP5	UNSA	Emina Hadžić
WP6	UNI	Milan Gocić
WP7	UPT	Genti Qirjazi

Table 7. Task leaders

Work package	WP leader	Task	Name and surname
WP1	University of Montenegro <i>Marija Jevrić</i>	T1.1	UoM Marija Jevrić
		T1.2	UoM Marija Jevrić
		T1.3	UoM Marina Rakočević
		T1.4	UoM Marija Jevrić
WP2	University of Natural Resources and Life Sciences, Vienna <i>Doris Damyanovic</i>	T2.1	UNMO Merima Šahinagić-Isović
		T2.2	THOWL Martin Oldenburg
		T2.3	UPT Genti Qirjazi
		T2.4	BOKU Florian Reinwald
WP3	Universidad Rey Juan Carlos <i>Carmen De-Pablos-Heredero</i>	T3.1	URJC Miguel Blanco-Callejo
		T3.2	U_POLIS Sadmira Malaj
		T3.3	UNIZG Vesna Poslončec-Petrić
		T3.4	UNBI Atif Hodžić
		T3.5	UoM Nina Serdar
WP4	European University of Tirana <i>Ketrina Çabiri Mijo</i>	T4.1	NMBU Harsha Ratnaweera
		T4.2	UNSA Hata Milišić
		T4.3	UET Kebjana Haka
WP5	University of Sarajevo <i>Emina Hadžić</i>	T5.1	UNSA Suada Sulejmanović
		T5.2	UNMO Mili Selimotić
		T5.3	UET Maksim Čipi
		T5.4	UNI Slaviša Trajković
WP6	University of Nis <i>Milan Gocić</i>	T6.1	UNI Vuk Milošević
		T6.2	UNI Milan Gocić
		T6.3	UoM Biljana Šćepanović
		T6.4	UoM Jelena Pejović
WP7	Polytechnic University of Tirana	T7.1	UPT Freskida Abazaj
		T7.2	UoM Ivana Čipranić

Genti Qirjazi	T7.3	UNBI Aida Husetić
	T7.4	U_POLIS Elona Karafili
	T7.5	UPT Arben Xhialli
	T7.6	UNMO Marko Ćećez

The PC will ensure the technical and administrative activities of the project with the help of the executive team from UoM. The duties are as follows:

- Daily administrative and technical management of the project and reporting;
- Establishment of a budget and schedule-controlling system;
- Collection and storage of data for monitoring in terms of the proper implementation of the action;
- Control of the use of resources and budgetary execution.

2.1.2 Decision making

All major project decisions will be made in SC regular meetings. SC decisions will be consensual, but if it is necessary, a voting procedure will be applied. All SC members will have one vote. However, urgent cases may need immediate decisions to move the project forward. In such cases, the Project Coordinator will communicate with all SC members via email, Zoom and/or WhatsApp/Viber messaging application to reach decisions. If necessary, a voting procedure will be applied via the Doodle application. Operational decisions will be made in agreement with PMC by the Project Coordinator for the project level and by the WPLs for the work package level. All decisions will be documented and saved in a project archive.

Related members have five working days to respond to all situations and at all levels communicated via email and/or WhatsApp/Viber. An absence of a response will be interpreted as an acceptance. If voting is needed, the members have two days to vote. An absence of a reply will be interpreted as a vote for the case.

2.2 Communication

Communication will be done within the consortium, with EACEA by the Project Officer, with National Erasmus+ Office (NEO) and other stakeholders. The Project Coordinator is the central point for communication with the project partners, EACEA, NEO and stakeholders with the support of all partners.

2.2.1 Communication within the Consortium

Communication between the Project Coordinator and all SmartWB project partners will be defined to ensure overall project implementation on time. It is needed to determine communication channels and frequency.

The main management issues will be discussed during the planned SC and PMC meetings (Table 8). The partners are obliged to prepare, implement and document all SmartWB coordination meetings and to provide an efficient implementation of all decisions respecting the deadlines and dates agreed upon at the meetings.

Table 8. SmartWB coordination meetings

Meeting	Date	Organizer - Venue
Kick-off meeting	23-24 February 2023	UoM - Podgorica
First SC and PMC meeting (with task 2.4)	31 May-2 June 2023	BOKU - Vienna
Second SC and PMC meeting (with task 3.3)	11-15 December 2023	URJC - Madrid
Third SC and PMC meeting (with task 6.4)	June 2024	THOWL - Höxter
Fourth SC and PMC meeting	December 2024	UNIZG - Zagreb
Fifth SC and PMC meeting (with task 7.5)	June 2025	UPT - Tirana
Sixth SC and PMC meeting (with task 7.6)	December 2025	UNMO - Mostar

All other types of communication (e-mail, project management platform, Skype, phone conversation, video-conferencing, etc.) will ensure permanent communication between the meetings. Communication should be transparent based on trust and confidence and consider intercultural differences, but always in line with contractual obligations (the Consortium Agreement).

The project team comprises individuals, i.e., appointed persons that will be in charge of communication on behalf of their institution (Table 3).

The general SmartWB e-mail address, smartWB2023@gmail.com, will be used for sharing information among all project partners.

2.2.2 Communicating and promoting the project

Since the EU grants are financed by public funds, beneficiaries are generally expected to actively engage in communication activities, promote the projects and acknowledge the EU support publicly. The communication activities have already been a part of the proposal. A Dissemination and Exploitation plan should define SMART objectives (adapted to various relevant target audiences) and set out a description and timing for each activity.

Good communication:

- Starts at the outset of the action and continues throughout its entire lifetime;
- Is strategically planned and not just ad-hoc efforts;
- Identifies and sets clear communication objectives (e.g. final and intermediate communication aims, short-, medium- and long-term impact);
- Is targeted and adapted to audiences that go beyond the project's community, including the media and the public;
- Chooses relevant messages (e.g. How does the action's work relate to our everyday lives? Why does the target audience need to know about the action?);

- Uses the suitable medium and means (e.g. working at the right level — local, regional, national, EU-wide; using the right ways to communicate — > one-way exchange (website, brochure, etc.) or two-way exchange (workshop, HEI visit, roundtable, etc.); where relevant, include measures for public/societal engagement on issues related to the action).

Beneficiaries of EU funding must display the EU flag and funding statement ("Funded by the European Union") in all their communication and dissemination activities and any infrastructure, equipment, supplies or significant results funded by the grant.

Also the beneficiaries are moreover expected to disseminate their project results. In this way, the projects can benefit a larger group of people and reach wider target groups.

2.2.3 Communication with EACEA and NEO

To implement the supervision and provide necessary assistance, the EACEA assigns a Project Officer (PO).

Any communication with EACEA is done only by the Coordinator. Only in exceptional and/or duly justified circumstances, the EACEA will correspond with other project partners. EU grants are managed fully electronically through the EU Funding & Tenders Portal ("Portal"). Therefore, all communications must be made electronically through the Portal under the Portal Terms and Conditions and using the forms and templates provided (except if explicitly instructed otherwise by the granting authority).

The Project Coordinator communicates with NEO to inform it about the project events and ask for support for the project realisation.

2.2.4 Conflict resolution

The project partners must be fully informed about the project and aware of the implementation constraints. They should be aware of any institutional or legal obstacles affecting the project implementation. A proactive attitude is needed to prevent problems that jeopardise timely project realisation.

During the project implementation, particular problems can arise from different approaches to some project activities that can delay the realisation of other activities. Occurred disagreements should not lead to conflicts. Effective conflict management measures for overcoming problems are part of this guide as a Contingency Plan.

WP leaders will signal the problem in the realisation of project tasks, and the Project Coordinator will induce enhanced communication around that issue. If the problem is not solved by direct communication with the PC, it can be addressed in written form to the Steering Committee, which will mediate to solve the conflict. Voting based on an absolute majority at the Steering Committee meeting (that can be arranged extraordinarily via Zoom or alternatives), execution of project tasks can be reassigned, and budget re-allocated (through amendments).

2.3 Publicity obligations

Following Article 17.3 of the Grant Agreement regarding the publicity and use of the relevant logo, the beneficiaries shall follow the instructions on the Erasmus+ website at the following link: https://www.eacea.ec.europa.eu/about-eacea/visual-identity_en.

All institutions in the project consortium are responsible for promoting that financing for the project is provided from the European Union funds in the framework of the Erasmus+ programme. Therefore, any communication, publication or output resulting from the project, made by the project institutions jointly or individually, including at conferences, seminars or in any information or promotional materials (such as brochures, leaflets, posters, presentations, etc.), must indicate that the project has received European Union funding and display the European Union emblem.

2.3.1 Obligations of the beneficiaries

Unless otherwise agreed with the granting authority, the beneficiaries must promote the action and its results by providing targeted information to multiple audiences (including the media and the public), in accordance with Annex 1 and in a strategic, coherent and effective manner. Before engaging in a communication or dissemination activity expected to have a major media impact, the beneficiaries must inform the granting authority.

Source: Grant Agreement (Article 17.1)

2.3.2 Erasmus+ logo

Logo to be used:



Unless otherwise agreed with the granting authority, communication activities of the beneficiaries related to the action (including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by the grant must acknowledge the EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate).

The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands or text. Apart from the emblem, no other visual identity or logo may be used to highlight the EU support. When displayed in association with other logos (e.g. of beneficiaries or sponsors), the emblem must be displayed at least as prominently and visibly as the other logos.

Source: Grant Agreement (Section 17.2)

2.3.3 Disclaimer

Any communication or dissemination activity related to the action must use factually accurate information. Moreover, it must indicate the following disclaimer (translated into local languages where appropriate):

" Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them."

Source: Grant Agreement (Section 17.3)

2.3.4 Additional provisions on use of the results

The granting authority also has the right to exploit non-sensitive results of the action for information, communication, dissemination and publicity purposes, using any of the following modes:

- *use for its own purposes (in particular, making them available to persons working for the granting authority or any other EU service (including institutions, bodies, offices, agencies, etc.) or EU Member State institution or body; copying or reproducing them in whole or in part, in unlimited numbers; and communication through press information services);*
- *distribution to the public in hard copies, in electronic or digital format, on the internet including social networks, as a downloadable or non-downloadable file;*
- *editing or redrafting (including shortening, summarising, changing, correcting, cutting, inserting elements (e.g. meta-data, legends or other graphic, visual, audio or text elements extracting parts (e.g. audio or video files), dividing into parts or use in a compilation;*
- *translation (including inserting subtitles/dubbing) in all official languages of EU;*
- *storage in paper, electronic or other form;*
- *archiving in line with applicable document-management rules;*
- *the right to authorise third parties to act on its behalf or sub-license to third parties, including if there is licensed background, any of the rights or modes of exploitation set out in this provision;*
- *processing, analysing, aggregating the results and producing derivative works;*
- *disseminating the results in widely accessible databases or indexes (such as through 'open access' or 'open data' portals or similar repositories, whether free of charge or not.*

The beneficiaries must ensure these rights of use for the whole duration they are protected by industrial or intellectual property rights. If results are subject to moral rights or third party rights (including intellectual property rights or rights of natural persons on their image and voice), the beneficiaries must ensure that they comply with their obligations under this Agreement (in particular, by obtaining the necessary licences and authorisations from the rights holders concerned).

Source: Grant Agreement (Annex 5)

2.4 Data protection

Data processing by the granting authority

Any personal data under the Agreement will be processed under the responsibility of the data controller of the granting authority in accordance with and for the purposes set out in the Portal Privacy Statement. The data processing will be subject to Regulation 2018/172513.

Data processing by the beneficiaries

The beneficiaries must process personal data under the Agreement in compliance with the applicable EU, international and national law on data protection. They must ensure that personal data is:

- *processed lawfully, fairly and in a transparent manner in relation to the data subjects;*
- *collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes;*
- *adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed;*
- *accurate and, where necessary, kept up to date;*
- *kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the data is processed and*
- *processed in a manner that ensures appropriate security of the data.*

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced.

Source: Grant Agreement (Article 15)

2.5 Intellectual Property Rights (IPR)

Rights of the granting authority on the use of materials, documents and information received for policy, information, communication, dissemination and publicity purposes

The granting authority has the right to use non-sensitive information relating to the action and materials and documents received from the beneficiaries (notably summaries for publication, deliverables, as well as any other material, such as pictures or audio-visual material, in paper or electronic form) for policy information, communication, dissemination and publicity purposes —during the action or afterwards.

The right to use the beneficiaries' materials, documents and information is granted in the form of a royalty-free, non-exclusive and irrevocable licence, which includes the following rights:

- *use for its own purposes (in particular, making them available to persons working for the granting authority or any other EU service (including institutions, bodies, offices, agencies, etc.) or EU Member State institution or body; copying or reproducing them in whole or in part, in unlimited numbers; and communication through press information services);*
- *distribution to the public (publication as hard copies and in electronic or digital format, publication on the internet including social media, as a downloadable or non-downloadable file, broadcasting by any channel, public display or presentation, communicating through press information services, or inclusion in widely accessible databases or indexes);*

- editing or redrafting (including shortening, summarising, inserting other elements (e.g. meta-data, legends, other graphic, visual, audio or text elements), extracting parts (e.g. audio or video files), dividing into parts, use in a compilation);
- translation (including inserting subtitles/dubbing) in all official languages of EU);
- storage in paper, electronic or other form;
- archiving, in line with applicable document-management rules;
- the right to authorise third parties to act on its behalf or sub-license to third parties including if there is licensed background;
- processing, analysing, aggregating the materials, documents and information received and producing derivative works;
- disseminating the results in widely accessible databases or indexes

The rights of use are granted for the whole duration of the industrial or intellectual property rights concerned. If materials or documents are subject to moral rights or third party rights (including intellectual property rights or rights of natural persons on their image and voice), the beneficiaries must ensure that they comply with their obligations under this Agreement (in particular, by obtaining the necessary licences and authorisations from the rights holders concerned).

Access rights for the granting authority, EU institutions, bodies, offices or agencies and national authorities to results for policy purposes

The beneficiaries must grant access to their results — on a royalty-free basis — to the granting authority, other EU institutions, bodies, offices or agencies, for developing, implementing and monitoring EU policies or programmes. Such access rights are limited to non-commercial and non-competitive use.

The access rights also extend to national authorities of EU Member States or associated countries, for developing, implementing and monitoring their policies or programmes in this area. In this case, access is subject to a bilateral agreement to define specific conditions ensuring that the access will be used only for the intended purpose and appropriate confidentiality obligations are in place. Moreover, the requesting national authority or EU institution, body, office or agency (including the granting authority) must inform all other national authorities of such a request.

Access rights for third parties to ensure continuity and interoperability

Where the call conditions impose continuity or interoperability obligations, the beneficiaries must make the materials, documents and information and results produced in the framework of the action available to the public (freely accessible on the Internet under open licences or open source licences).

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28). Such a breach may also lead to other measures described in Chapter 5.

Source: Grant Agreement (Annex 5-Article 16)

2.6 Management of SmartWB project activities

2.6.1 SmartWB project activities and outputs

The project outputs are essential for each work package, including milestones and deliverables.

Milestones are control points in the project that help to chart progress (kick-off meetings, reports submitting, first draft of a survey, prototype, etc.). They may correspond to the completion of the key deliverables, which allows the next phase of the work to begin or is needed at intermediary points.

Deliverables are outputs to be submitted to the EU (publication, leaflet, progress report, brochure...)

The list of SmartWB project activities and deliverables is presented in Table 9, and the list of SmartWB project milestones is in Table 10.

Table 9. SmartWB project tasks and deliverables

SmartWB project tasks and outputs			
Task	Activity	Deliverable	Due to
T1.1	Coordination meetings	D1.1 Report on organized meetings	M36
T1.2	Development of Project management and reporting guide	D1.2 Project management and reporting guide	M5
T1.3	Day-to-day coordination and financial management of project activities	D1.3 Financial documentation - reports	M36
T1.4	Submission of progress and final reports	D1.4 Partnership agreement	M6
T2.1	Identification of WB regional issues related to urban development	D2.1 Report on WB regional issues related to urban development	M5
T2.2	Analyse of EU initiatives and policies related to urban development and climate change	D2.2 Report on EU initiatives and policies related to urban development and climate change	M5
T2.3	Analyse of existing curricula related to CSUD in EU and third countries non or associated to the Programme	D2.3 Report on existing curricula related to CSUD in EU and third countries non or associated to the Programme	M5
T2.4	Workshop on climate-friendly and innovative solutions: current and future challenges	D2.4 Report on climate-friendly and innovative solutions	M6
T3.1	Modernisation of university courses in collaboration with the industry sector	D3.1 Report on modernised university courses	M16
T3.2	Development of training programme for students' internships	D3.2 Training programme for students' internships	M16
T3.3	Theme-based training of teaching staff for acquiring new practical skills	D3.3 Report on theme-based trainings	M16

T3.4	Providing agreements for the future cooperation between WB HEIs and the non-academic sector	D3.4 Signed agreements for providing students' internships	M17
T3.5	Purchasing of software and laboratory equipment, installation and activation	D3.5 Report on purchased laboratory equipment	M14
T4.1	Introduction with innovative technological solutions in CSUD in EU Member States and third countries associated to the Programme	D4.1 Report on innovative technological solutions in CSUD in EU Member States and third countries associated to the Programme	M5
T4.2	Analyse of industry sector needs for green jobs and climate-smart solutions in WB	D4.2 Survey of industry sector needs for green jobs and climate-smart solutions in WB	M6
T4.3	Development of technological platform for sharing experiences in CSUD	D4.3 Technological platform for sharing experiences in CSUD	M17
T5.1	Implementation of developed university courses	D5.1 Report on implemented university courses	M35
T5.2	Implementation of students' internships	D5.2 Report on students' internships	M36
T5.3	Posting of acquired best-practice examples in CSUD	D5.3 Report on achieved business-academia collaboration and cooperation	M36
T5.4	Self-evaluation of implemented university courses	D5.4 Quality report on implemented university courses	M36
T6.1	Development of the Quality and Assurance Plan	D6.1 Quality and Assurance Plan	M5
T6.2	Regular Quality Assurance Committee meetings	D6.2 Reports on organized meetings	M36
T6.3	External evaluation of the project	D6.3 Report on external evaluation of quality of project activities	M30
T6.4	Inter-project coaching	D6.4 Report on the i-project coaching	M36
T7.1	Creation of the Dissemination & Exploitation Plan	D7.1 Dissemination and exploitation plan	M5
T7.2	Development of project website and promotional materials	D7.2 Project website and promotion material	M36
T7.3	Roundtables with the non-academic sector to promote environmentally-conscious urban development	D7.3 Report on organized roundtables	M26
T7.4	Promotion of using emission reduction approaches and low-carbon technologies	D7.4 Report on promotion of using emission reduction approaches and low-carbon technologies	M36
T7.5	Workshop for promoting green job opportunities in urban development	D7.5 Report on green job opportunities in urban development	M30
T7.6	Final project conference	D7.6 Report on organized conference	M36

Table 10. SmartWB project milestones

SmartWB project milestones			
MS	Milestone Name	Means of Verification	Due date
MS1	Signed the Consortium Agreement	Signed the Consortium Agreement	M6
MS2	Submitted and adopted progress report	Received positive evaluation report from the EACEA	M18
MS3	Submitted and adopted final report	Received positive evaluation report from the EACEA	M36
MS4	Curricula analysis	Report written and adopted by SC	M5
MS5	Purchasing of equipment	Inventory lists from WB HEIs	M14
MS6	Technological platform	Technological platform delivered and launched	M17
MS7	Courses implementation	Self-evaluation of curricula adopted by SC	M35
MS8	Report on external evaluation of quality of project activities	Report adopted by SC	M30
MS10	Dissemination and Exploitation plan	Adopted Dissemination and Exploitation plan	M5

Timely delivery following the project work plan identified in the Application Form and Action Plans is expected.

A consistent and standard format for all document-based deliverables (Word documents and PowerPoint presentations defined in Dissemination and Exploitation Plan as Annex DE1 and DE2, respectively) is to be followed by all partners as well as templates provided within this Guide:

- Annex PM1: Risk monitoring form
- Annex PM2: Internal WPs progress report form
- Annex PM3: Financial report form

Those templates are to be adopted by the SC members to ensure uniform features of deliverables. However, this is not relevant to deliverables that need a different format (i.e. project brochures, newsletters).

The SmartWB partners should also rely on the following reference documents:

- Grant Agreement;
- Consortium Agreement;
- SmartWB Quality and Assurance Plan;
- SmartWB Dissemination and Exploitation Plan.

2.5.2 SmartWB events

All events within the project should be organized professionally and in due time in line with the work plan. The organizers should provide a complete information package to the participants, including the draft agenda, letter of invitation and a note on the logistics (informing about travel arrangements, venue, suggested hotels, etc.). Time for preparation activities depends on the type of event, e.g. several weeks for training, promotional events and roundtables, up to several months for workshop and final conference.

The meeting organizers ensure a smooth registration process (including a list of attendees) and the implementation of the meeting respecting the appropriate time for event sessions and breaks, and the availability of all necessary materials (e.g. training and promotional material). The organizers will also ensure the recording of the minutes of the meetings in a concise style. Furthermore, where appropriate (e.g. for training and workshops), an event evaluation list will be distributed among participants (Annex QA1, defined in the Quality and Assurance Plan) and event reports related to the event evaluation list will be prepared by organizers (Annex QA2, described in the Quality and Assurance Plan) including summary review of statistical data with the graphical presentations of collected data about participants' satisfaction.

Based on the obligations of the beneficiaries defined in Article 17 of the Grant Agreement, related to the promotion of the action, the partners should inform the public in general, the press and media (online and offline) of the event, which must visibly indicate "Funded by the European Union" as well as the graphic logos of the project and EU.

A poster or roll-up should be displayed during the event. Each event should be documented by various materials as described in Table 11.

Table 11 SmartWB events documents

Type of event	Material	Available at	
		SmartWB website	SmartWB platform
Workshop, final conference	News	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Agenda	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	List of participants	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Report	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Presentations	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Evaluation lists	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Gallery	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Kick-off, SC, PMC and QAC meetings	News	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Agenda	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	List of participants	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Minutes	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Event report	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Evaluation lists	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Gallery	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Presentations	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Training	News	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Agenda	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	List of participants	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Training material	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Event report	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Evaluation lists	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Gallery	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Presentations	<input type="checkbox"/>	<input checked="" type="checkbox"/>

2.5.3 Coordination of SmartWB project activities

SmartWB project activities, their outcomes and dynamics are presented in Table 12. The distribution of responsibilities and tasks is clear, appropriate, and according to project partners' specific expertise and capacity, commitment and active contribution. It should be noted that all project activities must be in line with the workplan. The project workplan serves as the central control mechanism, specifying project phases and by decomposing these phases into specific tasks with associated timeframes, resources, dependencies, and deliverables. During project implementation, it also serves as a status tool by showing completion progress.

Table 12. Coordination of SmartWB project activities

WP leader	Task no	Title	Tangible outcomes	Start	End	Task leader
UoM	WP1	Project management and coordination				
	1.1	Coordination meetings	Report on organized meetings	M1	M36	UoM
	1.2	Development of PM&R guide	Project management and reporting guide	M1	M5	UoM
	1.3	Day-to-day coordination and financial management of project activities	Financial documentation	M1	M36	UoM
	1.4	Submission of progress and final reports	Partnership agreement – model as 2020	M1	M6	UoM
BOKU	WP2	Analysis of current status in climate-smart urban development				
	2.1	Identification of WB regional issues related to UD	Report on WB regional issues related to UD	M2	M5	UNMO
	2.2	Analyse of EU initiatives and policies related to UD and climate change	Report on EU initiatives and policies related to UD and climate change	M2	M5	THOWL
	2.3	Analyse of existing curricula related to CSUD in the Programme and Partner countries	Report on existing curricula related to CSUD in the Programme and Partner countries	M2	M5	UPT
	2.4	Workshop on climate-friendly and innovative solutions: current and future challenges	Report on climate-friendly and innovative solution	M4	M6	BOKU

URJC	WP3	Capacity building of WB HEIs				
	3.1	Modernization of university courses in collaboration with the industry sector	Report on modernized university courses	M4	M16	URJC
	3.2	Development of training programme for students' internships	Training programme for students' internships	M4	M16	U_POLIS
	3.3	Theme-based training of teaching staff for acquiring new practical skills	Report on theme-based trainings	M4	M16	UNIZG
	3.4	Providing agreements for the cooperation between WB HEIs and the non-academic sector	Signed agreements for providing students' internships	M3	M17	UNBI
	3.5	Purchasing of software and laboratory equipment, installation and activation	Report on purchased laboratory equipment	M2	M14	UoM
UET	WP4	Creating technological platform				
	4.1	Introduction with innovative technological solutions in CSUD in the Programme countires	Report on innovative technological solutions in CSUD in the Programme countires	M2	M5	NMBU
	4.2	Analyse of industry sector needs for green jobs and climate-smart solutions in WB	Survey of industry sector needs for green jobs and CS solutions in WB	M2	M6	UNSA
	4.3	Development of technological platform for sharing experiences in CSUD	Technological platform for sharing experiences in CSUD	M7	M17	UET
UNSA	WP5	Implementation of modernized courses and platform				
	5.1	Implementation of developed university courses	Report on implemented university courses	M22	M35	UNSA
	5.2	Implementation of students' internships	Report on students' internships	M22	M36	UNMO
	5.3	Posting of acquired best-practice examples in CSUD	Report on achieved business-academia collaboration and cooperation	M17	M36	UET
	5.4	Self-evaluation of implemented courses	Quality report on implemented courses	M25	M36	UNI
UNI	WP6	Quality assurance and monitoring				
	6.1	Development of the Quality and Assurance Plan	Quality and Assurance Plan	M1	M5	UNI
	6.2	Regular Quality Assurance Committee meetings	Reports on organized meetings	M7	M36	UNI
	6.3	External evaluation of the project	Report on external evaluation of quality of project activities	M16	M30	UoM
	6.4	Inter-project coaching	Report on the inter-project coaching	M16	M36	UoM

UPT	WP7	Impact and dissemination				
	7.1	Creation of the Dissemination and Exploitation Plan	Dissemination and exploitation plan	M1	M5	UPT
	7.2	Development of project website and promotional materials	Project website and promotional material	M1	M36	UoM
	7.3	Roundtables with the non-academic sector to promote environmentally-conscious UD	Report on organized roundtables	M16	M26	UNBI
	7.4	Promotion of using emission reduction approaches and low-carbon technologies	Report on promotion of using emission reduction approaches and low-carbon technologies	M16	M36	U_POLIS
	7.5	Workshop for promoting green job opportunities in UD	Report on green job opportunities in UD	M28	M30	UPT
	7.6	Final project conference	Report on organized final project conference	M34	M36	UNMO

Work package leaders (WPLs) manage and are responsible for their work packages (WPs). All operational tasks are initiated by WPLs who allocate the tasks to the task leaders nominated by the partner contact persons. In addition, WPLs are responsible for updating the PC on the status of ongoing tasks on PC request, in line with the CA, article 7. For each completed task, the responsible WPL will submit deliverables to the QAC for initial evaluation and endorsement. The deliverable will then be submitted to SC via PC for final approval. In case the deliverable is rejected at any stage, the WPL will be informed immediately.

If deliverable cannot be delivered on time scheduled, WP leaders are obliged to inform the PC at least a month before the deadline. The PC should inform the PO and ask for a rescheduling.

In case a Partner can no longer fulfil its tasks indicated in the approved application, the Partner must forward any completed or part completed work to date to the Coordinator. The decision on whether the Partner is able to fulfil the tasks may be determined by the Partner, or in case of failing to deliver outputs on time, by the Coordinator.

According to the received status of the project tasks from the WPLs, the PC will submit a progress report to the SC (due to M18) and inform the QAC. Only for WP6 tasks, the leader of QAC will initiate all tasks. Then, with the endorsement of QAC, the leader submits the deliverables to SC via the PC for final approval. Please be noted that the engagement of external audits requires SC approvals.

3. Contractual management

The project must be implemented in the contractual and financial terms and conditions set out in the Grant Agreement.

3.1 Amendments to the Grant Agreement

The Agreement may be amended, unless the amendment entails changes to the Agreement which would call into question the decision awarding the grant or breach the principle of equal treatment of applicants. Amendments may be requested by any of the parties.

The party requesting an amendment must submit a request for amendment signed directly in the Portal Amendment tool. The coordinator submits and receives requests for amendment on behalf of the beneficiaries (see Annex 3). If a change of coordinator is requested without its agreement, the submission must be done by another beneficiary (acting on behalf of the other beneficiaries). The request for amendment must include:

- *the reasons why;*
- *the appropriate supporting documents and*
- *for a change of coordinator without its agreement: the opinion of the coordinator (or proof that this opinion has been requested in writing).*

The granting authority may request additional information. If the party receiving the request agrees, it must sign the amendment in the tool within 45 days of receiving notification (or any additional information the granting authority has requested). If it does not agree, it must formally notify its disagreement within the same deadline. The deadline may be extended, if necessary for the assessment of the request. If no notification is received within the deadline, the request is considered to have been rejected.

An amendment enters into force on the day of the signature of the receiving party.

An amendment takes effect on the date of entry into force or other date specified in the amendment.

Source: *Grant Agreement* (Article 39)

Amendments usually are NOT necessary for:

- budget transfers covered by the budget flexibility;
- name or address changes of a participant — done directly in the Participant Register;
- universal takeovers (merger/acquisition) of a participant — done directly in the Participant Register;
- changes of the banking details — done directly in the Participant Register.

The signed amendment is the legal document containing the changes to the Grant Agreement. It is legally binding and will be incorporated into the Agreement. The consolidated version is only for information.

3.1.1 Amendment request

The amendment request consists of:

- updated structured information on the Grant Management System screens;
- amendment request letter: the letter with the request and reasons for the amendment;
- amendment core (including new version of the GA Annexes 1 and 2, if needed) - the legal document with the list of amendment clauses;
- supporting documents: documents uploaded by the consortium, consolidated Grant Agreement, etc.

All participants can contribute to the amendment, but it is the Coordinator who will have to launch, finalise, submit and sign the request.

Tasks of the Coordinator:

- Check that the updated information on the Grant Management System screens is correct;
- Quality check: Check that the Amendment documents are correct and all supporting documents are attached.

3.1.2 Actions to be completed before the amendment

- Make sure new participants are registered and validated (PIC); new beneficiaries and affiliated entities must be registered and validated in the Participant Register before the amendment can be requested, while associated partners need to be only registered (have a PIC);
- Make sure that new bank accounts are registered and validated in the Participant Register before an amendment is requested.

Amendments must be prepared in the Portal Grant Management System.

3.1.3 Amendments initiated by the Granting Authority

If the Granting Authority requests an amendment, the request is also prepared and signed electronically in the Portal Grant Management System. The beneficiaries will receive an e-mail notification prompting them to accept the request. To do so, the Coordinator's PLSIGN must countersign the amendment on the consortium's behalf.

3.2 Grant reduction

Tasks and responsibilities formulated and endorsed in the Consortium Agreement must be respected. In the case of poor, partial or late project implementation, grant reductions are foreseen.

The granting authority may — at beneficiary termination, final payment or afterwards — reduce the grant for a beneficiary, if:

- *the beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed:*
 - *substantial errors, irregularities or*
 - *fraud or serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call*

conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.), or

- *the beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5).*

The amount of the reduction will be calculated for each beneficiary concerned and proportionate to the seriousness and the duration of the errors, irregularities or fraud or breach of obligations, by applying an individual reduction rate to their accepted EU contribution.

Source: *Grant Agreement* (Article 28)

4. Project reporting

Reporting is a contractual obligation that has to be fulfilled by all the beneficiaries. Although it is the Coordinator's responsibility to submit the reports and their mandatory supporting documents in due time, the completion of the reports and the validation of the information they contain is a responsibility that falls under each of the beneficiaries that compose the project consortium. There are two modes of reporting towards EACEA (explained below and in Figure 2):

- Continuous Reporting: available from the beginning of a project;
- Periodic Reporting: available at the end of a reporting period (M18 and M36).

The reporting process consists of several phases:

- Logging in to the Funding & Tenders Portal when a notification is received;
- Completing the tabs available in continuous reporting;
- Each time a periodic report is submitted to the EU, a snapshot is taken from the data entered for continuous reporting and used for the periodic report.

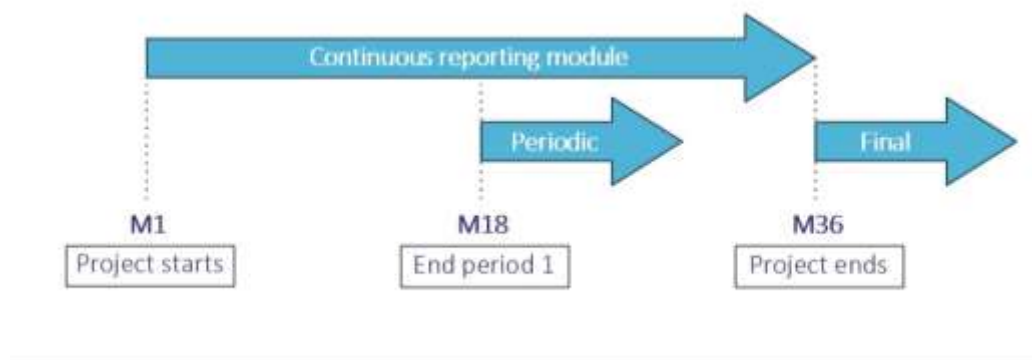


Figure 2. Continuous and periodic reporting module

4.1 Continuous reporting on milestones & deliverables

The beneficiaries must continuously report on the progress of the action (e.g. deliverables, milestones, outputs/outcomes, critical risks, indicators, etc.; if any), in the Portal Continuous Reporting tool and in accordance with the timing and conditions it sets out (as agreed with the granting authority). Standardised deliverables (e.g. progress reports not linked to payments, reports on cumulative expenditure, special reports, etc; if any) must be submitted using the templates published on the Portal.

Source: Grant Agreement (Article 21)

During the project, beneficiaries are expected to provide regular updates on the status of the project - continuous reporting. The continuous reporting includes:

- progress in achieving milestones;
- deliverables;
- updates to the publishable summary;
- response to critical risks, publications, communications activities, and IPRs;
- programme-specific monitoring information (if required).

The Continuous Reporting Module is accessible through the link received at the project's beginning. Milestones and deliverables should be submitted by each participant for their work or by the Project Coordinator for all work done by others. It is advised to report on milestones and deliverables following the schedule set out for them.

The Continuous Reporting Module also allows beneficiaries to report on critical risks, prepare the summary for publication and the programme-specific information on indicators. All this information is automatically compiled to create part A of the periodic Technical Report (see 4.2) when this report is prepared, i.e. locked for review.

4.1.1 Completing the project summary

A separate summary for each periodic report (just an updated summary for the previous period) must be provided. The summary must be suitable for direct publication by the Granting Authority, especially:

- be a stand-alone text — no references to other parts of the report, only to publicly available information;
- easily understandable by a general audience;
- preferably not longer than 7,480 characters (roughly two pages);
- with no confidential/sensitive data.

Diagrams or photographs illustrating and promoting project work (the rights of third parties must be cleared in advance) can be uploaded.

4.1.2 Updating the deliverables

The deliverables must be submitted according to the timing specified in the Continuous Reporting section. When the periodic report is submitted, it is necessary to check if all deliverables due have been provided and, if not, to explain in the Comments column (especially for missing or late deliverables and/or cancelled or grouped deliverables).

4.1.3 Updating the milestones

Milestones are control points in the project that help chart progress (kick-off meetings, steering committees, etc.) They may correspond to the completion of a key deliverable, which allows the next phase of the work to begin or is needed at intermediary points. It is necessary to specify whether the milestones were achieved or not. If not, an estimation of when it will be is requested. The milestones table included in each periodic report is cumulative (it shows all milestones from the beginning of the project).

4.1.4 Updating the risks

It is necessary to update the critical risks in the Continuous Reporting Module. It is advised to assess the state of the listed risks and, if necessary, specify new mitigation measures or add newly identified risks.

At the end of each period, beneficiaries should give the state of play of every risk identified in Annex PM1 and, if necessary, provide new mitigation measures.

4.1.5 Updating the communication activities (dissemination)

Communication on the project is a strategically planned process that starts at the outset of the action and continues throughout its life, aimed at promoting the action and its results. It requires strategic and targeted measures for communicating about the action and its results to a multitude of audiences, including the media and public, and possibly engaging in a two-way exchange. A list of the communication activities should be uploaded on the Portal.

The questionnaire is made available during both Periodic and Continuous Reporting. Its purpose is to collect additional data to evaluate this specific type of action.

4.1.6 Completing the Events and Training

The Events and Training questionnaire lists all events and training activities for the project. The Events and Training questionnaire information will be included in the Technical Part (Part A) of the relevant Periodic Report (PDF). In addition, the Events and Training tab contains a table listing all communication activities for the project.

4.1.7 Completing the Financial support for 3rd parties questionnaire

The custom questionnaire is made available during both Periodic and Continuous Reporting. It allows the participants to enter sub-calls and awarded beneficiaries.

4.2 Periodic reports

In addition, the beneficiaries must provide periodic reports to request interim and final payments following the schedule and modalities set out in the Data Sheet (M18 and M36).

When these are due, they must be submitted directly in the Periodic Reporting Module of the Portal Grant Management System. The periodic report should be prepared by the consortium participants together and submitted by the Coordinator. The periodic report is advised to report on the progress of the work. When the Coordinator submits the periodic report, the IT tool will capture the information from the Continuous Reporting Module to generate Part A of the Technical Report. The system will also consolidate the Individual Financial Statements and create the use of resources report (if required) and the Summary Financial Statements (for the consortium).

The periodic report consists of the Technical Report and Financial Report.

The Technical Report is also divided into two parts, Parts A and B:

- Part A: contains the structured tables with project information (retrieved from the Grant Management System);
- Part B (the narrative Part): mirrors the application form and requires the participants to report on differences (delays, work not implemented, new subcontracts, budget overruns etc.) It must be uploaded as a PDF document.

The Financial Report consists of structured individual and consolidated Financial Statements (retrieved from the Grant Management System).

The technical report Part A and the financial report are generated automatically based on the data in the Grant Management System; Part B needs to be prepared outside the tools (using the template downloaded from the system) and then uploaded as PDF (together with Annexes, if any).

All participants should contribute to the parts, but the Coordinator will have to submit them as a single report.

Tasks of the Coordinator:

- *Check that the Continuous Reporting Module is updated in time (before the Periodic Report is Locked for review);*
- *Check that all participants have submitted their Financial Statements;*
- *Quality checks;*
- *Check that the Report is coherent and that information in Part A and B is consistent;*
- *Make sure that the template has been followed and all sections are completed and no annexes are missing;*
- *The financial statement must contain the lump sum contributions indicated in Annex 2, for the work packages that were completed during the reporting period. For the last reporting period, the beneficiaries may exceptionally also declare partial lump sum contributions for work packages that were not completed (e.g. due to force majeure or technical impossibility);*
- *Lump sum contributions which are not declared in a financial statement will not be taken into account by the granting authority;*
- *By signing the financial statement (directly in the Portal Periodic Reporting tool), the coordinator confirms (on behalf of the consortium) that:*
 - *the information provided is complete, reliable and true;*
 - *the lump sum contributions declared are eligible (in particular, the work packages have been completed, that the work has been properly implemented and/or the results were achieved in accordance with Annex 1; see Article 6);*
 - *the proper implementation and/or achievement can be substantiated by adequate records and supporting documents (see Article 20) that will be produced upon request (see Article 19) or in the context of checks, reviews, audits and investigations (see Article 25).*

In case of recoveries (see Article 22), beneficiaries will be held responsible also for the lump sum contributions declared for their affiliated entities (if any).

Source: Grant Agreement (Article 21)

4.2.1 Submitting the periodic reports

At the end of each reporting period, each beneficiary will receive a notification to complete the following:

- Their contribution to the Technical Part (this is common for all beneficiaries in the project);
- Their contribution to the Status of Work Packages (this is common for all beneficiaries).

They can see the read-only Status of Work Packages and the Periodic Report composition task, which need to be completed by the Coordinator. To fill in the information, the beneficiary must log on to the Funding & Tenders Portal and access the relevant project.

Process description and steps:

- Step 1: All beneficiaries receive a notification and log on to the Funding & Tenders Portal
- Step 2: All beneficiaries complete their contribution to the Technical Part of the Periodic Report and Lock for Review once completed
- Step 3: The Coordinator completes the Status of Work Packages and Locks & Includes them
- Step 4: The Coordinator receives a notification that the Financial Statement for all beneficiaries is ready to be signed
- Step 5: The Coordinator reviews the elements of the Periodic Report & submits it to the EU
- Step 6: The EU reviews the submitted Periodic Report and accepts, requests additional information or rejects it
- Step 7: Interim Payment

4.2.2 Final report

The Periodic Reporting Module (and periodic reports) are also used for the final report - the report for the last reporting period, to close the grant. The system requests, screens, and documents used are the same.

4.2.3 Beneficiary termination reporting

If one of the beneficiaries has to leave the consortium, the Coordinator has to prepare a termination report (Technical Report Part B and Financial Report) and a report on the distribution of payments to this beneficiary in the Grant Management System.

4.2.4 Reporting to the Coordinator

According to the Consortium Agreement (Article 3), beneficiaries are obliged to prepare, complete and submit all reports to the Coordinator in due time, as requested by the Executive Agency and the Coordinator, to fulfil reporting obligations within the set deadlines and following the project work plan.

In order to provide adequate information on the progress of the project within the Consortium, the beneficiary will prepare internal reports – Partner's Technical reports consisting of description of the progress made, statistics and indicators, table of achieved/planned outcomes etc. at the request of the coordinator.

In case the beneficiary does not provide all required reports with appropriate and accurate information therein, within 10 working days from the coordinator's request, the coordinator will inform the beneficiary's project manager about this in written form, with the beneficiary's legal representative in carbon copy. Failure to provide all requested documents and information within 10 working days from the date of coordinator's notice will result in suspending further instalments of the Erasmus+ grant contribution to the beneficiary. The coordinator reserves the right to consult the Executive Agency if the activities declared by beneficiary and/or delivered outputs are questionable.

The coordinator shall provide the beneficiary with the appropriate reporting forms for the declaration of activities and the respective instructions for their completion.

Source: Consortium Agreement (Article 7)

Linked to the payment schedule defined in the Consortium Agreement, here is a reporting schedule for four partners' reports:

- I Partner's Report (due to M12) – 14th December 2023;
- II Partner's Report (due to M18) – 14th May 2024;
- III Partner's Report (due to M24) – 14th December 2024;
- Final Partner's Report (due to M36) – 14th December 2025;

It consists of the following:

- Technical report on the implementation of the project - Annex PM2, describing the progress made, status of WPs and table of achieved/planned outcomes.
- Financial report claiming the amount of resources spent per WPs – Annex PM3 (only for II Partner's Report and Final Partner's Report - linked with the reports toward EACEA)
- Request for payment of the next instalment of funding (Annex III of the CA).

Each partner has to respect the reporting deadlines (also stated in the Consortium Agreement) and submit their reports to the project coordinator in due time as requested. If those are not submitted to the coordinator within the set deadline, they will not be included in the progress report of the project that the coordinator is responsible for delivering to the EACEA, which may cause the grant reduction.

5. Financial management

5.1 Estimated budget and form of funding

The budget and cost-effectiveness of SmartWB are based on assigned recommendations for ERASMUS-EDU-2022-CBHE call for Erasmus+ applications. According to the rules in the Erasmus+ Programme Guide, only the work conducted in the frame of SmartWB will be awarded.

To achieve cost-effectiveness the following measures will be implemented: personal and travelling costs are planned in line with each project partner's activities. Bearing in mind the number and scope of activities, personal cost is rational and adjusted to effective needs for their realization. Each partner will choose the level of engagement of its staff whose engagement will be compensated in line with the delivered results. Relying on these basic principles and participation in WPs, number of person-months is determined for each partner.

Travel costs are economically planned through the simultaneous realization of activities from several WPs, including development activities with project management and quality plan activities. To avoid multiple travel costs, the cheapest available transport means will be used whenever possible (buses, low-cost airlines), and the SC, PMC and QAC meetings will be held at the same time and place back-to-back with other project events.

The equipment budget is equally directed to all third countries not associated with the Programme HEIs where the laboratories need to be upgraded.

To achieve efficient coordination of project activities and to reduce emissions by extended travelling, ICT will be used for communication (e-mail, Viber, WhatsApp) whenever possible and virtual platforms such as Teams, Google Meet, Zoom. In addition, the project website and social networks will be used in largest possible extent as efficient methods for dissemination.

SmartWB budget is balanced and harmonized among partners and among WPs, in line with planned project activities and procurement of equipment. Third countries not associated with the Programme HEIs have an equal share in funds. EU Member States and third countries associated with the Programme HEIs budget are fully balanced among each other, realistic and derived from their tasks and obligations. Slightly increased staff cost for UoM is due to significant project tasks, including management, administrative and financial maintenance of the project.

The maximum Erasmus+ grant contribution to the project costs for the contractual period covered by the Grant Agreement amounts to EUR 715 074,00€. The estimated budget for the action is presented in Table 13.

As defined in Article 5 of the Grant Agreement, the grant is an action grant which takes the form of a lump sum grant for the completion of work.

Table 13. Estimated budget per Institution

Legal name of the institution	Short name	Max grant amount (EUR)
JAVNA USTANOVA UNIVERZITET CRNE GORE PODGORICA	UOM	83 913.00
UNIVERZITET U NISU	UNI	34 004.00
UNIVERSITAET FUER BODENKULTUR WIEN	BOKU	34 737.00
NORGES MILJO-OG BIOVITENSKAPLIGE UNIVERSITET	NMBU	34 525.00
SVEUCILISTE U ZAGREBU	UNIZG	29 100.00
UNIVERSIDAD REY JUAN CARLOS	URJC	28 756.00
TECHNISCHE HOCHSCHULE OSTWESTFALEN-LIPPE	THOWL	34 486.00
UNIVERZITET U SARAJEVU	UNSA	66 235.00
UNIVERZITET DZEMAL BIJEDIC U MOSTARU SA SUPSIDIJARNOM ODGOVORNOSCU SASJEDISTEM U MOSTARU	UNMO	63 384.00
UNIVERZITET U BIHACU	UNBI	64 405.00
EUROPEAN EDUCATION INITIATIVE	UET	78 569.00
UNIVERSITETI POLITEKNIK I TIRANES	UPT	67 013.00
UNIVERSITETI POLIS SHPK	U_POLIS	63 643.00
CO-PLAN INSTITUTI PER ZHVILLIMIN EHABIITATIT	Co-PLAN	10 547.00
EKOLOSKI POKRET OZON	OZON	10 584.00
UDRUZENJE KONSULTANATA INZENJERA BOSNE I HERCEGOVINE	ACE BH	11 173.00
INZENJERSKA KOMORA CRNE GORE	Chamber	0.00
ASSOCIATION RESOURCE AARHUS CENTER IN B&H	Aarhus	0.00
TOTAL:		715 074.00

5.2 Transfer of the funding and use of the grant

Financial management will align with the general rules for the financial management of Erasmus+ projects given in the Grant Agreement, performed by the Project Coordinator, monitored and controlled by the Steering Committee. Partner request for payment is needed for money transfer from UoM to project partner. SmartWB involves the application of a contract that meets the financial requirements of the National and EU regulations.

The Project Coordinator transfers Erasmus+ grant contributions to partner institutions using the beneficiary's bank account details specified in the Consortium Agreement. If the bank account of the beneficiary changes, the new bank account details need to be sent on time to the coordinator by filling in Annex II of the Consortium Agreement and signed by the beneficiary's legal representative.

The costs of financial transfers, charged by the bank, shall be borne by the beneficiary receiving part of the grant from the Project Coordinator. These expenses will be deducted from the next instalment to the beneficiary.

When the necessary preconditions are met (e.g. all the required documentation is submitted to the Project Coordinator and budgetary resources are spent in the amount of a minimum of 70% of the previous instalment), beneficiaries will send a request for the payment to the Project Coordinator, duly signed by the legal representative of the beneficiary. The transfer of the Erasmus+ grant contribution to the beneficiary will be implemented in line with the procedure defined in the Consortium Agreement, respecting the dynamics of the implementation of the project activities.

If, for whatever reason, some of the allocated activities are not undertaken or completed by the beneficiary, the Grant Holder (UoM) will not transfer the funds to the partner who is responsible for carrying out any such activities.

Beneficiaries are obliged to use the Erasmus+ grant contribution exclusively for the purposes defined by the project and in line with the terms and provisions of the Consortium Agreement and the Grant Agreement and its annexes. Erasmus+ grant amounts received in advance and not used by the beneficiary shall be reimbursed to the Project Coordinator at least 30 days after the project's contractual period ends.

All partners will co-finance the environment for proper work, publication of some dissemination results and staff work.

The tendering procedures will be organised for equipment and software procurement (one per the third country not associated with the Programme) during the first project year.

5.3 Lump sum-basic principles

Lump sums are defined up-front and fixed in the grant agreement. They are paid out upon completion of the activities in work packages. In particular, the payment of lump sums does not depend on successful outcomes (which are never certain in research) and follows the standard payment schedule. Lump sum projects enjoy the same flexibility as traditional actual cost projects, and their performance is judged by the same standards.

Lump sum funding aims to focus on content, i.e. less on financial management and more on the scientific-technical content of projects. These grants are simpler to implement than the actual cost grants since they require no cost reporting. Lump sum project funding removes all obligations on real cost reporting and ex-post financial audits.

However, a lump sum share is fixed in the Grant Agreement for each work package. It is good to know that:

- Only when the work package is completed, payment can be realised
 - Payments are independent of a successful outcome but on the completion of activities.
 - Work packages can be modified through amendments;
- No intention and nor a basis for judging the performance of lump sum grants more strictly than the performance of other grants;
- Work packages with a long duration may be split along the reporting periods (e.g., Management, Dissemination and Exploitation etc.). In this way, the relevant activities can be paid for at the end of the reporting period.

5.4 Flexibility and acceptance of lump sum work packages

The project officer monitors lump sum projects in the same way as actual cost projects. Lump sum work packages are accepted and paid if their activities have been carried out, irrespective of a positive or negative outcome. Work packages can also be accepted and paid when some elements are missing (e.g. when all essential tasks have been completed, when equivalent tasks have been carried out, or when deviations have been justified). The level of flexibility and discretion is the same as for actual cost grants.

If a work package cannot be completed for scientific-technical reasons, an amendment should be introduced to make it feasible, including the possibility of extending the project duration. Before a lump sum work package (declared to be completed) is rejected as incomplete, beneficiaries are invited to respond to the observations of the project officer and explain why it should be accepted. If the rejection is upheld, the lump sum share concerned is not paid at that point in time. In this case, the work package should be completed later and declared at the end of any subsequent reporting period. If accepted, the corresponding lump sum share will then be paid.

If a work package is still incomplete at the end of the project, the lump sum share is paid partially in line with the degree of completion, and the grant is reduced by the corresponding amount. This amount is determined in a grant reduction process, including a contradictory procedure where all sides are heard.

5.5 Budget allocation and budget flexibility

The estimated budget for the action (lump sum breakdown) is set out in Annex 2 of the Grant Agreement. It contains the estimated eligible contributions for the action (lump sum contributions), broken down by participant and work package (Figure 3).

Budget flexibility does not apply, i.e. changes to the estimated budget (lump sum breakdown) always require an amendment (Figure 4). However, transfer between Work Packages is possible if:

- Work Packages concerned are not already completed (and declared in a financial statement);
- Justified by the technical and scientific implementation of the action.

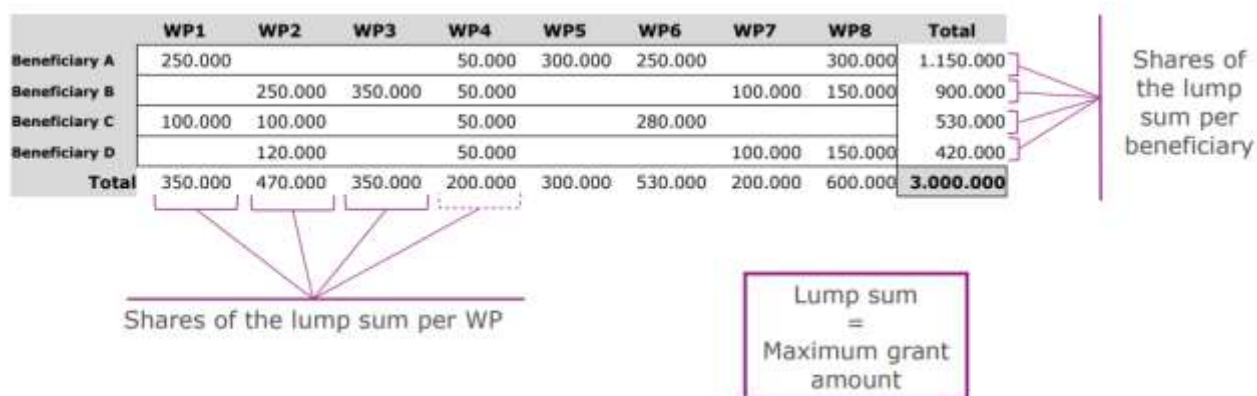


Figure 3. Example of budget allocation according to the lump sum

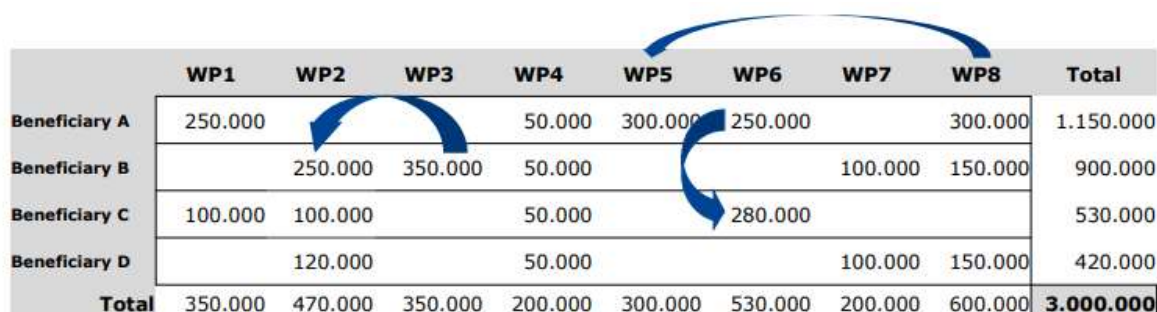


Figure 4. Example of transfer between Work Packages (amendment required)

5.6 Payments arrangements - from EACEA to the Coordinator

5.6.1 Payments

Payments will be made in accordance with the schedule and modalities as shown in Figure 5. They will be made in euro to the bank account indicated by the coordinator and must be distributed without unjustified delay.

Payments to this bank account will discharge the granting authority from its payment obligation. The cost of payment transfers will be borne as follows:

- the granting authority bears the cost of transfers charged by its bank;
- the beneficiary bears the cost of transfers charged by its bank;
- the party causing a repetition of a transfer bears all costs of the repeated transfer.

Payments by the granting authority will be considered to have been carried out on the date when they are debited to its account.

Source: Grant Agreement (Article 22.1)

5.6.2 Recoveries

Recoveries will be made, if — at beneficiary termination, final payment or afterwards — it turns out that the granting authority has paid too much and needs to recover the amounts undue.

The general liability regime for recoveries (first-line liability) is as follows: At final payment, the coordinator will be fully liable for recoveries, even if it has not been the final recipient of the undue amounts. At beneficiary termination or after final payment, recoveries will be made directly against the beneficiaries concerned.

Beneficiaries will be fully liable for repaying the debts of their affiliated entities. In case of enforced recoveries (see Article 22.4):

- *the beneficiaries will be jointly and severally liable for repaying debts of another beneficiary under the Agreement (including late-payment interest), if required by the granting authority (see Data Sheet, Point 4.4);*
- *affiliated entities will be held liable for repaying debts of their beneficiaries under the Agreement (including late-payment interest), if required by the granting authority (see Data Sheet, Point 4.4).*

Source: Grant Agreement (Article 22.2)

5.6.3 Amounts due

Pre-financing payments

The aim of the pre-financing by EACEA is to provide the beneficiaries with a float.

For initial pre-financing (70% of the grant amount), the amount due, schedule and modalities are set out in Figure 5, as well as for the additional pre-financing (20% of the grant amount). However, if the statement on the use of the previous pre-financing payment shows that less than 70% was used, the amount set out in the Data Sheet (Figure 5) will be reduced by the difference between the 70% threshold and the amount used.

Pre-financing payments (or parts of them) may be offset (without the beneficiaries' consent) against amounts owed by a beneficiary to the granting authority — up to the amount due to that beneficiary.

In case of beneficiary termination, the granting authority will determine the provisional amount due for the beneficiary concerned. This will be done based on work packages already completed in previous interim payments. Payments for ongoing/not yet completed work packages the beneficiary was working on before termination (if any) will therefore be made only later, with the next interim or final payments when those work packages have been completed.

Interim payments

Interim payments reimburse the eligible lump sum contributions claimed for work packages implemented during the reporting periods. Interim payments will be made following the schedule and modalities set out in the Data Sheet (Figure 5).

Payment is subject to the approval of the periodic report and the work packages declared. Their approval does not imply recognition of compliance, authenticity, completeness or correctness of their content. Incomplete and work packages that have not been delivered or cannot be approved will be rejected.

Reporting					Payments	
Reporting periods			Type	Deadline	Type	Deadline (time to pay)
RP No	Month from	Month to				
					Initial prefinancing	30 days from entry into force/ financial guarantee (if required) – whichever is the latest
					Additional prefinancing	60 days from receiving additional prefinancing report/ financial guarantee (if required) – whichever is the latest
1	1	18	Additional prefinancing report	60 days after end of reporting period	Additional prefinancing	60 days from receiving additional prefinancing report/ financial guarantee (if required) – whichever is the latest
2	19	36	Periodic report	60 days after end of reporting period	Final payment	90 days from receiving periodic report

Figure 5. Payment and reporting schedule defined in the Grant Agreement

Final payment

The final payment (payment of the balance) reimburses the remaining eligible lump sum contributions claimed for the implemented work packages. The final payment will be made in accordance with the schedule and modalities set out in the Data Sheet (Figure 5).

Payment is subject to the approval of the final periodic report and the work packages declared. Their approval does not imply recognition of compliance, authenticity, completeness or correctness of their content. Work packages (or parts of them) that have not been delivered or cannot be approved will be rejected.

Source: Grant Agreement (Article 22.3)

If the rejection does not lead to a recovery, the granting authority will formally notify the coordinator or beneficiary concerned of the rejection, the amounts and the reasons why. The coordinator or beneficiary concerned may — within 30 days of receiving notification — submit observations if it disagrees with the rejection (payment review procedure). If the rejection leads to a recovery, the granting authority will follow the contradictory procedure with pre-information letter set out in Article 22. If the granting authority rejects lump sum contributions, it will deduct them from the lump sum contributions declared and then calculate the amount due (and, if needed, make a recovery; see Article 22).

Source: Grant Agreement (Article 27)

5.7 Payments arrangements - from the Coordinator to the partners

The payment schedule, which contains the transfer of pre-financing and interim payments to beneficiaries, will be handled according to the following:

First instalment of the first pre-financing – The coordinator will transfer 40% of the beneficiary's total Erasmus+ grant budget at the time of signature of the Agreement, provided that the coordinator has received the first pre-financing payment from the Executive Agency. This amount will be implemented as payments in advance of purchase cost of equipment (if applicable), and travel and staff costs as well. Grant for the purchase of equipment has to be used exclusively for the purchase of the equipment directly relevant to the objectives of the project.

All equipment purchased with the Erasmus+ CBHE funds must bear the „EU co-funded“ logo in the form of a sticker, as defined by the Grant Agreement. The beneficiary may not split the purchase of the equipment into smaller contracts below the threshold, in order to avoid launching a formal tendering procedure.

Second instalment of the first pre-financing – The coordinator will transfer 30% of the beneficiary's total Erasmus+ grant budget, as soon as the deliverables due to M12 are carried out.

First instalment of the second pre-financing - The coordinator will transfer 10% of the beneficiary's total Erasmus+ grant budget, provided that the coordinator has received the second pre-financing payment from Executive Agency, after the deliverables due to M18 are carried out and approved by EACEA (periodic reporting).

Second instalment of the second pre-financing - The coordinator will transfer 10% of the beneficiary's total Erasmus+ grant budget, after the deliverables due to M24 are carried out.

Final payment: The final amount of the grant to be transferred to the beneficiaries by the coordinator will be defined only once the total Erasmus+ grant has been confirmed by the Executive Agency after the end of the project and approval of the final report. The coordinator will transfer remaining grant to the beneficiaries within 30 days after the receipt of final payment from the Executive Agency, on condition that the beneficiary has provided the requested necessary documentation and materials on the performed activities to the coordinator within the foreseen deadline.

Source: Consortium Agreement (Article 6)

5.8 Exchange rates

For partner institutions from countries which have not adopted the euro as their currency (Serbia, Bosnia and Herzegovina and Albania), all expenses expressed in local currency should be converted into euros. During the project implementation, only two exchange rates for the conversion of currencies into the EUR will be used:

- From the start of the eligibility period until the second pre-financing will be received from EACEA, the exchange rate of January 2023 (the month of the first pre-financing payment) should be applied. The rate to be applied is the monthly accounting rate established by the Commission and published on its website:

http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/index_en.cfm

- Exchange rates for January 2023 are:
 - Albania: 1 EUR = 113.86 ALL
 - Serbia: 1 EUR = 117.33 RSD
 - Bosnia and Herzegovina: 1 EUR = 1.96 BAM
 - Norway 1 EUR = 10.96 NOK
- From the date when the second pre-financing is received from EACEA until the end of the eligibility period, the rate of the month of the second pre-financing should be applied. It will be announced after the second pre-financing.

The rates indicated are the market rates for the penultimate day of the previous month quoted by the European Central Bank or, depending on availability, provided by the delegations or other appropriate sources close to that date.

5.9 Checks, audits, reviews & investigations

To ensure sound financial management and compliance with the Grant Agreement rules, the Granting Authority will perform project reviews and financial audits on participants. Since lump sum grants do not use actual costs, there will be no financial audits focusing on costs. Instead, reviews will focus on the technical implementation of the action or other aspects of the Grant Agreement.

Internal checks

The granting authority may, during the action or afterwards, check the proper implementation of the action and compliance with the obligations under the Agreement, including assessing lump sum contributions, deliverables and reports.

Project reviews

The Granting Authority will regularly monitor the project implementation and check the proper implementation of the action and compliance with the Grant Agreement obligations, including assessing deliverables and reports. In addition, the Granting Authority may also carry out in-depth project reviews. Those reviews typically focus on the technical implementation of the project, but may also cover financial and budgetary aspects or compliance with other obligations under the GA.

If needed, the granting authority may be assisted by independent, outside experts. If it uses outside experts, the coordinator or beneficiary concerned will be informed and have the right to object on grounds of commercial confidentiality or conflict of interest.

The coordinator or beneficiary concerned must cooperate diligently and provide — within the deadline requested — any information and data in addition to deliverables and reports already submitted.

The coordinator or beneficiary concerned may be requested to participate in meetings, including with the outside experts. For on-the-spot visits, the beneficiary concerned must allow access to sites and premises (including to the outside experts) and must ensure that information requested is readily available.

On the basis of the review findings, a project review report will be drawn up. The granting authority will formally notify the project review report to the coordinator or beneficiary concerned, which has 30 days from receiving notification to make observations.

Source: *Grant Agreement* (Article 25)

Audits

The granting authority may carry out audits on the proper implementation of the action and compliance with the obligations under the Agreement.

Such audits may be started during the implementation of the action and until the time-limit set out in the Data Sheet (see Point 6). They will be formally notified to the beneficiary concerned and will be considered to start on the date of the notification.

The granting authority may use its own audit service, delegate audits to a centralised service or use external audit firms. If it uses an external firm, the beneficiary concerned will be informed and have the right to object on grounds of commercial confidentiality or conflict of interest. The beneficiary concerned must cooperate diligently and provide — within the deadline requested — any information (including complete accounts, individual salary statements or other personal data) to verify compliance with the Agreement. Sensitive information and documents will be treated in accordance with Article 13.

On the basis of the audit findings, a draft audit report will be drawn up. The auditors will formally notify the draft audit report to the beneficiary concerned, which has 30 days from receiving notification to make observations (contradictory audit procedure).

Source: *Grant Agreement* (Article 25)

Checks, reviews and audits will focus on the technical implementation of the action, in particular on the fulfilment of the conditions for releasing lump sum contributions per work package or on other aspects of the grant agreement such as ethics and research integrity, dissemination and exploitation of results, management of intellectual property, and gender equality.

If such controls reveal that the conditions for payment of the lump sum contribution per work package had not been met (e.g. a particular work package had not been completed), and that an undue payment was made to a beneficiary, the granting authority is entitled to recover up to the amount of the grant.

5.10 Record-keeping

As previously written, a project review will not focus on financial and budgetary aspects. The proof of the proper implementation of the action compared to the work described in the description of action (Annex 1) will be based on the deliverables, milestones and technical periodic reports.

Therefore, there is a need to keep records on: technical documents, publications, deliverables, documentation required by good research practices and any document proving that the work was done as detailed in Annex 1.

And, there is NO need to keep records on: time-sheets, pay slips or contracts, depreciation policy, invoices or actual costs. Only compliance with record keeping and other legal obligations outside the lump sum grant agreement, if any (e.g. under national law or internal procedures), is needed, i.e.:

The records and supporting documents must be made available upon request (see Article 19) or in the context of checks, reviews, audits or investigations (see Article 25). If there are on-going checks, reviews, audits, investigations, litigation or other pursuits of claims under the Agreement (including the extension of findings; see Article 25), the beneficiaries must keep these records and other supporting documentation until the end of these procedures. The beneficiaries must keep the original documents. Digital and digitalised documents are considered originals if they are authorised by the applicable national law. The granting authority may accept non-original documents if they offer a comparable level of assurance.

If a beneficiary breaches any of its obligations under this Article, lump sum contributions insufficiently substantiated will be ineligible (see Article 6) and will be rejected (see Article 27), and the grant may be reduced (see Article 28).

Source: Grant Agreement (Article 20)

5.11 Eligible and ineligible contributions

The granting authority will — at interim payment, final payment or afterwards — reject any lump sum contributions which are ineligible (see the GA, Article 6), in particular following checks, reviews, audits or investigations (see the GA, Article 25). *Lump sum contributions are eligible ('eligible contributions'), if:*

- *they are set out in Annex 2 and*
- *the work packages are completed and the work is properly implemented by the beneficiaries and/or the results are achieved, in accordance with Annex 1 and during in the period set out in Article 4 (with the exception of work/results relating to the submission of the final periodic report, which may be achieved afterwards; see Article 21).*

They will be calculated on the basis of the amounts set out in Annex 2.

'Ineligible contributions' are the lump sum contributions that do not comply with the conditions set out above (see Article 6.1 and 6.2)

Source: Grant Agreement (Article 6)

5.12 Award of contracts and tendering procedure

Regarding tendering, a key aim of each beneficiary institution is to purchase the most qualitative equipment/services/supplies at the best price (sound financial management), ensuring that they are made available within agreed timeframes. Tender specifications are mandatory and instrumental in achieving this goal.

Tender specifications describe what the beneficiary institution is going to buy. The quality of the description determines not only the quality it will get but also the price it will pay.

The tender specifications must always indicate the following:

- the exclusion and selection criteria that must be fulfilled by tenderers;
- the award criteria and their relative weighting (analysis of the quality and price);
- the technical requirements, i.e. the technical specifications (including, whenever relevant, the minimum technical requirements).

The following general requirements should also be followed as principles:

- the description must be comprehensive, clear, precise and transparent;
- the tender specifications must ensure equal access to tenderers (equal treatment and non-discrimination) and must not have the effect of creating unjustified obstacles to competitive tendering (widest competition possible);
- the choice of the criteria described above (exclusion, selection and award) has to be proportional to the subject and the value of the purchase;
- sound financial management;
- establishment of an evaluation committee.

Each tendering procedure must contain at least the following elements:

- Invitation to tender;
- Tender specifications;
- Minutes of the tender opening;
- A tender evaluation report from the evaluation committee;
- Commercial offers.

It is not allowed to split purchase/sub-contract into smaller contracts below the threshold to avoid a tendering procedure.

When preparing the tender specifications, the beneficiaries should make sure to address all the issues underlined below:

Information on tendering

The information provided in this part of the tender specifications addresses issues such as:

- participation in the procedure (access to the market);
- contractual conditions;
- joint tenders;
- subcontracting;
- content and period of validity of the tenders;
- identification of tenderers (legal capacity and status).

Title, purpose and context

The title should be short and precise and refer to the subject of the contract. It must be used consistently throughout the documents issued during the procedure.

The beneficiaries must provide as much background information and (Internet-based) reference documents as possible. This will help avoid potential unequal treatment of tenderers.

The technical specifications

The technical specifications describe what the beneficiary's institution is going to buy, in comprehensive, clear and precise way. Providing tenderers with complete information is the only way to avoid unequal treatment.

It should include the characteristics and technical requirements of the products, services, or materials to be ordered, considering the purpose for which the beneficiary's institution intends them. These characteristics may include the following:

- the quality levels;
- the levels and procedures of conformity assessment;
- safety or dimensions, including, for supplies, the sales name and user instructions, and for all contracts, terminology, symbols, testing and test methods, packaging, marking and labelling, production procedures and methods;
- delivery and payment terms;
- warranty service and technical support conditions.

In marginal cases where it is impossible to provide a sufficiently detailed and intelligible description of the subject of the contract, the description must be followed by the words "or equivalent".

Estimate value of the contract

The estimated value of the contract must be specified. Indeed, interested economic operators must be perfectly aware of the size of the contract they are competing for.

Evaluation and award of the contract

This part of the tender specifications describes the evaluation process and specifies the different types of criteria which will be applied to decide on the award of the contract:

- the exclusion criteria allow the beneficiary to determine whether an economic operator is qualified to participate in the tendering procedure;
- the selection criteria allow the beneficiary to determine whether a tenderer has the financial, economic, technical and professional capacity necessary to carry out the work. In principle, they relate to their past experience. Selection criteria are not exhaustive and are general. They must be drafted in a non-discriminatory manner that is consistent with the purpose and complexity of the future contract;
- finally, the award criteria will allow the beneficiary to choose the best tender out of those submitted by tenderers who are not excluded and meet the selection criteria. Award criteria deal with the quality and price of the tender without ever going back to the capacity of the tenderer or its past performance.

The award method will be the "best value for money", meaning that the winning tender offers the best quality/price ratio, considering the criteria announced in the specifications.

5.12.1 Equipment

This budget heading may be used to support the purchase of equipment on the condition that such equipment is not ineligible and is directly relevant to the objectives of the project. This could include, for example, software, machines and equipment for teaching purposes, laboratory supplies (teaching purposes), equipment maintenance, insurance, transport and installation costs.

Equipment costs will be reimbursed based on the eligible costs actually incurred. The equipment will be installed in third countries not associated with the Programme HEI's laboratories. The equipment must be recorded in the institution's inventory where it is installed; this institution is the sole owner of the equipment.

Equipment should be instrumental to the project's objectives and should therefore be purchased at the beginning of the project implementation period. Procuring and delivering equipment to Partner Country institutions is often a rather complex procedure that should be considered at the planning stage. VAT is not considered an eligible project cost. Therefore, the measures for the exemption should be launched sufficiently in advance of the purchase of the equipment.

The following costs are not considered eligible: e-books and periodicals, fax machines, photocopying machines, computers and peripherals (including notebooks/laptops and tablets), equipment such as furniture, motor vehicles of any kind, equipment for research and development purposes, telephones, mobile phones, alarm systems and anti-theft systems.

Compared to the equipment as specified in the original application, minor adaptations in terms of quantity and product in the purchased equipment can be accepted without prior authorisation provided that the budgetary ceilings are respected, the corresponding equipment items are eligible, the modification can be justified and is related with the project objectives.

In case of significant changes in the equipment to be purchased compared to the equipment specified in the original application, prior written authorisation from the EACEA should be given during project implementation.

In case of doubt, the coordinator shall contact the EACEA and ask for prior written approval based on clear justifications. It is, however, the coordinator's responsibility to ensure that in case approval is given, the purchased items comply with the eligibility criteria since the verification of the eligibility of the specific equipment items will only be carried out following the submission of the final report.

The total expenses for equipment are 20 000 € per institution, a total of 140 000 €.

5.12.2 Subcontracting

Subcontracting refers to the implementation of specific tasks being part of the action by a third party to which a service contract has been awarded by one or several beneficiaries. Subcontracting is intended for specific, time-bound, project-related tasks which the Consortium members themselves cannot perform. It includes self-employed/freelance experts. Subcontracting to external bodies should be very occasional. The specific competencies and particular expertise needed to reach the project objectives should be found in the consortium and should determine its composition. Subcontracting for project management-related tasks is, therefore, not eligible.

Subcontracting costs for maintaining any equipment purchased for the project may be included under the budget heading Equipment.

Subcontracting costs will be reimbursed based on the eligible costs actually incurred (actual costs). Therefore, subcontracting initially not foreseen in the budget will need prior written authorisation from the EACEA during project implementation.

Typical activities which may be subcontracted (provided they are not carried out by beneficiaries' staff) are:

- Evaluation activities and auditing;
- IT courses;
- Language courses;
- Printing, publishing and dissemination activities;
- Translation services;
- Web design and maintenance;
- Logistic support for the organisation of events.

Subcontracting must be done based on a contract, which should describe the specific task being carried out and its duration. It must include a date, project number and the signature of both parties. Beneficiaries and their staff members are not allowed to operate in a subcontracting capacity for the project.

The actual travel and stay costs related to subcontracted service providers must be declared under the subcontracting budget heading and justified and documented.

6. Contingency Plan

The contingency Plan identifies and assesses possible risks of the SmartWB project that could jeopardise the achievement of project objectives and offers controlling mechanisms and corrective actions for their mitigation. It is based on risk monitoring which is incorporated into internal quality management. Risk monitoring should be constant and complete control of all segments of project realisation (deadlines, partner responsibilities, provided project documentation, financial and administrative rules) and prediction of issues that could endanger some of the project activities, joint with suggestions of possible intervention and solutions.

6.1 Risk identification

All events, conditions, and conflicts that potentially delay the delivery of deliverables and lower the quality of the deliverables are considered project risks. They all must be identified and recorded in the risk monitoring form.

6.2 Risk assessment

After the risks are identified, each individual must be assessed on how likely they will occur and how much impact they will have on the project's success. Generally, the effect of the risk can be realised from one or combinations of the following consequences:

- Project outcomes (benefits) are delayed or reduced;
- The project output quality is reduced;
- Timeframes are extended;
- Costs are increased.

The probability of occurring can be categorised into three levels:

- High – Greater than 70% probability of occurrence;
- Medium – Between 30% and 70% probability of occurrence;
- Low – Below 30% probability of occurrence.

The impact can also be categorised into three levels:

- High – Risk that has the potential to impact significantly project cost, project schedule or performance;
- Medium – Risk that has the potential to impact project cost slightly, project schedule or performance;
- Low – Risk that has little impact on cost, schedule or performance.

Table 14. Risk assessment matrix

Probability	Impact		
	Low	Medium	High
Unlikely	Mild	Mild	Moderate
Likely	Mild	Moderate	Significant
Most likely	Moderate	Significant	Critical

According to probability and impact, the risk level can be determined from the risk assessment matrix presented in Table 14. Risks that fall in critical, significant and moderate classes require risk response planning, including risk mitigation and contingency plans. Therefore, priority is given to the critical and significant risks.

6.3 Risk response planning

Each major risk (those falling in the red and yellow zones in Table 21) should be assigned to a project team member for monitoring purposes to ensure that the risk will not fail to be noticed.

For each major risk, one of the following approaches will be selected to address it:

- Avoid – eliminate the threat by removing the cause;
- Mitigate – Identify ways to reduce the probability or the impact of the risk;
- Accept – Nothing will be done.

For each risk that will be mitigated, the Steering Committee will identify ways to prevent it from occurring or reduce its probability or impact. This may include prototyping, adding tasks to the project schedule, adding resources, etc.

For each major risk to be mitigated or accepted, a series of actions will be outlined if the risk does materialise to minimise its impact.

6.4 Project risk management

The SmartWB bears certain assumptions and risks related to the achievements of the project objectives. In the project proposal, they are identified and described in detail.

6.4.1 Assumptions and prerequisites

Important assumptions and prerequisites for successfully reaching a goal of the project are:

- A commitment of HE authorities and the business sector to new business-academia cooperation
- Cooperation achieved between HEIs and stakeholders in the non-academic sector

Pre-conditions needed to be met to reach the specific objectives of the project are:

- WB HEIs agree on a common way of assuring maintenance of equipment in the long run
- Increased student interest in modernised courses in WB HEIs
- The openness of teachers to new innovative approaches to teaching on CSUD
- The interest raised by the project objectives by the public and private sector
- The adequate reaction by HEI authorities in the formalisation and implementation of modernised courses
- Expressed the personal motivation of each participant in the program
- Assumptions, risks and pre-conditions related to the project activities:
- Documents regarding the analysis of the current status in CSUD are available
- A representative set of CSUD companies and other stakeholders will be identified

- Support and transfer of knowledge and experience from EU Member States and third countries associated with the Programme partners
- Representatives from the industry sector are actively involved in courses modernisation
- Tender procedure and lab installations will be done without obstacles
- Equipment specification and tender documentation will be well prepared, and procedure will be efficiently conducted
- The business sector will recognise the value of cooperation and adjoin the cooperation
- Students are interested in modernised courses in the field of CSUD
- Representatives from the public and private sectors are interested in the developed technological platform
- Implementation of courses will be smooth and on time
- Quality assurance procedures will be fully implemented and effective
- Accurate and reliable reports on project realisation
- Understanding quality control procedures importance
- Communication, dissemination and exploitation activities will be conducted in line with the plans and effective
- Motivation and competencies of all consortium members
- Media support to project dissemination activities
- All partners are experienced in project management
- All partners will establish efficient internal management and financial procedures
- Changes in partner institutions' management structures do not affect project execution
- The survey questionnaire will raise adequate questions and made user friendly to interviewers
- Development of a business-academia cooperation platform will face acceptance problems among business and other academic external subjects
- The courses design process will be collaborative and efficient
- Equipment specification and tender documentation will be well prepared, and the procedure will be efficiently conducted
- The business sector will recognise the value of cooperation and adjoin the cooperation
- Implementation of course will be smooth and on time
- Quality assurance procedures will be fully implemented and effective
- Reaction to identified risks will be prompt and effective
- Dissemination and exploitation activities will be conducted in line with plans and effectively and by all partners evenly
- Business-academia cooperation roundtables and awareness-raised campaigns will mobilise the business sector and achieve the expected results
- Project bodies will be established in time and perform
- following the plan
- Consortia cooperation agreement will be accepted by all partners and implemented

At last, some general risks would be:

- inefficient consortium management,
- the low motivation of staff, people and partners to participate,
- lack of enthusiasm of possible participants for educational training,
- delay in the delivery of the equipment.

6.4.2 Risk management

The risk assessment will be carried out and reviewed during the Steering Committee meetings, which will deliver corrective actions and potential adaptations of the work plan based on a sound process. The risk management strategy addresses issues that could endanger the achievement of the overall goal of the project and its specific objectives, considering potential timing risks (postponing of activities/deliverables), performance risks (project management) or sustainability of the project results.

The main aim will be to provide a sound assessment, anticipate challenges systematically, and minimise the potentially negative overall impact. Identifying and assessing new risks is a joint responsibility of all project partners, who must communicate them to the Project Coordinator and the Steering Committee, eventually suggesting also possible interventions and solutions as soon as they become aware of those risks. In particular, partners may think of preventive actions (avoiding the risk occurring) and corrective actions (decreasing the severity and impact), also specifying the resources that would be needed.

The identified risks can be summarised under the categories listed in Table 15.

Table 15. Critical risks and risk management strategy

Description	WP	Proposed Mitigation Measures
Unforeseen external factors, such as political, socioeconomic, technological and health factors, may inhibit the realization of all project activities (Likelihood: Low; Severity: Medium)	All WPs	An effective SWOT matrix will help identify any emerging external threats and challenges in a timely manner to propose mitigation strategies that will help minimize the impact on the project activities and deliverables.
SmartWB output fizzles out following the project's lifetime. (Likelihood: Medium; Severity: High)	All WPs	The methodology that SmartWB follows extends beyond the implementation through the sharing of capacity, infrastructure and resources
Changes in staff (Likelihood: Medium; Severity: Medium)	All WPs	All partners are aware that changes of staff might occur during the project's lifetime, and have the experience, and capacity, to smoothly adapt according to the specific case.
New wave of Covid-19 pandemic (Likelihood: Medium; Severity: High)	All WPs	Transferring some of events online, postponing dates for some events
Suitability of modernized courses (Likelihood: Medium; Severity: Medium)	WP3	Investigation of legal, economic and curriculum regulations which are in force in WB HEI countries.
Limited response of relevant stakeholders within the WB to the questionnaire administered (Likelihood: Low; Severity: Medium)	WP4	Coordinated actions and various channels will be used to reach the required target groups. Follow-up emails, personal communication, and constant monitoring of the number of respondents will help reach the target audience and goals.

The Steering Committee may react in several ways, from simply accepting negligible risks to enforcing a mitigation plan, including alternatives, workarounds and the proposed corrective actions to make the risk consequences acceptable for the consortium.

The external evaluator will be involved in risk management. Besides, during NEO monitoring visits, they will assess if there is a risk that the project will fail to meet its key indicators and if there is a risk that project partners will not be able to spend all the money according to the planned project budget.

Annex PM1: Risk monitoring form

RISK DESCRIPTION

Risk title		
Description of risk	Probability (unlikely, likely, most likely) Impact (low, medium, high)	<i>Comments, remarks, recommendations</i>
Preventive action	<i>Describe here what has to be taken into consideration to avoid that a risk occurs</i>	<i>Comments, remarks, recommendations</i>
Corrective action	<i>Describe what can be done to decrease the severity and what resources will be needed</i>	<i>Comments, remarks, recommendations</i>
Decision of SC, QAC and Project Coordinator	<i>Explanation</i>	

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Location, date

Signature

Annex PM2: Internal WPs progress report form



INTERNAL WORK PROGRESS REPORT

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Curricula innovation in climate-smart urban development based on green
and energy efficiency with the non-academic sector

Project: 101081724 — SmartWB — ERASMUS-EDU-2022-CBHE

PROJECT INFO

Project title	Curricula innovation in climate-smart urban development based on green and energy efficiency with the non-academic sector
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Dissemination level	Sensitive

WORK PACKAGE 1: PROJECT MANAGEMENT (UoM)				
	Activities (Report on the implementation status of the activities that were to be implemented during the reporting period and explain deviations from Annex 1 of the Grant Agreement. In case an activity was not implemented or a deliverable not produced, please explain why.			
Task No	Task Name	Description and deliverable	Implemented	Explain what was done and by whom; explain what was not done and why not; indicate how you intend to handle the situation and new timing; indicate if it was a one-off issue or how you intend to avoid similar issues in the future
T1.1	Coordination meetings Task leader: UoM Marija Jevrić	Kick-off meeting D1.1	<input type="checkbox"/>	
		Grant Holders' meeting D1.1	<input type="checkbox"/>	
		Six Steering Committee and Project Management Committee meetings D1.1	<input type="checkbox"/>	
T1.2	Development of Project management and reporting guide Task leader: UoM Marija Jevrić	Project management and reporting guide D1.2	<input type="checkbox"/>	
T1.3	Day-to-day coordination and financial management of project activities Task leader: UoM Marija Jevrić	Partnership Agreement D1.4	<input type="checkbox"/>	
T1.4	Submission of progress and final reports Task leader: UoM Marija Jevrić	Progress report D1.3	<input type="checkbox"/>	
		Final report D1.3	<input type="checkbox"/>	
	Other issues Mention and explain unexpected events and adjustments that had to be made. Explain impact on other tasks, available resources and planning/timing.			

WORK PACKAGE 2: ANALYSIS OF CURRENT STATUS IN CLIMATE-SMART URBAN DEVELOPMENT				
	Activities (Report on the <i>implementation status</i> of the activities that were to be implemented during the reporting period and explain deviations from Annex 1 of the Grant Agreement. In case an activity was not implemented or a deliverable not produced, please explain why.			
Task No	Task Name	Description	Implemented	Explain what was done and by whom; explain what was not done and why not; indicate how you intend to handle the situation and new timing; indicate if it was a one-off issue or how you intend to avoid similar issues in the future
T2.1	Identification of WB regional issues related to urban development Task leader: UNMO Merima Šahinagić-Isović	Report on WB regional issues related to urban development in the Western Balkan region D2.1	<input type="checkbox"/>	
T2.2	Analyse of EU initiatives and policies related to urban development and climate change Task leader: THOWL Martin Oldenburg	Report on EU initiatives and policies related to urban development and climate change D2.2	<input type="checkbox"/>	
T2.3	Analyse of existing curricula related to CSUD in EU Member States and third countries non or associated to the Programme Task leader: UPT Genti Qirjazi	Report on existing curricula related to CSUD in EU Member States and third countries non or associated to the Programme D2.3	<input type="checkbox"/>	
T2.4	Workshop on climate-friendly and innovative solutions: current and future challenges Task leader: BOKU Florian Reinwald	Three-day workshop at BOKU	<input type="checkbox"/>	
		Report on climate-friendly and innovative solutions D2.4	<input type="checkbox"/>	
	Other issues: Mention and explain unexpected events and adjustments that had to be made. Explain impact on other tasks, available resources and planning/timing.			

WORK PACKAGE 3: CAPACITY BUILDING OF WB HEIs (URJC)				
	Activities (Report on the <i>implementation status</i> of the activities that were to be implemented during the reporting period and explain deviations from Annex 1 of the Grant Agreement. In case an activity was not implemented or a deliverable not produced, please explain why.			
Task No	Task Name	Description and deliverable	Implemented	Explain what was done and by whom; explain what was not done and why not; indicate how you intend to handle the situation and new timing; indicate if it was a one-off issue or how you intend to avoid similar issues in the future
T3.1	Modernisation of university courses in collaboration with the industry sector Task leader: URJC Miguel Blanco-Callejo	Report on modernised university courses D3.1.	<input type="checkbox"/>	
		Teaching materials	<input type="checkbox"/>	
		Teaching strategies, techniques and methods	<input type="checkbox"/>	
T3.2	Development of training programme for students' internships Task leader: U_POLIS Sadmira Malaj	Report on the training programme for students' internships D3.2	<input type="checkbox"/>	
T3.3	Theme-based training of teaching staff for acquiring new practical skills Task leader: UNIZG Vesna Poslončec-Petrić	Report on theme-based trainings D3.3	<input type="checkbox"/>	
		Six 3-day trainings for WB HEIs teaching staff	<input type="checkbox"/>	
T3.4	Providing agreements for the future cooperation between WB HEIs and the non-academic sector Task leader: UNBI Atif Hodžić	Signed agreements for providing students' internships, at least 2 per WB country D3.4	<input type="checkbox"/>	
T3.5	Purchasing of software and laboratory equipment, installation and activation Task leader: UoM Nina Serdar	Launch three public procurement procedures of the project laboratory equipment	<input type="checkbox"/>	
		Report on purchased laboratory equipment D3.5	<input type="checkbox"/>	
	Other issues: Mention and explain unexpected events and adjustments that had to be made. Explain impact on other tasks, available resources and planning/timing.			

WORK PACKAGE 4: CREATING TECHNOLOGICAL PLATFORM (UET)				
	Activities (Report on the <u>implementation status</u> of the activities that were to be implemented during the reporting period and explain deviations from Annex 1 of the Grant Agreement. In case an activity was not implemented or a deliverable not produced, please explain why.			
Task No	Task Name	Description and deliverable	Implemented	Explain what was done and by whom; explain what was not done and why not; indicate how you intend to handle the situation and new timing; indicate if it was a one-off issue or how you intend to avoid similar issues in the future
T4.1	Introduction with innovative technological solutions in CSUD in EU Member States and third countries associated to the Programme Task leader: NMBU Zakhar Maletskyi	Report on innovative technological solutions in CSUD in EU Member States and third countries associated to the Programme D4.1	<input type="checkbox"/>	
T4.2	Analyse of industry needs for green jobs and climate-smart solutions in WB Task leader: UNSA Hata Milišić	Survey of industry sector needs for green jobs and climate-smart solutions in WB D4.2	<input type="checkbox"/>	
T4.3	Development of technological platform for sharing experiences in CSUD Task leader: UET Kebjana Haka	Technological platform for sharing experiences in CSUD D4.3	<input type="checkbox"/>	
	Other issues: Mention and explain unexpected events and adjustments that had to be made. Explain impact on other tasks, available resources and planning/timing.			

WORK PACKAGE 5: IMPLEMENTATION OF MODERNIZED COURSES AND PLATFORM (UNSA)				
	Activities (Report on the implementation status of the activities that were to be implemented during the reporting period and explain deviations from Annex 1 of the Grant Agreement. In case an activity was not implemented or a deliverable not produced, please explain why.			
Task No	Task Name	Description	Implemented	Explain what was done and by whom; explain what was not done and why not; indicate how you intend to handle the situation and new timing; indicate if it was a one-off issue or how you intend to avoid similar issues in the future
T5.1	Implementation of developed university courses Task leader: UNSA Suada Sulejmanović	Appropriate decisions of HEIs senates	<input type="checkbox"/>	
		Report on implemented university courses D5.1	<input type="checkbox"/>	
		At least 70 students educated on new lab equipment	<input type="checkbox"/>	
T5.2	Implementation of students' internships Task leader: UNMO Mili Selimotić	Report on students' internships D5.2	<input type="checkbox"/>	
T5.3	Posting of acquired best-practice examples in CSUD Task leader: UET Maksim Čipi	Best practice examples in CSUD are posted on the platform	<input type="checkbox"/>	
		Report on achieved business-academia collaboration and cooperation D5.3	<input type="checkbox"/>	
		Current staff are trained for using the platform	<input type="checkbox"/>	
T5.4	Self-evaluation of implemented university courses Task leader: UNI Slaviša Trajković	Quality report on implemented university courses D5.4	✓	
	Other issues: Mention and explain unexpected events and adjustments that had to be made. Explain impact on other tasks, available resources and planning/timing.			

WORK PACKAGE 6: QUALITY ASSURANCE AND MONITORING (UNI)				
	Activities (Report on the <i>implementation status</i> of the activities that were to be implemented during the reporting period and explain deviations from Annex 1 of the Grant Agreement. In case an activity was not implemented or a deliverable not produced, please explain why.			
Task No	Task Name	Description and deliverable	Implemented	Explain what was done and by whom; explain what was not done and why not; indicate how you intend to handle the situation and new timing; indicate if it was a one-off issue or how you intend to avoid similar issues in the future
T6.1	Development of the Quality and Assurance Plan Task leader: UNI Vuk Milošević	Quality and Assurance Plan D6.1	<input type="checkbox"/>	
T6.2	Regular Quality Assurance Committee meetings Task leader: UNI Milan Gocić	I at BOKU	<input type="checkbox"/>	
		II at URJC	<input type="checkbox"/>	
		III at THOWL	<input type="checkbox"/>	
		IV at UNIZ	<input type="checkbox"/>	
		V at UPT	<input type="checkbox"/>	
		VI at UNMO	<input type="checkbox"/>	
		Report on QAC meetings D6.2	<input type="checkbox"/>	
T6.3	External evaluation of the project Task leader: UoM Biljana Šćepanović	Report on external evaluation of quality of project activities D6.3	<input type="checkbox"/>	
T6.4	Inter-project coaching Task leader: UoM Jelena Pejović	Report on the inter-project coaching D6.4	<input type="checkbox"/>	
	Other issues: Mention and explain unexpected events and adjustments that had to be made. Explain impact on other tasks, available resources and planning/timing.			

WORK PACKAGE 7: IMPACT AND DISSEMINATION				
	Activities (Report on the <i>implementation status</i> of the activities that were to be implemented during the reporting period and explain deviations from Annex 1 of the Grant Agreement. In case an activity was not implemented or a deliverable not produced, please explain why.			
Task No	Task Name	Description	Implemented	Explain what was done and by whom; explain what was not done and why not; indicate how you intend to handle the situation and new timing; indicate if it was a one-off issue or how you intend to avoid similar issues in the future
T7.1	Creation of the Dissemination & Exploitation Plan Task leader: UPT Freskida Abazaj	Dissemination and exploitation plan D7.1	<input type="checkbox"/>	
T7.2	Development of project website and promotional materials Task leader: UoM Ivana Ćipranić	Project website and promotion material D7.2	<input type="checkbox"/>	
T7.3	Roundtables with the non-academic sector to promote environmentally-conscious urban development Task leader: UNBI Aida Husetić	Organized 7 roundtables with the non-academic sector	<input type="checkbox"/>	
		Produced leaflet WB languages delivered to the stakeholders	<input type="checkbox"/>	
		Report on organized roundtables D7.3	<input type="checkbox"/>	
T7.4	Promotion of using emission reduction approaches and low-carbon technologies Task leader: U_POLIS Elona Karafili	Organized 7 promotional events	<input type="checkbox"/>	
		Report on promotion of using emission reduction approaches and low-carbon technologies D7.4	<input type="checkbox"/>	
T7.5	Workshop for promoting green job opportunities in urban development Task leader: UPT Arben Xhialli	Three day workshop for promoting green job opportunities in urban development in Tirana	<input type="checkbox"/>	
		Report on green job opportunities in urban development D7.5	<input type="checkbox"/>	

		Produced leaflet in mother tongue of partner countries and delivered to the stakeholders	<input type="checkbox"/>	
T7.6	Final project conference Task leader: UNMO Marko Čećez	Final project conference in Mostar	<input type="checkbox"/>	
		Report on organized conference D7.6	<input type="checkbox"/>	
<i>Other issues: Mention and explain unexpected events and adjustments that had to be made. Explain impact on other tasks, available resources and planning/timing.</i>				

Annex PM3: Financial report form



INTERNAL FINANCIAL REPORT

This project has been funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.

Curricula innovation in climate-smart urban development based on green and energy efficiency with the non-academic sector

Project: 101081724 — SmartWB — ERASMUS-EDU-2022-CBHE

PROJECT INFO

Project title	Curricula innovation in climate-smart urban development based on green and energy efficiency with the non-academic sector
Project acronym	SmartWB
Project reference number	101081724 — SmartWB — ERASMUS-EDU-2022-CBHE
Funding scheme	Erasmus+ Capacity building in the field of higher education
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DOCUMENT CONTROL SHEET

Work package	WP1 Project management
Title	Internal financial report
Lead institution	University of Montenegro
Author(s)	
Document status	
Document version and date	
Dissemination level	Sensitive

WORK PACKAGE 1: PROJECT MANAGEMENT (UoM)				
(Report on the status of the activities that were to be implemented during the reporting period and resources spent)				
Task No	Task Name	Description and deliverable	Imple-mented	Resources spent (EUR)
T1.1	Coordination meetings Task leader: UoM Marija Jevrić	Kick-off meeting D1.1	<input type="checkbox"/>	
		Grant Holders’ meeting D1.1	<input type="checkbox"/>	
		Six Steering Committee and Project Management Committee meetings D1.1	<input type="checkbox"/>	
T1.2	Development of Project management and reporting guide Task leader: UoM Marija Jevrić	Project management and reporting guide D1.2	<input type="checkbox"/>	
T1.3	Day-to-day coordination and financial management of project activities Task leader: UoM Marija Jevrić	Partnership Agreement D1.4	<input type="checkbox"/>	
T1.4	Submission of progress and final reports Task leader: UoM Marija Jevrić	Progress report D1.3	<input type="checkbox"/>	
		Final report D1.3	<input type="checkbox"/>	
Total sum:				0,00
Total sum per beneficiary per WP according to the GA:				

WORK PACKAGE 2: ANALYSIS OF CURRENT STATUS IN CSUD (BOKU)				
<i>(Report on the status of the activities that were to be implemented during the reporting period and resources spent)</i>				
Task No	Task Name	Description and deliverable	Imple-mented	Resources spent (EUR)
T2.1	Identification of WB regional issues related to urban development Task leader: UNMO Merima Šahinagić-Isović	Report on WB regional issues related to urban development in the Western Balkan region	<input type="checkbox"/>	
T2.2	Analyse of EU initiatives and polices related to urban development and climate change Task leader: THOWL Martin Oldenburg	Report on EU initiatives and polices related to urban development and climate change	<input type="checkbox"/>	
T2.3	Analyse of existing curricula related to CSUD in EU Member States and third countries non or associated to the Programme Task leader: UPT Genti Qirjazi	Report on existing curricula related to CSUD in EU Member States and third countries non or associated to the Programme	<input type="checkbox"/>	
T2.4	Workshop on climate-friendly and innovative solutions: current and future challenges Task leader: BOKU Florian Reinwald	Three-day workshop at BOKU	<input type="checkbox"/>	
		Report on climate-friendly and innovative solutions	<input type="checkbox"/>	
Total sum:				0,00
Total sum per beneficiary per WP according to the GA:				

WORK PACKAGE 3: CAPACITY BUILDING OF WB HEIs (URJC)				
(Report on the status of the activities that were to be implemented during the reporting period and resources spent)				
Task No	Task Name	Description and deliverable	Imple-mented	Resources spent (EUR)
T3.1	Modernisation of university courses in collaboration with the industry sector Task leader: URJC Miguel Blanco-Callejo	Report on modernised university courses D3.1.	<input type="checkbox"/>	
		Teaching materials	<input type="checkbox"/>	
		Teaching strategies, techniques and methods	<input type="checkbox"/>	
T3.2	Development of training programme for students' internships Task leader: U_POLIS Sadmira Malaj	Report on the training programme for students' internships D3.2	<input type="checkbox"/>	
T3.3	Theme-based training of teaching staff for acquiring new practical skills Task leader: UNIZG Vesna Poslončec-Petrić	Report on theme-based trainings D3.3	<input type="checkbox"/>	
		Six 3-day trainings for WB HEIs teaching staff	<input type="checkbox"/>	
T3.4	Providing agreements for the future cooperation between WB HEIs and the non-academic sector Task leader: UNBI Atif Hodžić	Signed agreements for providing students' internships, at least 2 per WB country D3.4	<input type="checkbox"/>	
T3.5	Purchasing of software and laboratory equipment, installation and activation Task leader: UoM Nina Serdar	Launch three public procurement procedures of the project laboratory equipment	<input type="checkbox"/>	
		Report on purchased laboratory equipment D3.5	<input type="checkbox"/>	
Total sum:				0,00
Total sum per beneficiary per WP according to the GA:				

WORK PACKAGE 4: CREATING TECHNOLOGICAL PLATFORM (UET)				
(Report on the status of the activities that were to be implemented during the reporting period and resources spent)				
Task No	Task Name	Description and deliverable	Implemented	Resources spent (EUR)
T4.1	Introduction with innovative technological solutions in CSUD in EU Member States and third countries associated to the Programme Task leader: NMBU Zakhar Maletskyi	Report on innovative technological solutions in CSUD in EU Member States and third countries associated to the Programme D4.1	<input type="checkbox"/>	
T4.2	Analyse of industry sector needs for green jobs and climate-smart solutions in WB Task leader: UNSA Hata Milišić	Survey of industry sector needs for green jobs and climate-smart solutions in WB D4.2	<input type="checkbox"/>	
T4.3	Development of technological platform for sharing experiences in CSUD Task leader: UET Kebjana Haka	Technological platform for sharing experiences in CSUD D4.3	<input type="checkbox"/>	
Total sum:				0,00
Total sum per beneficiary per WP according to the GA:				

WORK PACKAGE 5: IMPLEMENTATION OF MODERNIZED COURSES AND PLATFORM (UNSA)				
(Report on the status of the activities that were to be implemented during the reporting period and resources spent)				
Task No	Task Name	Description and deliverable	Imple-mented	WP resources spent (EUR)
T5.1	Implementation of developed university courses Task leader: UNSA Suada Sulejmanović	Appropriate decisions of HEIs senates	<input type="checkbox"/>	
		Report on implemented university courses D5.1	<input type="checkbox"/>	
		At least 70 students educated on new lab equipment	<input type="checkbox"/>	
T5.2	Implementation of students' internships Task leader: UNMO Mili Selimotić	Report on students' internships D5.2	<input type="checkbox"/>	
T5.3	Posting of acquired best-practice examples in CSUD Task leader: UET Maksim Čipi	Best practice examples in CSUD are posted on the platform	<input type="checkbox"/>	
		Report on achieved business-academia collaboration and cooperation D5.3	<input type="checkbox"/>	
		Current staff are trained for using the platform	<input type="checkbox"/>	
T5.4	Self-evaluation of implemented university courses Task leader: UNI Slaviša Trajković	Quality report on implemented university courses D5.4	<input type="checkbox"/>	
Total sum:				0,00
Total sum per beneficiary per WP according to the GA:				

WORK PACKAGE 6: QUALITY ASSURANCE AND MONITORING (UNI)				
(Report on the status of the activities that were to be implemented during the reporting period and resources spent)				
Task No	Task Name	Description and deliverable	Implemented	WP resources spent (EUR)
T6.1	Development of the Quality and Assurance Plan Task leader: UNI Vuk Milošević	Quality and Assurance Plan D6.1	<input type="checkbox"/>	
T6.2	Regular Quality Assurance Committee meetings Task leader: UNI Milan Gocić	I at BOKU	<input type="checkbox"/>	
		II at URJC	<input type="checkbox"/>	
		III at THOWL	<input type="checkbox"/>	
		IV at UNIZ	<input type="checkbox"/>	
		V at UPT	<input type="checkbox"/>	
		VI at UNMO	<input type="checkbox"/>	
		Report on QAC meetings D6.2	<input type="checkbox"/>	
T6.3	External evaluation of the project Task leader: UoM Biljana Šćepanović	Report on external evaluation of quality of project activities D6.3	<input type="checkbox"/>	
T6.4	Inter-project coaching Task leader: UoM Jelena Pejović	Report on the inter-project coaching D6.4	<input type="checkbox"/>	
Total sum:				0,00
Total sum per beneficiary per WP according to the GA:				

WORK PACKAGE 7: IMPACT AND DISSEMINATION (UPT)				
(Report on the status of the activities that were to be implemented during the reporting period and resources spent)				
Task No	Task Name	Description and deliverable	Implemented	WP resources spent (EUR)
T7.1	Creation of the Dissemination & Exploitation Plan UPT Freskida Abazaj	Dissemination and exploitation plan	<input type="checkbox"/>	
T7.2	Development of project website and promotional materials UoM Ivana Ćipranić	Project website and promotion material	<input type="checkbox"/>	
T7.3	Roundtables with the non-academic sector to promote environmentally-conscious urban development UNBI Aida Husetić	Organized 7 roundtables with the non-academic sector	<input type="checkbox"/>	
		Produced leaflet in WB languages and delivered to the stakeholders	<input type="checkbox"/>	
		Report on organized roundtables	<input type="checkbox"/>	
T7.4	Promotion of using emission reduction approaches and low-carbon technologies U_POLIS Elona Karafili	Organized 7 promotional events	<input type="checkbox"/>	
		Report on promotion of using emission reduction approaches and low-carbon technologies	<input type="checkbox"/>	
T7.5	Workshop for promoting green job opportunities in urban development UPT Arben Xhiali	Three day workshop for promoting green job opportunities in urban development in Tirana	<input type="checkbox"/>	
		Report on green job opportunities in urban development	<input type="checkbox"/>	
		Produced leaflet in WB languages and delivered to the stakeholders	<input type="checkbox"/>	
T7.6	Final project conference	Final project conference in Mostar	<input type="checkbox"/>	
	UNMO Marko Ćećez	Report on organized conference	<input type="checkbox"/>	
Total sum:				0,00
Total sum per beneficiary per WP according to the GA:				