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INOW ASIA

WP6.2 Management Plan

Document Information

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Contents

Abstract	3
The INOWASIA Consortium	4
Management Structure	4
Steering Committee (SC)	5
Working Packages (WPs)	6
Deliverables and Indicators	8
WP1. Preparation. FSUB + NUBB (Antonina & Ratha)	8
WP2. Development I. ITC & UDG (Kong & Ignasi)	9
WP3. Development II. CTU & UT3 (Ngan & Magali)	10
WP4. Quality Plan. NUOL & WUSMED (Santi & Estel)	11
WP5 Dissemination & Exploitation. IRD & SU (Didier & Bounmy)	12
Indicators WP5 Dissemination and exploitation strategy	13
WP6 Management. UdG & VNU Ignasi/Coco & Trinh	15
Short term Indicators	16
Long term Indicators	17
Communication	18
BUDGET	19
Staff Costs: 378.672,00EUR	20
Travel costs: 318.780,00€	22
Equipment costs: 198.000,00€	21
Subcontracting costs: 51.300,00€	24
Reserve Fund	25
Glossary /Terminology	26

Abstract

This Management Plan (MP) aims to serve as a tool for the coordination and supervision of all of INOWASIA's financial and administrative tasks (including Reporting to EACEA), as well as for the technical

project progress management, covering the collection of deliverables, progress monitoring, resolving of possible technical conflicts and risk management.

The INOWASIA Consortium

INOWASIA is composed of 11 full partners from 5 different countries. The University of Girona is the Coordinator and will be working in close alliance with the partners from each Institution.

For internal communication or financial or administrative purposes partners might be referred to by their Acronym or Partner number (P1, P2, etc.)

Partner	INSTITUTION	ACRONYM	COUNTRY
P1	Universitat de Girona	UDG	Spain
P2	Fundació Solidaritat Universitat Barcelona	FSUB	Spain
P3	World University Service of the Mediterranean	WUSMED	Spain
P4	Institut de Recherche pour le Développement	IRD	France
P5	Université Paul Sabatier Toulouse III	UT3	France
P6	Hanoi University of Science – Vietnam National University	VNU	Vietnam
P7	Can Tho University	CTU	Vietnam
P8	National University of Laos	NUOL	Laos
P9	Souphanouvong University	SU	Laos
P10	Institute of Technology of Cambodia	ITC	Cambodia
P11	University of Battambang	NUBB	Cambodia

Table. 1: Full partners and Acronyms

Management Structure

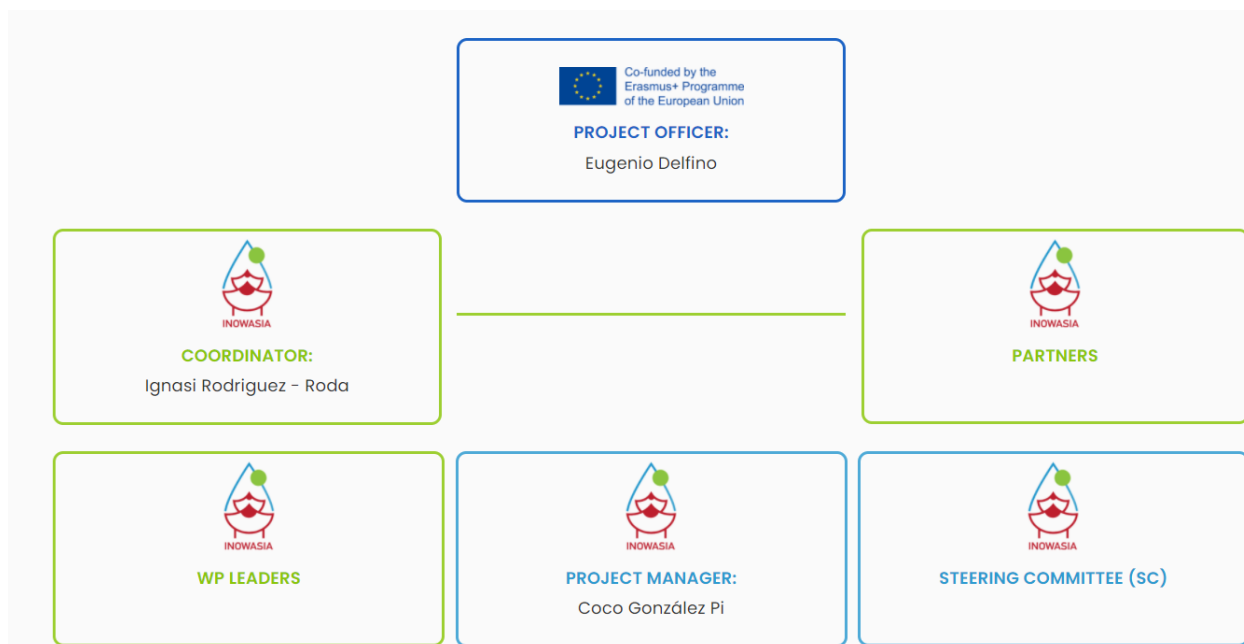


Table. 2: Management structure

Steering Committee (SC)

Every institution will have a main representative who will be the member of the Steering Committee.

	INSTITUTION	Type of institution	CONTACT PERSON - Title, Name SURNAME	EMAIL	WEBSITE	CITY	CODE
1	UDG	HEI	Dr Ignasi Rodríguez-Roda	ignasi.rodiguez@udg.edu	https://www.udg.edu/en/	Girona	SP
2	FSUB	NGO	Dra Antonina Torrens Armengol	antonina.torrens@ub.edu	http://www.solidaritat.ub.edu/?lang=en	Barcelona	SP
3	WUSMED	NGO	Denisa GIBOVIC	denisa.gibovic@wusmed.org	https://wusmed.org/	Girona	SP
4	IRD	Research Center	Didier ORANGE	didier.orange@ird.fr	https://en.ird.fr/	Montpellier	FR
5	UT3	HEI	Dra Magali GERINO	magali.gerino@univ-tlse3.fr	https://www.univ-tlse3.fr/	Toulouse	FR
6	VNU	HEI	Dr TRAN Dinh Trinh	trinhdt@vnu.edu.vn	http://english.hus.vnu.edu.vn/	Hanoi	VN
7	CTU	HEI	Dr NGUYEN Vo Chau Ngan	nvcngan@ctu.edu.vn	https://en.ctu.edu.vn/	Can Tho	VN
8	NUOL	HEI	Dr Santi KONGMANY	s.kongmany@nuol.edu.la	https://nuol.edu.la/	Vientiane	LA
9	SU	HEI	Dr Bounmy KEOHAVONG	bounmy.su@gmail.com	https://www.su.edu.la/	Luang Phrabang	LA
10	ITC	HEI	Dr CHHUON Kong	chhuon.k@gmail.com	http://www.itc.edu.kh/en/	Phnom Penh	KH
11	NUBB	HEI	Dr CHEA Ratha	chearatha@ubb.edu.kh	http://ubb.edu.kh/	Battanbang	KH

Table. 3: Steering Committee members

The Steering Committee (SC) will consist of 1 member from each project partner; WP Leaders and technical implementation teams for each task, as well as Technical Office Coordinator and Project Manager (PM) to monitor the daily implementation and coordinate the different teams.

The Steering Committee will have online meetings on a **monthly** basis for the follow up of the activities of the project and progress monitoring, resolving any potential technical issues. The meetings will be organized with all partners taking into account the specific needs and time schedules. Travel restrictions

permitting, there will also be face-to-face **Biannual** meetings in each partner country with field visits, workshops and formations. These will be complemented by plenty of **bilateral meetings**, amongst the different partners, related to specific activities or WPs.

Partners are encouraged to join all the SC meetings. Other team members are welcome to join in the SC meetings if the topic discussed is of their interest/relevance. Whenever a partner cannot join a SC meeting it is strongly recommended to send a team member of their Institution to take notes of what has been agreed and speak in their behalf and. In their absence they should check the recorded video and the Meeting Notes.

The Coordinator and or Project Manager (PM) shall provide **Meeting Notes** of each SC underlining what has been agreed and what is expected for the next meeting.

As stated on article 7.1 of the Partner Agreement (PA) each Institution will also have a **team** working for the project. For these team members to be eligible to unit costs budgetary expenses (staff costs, travel costs and costs of stay) each Institution must provide:

- A list of Staff
- Contractual Agreements
- duly filled in and signed

Please note only members of the team will be eligible to travel or present Timesheets.

Working Packages (WPs)

The project consists of 6 Working Packages (WPs) each WP will have a Lead and a Colead from 2 different Institutions:

WP - Work Package	LEADER		CO-LEADER	
	Institution	Leader	Institution	Co-leader
WP1. Preparation	FSUB	Antonina Torrens	UBB	Ratha Chea
WP2. Development I	ITC	Kong Chhuon	UdG	Ignasi Rodriguez-Roda
WP3. Development II	CTU	Nguyen Vo Chau Ngan	UT3	Magali Gerino
WP4. Quality Control	NUOL	Santi Kongmany	WUSMED	Denisa Gibovic
WP5. Dissemination & Exploitation	IRD	Didier Orange	SU	Bounmy Keohavong
WP6. Management	UdG	Ignasi Rodriguez-Roda & Coco González Pi	VNU	Dinh Trinh Tran

Table. 4: Working packages leaders and coleaders

Each WP Lead and Colead must ensure the overall progress and timely delivery of the WP activities and deliverables according to the allocated budget and work plan. In order to do so they must create their own management plan and calendar, coordinate all the other partners or team members and report on the WP progress to the Coordinator and PM and during the SCs.

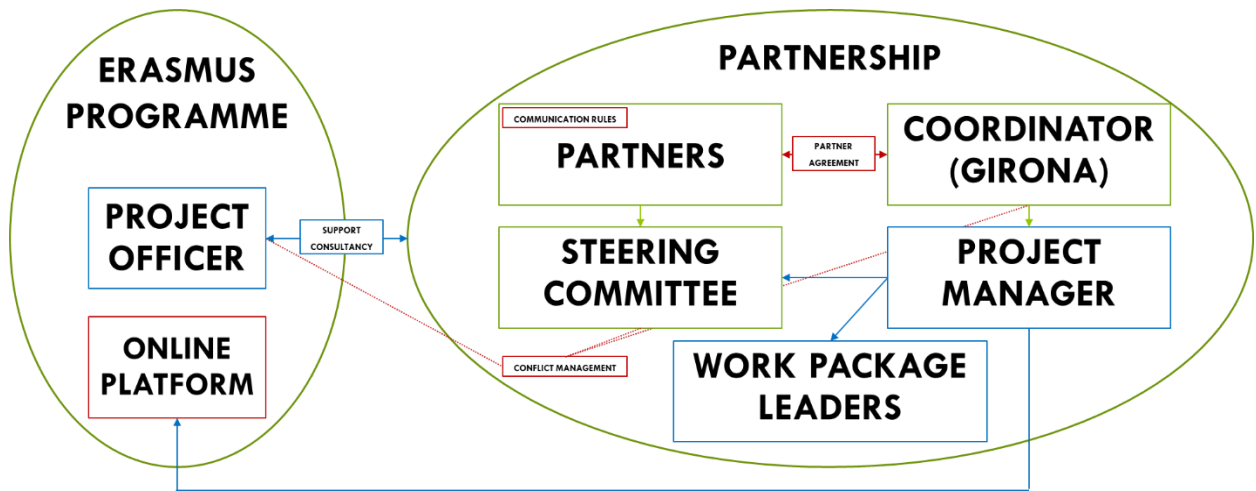


Fig. 5: Inowasia's structure

Structure/ Members	Main tasks
Steering Committee (SC) 1 Representative from each partner institution (table 1)	The main decision body of the project. In charge of any strategic decision regarding technical, administrative & financial issues The SC will meet virtually once a month to prepare and discuss upcoming project activities, and evaluate progress and face to face on all the Biannual SCs, conditions permitting. To Coordinate and oversee the team of their Institution following the Guidelines of each WP, PM and Coordinator.
Coordinator Ignasi Rodríguez-Roda	<ul style="list-style-type: none"> - Responsible for the overall management and decision taking of the project - Develop a detailed Management Plan (MP) to accurately steer the project and to ensure the overall progress and timely delivery of the foreseen deliverables. - Establish an internal communication strategy for the smooth implementation of the project's activities, financial and administrative management measures, as well as technical project management measures. - Based on the ongoing reports the Coordinator will supervise and issue interim and final reports to the EU Managing Authority. - <u>Resolving any possible technical (or other) conflicts</u> that might arise among the consortium - Monitoring and controlling the project development in order to detect any potential risks, ensure that such risks are properly evaluated, and that specific contingency plans are devised.
Project Manager (PM) Coco González Pi	<ul style="list-style-type: none"> - To coordinate the consortium and to monitor each partner's work within an effective management and communication mechanisms - To monitor the daily implementation and coordinate the different teams - Responsible for the day-to-day management and implementation of the project as well as the communication with the EU-officer. The PM will also act as a mediator in case of conflict. - To periodically control the financial expenditures of the project consortium - To report the project progress to the EU Project Officer within the EACEA
Work Package Leaders (Table 4) 2 representative (Lead & Colead) from 2 partner institution per WP (see table 4)	<ul style="list-style-type: none"> - To ensure the overall progress and timely delivery of the project activities and deliverables according to the allocated budget and work plan - Coordination and monitoring the progress of the working tasks of each WP and the respective delivery of outputs - Oversee and manage their team and other partners involved in the WP for a timely delivery of the foreseen deliverables of their WP - Monitor the WP progress transparently through online project collaboration with all the other partners. - Keep PM and Coordinator up to date with the progress of their WP. - Trimonthly financial reports will be sent by the partners (time sheets, payslips, invoices, travel sheets, etc,) to monitor the expenditure according to the budget allocation and work plan progress and ensure they comply with the EU rules

Table 6: INOWASIA's core management structure.

Deliverables and Indicators

WP1. Preparation. FSUB + NUBB (Antonina & Ratha)

Research, analysis and evaluation of:

- Postgraduate programs related to water at both EU and Asiatic partners,
- Main priorities and challenges on the water field at each PC,
- Innovative and technological gaps in the water field at each PC
- Target public and private stakeholders in the water field at each PC
- Specific required competences of the local labour markets

A SWOT analyses will be elaborated detailing the strengths, weaknesses, opportunities and threats regarding accreditation, academic teachers, potential students, employability and role of public and private sector of the new formation.

Also, all the information obtained in the different analyses will be gathered in a knowledge base that will serve as a basis for the development of the INOW modular learning programme.

Milestones

Research and analysis Plan

Report on defined academic and labour-market requirements, analysis of the experience of the EU HEIs, and on current academic offer in PC HEIs

SWOT Analysis results

Indicators

Research and analysis activities conducted in each HEI and reported upon

Knowledge base creation comprising all reports created

Local emphases defined for all PC HEIs

WP	WP	DATE	DELIVERABLE
WP1	1.1	30/1/2021	Research and analysis plan
WP1	1.3	14/3/2021	Report: Analysis of the experience of the EU HEIs
WP1	1.2	31/3/2021	Report: Defined academic and labour-market requirements
WP1	1.4	30/4/2021	Report: Current academic offer in PC HEIs
WP1	1.5	14/5/2021	SWOT Analysis results
WP1	1.6	1/6/2021	Creation of a Knowledge Base
WP1	1.7	14/6/2021	Report on local emphasis

Table 7: WP1 Deliverables and dates

WP2. Development I. ITC & UDG (Kong & Ignasi)

This stage covers the co-design of the academic content of the modules and the potential structure in each Cambodia, Laos and Vietnam participating universities, the design of student mobility, the plan and development of specific formation for Asian academic teachers in problem-based learning (PBL) and innovative water technologies and concepts, and set the accreditation roadmaps of modules at each participating PC.

Milestones

Academic content and structure of the modules
 Education material for the modules
 Teacher training methodology
 Schedule and agreements Plan for staff/students' mobility (teacher training)
 Report on teacher training and mobility
 Accreditation roadmap

Indicators

At least 10 modules developed
 Manuals and educational material issued
 Teaching guide and mobility schedule
 2 PC teachers trained at EU HEIs; 4 EU teachers implementing teacher training in PCs
 Accreditation roadmap developed and filled in for accreditation in all 3 partner countries

WP	WP	DATE	DELIVERABLES
WP2	2.3	14/10/2021	Teacher training methodology
WP2	2.4	14/10/2021	Schedule and agreements: Plan for staff mobility (teacher training)
WP2	2.1	14/11/2021	Academic content and structure of the modules
WP2	2.2	14/1/2022	Educational material for the modules
WP2	2.5	14/1/2022	Schedule and agreements: Plan for student mobility
WP2	2.7	14/1/2022	Accreditation roadmap
WP2	2.6	14/7/2022	Report on teacher training and mobility

Table 8: WP2 Deliverables and dates

WP3. Development II. CTU & UT3 (Ngan & Magali)

Implementation of the 1st edition of the academic modules will be carried out at participating PC HEIs. Student internships national and international will be carried out to develop Master 's Thesis. Revision of 1st edition module implementation will be carried based on the qualitative and quantitative indicators of impact, quality, and results. At this stage we will obtain the accreditation of implemented modules.

Milestones

- Report on the first edition of the academic modules implementation
- Report on student mobility and monitoring student's progress
- Monitoring report on alumni's integration into the labour market
- Accreditation of the modules programme
- Revised curriculum
- Water living labs and network implementation

Indicators

- 12 modules implemented
- 2 students from each PC HEI participated in mobility
- Monitoring reports on surveys after each semester
- Surveys from ex-alumni to evaluate integration into the labour markets
- Accreditation in 3 PC obtained Final report on implementation results at each PC HEI
- Revised methodology for second master edition: modules definition and teaching material: modules definition and teaching material
- Living lab definition (at least 1 per PC) and implementation (at least 1), Virtual network with target groups created and operative

WP	WP	DATE	DELIVERABLES
WP3	3.3	14/8/2022	1st Monitoring reports on the students' progress
WP3	3.3	14/2/2023	2nd Monitoring reports on the students' progress
WP3	3.7	14/5/2023	Water Living Labs and network implementation
WP3	3.3	14/8/2023	3rd Monitoring reports on the students' progress
WP3	3.2	30/9/2023	Report on student mobility
WP3	3.1	30/10/2023	Report on the first edition of the academic modules' implementation
WP3	3.4	14/1/2024	Monitoring report on the alumni's integration into the labour market
WP3	3.5	14/1/2024	Accreditation of the modules programme
WP3	3.6	14/1/2024	Revised curriculum

Table 9: WP3 Deliverables and dates

WP4. Quality Plan. NUOL & WUSMED (Santi & Estel)

The quality Plan aims at establishing criteria, tools and procedures for monitoring and evaluating the project in terms of both processes and outputs to ensure the quality of the project activities and deliverables. The quality control will take place first during the project, and second at the end of its implementation. This ongoing monitoring will give information to the partners about the weaknesses of the implementation process, in order to take measures to mitigate them during the project and beyond the project for its exploitation and sustainability. Moreover, this evaluation will establish the basis for ensuring that the work plan is carried out according to the time, effort and budget estimates and that the objectives have been achieved through good collaboration between partners.

- Quality assurance reports issued by m3, m6, m9 and m12 of each year
- External evaluation reports issued by m12 of each

Milestones

Monitoring and Evaluation Plan

Trimonthly technical reports

External evaluation reports

Indicators

4 appointed Quality Plan Committee members in each PC HEI Monitoring and Evaluation Plan Quality assurance reports.

External evaluation reports each year

WP	WP	DATE	DELIVERABLES
WP4	4.1	14/4/2021	Monitoring and Evaluation Plan
WP4	4.2	14/4/2021	Trimonthly technical reports
WP4	4.2	14/7/2021	Trimonthly technical reports
WP4	4.2	14/10/2021	Trimonthly technical reports
WP4	4.3	15/12/2021	External evaluation reports
WP4	4.2	14/1/2022	Trimonthly technical reports
WP4	4.2	14/4/2022	Trimonthly technical reports
WP4	4.2	14/7/2022	Trimonthly technical reports
WP4	4.2	14/10/2022	Trimonthly technical reports
WP4	4.3	15/12/2022	External evaluation reports
WP4	4.2	14/1/2023	Trimonthly technical reports
WP4	4.2	14/4/2023	Trimonthly technical reports
WP4	4.2	14/7/2023	Trimonthly technical reports
WP4	4.2	14/10/2023	Trimonthly technical reports
WP4	4.3	15/12/2023	External evaluation reports
WP4	4.2	14/1/2024	Trimonthly technical reports

Table 10: WP4 Deliverables and dates

WP5 Dissemination & Exploitation. IRD & SU (Didier & Bounmy)

A Dissemination plan and material will be issued and key external stakeholders identified. A dissemination campaign will cover a project website, a quarterly newsletter, social and traditional media, as well as articles and presentations in academic journals and at congresses. Periodic local dissemination events will be held to raise awareness regarding the new training offer and network. Sustainability of the project results after the project will be addressed by a financial plan, as well as the establishment of an inter-university association to ensure institutionalisation of the master, as well as sustainable long-term collaboration between the HEIs.

Milestones

Dissemination plan defined, campaign launched and activities and events scheduled Financial plan for sustainability

Inter-university association

Indicators

Dissemination plan; campaign launched and carried out throughout the entire project duration; 3 local events held each year in each PC,

Financial sustainability plan

10 informative sessions organised in each PC along the duration of the project

WP	WP	DATE	DELIVERABLES
WP5	5.1	14/2/2021	Dissemination plan
WP5	5.2	14/2/2021	Dissemination material
WP5	5.3	14/3/2021	Web
WP5	5.5	14/3/2021 (every 3 months)	Local dissemination events
WP5	5.5	14/6/2021 (every 3 months)	Local dissemination events
WP5	5.6	14/6/2021	Inter-university association on Water Management and Sustainability Studies
WP5	5.5	14/9/2021 (every 3 months)	Local dissemination events
WP5	5.5	14/12/2021 (every 3 months)	Local dissemination events
WP5	5.4	14/1/2022 (every year)	Report on dissemination campaign
WP5	5.5	14/3/2022 (every 3 months)	Local dissemination events
WP5	5.5	14/6/2022 (every 3 months)	Local dissemination events
WP5	5.5	14/9/2022 (every 3 months)	Local dissemination events
WP5	5.5	14/12/2022 (every 3 months)	Local dissemination events
WP5	5.4	14/1/2023 (every year)	Report on dissemination campaign
WP5	5.5	14/3/2023 (every 3 months)	Local dissemination events
WP5	5.4	14/1/2024 (every year)	Report on dissemination campaign
WP5	5.7	14/1/2024	Financing plan for project sustainability

Table 11: WP5 Deliverables and dates

Indicators WP5 Dissemination and exploitation strategy

Target Group	Means of Communication to Reach These Target Groups	When	Indicators to measure the effectiveness of the means of communication
Students	<p>Social media dissemination of the project in facebook, twitter & linkedIn</p> <p>Project website providing all information on the project activities and progress, as well as all the reports produced by the project team</p> <p>Organisation of local dissemination events with stakeholders and potential students</p> <p>Organisation of local tenders linked to the master activities in collaboration with local media & public authorities</p>	<p>In local events and special events</p> <p>All the time (web and social media)</p>	500 students attending the local meetings and the special events foreseen in the project

Target Group	Means of Communication to Reach These Target Groups	When	Indicators to measure the effectiveness of the means of communication
Academic teachers	<p>Project website providing all information on the project activities and progress, as well as all the reports produced by the project team</p> <p>Articles in academic journals and the project presentations at international forums and congresses regarding both environmental studies as well as educational innovation</p> <p>Organisation of local dissemination events with stakeholders and potential students</p> <p>Organisation of local tenders linked to the master activities in collaboration with local media & public authorities</p>	<p>Website: all the time</p> <p>Scientific presentations: Congresses and specific events</p> <p>Events: during local events and special events foreseen in the project</p>	<p>9 publications in water topics from professors and research staff of the PC HEIs</p> <p>100 attending the events foreseen in the project</p>
Public companies and administrations	<p>- Project website and virtual network providing all information on the project activities and progress, as well as all the reports produced by the project team</p>	<p>Website: all the time</p> <p>Events: during local events and special events foreseen in the project</p>	<p>6 public companies registered (and active) in the multilevel network</p> <p>24 employees from public companies</p>

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	<p>Quarterly newsletter to update stakeholders about current activities</p> <p>-Traditional media such press releases, interviews, articles at local and national level to inform the broader public about the programme</p> <p>-Organisation of local dissemination events with stakeholders and potential students</p>		attending the events foreseen in the project
Private companies	<p>Project website and virtual network, providing all information on the project activities, living labs and progress, as well as all the reports produced by the project team</p> <p>Quarterly newsletter to update stakeholders about current activities</p> <p>Traditional media such press releases, interviews, articles at local and national level to inform the broader public about the programme</p> <p>Articles in academic journals and the project presentations at international forums and congresses regarding both environmental studies as well as educational innovation</p>	<p>Website: all the time</p> <p>Events: during local events and special events foreseen in the project</p> <p>During the visits to the water living labs demo sites</p>	<p>100 private companies registered (and active) in the multilevel network</p> <p>200 employees from private companies attending the events foreseen in the project</p> <p>4 events sponsored by the companies</p>

	<p>Organisation of local dissemination events with stakeholders and potential students</p>		
NGOs	<p>Social media dissemination of the project in facebook, twitter & linkedIn</p> <p>Project website and virtual network providing all information on the project activities and progress, as well as all the reports produced by the project team</p> <p>Quarterly newsletter to update stakeholders about current activities</p> <p>Articles in academic journals and the project presentations at international forums and congresses regarding both environmental studies as well as educational innovation</p> <p>Organisation of local dissemination events with stakeholders and potential students</p>	<p>Website: all the time</p> <p>Events: during local events and special events foreseen in the project</p> <p>During the visits to the water living labs demo sites</p>	<p>30 dissemination publications in water topics from professors and research staff of the PC HEIs</p> <p>60 NGOs volunteers attending the events foreseen in the project</p>

Policy makers	<p>Traditional media such press releases, interviews, articles at local and national level to inform the broader public about the programme</p> <p>Organisation of open workshops to debate policies related to water resources</p>	<p>Website: all the time</p> <p>Events: during local events and special events foreseen in the project, especially during the seminars/debates about water policies</p>	<p>3 dissemination publications and policy briefings related to sustainable water resources management</p> <p>6 politicians and policy makers attending the events foreseen in the project</p>
	Sustainable management		

Table 12: WP5 Indicators

WP6 Management. UdG & VNU Ignasi/Coco & Trinh

Creation of management structures/procedures: The Steering Committee (SC) consisting of 1 member from each project partner; WP Leaders and technical implementation teams for each task, as well as to monitor the daily implementation and coordinate the different teams. Financial and administrative management. Project progress monitoring of the scientific and methodological objectives ensuring that the project schedule and the expenses complies with the estimated plan and budget and that complies with EU regulations. Monthly virtual meetings of the Steering Committee: for preparation, project planning, curriculum development, implementation, interim and final evaluation.

Milestones

Partnership Agreement
 Management Plan
 Biannual Steering Committee meetings
 Monthly virtual meetings of the Steering Committee (SC).
 Progress reports to EACEA

Indicators

SC reports issued by M3,6,9,12 of each year
 7 international meetings
 EACEA annual reports

WP	WP	DATE	DELIVERABLES
WP6	6.1	15/1/2021	Partnership Agreement
WP6	6.2	15/2/2021	Management plan
WP6	6.4	15/2/2021	Monthly Steering Committees x 36
WP6	6.4	15/2/2021	(every 6 months) Biannual Steering Committee
WP6	6.4	15/8/2021	(every 6 months) Biannual Steering Committee
WP6	6.3	14/1/2022	(every year) Progress reports to EACEA
WP6	6.4	15/2/2022	(every 6 months) Biannual Steering Committee
WP6	6.4	15/8/2022	(every 6 months) Biannual Steering Committee
WP6	6.3	14/1/2023	(every year) Progress reports to EACEA
WP6	6.4	15/2/2023	(every 6 months) Biannual Steering Committee
WP6	6.4	15/8/2023	(every 6 months) Biannual Steering Committee
WP6	6.3	14/1/2024	Final report EACEA
WP6	6.5	14/1/2024	Reports on virtual Steering Committee meetings

Table 13: WP6 Deliverables and dates

Short term Indicators

Short term impact	Target groups/potential beneficiaries	Quantitative indicators (in numbers please)	Qualitative indicators
Improve teachers abilities in the PCs	Academic teachers and students	Pool of more than 50 academic teachers will be trained in advanced water contents and PBL methodology	Successful teacher training reflected in the students' evaluations
Increase of water content in postgraduate programs	Academic teachers and students	More than 5 basic knowledge courses and more than 10 advanced courses will be defined, accredited and implemented	Formation of future water professionals with better skills to face water challenges in an integrated way.
Modernisation of teaching methodology	Academic teachers and students	5 On-line and 10 PBL new or updated courses	Satisfaction with the introduction and consolidation of ICT as basis for e-learning methodology and with PBL methodology, that results in positive evaluation by students and teachers
Highly qualified young professionals in the regional water management sector	Students, HEIs, public and private stakeholders	Total amount of at least 90 graduated per master edition (15 per PC HEI) 50% employment rate within the first 6 month after graduation	Students equipped with competences specifically required by the labour market as reflected in the evaluation of external stakeholders
Close collaboration between HEIs and public and private stakeholders	HEIs, public and private stakeholders	Participation of more than 2 external stakeholders in the definition of at least 5 courses. An additional 5 stakeholders affiliated to the network per country and year	High quality practical classes as reflected in students' evaluations
Living lab platform on the campus and virtual network	Academic teachers and students, public and private stakeholders	5 students formed in implemented water living lab per HEI and year. At least 5 stakeholders visiting the living lab (or connected through the virtual network) per country and year	Satisfaction of students, teachers, HEIs and companies involved in the virtual platform
Consolidation of mobility measures as	Students, academic teachers, HEIs	Pool of 4 students and 2 teachers per PC HEI	Positive evaluation of mobility measures by
means of internationalisation efforts		and 4 teachers per EU HEI	students and academic teachers

Table 14: Short term indicators

Long term Indicators

Long term impact	Target groups/potential beneficiaries	Quantitative indicators (in numbers please)	Qualitative indicators
Better and more professional solutions to water problems in Cambodia, Vietnam and Laos (and SEA in general)	Business stakeholders/ Local and Regional Governmental Institutions, population as a whole	Total amount of at least 90 graduated per year (15 per HEI)	Qualified professionals in the field of water resources sustainable management as reflected in high employment rate of the postgraduate's alumni
Modernisation and Internationalisation of Cambodian, Vietnamese and Laos academia	HEIs, academic teachers, students	1 Additional HEI implementing the internationalised curriculum per country and year	Higher position of participating HEIs in international university rankings
Higher awareness of water related issues	Policy makers and population as a whole		Policies include guidelines for sustainable development
Improve citizens living	Citizens, society, industries	Better water resources management in the cities and industries.	Improved public health and socioeconomic indicators

Table 15: Long term indicators

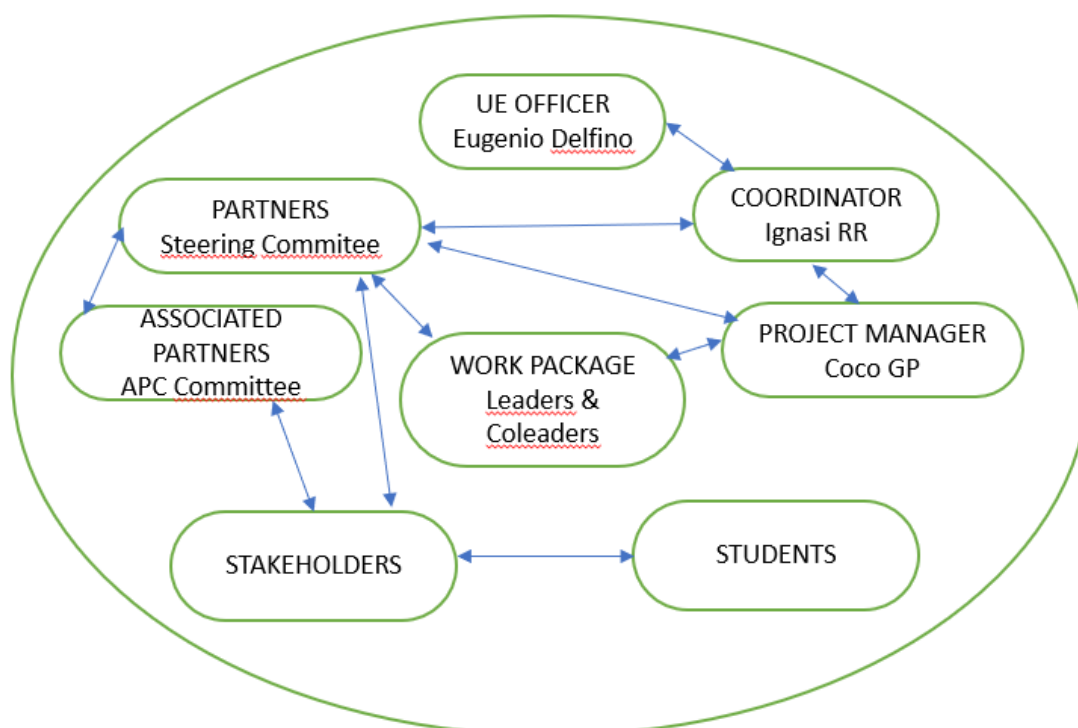


Table 16: General Communication flow

Communication

The main means of communication for the group will be by mail and Zoom or Google Meets for online SC meetings. A whatsapp group shall be created for urgent matters or reminders. All important and relevant documents for the project shall be shared on Google Drive (GD) All WPs must have a folder on GD where to drop all important documents and deliverables within deadlines.

All partners are responsible for collecting photos and data for the deliverables (meetings, formations, events, etc) and to save the most updated ppts presentations or important documents in the GD.

All partners will be responsible for overseeing the work of their team and reporting to the Coordinator and PM. Each partner will appoint a main contact for the communication with the PM. The PM and Coordinator shall be reporting to the Project Officer

SEA partners will be responsible to supervise all local activities and to contact and communicate with the local stakeholders

In case of conflict between the project partners resulting from the interpretation or the application of the project, or in connection with the activities contained within, the parties involved shall make the effort to come to an amicable arrangement rapidly and in the spirit of good cooperation. Disputes should be addressed in writing to the Coordinator and PM and, if considered necessary, it will be presented to the SC, that will try to mediate in order to resolve the conflict.

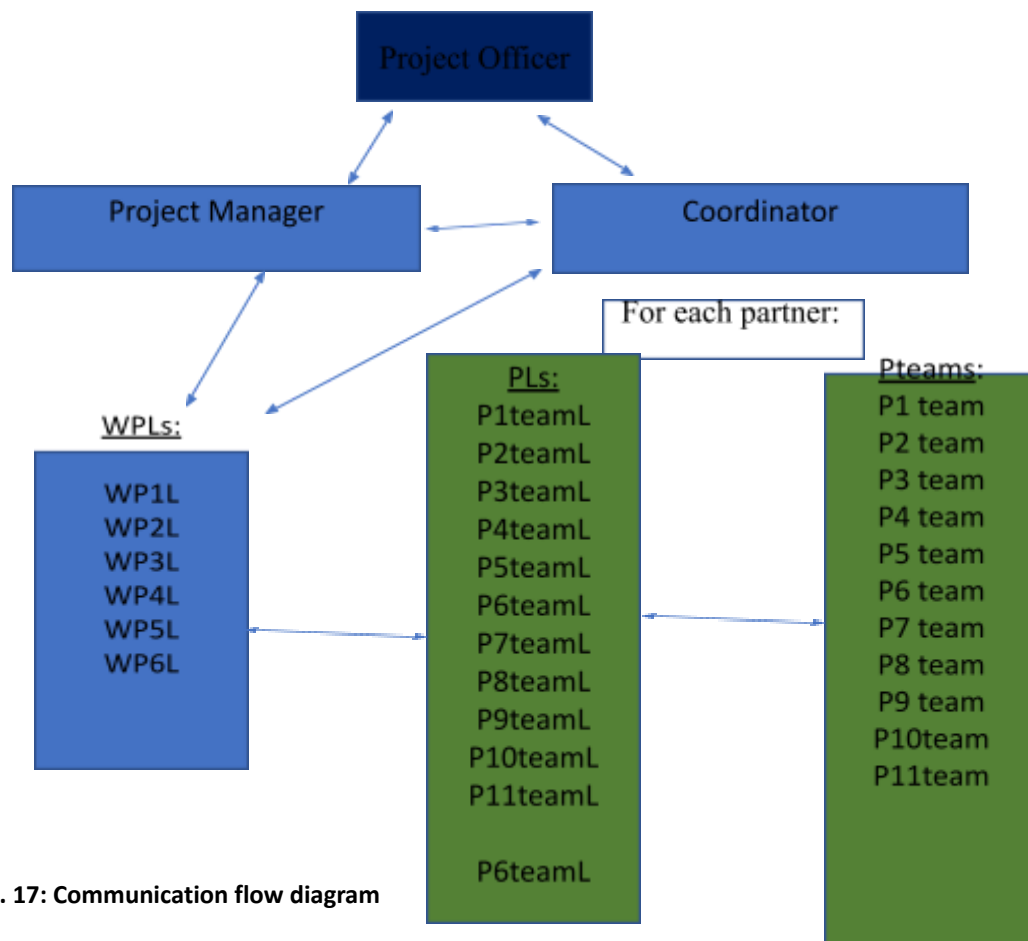


Fig. 17: Communication flow diagram

BUDGET

Trimonthly financial reports will be sent by the partners (time sheets, payslips, invoices, travel sheets, etc.) to monitor the expenditure according to the budget allocation and work plan progress and ensure the compliance with the EU rules. The Coordinator (WP leader) will send reports to EACEA annually, based on the technical and financial reports elaborated during the year by the Steering Committee.

The financial and administrative planning is detailed in the Partner Agreements (PA) created in consensus between the coordinator and each beneficiary (HEI). This signed PA defines the terms that govern the relations between the parties, by establishing their rights and obligations, and lays down the rules of procedure for the work to be carried out in order to successfully implement the project. Therein, obligations and responsibilities of the partners and general administrative provisions are described. It specifies the planning, eligible costs, reporting rules, main rules included in the grant agreement, etc. and gives details concerning financing the action, payment arrangements, and financial management.

The direct costs are **946.752,00€** and it consists of the following subheadings:

EU GRANT REQUESTED FROM THE EUROPEAN UNION (in EUR)										
1. Staff Costs	378.672 €	Cannot exceed 40% of total Grant requested								
2. Travel Costs	185.220 €									
3. Costs of Stay	133.560 €	Managed by partner								
4. Equipment Costs	198.000 €	Cannot exceed 30% of Total Grant requested								
5. Subcontracting Costs	51.300 €	Cannot exceed 10% of Total Grant requested								
6. Exceptional Costs	- €									
Total Grant requested	946.752 €	Should be equal or above EUR 500.000,00 and cannot exceed EUR 1.000.000,00								
DISTRIBUTION OF THE GRANT BY ORGANISATION (in EUR)										
Partner N°	Name of Partner	Country	PR/PA	1. Staff Costs	2. Travel Costs	3. Costs of Stay	4. Equipment Costs	5. Subcontracting Costs	6. Exceptional Costs	Total Costs (in EUR)
P1	UDG	Spain	Programme	94.846,00 €	19.900,00 €	8.280,00 €	- €	15.700,00 €	- €	138.726,00 €
P2	FSUB	Spain	Programme	56.762,00 €	19.900,00 €	8.280,00 €	- €	- €	- €	84.942,00 €
P3	WUSMED	Spain	Programme	33.140,00 €	15.400,00 €	6.480,00 €	- €	18.000,00 €	- €	73.020,00 €
P4	IRD	France	Programme	48.811,00 €	20.580,00 €	9.240,00 €	- €	800,00 €	- €	79.431,00 €
P5	UT3	France	Programme	44.540,00 €	20.220,00 €	8.280,00 €	- €	- €	- €	73.040,00 €
P6	VNU	Vietnam	Partner	20.206,00 €	14.275,00 €	15.300,00 €	33.000,00 €	3.200,00 €	- €	85.981,00 €
P7	CTU	Vietnam	Partner	16.933,00 €	17.105,00 €	15.540,00 €	33.000,00 €	2.400,00 €	- €	84.978,00 €
P8	NUOL	Laos	Partner	17.181,00 €	14.275,00 €	15.300,00 €	33.000,00 €	3.200,00 €	- €	82.956,00 €
P9	SU	Laos	Partner	14.740,00 €	14.275,00 €	15.540,00 €	33.000,00 €	2.400,00 €	- €	79.955,00 €
P10	ITC	Cambodia	Partner	16.773,00 €	14.370,00 €	15.060,00 €	33.000,00 €	3.200,00 €	- €	82.403,00 €
P11	NUBB	Cambodia	Partner	14.740,00 €	14.920,00 €	16.260,00 €	33.000,00 €	2.400,00 €	- €	81.320,00 €
										946.752,00 €

Table 18: Total Budget

CATEGORIES	Total (EUR)	N of Days
Manager	69,941.00	611.0
Teacher/Trainer/Researcher	133,445.00	1,898.0
Technical Staff	86,432.00	1,646.0
Administrative Staff	88,854.00	1,800.0
	378,672.00	5,955.0

Fig. 20: Total Staff Costs per Category

Partners will manage 90 % of their Staff Cost budget, the remaining 10% will revert to the Reserve Fund (see art. 7.1.2 in the Partner Agreement), which will be managed by the Coordinator (UDG) in benefit of the consortium. Any leftover sum from the Reserve Fund shall be equally distributed to all partners at the end of the project.

Equipment costs: 198.000,00€

21% of the total cost. Equipment costs are estimated 33.000,00€ per partner. This sum may vary slightly once we study in detail the situation and needs of each SEA partner HEI.

A detailed list must be created in order to request EACEA's approval. **3 competing quotations** will be requested and a **Tender Procedure** for sums above 25.000€ or according to the national legislation of the partner's country. Each SEA HEI will then acquire material for the *implementation and update of water living labs demo sites in partners HEI Campus: water pilot plant equipment, monitoring sensors and data treatment and collection equipment and software, water monitoring laboratory material.*

Equipment Cost will have to be spent not later than **12 months before the project end**. The equipment purchased has to be **used during the project life**. Every piece of the equipment should be relevant to the objectives of the project, installed **as soon as practically possible**, recorded in **inventory** of the SEA HEI where it is installed and labelled with **Erasmus+ stickers**.

Before committing to the purchase of equipment, each SEA partner must submit a **signed proposal** (see template in GD), including three competing quotes and an argumentation as to which option offers best value for money. The Beneficiary shall ensure there is no conflict of interests.

Upon acquisition of the equipment, each SEA partner must submit, for each expenditure:

- Invoice in local currency;
- Bank statement for the proof of payment;
- Proof that equipment is recorded in inventory of the institution;
- VAT certificate in the case of tax exemption.

Travel costs: 318.780,00€

It sums the Travel Cost plus the Cost of Stay and it represents 33% of the total cost. It covers the travel of staff/students from the home institution (and return), necessary in order to carry out the project coordination, dissemination activities, training for teachers and exchange students between our SEA HEI partners (including visa fee and related obligatory insurance, travel insurance and cancellation costs if justified). If a travel of more than 100 km is necessary to obtain a visa, unit costs for the corresponding travel and related costs of stay can be claimed.

Partner N°	Partner	Country	3. Costs of Stay managed by UdG	3. Costs of Stay managed
P1	UDG	Spain	8,280.00 €	
P2	FSUB	Spain	4,830.00 €	3,450.00 €
P3	WUSMED	Spain	3,780.00 €	2,700.00 €
P4	IRD	France	5,390.00 €	3,850.00 €
P5	UT3	France	4,830.00 €	3,450.00 €
P6	VNU	Vietnam	4,480.00 €	10,820.00 €
P7	CTU	Vietnam	4,620.00 €	10,920.00 €
P8	NUOL	Laos	4,480.00 €	10,820.00 €
P9	SU	Laos	4,620.00 €	10,920.00 €
P10	ITC	Cambodia	4,340.00 €	10,720.00 €
P11	NUBB	Cambodia	5,040.00 €	11,220.00 €

Managed by partner
Managed by UdG

Table 21: Costs of Stay managed by UDG and Partner

This budget will be partially managed by the Coordinator in the following way:

- ❖ **For SC face-to-face meetings:**
 - The Coordinator will cover hotel reservations, including breakfast.
 - Lunch and dinner will be organised at the discretion of each partner.
 - The daily cost foreseen by the grant (120 €/person/day) will be consequently divided in two parts: 70 € to be managed by the Coordinator and 50 € to be transferred to the Beneficiary.
 - The Coordinator will make and pay for travel arrangements and will provide the beneficiaries with the travel documents
 - Partners may claim reimbursement of visa costs and airport transfers whenever these costs cannot be covered directly by the Coordinator. Airport transfers have to be by public transport, except when not available.
 - Only members from the list of Staff are eligible to travel. It will be responsibility of each partner to ensure that this contract, or equivalent, is in force at the time of travelling.

- ❖ **For short-term mobility of students,** the Coordinator will transfer the full amount of the Cost of Stay to the SEA HEI partner, who will be responsible for distributing this amount to the students concerned.

6 Biannual face-to-face SC meetings are previewed during the 36 months of the project implementation. To minimise the carbon footprint, they will be organised coinciding with other project events or activities

- 1st Kick-off Meeting in Girona, Spain (M1)
- 2nd SC meeting in Hanoi on the results of the research, analysis, and other preparatory activities for establishing the knowledge base for the modular formation program in Vietnam (M6)
- 3rd SC meeting in Toulouse on the modular curriculum development and teacher capacitating (M12)
- 4th SC meeting in Vientiane on the Implementation of the modules and WOLL in the HEI Campus (M18)
- 5th SC meeting in Barcelona to review the new modules implementation (M24)
- 6th SC meeting in Phnom Penh on implementation/project results and Final dissemination event (M30) *These may vary according to travel restrictions.

Furthermore, other training events are planned:

- 2 training events in European Universities: one in Toulouse (UT3) and one in Girona (UdG)
- 1 training event in each SEA HEI (1 teacher from each European university will take part of this training implementation in the field)

Travels under 100 km are not eligible for funding of travel cost, although costs of stay could be eligible. The employees/participants of the host institution are not eligible for receiving neither cost of stay nor travel cost.

Upon return of each travel, all partners must provide the Coordinator with the following **supporting documents** for each person who has travelled:

- an Individual Travel Report filled out and signed;
- copy of boarding passes;
- copy of tickets/invoices/receipts for any costs not paid by the Coordinator.

Subcontracting costs: 51.300,00€

These costs consist of around 5,5 % of the total budget. This heading will cover costs of external evaluator and audit, cost of organisation of workshops and final conferences (logistics, printing dissemination materials and catering) costs of hiring a firm specialised in digital skills to design the implementation of the e-learning master contents and the costs for the INOWASIA Website and online platform.

Subcontracting must be done on the basis of a subcontract, which should describe the specific task being carried out and its duration. It must include the details of the parties, a date, the project number and the signature of both parties.

Before committing to the subcontract, a **signed proposal** (see template in GD), including three competing quotes and an argumentation as to which option offers best value for money, must be presented. The Beneficiary shall ensure there is no conflict of interests.

In order to justify the subcontracting costs the following supporting documents for each expenditure must be submitted:

- Invoice in local currency;
- Subcontract between the Beneficiary and the subcontracted parties;
- Bank statement as proof of payment;
- Tangible outputs/products.

5. Subcontracting Costs					
Total (EUR)		51,300.00 €			
Work Package	Partners	Name of Partner	Country	Nature, type and specifications of the item	Amount Excluding (EUR)
Management	P1	UDG	Spain	Coffee break and logistics for the transnational meeting (x2 meetings)	1,200.00 €
Management	P1	UDG	Spain	Financial auditing	4,500.00 €
Development	P1	UDG	Spain	Hiring firm specialised in digital skills to design the master contents in the topic of digital skills for water management sector	10,000.00 €
Management	P10	ITC	Cambodia	Coffee break and logistics for the transnational meeting (x2 meetings)	1,200.00 €
Development	P10	ITC	Cambodia	Transnation of training contents	2,000.00 €
Dissemination & Exploitation	P11	NUBB	Cambodia	Organisation of the transnational conference, including translation	1,800.00 €
Dissemination & Exploitation	P11	NUBB	Cambodia	Printing material	600.00 €
Quality Plan	P3	WUSMED	Spain	External quality assurance evaluation	3,000.00 €
Development	P3	WUSMED	Spain	Inow Asia Website and online platform	15,000.00 €
Management	P4	IRD	France	Coffee break and logistics for the transnational meeting	800.00 €
Management	P6	VNU	Vietnam	Coffee break and logistics for the transnational meeting (x2 meetings)	1,200.00 €
Development	P6	VNU	Vietnam	Transnation of training contents	2,000.00 €
Dissemination & Exploitation	P7	CTU	Vietnam	Organisation of the transnational conference, including translation	1,800.00 €
Dissemination & Exploitation	P7	CTU	Vietnam	Printing material	600.00 €
Management	P8	NUOL	Laos	Coffee break and logistics for the transnational meeting (x2 meetings)	1,200.00 €
Development	P8	NUOL	Laos	Transnation of training contents	2,000.00 €
Dissemination & Exploitation	P9	SU	Laos	Organisation of the transnational conference, including translation	1,800.00 €
Dissemination & Exploitation	P9	SU	Laos	Printing material	600.00 €

Table 22: Total Subcontracting budget

Reserve Fund

The Coordinator will retain and manage, in benefit of the consortium, and during the life of the project, 10% of the staff budget of all partners. This **Reserve Fund** will be used, if so required, for the cofinancing of the travel cost and costs of stay of partners and for other cost not foreseen in the project budget, or not eligible for funding, that are required for the implementation of actions or activities directly related to the project. In this case, previous agreement of all beneficiaries to the Grant Agreement will be required.

Partner N°	Partner	Country	Reserve fund (10% partner's	Budget managed by	Budget managed by
P1	UDG	Spain	- €	138,726.00 €	
P2	FSUB	Spain	5,676.20 €	30,406.20 €	54,535.80 €
P3	WUSMED	Spain	3,314.00 €	22,494.00 €	50,526.00 €
P4	IRD	France	4,881.10 €	30,851.10 €	48,579.90 €
P5	UT3	France	4,454.00 €	29,504.00 €	43,536.00 €
P6	VNU	Vietnam	2,020.60 €	20,775.60 €	65,205.40 €
P7	CTU	Vietnam	1,693.30 €	23,418.30 €	61,559.70 €
P8	NUOL	Laos	1,718.10 €	20,473.10 €	62,482.90 €
P9	SU	Laos	1,474.00 €	20,369.00 €	59,586.00 €
P10	ITC	Cambodia	1,677.30 €	20,387.30 €	62,015.70 €
P11	NUBB	Cambodia	1,474.00 €	21,434.00 €	59,886.00 €
			28,382.60 €	378,838.60 €	567,913.40 €
					946,752.00 €

Table 23: Contributions to Reserve Fund per partner

Upon conclusion of the final evaluation by the Executive Agency and the final balance of the project, the remains of the Reserve Fund, if any, will be evenly distributed among all beneficiaries of the Grant Agreement. This distribution will be made in proportion to the absolute amounts that each Beneficiary has contributed to the Reserve Fund, i.e. by applying to the remaining amount the coefficient that results from the amount contributed to the fund in relation to the total Reserve Fund.

Glossary /Terminology

A glossary of terms is also included in order to ensure the common understanding of the terminology to be used during the project lifetime.

GD: Google Drive
HEI: Higher Education Institution
INOWASIA: Acronym of the project
JD: Joint Declaration
M1: Month 1 of the project
MP: Management Plan
P1: Partner number one
PA: Partner Agreement
PM: Project Manager
PC: Project Coordinator
SC: Steering Committee
SEA: South-East Asia
TS: Timesheet
WP: Work Package
WPL: Work Package Leader
WPCL: Work Package Coleader
WP1L: Leader of Work Package 1