

# UNICITIES



# PROJECT MANAGEMENT PLAN

UniCities: Unlocking the Transformative potential of Ukrainian Universities towards climate neutral and sustainable cities

Project Ref. No.: 101083099 — UNICITIES — ERASMUS-EDU-2022-CBHE

<http://unicities.org.ua>



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the European Union

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## INTRODUCTION

The Project Management Plan is an instrument to make UNICITIES partnership focus on the main components of the project (objectives, deadlines, responsibilities) and to provide a summary of the information contained in in the Project Grant Agreement.

This tool is developed on the base of the Grant Agreement and shall be considered as not a replacement of the GA but as an addition to it, providing instruments for the practical implementation of the GA in every day project work. Only the official Grant Agreement and shall be considered legally binding.

This Management Plan contains the project management strategy and procedures, integrating the decisions taken at the kick-off meeting, providing the composition of the Project Management structures on WP, project and executive level and will be used as a reference document by both the project partners and an external quality expert.

## 1. PROJECT OVERVIEW

### 1.1. Basic Data

UniCities is an institutional cooperation project co-funded by the European Commission in framework of ERASMUS program.

**Program:** ERASMUS2027, Key Action 2, CBHE

**Subprogram:** Joint Projects

**Project Title:** Unlocking the Transformative potential of Ukrainian Universities towards climate neutral and sustainable cities - UniCities

**Project Number:** 101083099

**Project website:** <http://unicities.org.ua>

### 1.2. Overall Objective of the project

The overarching goal of the project is to unlock the transformative potential of Ukrainian universities as catalysts and accelerators of systemic change in cities towards sustainability, resilience and climate neutrality through interdisciplinary, challenge-driven and collaborative education, research and innovation.

## 1.3. Project Specific Objectives

The specific objectives of the project are:

HO1. Help universities and their urban partners to build collaborative capabilities to accelerate climate transition in cities

SO1.1 Develop and facilitate a framework for systematic coordination, management and continuous improvement of university-city collaboration at four Ukrainian Universities

SO1.2. Provide insights and support shared learning from success, failures and obstacles of university-city collaborations in Ukraine, Spain and Sweden

SO1.3. Improve capacity of UniCities partners in systems innovation

HO2. Create innovative intermediate structures for new multi-stakeholder ecosystems at four Ukrainian universities to foster climate and sustainability transition in cities

SO2.1 Initiate and promote an inclusive co-creation process among faculty, students and urban stakeholders to design and nourish university-city collaboration centers at four Ukrainian universities

SO2.2 Establish university-city collaboration centers at four Ukrainian universities

HO3. Provide a neutral and trustful platform for dialogue and co-creation, and facilitate collaborative efforts towards climate neutrality and sustainability between researchers, students, cities, companies and civil society actors

SO3.1. Identify and plan for a transformative portfolio of research, innovation and education activities aimed at climate and sustainability transition in cities in collaboration between faculty, students and professionals

SO3.2. Create a point of reference, inspire new university-city collaborations, and inform discussions across the global higher education sector on the transformative role of universities in transition to climate-neutral and sustainable cities

HO4. Introduce interdisciplinary, challenge-driven and sustainability-oriented courses and learning activities to facilitate deep learning and empower students and stakeholders as sustainability change agents

SO4.1. Create momentum for student engagement through interdisciplinary, multi-stakeholder and challenge-driven summer schools that link architecture, urbanism, sociology, history and policy-making to elaborate strategies for global challenges in different local contexts in the cities of Eastern and Western Europe.

SO4.2. To equip students from different MSc programs with the key concepts, theories and methods within the areas of 'smart and sustainable cities' and 'climate change adaptation and mitigation strategies'

SO4.3. Provide students with hands-on experience in working on real-life challenges in multi-stakeholder settings through challenge-driven project- and MSc thesis work.

## 1.4. Project Duration

Start date:	February 1, 2023
End Date:	January 31, 2026
Duration (months):	36
Project Budget:	€744 363.00
Maximum EU Grant Amount:	€669 927.00

## 2. PARTNERSHIP, WORK-PACKAGES AND DELIVERABLES

### 2.1. List of partner organisations

Full partners:

1. KTH Royal Institute of Technology, KTH, Sweden
2. Universidad Politecnica de Madrid, UPM, Spain
3. National Technical University of Ukraine Igor Sikorsky Kyiv Polytechnic Institute, NTUU KPI, Ukraine
4. Chernihiv National University of Technology, CNUT, Ukraine
5. Academician Yuriy Bugay International Scientific and Technical University, ISTU, Ukraine
6. Yaroslav Mudryi National Law University, NLUU, Ukraine
7. Charitable Fund CANactions - CO "CF "CANactions", Ukraine
8. All-Ukrainian Association of Local Government Authorities “Association of Ukrainian Cities” – AUC, Ukraine
9. Public union «Association of the engineers of stable energy technologies of Ukraine», AESETU, Ukraine
10. Ukrainian Research Hydrometeorological Institute, UHMI, Ukraine

### 2.2. Summary of Work Packages

The project’s activities are clustered into work packages (WP) and the leaderships have been allocated among the partners on the base of their own expertise in order to ensure the achievement of project’s results in line with quality management standards and local ownership of the project results.

WP	Name	Lead
WP1	Project management and quality assurance	KTH
WP2	Capacity building	NTUU KPI
WP3	Design and launch of university-city collaboration centres	CNUT
WP4	Piloting university-city collaboration	ISTU
WP5	Challenge-driven education and student engagement	NLUU
WP6	Dissemination and communication	ISTU

## 2.3. List of Deliverables

The project aims to produce following deliverables:

WP1: Project management and quality assurance

Deliverable D1.1: Project quality plan (M6)

Deliverable D1.2: Quality report (M36)

Deliverable D1.3: Project Management Plan (M3)

Deliverable D1.4: Consortium agreement (M6)

WP2: Capacity building

Deliverable D2.1: Learning report on university-city collaborative arrangements (M10)

Deliverable D2.2: Study visit to Viable Cities at KTH (M6)

Deliverable D2.3: Study visit to itd UPM (M10)

Deliverable D2.4: Online training session on systems innovation (M13)

WP3: Design and launch of university-city collaboration centres

Deliverable D3.1: Decisions on establishment of administrative units (centers, units within centers) at four Ukrainian universities (M18)

Deliverable D3.2: Launch event for University-City collaboration centers (M18)

WP4: Piloting university-city collaboration

Deliverable D4.1: White paper on the role of universities on transition to climate-neutral cities (M21)

Deliverable D4.2: Sustainability plan (M22)

Deliverable D4.3: Network agreement between centers in Ukraine, Sweden and Spain and the societal partners of UniCities open for relevant organization (M35)

WP5: Challenge-driven education and student engagement

Deliverable D5.1: Two interdisciplinary, challenge-driven summer schools “Shaping urban environments for tomorrow” (M22)

Deliverable D5.2: Interdisciplinary, project-based MSc level course (7,5 ECTS) “Smart Cities and climate adaptation and mitigation strategies” (M36)

Deliverable D5.3: Testimonies by students (M36)

WP6: Dissemination and communication

Deliverable D6.1: Dissemination plan (M6)

Deliverable D6.2: Website and visual identity (M6)

Deliverable D6.3: Social media tailored short videos for awareness campaign (M36)

Deliverable D6.4: Final project conference (M36)

## 3. MANAGEMENT STRATEGY

### 3.1. Management structure

The project deployed a multi-level project management structure in order to ensure efficient communication and coordination of the project and secure high quality of the project deliverables.

#### The Project Governing and Steering Bodies

##### A. The project Coordinator:

Olga Kordas, KTH

##### B. The Project Governing Board:

KTH:	Olga Kordas
UPM:	Jaime Moreno
NTUU KPI:	Volodymyr Voloshchuk
CNUT:	Volodymyr Kazymyr
ISTU:	Veronika Khudolei
NLUU:	Oleksandr Chastnyk
CANactions:	Olena Vozniak
AUC:	Yuliya Bandura
AESETU:	Oleksii Karmazin
UHMI:	Yurii Nabyvanets

##### C. The project Executive Team:

Olga Kordas, KTH  
Stanislav Kukhtyk, ISTU  
Jaime Moreno Serna, UPM  
Viktor Kordas, KTH

## D. Work package Steering Groups

- WP1: Viktor Kordas (KTH), lead  
Jaime Moreno Serna (UPM)  
Stanislav Kukhtyk (ISTU)
- WP2: Volodymyr Voloshvhuk (NTUU KPI), lead  
Olga Kordas (KTH)  
Jaime Moreno Serna (UPM)
- WP3: Volodymyr Kazymyr (CNUT), lead  
Volodymyr Voloshchuk (NTUU KPI)  
Oleksandr Chastnyk (NLUU)
- WP4: Stanislav Kukhtyk (ISTU), lead  
Yuliya Bandura (AUC)  
Zhanna Derii (CNUT)
- WP5: Oleksandr Chastnyk (NLUU), lead  
Volodymyr Voloshchuk (NTUU KPI)  
Olena Vozniak (CANactions)
- WP6: Stanislav Kukhtyk (ISTU), lead  
Åsa Minoz (KTH)  
Nataliia Lazarenko (AUC)

## 3.2. Project Governing Board (PGB)

The Project Governing Board (PGB) is a highest decision-making body of the project, composed by one representative from each full project partner.



PGB Main Mission: To ensure transparent and inclusive decision-making process for all decisions that need consensus of all project partners (amendments to grant agreement, acceptance of new partners, approval of the reports, etc).

PGB is the forum where the positions of individual partners are represented. Whereas the workplan implementation is controlled essentially by the coordinator and the PGB is summoned when decisions pertaining to issues of relevance to all partners need to be addressed. The PGB have power to decide, upon proposals on strategic issues (for instance among those proposed by the PC or the WP-Leaders or by single partners, or emerging as necessary decisions to be taken at given times in the project implementation), such as amendments of the Grant Agreement, admission of new participants; changes in budget allocation among project partners; any other corrective measure.

### **3.3. Representation in meetings**

Any representative:

- shall be present or represented at any meeting;
- may appoint a substitute or a proxy to attend and vote at any meeting;
- shall participate in a cooperative manner in the meetings.

### **3.4. Preparation and organization of meetings**

Partnership meetings: The Coordinator shall convene ordinary meetings of the AoP planned on the original proposal and shall also convene extraordinary meetings at any time upon written request of any Member.

Notice of a meeting: The Coordinator shall give notice in writing of a meeting to each member as soon as possible and within at least 30 calendar days preceding an ordinary meeting and 7 calendar days preceding an extraordinary meeting.

Sending the agenda: The Coordinator shall send each member a written original agenda within at least 7 calendar days preceding the meeting.

Adding agenda items: Any agenda item requiring a decision by the members must be identified as such on the agenda. Any Member may add an item to the original agenda by written notification to all of the other members within at least 5 calendar days preceding the meeting. During a meeting of the PMC the members present or represented can unanimously agree to add a new item to the original agenda.

Any decision may also be taken without a meeting by circulating to all members written documents. Meetings of the PGB can also be held mainly using the online meeting tools.

## Voting rules

The PGB takes decisions preferably by consensus. In case there is no consensus, the PGB may postpone the decision to a next meeting in case there is no emergency for this decision, with eventually the organization of consultations/concertation's to facilitate a future consensus decision.

In the unlikely case that voting becomes necessary, the majority of votes decides, and the vote of the PC, being ex-officio member, is only counted in case of an equal number of pro and contra votes. Each partner has one equal vote (independent of project funding) and decisions are carried by a simple majority. Decisions will be collected in the PGB minutes and distributed to all partners with minimum delay.

## Decisions of the PGB

The PGB shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out herein.

The following decisions shall be taken by the PGB:

- Content, finances and intellectual property rights;
- Proposals for changes to “Annex I - Description of the action” of the Grant Agreement to be agreed by the European Commission;
- Approval of the overall project strategy;
- Approval of the overall dissemination and sustainability strategy of the project. Evolution of the Consortium:
- Entry of a new Party to the Consortium and approval of the settlement on the modalities and conditions of the accession of such a new Party
- Withdrawal of a Party from the Consortium and the approval of the settlement on the modalities and conditions of the withdrawal
- Declaration of a Party to be a Defaulting Party
- Corrective measures to be required from a Defaulting Party
- Termination of a Defaulting Party's participation in the Consortium and measures relating thereto
- Proposal to the European Commission for a change of the Coordinator
- Removal of a member from the PGB
- Approval of changes to WP leaders
- Suspension of all or part of the project
- Termination of the Project and/or the Partnership Agreement

## 3.5. Work-Package Leaders and WP Steering Group

The Workpackage Leaders report directly to the Project Coordinator and they are responsible for the work carried out in their respective Workpackages.

**Main Mission:** The WP Leaders are in charge of strategic input to the project. This does not entail direct action or modifications of the work-plan (which are under responsibility of the PC) but applies to relations with external entities, input to the dissemination and communication strategy and to the post-project developments within a mainstreaming perspective.

The WP Leaders prepare the information and the decisions for the PGB. Decisions proposed by the WP Leaders are to be taken as project recommendations and have to be proposed by the PC and discussed within the PGB for possible implementation within the project.

Work package Leaders have been identified for each work package. The leadership means that the WP Leader(s) has to gather information from partners for the realization of the outputs, cooperate with partners for the realization of the tasks, assure the exchange of information among partners, make reminders of deadlines, elaborate the first draft of the documents/outputs (realized with the contributes of each partner), gather suggestions and amends for the final version of documents/outputs. Therefore, the WP Leader(s) will define, in agreement with the other partners, the tasks and the responsibilities for the achievement of the action's goals working as a task objective moderator in order to ensure that the work package activities are in line with the task short-term results and the project mid-term/long-term results. The WP Leader(s) will be responsible of the drawing up of the WP result reports (end of each WP, Deliverable) of their own work package. These reports will include: grids, graphs for the improvement of the monitoring activities and the management of developed/developing activities, activities realized during the WP and by each partner, results achieved and deliverables carried out. Foreseen activities will be compared with activities accomplished.

WP Steering Group consists of three representatives of the project partners involved in the implementation of actual WP. It is a body, which provides necessary support for the WP leader, contributes to elaboration of the methodology for production of the deliverables and evaluates quality of the produced deliverables.

The WP leader shall regularly communicate with the WP Steering Group in order to discuss dynamics of the WP implementation, progress and expected results.

The WP Steering group shall review the project deliverables and approve them together with the WP leader before uploading to the Project Management Platform.

WP Leader(s):

- Coordinates the assigned WP
- Defines of WP strategies and working methods
- Draws up the templates to collect WP homogeneous data from partners

- Draws up the reports for the Deliverables of within the WP
- Draws up the report about mid-term results

WP Partners:

- Receive part of the Community Contribution
- Contribute to the co-financing
- Are co-responsible for the implementation of the project
- Manage their activities and related expenditure
- Report to the WP Leader(s) and Project Coordinator

## 3.6. Project Coordinator and Executive Team

The role of the PC is defined legally binding in the Partnership Agreement (PA) contract as follows:

Provide the copy of the Grant Agreement for the partners;

Keep the partner informed on a regular basis about all relevant communication between the coordinator and the Executive Agency;

- Inform the partner about all essential issues connected to the project implementation without any delay;
- Submit the Intermediate Report and Final Report to the Executive Agency for the deadline given in the Grant Agreement and its annexes;
- Communicate to the project partners all recent project development and information coming from the funding authority (EC);
- Transfer funds to the partner as in the PA.

The PC is the single point of contact for the EACEA. All issues that require interaction with the EACEA project officer, must be run by the PC.

The PC together with the 3 other representatives from the consortium, form the project Executive Team that takes care of day-by-day project management, all administrative and logistics issues of the project.

The Project Executive Team:

- Olga Kordas (KTH)
- Stanislav Kukhtyk (ISTU)
- Jaime Moreno Serna (UPM)
- Viktor Kordas (KTH)

## 3.7. Communication flow

The communication flow among all the entities interested in the project has to proceed according to the following pattern:



The project coordinator can communicate with the Agency's project officer by telephone, email or post. All-important Agency decisions will be communicated in writing and addressed to the project coordinator or to the legal representative, depending on the nature of the communication.

## 3.8. EACEA Project Officer (PO)

Contact point for the Project Coordinator at the EACEA is Ms. Lucia Giannini (Lucia.GIANNINI@ec.europa.eu). According to Erasmus+ regulations the PO shall not be contacted directly by project partners. Project partners shall contact the Project Coordinator about any concerns that need communication with the PO.

## 3.9. Communication tools

Concerning the communication among project partners will use a mailing list and a share Google Drive.

It is a project working space for the project staff members in order to:

- store project's key documents and deliverables
- create and edit documents online while collaborating in real-time
- share charts/tables and other useful tools for tracking the project status
- maintain and track the flow of communication between partners
- share contacts, address book, announcement and other resources

For the virtual meetings the partnership will use ZOOM or Microsoft Teams. For efficient bilateral communication, WhatsApp and Viber shall be used.

Details about communication instruments together with the addresses of the team members are collected on the [UniCities GoogleDrive](#).

## 4. PROJECT WORK BREAKDOWN STRUCTURE

### 4.1. Workplan

<b>Timetable (projects of more than 2 years)</b>												
<i>Fill in cells in beige to show the duration of activities. Repeat lines/columns as necessary.</i>												
<b>Note:</b> Use actual, calendar years and quarters. In the timeline you should indicate the timing of each activity per WP. You may add additional columns if your project is longer than 6 years.												
ACTIVITY	YEAR 1				YEAR 2				YEAR 3			
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Task 1.1 - Project coordination												
Task 1.2 - Project meetings organization												
Task 1.3 - Quality management												
Task 1.4 - Reporting												
Task 2.1 - Analysis of success, failures and obstacles in current collaboration landscape												
Task 2.2 - Study visit to Viable Cities at KTH												
Task 2.3 - Study visit to itd UPM												
Task 2.4 - Online training session on systems innovation												
Task 2.5 - Sense-making workshop												
Task 3.1 - Setting-up a co-creation process												
Task 3.2 - University-city collaboration platform design (Strategy document, impact logic, work plan, organization and governance)												
Task 3.3 - University-city collaboration platform launch event												
Task 4.1 - Learning by doing and reflection												
Task 4.2 – Sustainability planning for university-city collaboration centers												
Task 4.3 – Establishing open inter-institutional collaboration to boost replication and scale-up												

Task 5.1 - Prototyping and testing two interdisciplinary, challenge-driven summer schools "Shaping urban environments for tomorrow"												
Task 5.2 - Developing and piloting an interdisciplinary, project-based MSc level course (7,5 ECTS) "Smart Cities and climate adaptation and mitigation strategies"												
Task 5.3 - Designing and implementing challenge-driven project work and Master thesis												
Task 6.1 - Development of Dissemination plan for the project and for each institution												
Task 6.2 - Establishing visual identity, web and social media presence												
Task 6.3 - Awareness campaigns for urban stakeholders												
Task 6.4 - Content production and media relations												
Task 6.5 - Final project conference												



## 4.2. Detailed planning Year

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
	Deliverables		APRIL 23				AUGUST 23		OCTOBER 23			JAN 24		DUE DATE	
1															
2			Olga Kordas, Olga Kordas												
3	<b>D1.1 PROJECT QUALITY PLAN</b>					X								M36	
4	<b>D1.2 QUALITY REPORT</b>														
5	<b>D1.3 PROJECT MANAGEMENT PLAN</b>		X												
6	<b>D1.4 CONSORTIUM AGREEMENT</b>					X									
7	<b>D2.1 REPORT UNIVERSITY-CITY COLLAB</b>			IST conference			co-creation meeting			X					
8	<b>D2.2 STUDY VISIT TO KTH</b>		X	Report											
9	<b>D2.3 STUDY VISIT TO UPM</b>						agenda and contacts		X						
10	<b>D2.4 ONLINE SYSTEM INNOVATION</b>						1st topic brainstorm		agenda element					X	
11															
12	<b>D3.1 U. CENTERS ADMINISTRATIVE CONFIG</b>						preliminary needs identification		agenda element					M18	
13	<b>D3.2 U. CENTERS LAUNCH</b>											Starting creation process		M18	
14															
15	<b>D4.1 WHITE PAPER UNIVERSITY CITY COLLAB</b>											Outline draft		M21	
16	<b>D4.2 SUSTAINABILITY PLANS FOR THE CENTERS</b>													M22	
17	<b>D4.3 NETWORK AGREEMENT</b>													M35	
18															
19	<b>D5.1 SUMMER SCHOOLS</b>								agenda element			2024 edition outline		2024-25	
20	<b>D5.2 MSC COURSES</b>						planning visit to KTH					detailed designs and plan		M36	
21	<b>D5.3 STUDENT TESTIMONIES</b>													M36	
22															
23	<b>D6.1 DISSEMINATION PLAN</b>					X									
24	<b>D6.2 WEB+VISUAL IDENTITY</b>					X									
25															
26	<b>D6.3 SOCIAL MEDIA</b>						to be launches with web							M36	
27	<b>D6.4 FINAL CONFERENCE</b>													M36	
28															
29															
30															
31	(in red, 1st year deliverables)														
32															

## 5. INTERNAL MONITORING PROCEDURES AND TOOLS

The project is implemented with the framework of LUMP SUM II approach to financial management. This approach does not assume financial reporting using financial documents related to specific budget line.

Following this approach, each project partner is responsible for managing its own lump sum split onto work packages (provided in the Grant Agreement) and shall provide all documents related to the development and reporting of the respective deliverables. These documents shall be uploaded to the GoogleDrive of the project.

### 5.1. Reporting Periods

The Intermediate Report covers the activities carried out during the first reporting period, running from 01/02/2023 until 31/07/2024.

During the life of the project there two reporting moments, at the middle of the project (M18) and at the end of the project

### 5.2. Deadlines for the reports to the EC

What	By Who	By When
Mid-term report	KTH	31 July, 2024
Final report	KTH	31 March, 2026

### 5.3. Reporting and supporting documents

In line with the framework established by the Grant Agreement, the project shall keep all documents related to the development work and production of the project deliverables.

These documents shall be kept electronically and made available to the persons authorized by the funding authority (EC) to carry out the checks and audits.

In order to comply with the requirements of the Grant Agreement, the project applies following approach to collection and storage of the documents: the space on GoogleDrive is allocated for the project.

Each institution responsible for the deliverable shall appoint responsible person who leads the development work as well collection of all documents and materials produced during the development process.

Copies of all documents shall be uploaded on the GoogleDrive of the project. Here below are the indicative lists of materials to be collected and stored with the respect to the meetings, events and deliverables:

## **Meetings:**

- Agenda
- List of participants with the signatures
- Eventual presentations
- Minutes from the meetings

## **Events:**

- Program of the event
- List of speakers and invited participants
- Presentations or digital materials
- Photos from the venue with the participants
- Communication messages (in pdf)
- Registration lists (in pdf)
- Photos of the marketing materials produced for the event

## **Courses:**

- Description of the course
- Training materials
- Copies of the invitations
- List of the participants
- Photos or copies of the screens with the participants
- Copies of the Certificates

## **Equipment:**

- Each partner university from Ukraine is responsible for selection of the equipment to be purchased in framework of the project
- The maximum amount for purchase is €7800
- The purchase shall be committed according to the national legislation
- Purchase of equipment shall be completed not less than 12 month prior to the final day of the project
- The equipment shall be included into the registry of the university according to national legislation

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- Copies of the documents about inclusion into the registry shall be uploaded on GoogleDrive of the project. No translation to English is required

These lists are not exclusive and can vary depending on the form of the activity and organizational specifics.

The project shall be implemented strictly according to the national legislation and all financial documents shall comply with the national requirements for accounting and storage of the documents. **Each project partner is responsible for ensuring compliance with the national legislation.**