

**CLIMADEMY**

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## Deliverable D1.1 Project Management Plan

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## Executive Summary

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This Project Management Plan presents information for the consortium members of the CLIMADEMY project to understand the processes, procedures, roles and obligations of each partner and will define the specific CLIMADEMY implementation actions.

The processes and procedures described here are to ensure an effective and clearly defined methodology, which guarantees that the Project is delivered as efficiently as possible. This document complements other project documentation, including the Grant Agreement and Consortium Agreement and should be used in conjunction with these two documents.

## Abbreviations and acronyms

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Abbreviation / Acronym	Description
ACB	Academy's Consortium Board
CFS	Certificate of the Financial Statement
EAB	External Advisory/Evaluation Board
EACEA	European Education and Culture Executive Agency
EC	European Commission
PMP	Project Management Plan
PMO	Project Management Office
QEC	Quality Evaluation Committee
TBC	To be confirmed
VAT	Value Added Tax (a sales tax)
WP	Work Package

Partner short name used in this document	Full Partner Name
EA	ELLINOGERMANIKI AGOGI SCHOLI PANAGEA SAVVA AE
FG	Fondazione Golinelli
RDPSEC	Regional Directorate of Primary and Secondary Education of Crete
UBREMEN	University of Bremen
UH	Helsingin Yliopisto (University of Helsinki)
UNIBO	University of Bologna
UOC	University of Crete

# 1 Introduction

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This Project Management Plan (PMP) has been developed to describe in detail the steps toward the establishment of the CLIMADEMY network in four European countries and the strategy to include additional international partners. The PMP has been prepared by the PMO.

PMP describes the Consortium management and decision-making structure of the CLIMADEMY project, the project communication strategy, deliverables and document management, reporting and financial management.

The aim of this document is to provide guidelines and procedures which should be followed within the CLIMADEMY project to ensure that the project is delivered according to the Grant Agreement.

PMP is complementary to the Consortium Agreement, outlining the specific implementation actions in CLIMADEMY and will be revised at the end of each year of the project. The PMP will be evaluated and optimized every year considering the monitoring and evaluation of the programme, the reports from QEC and EAB and the communication within the ACB.



## 2 Project Description

The project products are principally the deliverables as set out in the Grant Agreement Annex 1 PartA. These deliverables will be in the form of documents and reports, except for D4.2, where an internet platform will be delivered.

Broadly the project is divided into 6 work packages, listed below.

- WP1: Project management, coordination and governance
- WP2: Educational materials on climate change
- WP3: Development of educational model for teacher training
- WP4: Establishment of a common virtual Climate Auditorium (CLAUDI) and National Hubs
- WP5: Implementation of the Training Activities
- WP6: Impact assessment, dissemination and sustainability

In WP1 the project coordination and management bodies will be established, in order to ensure the general project coordination and monitoring of progress. In WP2 educational material will be collected and further developed to understand the main drivers of climate change. WP3 will focus on the development of an educational model suitable for teacher training. WP4 is concerned with the establishment of the four national hubs and the development of the virtual Climate Auditorium (CLAUDI) platform. The aim of WP5 is to organize the large-scale implementation of the Training Activities leading to an enhanced notion on Climate Change Education of participating teachers and eventually to their professional development. Finally, WP6 is concerned with the dissemination and sustainability of the project deliverables.

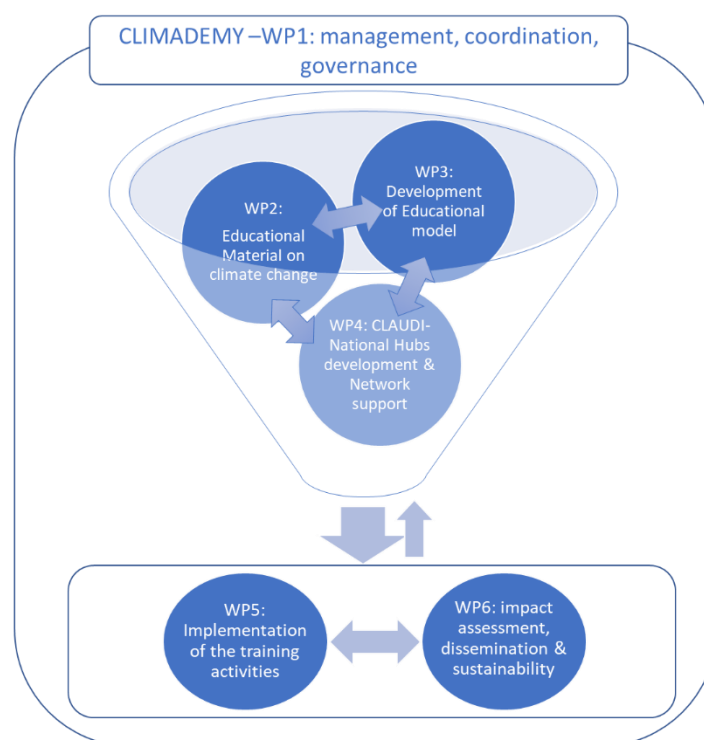


Figure 1 Pert chart. of CLIMADEMY work packages

### 3 Project Management, Coordination and Governance

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The CLIMADEMY project organizational structure follows that, which is set out in the proposal. The following management structure (Figure 2) will be established under the CLIMADEMY project:

- The Programme Coordinator is in charge of coordinating the CLIMADEMY programme and is responsible for all contacts with the EU. The Programme Coordinator chairs the Academy’s Consortium Board and the Management Office (defined both below).
- The Programme Manager is in charge of monitoring the progress and timely completion of the project’s goals, the communication between beneficiaries, financial arrangements, reports compiling, organization of meetings and all practical issues arising during the implementation of the project.

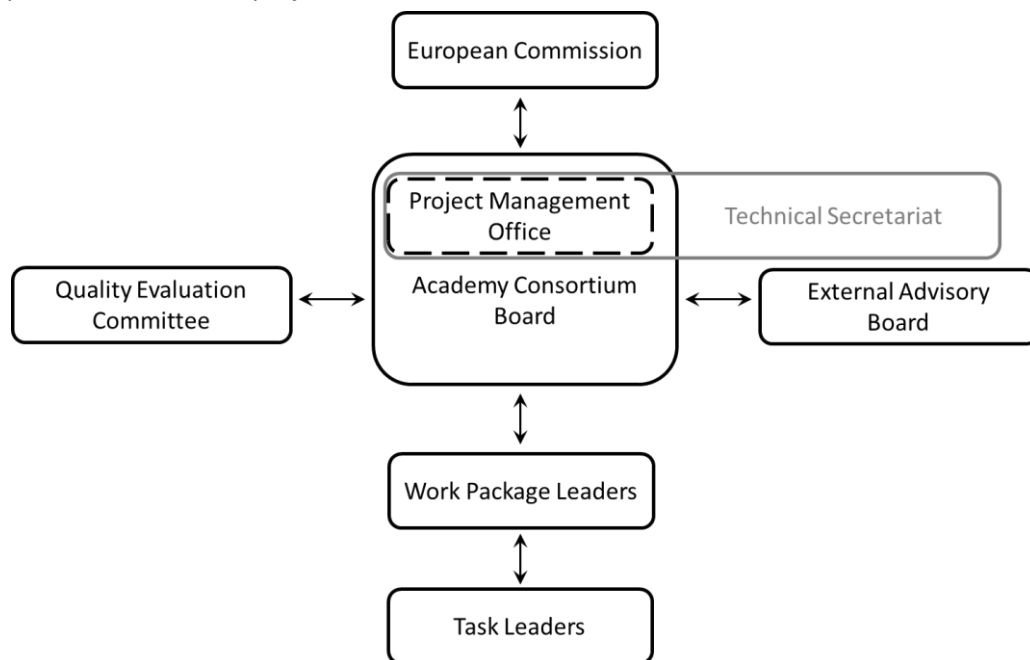


Figure 2 CLIMADEMY project organizational structure

- The Programme Management Office (PMO) consists of the Programme Manager and Programme Coordinator.
- The Technical secretariat consists of the PMO at the Coordinating Institution and of one administrative support representative at each of the Consortium beneficiaries.
- The Academy’s Consortium Board (ACB) consists of the PMO and one representative of each beneficiary. ACB is the main decision-making body of the consortium.
- The Quality Evaluation Committee (QEC), consists of one representative of each Consortium Member and representative (elected) participant teachers and students that have participated in CLIMADEMY. QEC evaluates every six months the project and supports the decisions of ACB for the development and improvement of the CLIMADEMY

programme.

- The External Advisory/Evaluation Board (EAB) consists of 5 representatives from non-consortium bodies, acting as both an evaluation and advisory board.

Additional roles have been assigned for the successful implementation of the CLIMADEMY project:

- Work Package Leader – coordinates the work of the workpackage, including organizing progress meetings, is responsible for the day-to-day operation, quality and planning of the tasks within the work package.
- Task Leader – is responsible for the planning and delivery of the products within their task.

### 3.1 Project governance structure

The project governance of CLIMADEMY follows a vertical structure with the ACB being the highest decision making body. The ACB also monitors the progress of the project taking input from the Work Package Leaders and the Project Management Office.

The reporting structure follows a management-by-exception reporting methodology, whereby any deviations from the task plans should be reported up to the Task Leader. If this is expected to have an impact on the content or delivery of any deliverables or milestones within a work package or on a task within another work package, this should be reported via the Work Package Leader to the ACB. The ACB then decides on methods to remedy this and proposes changes to the EC Project Officer for the next stage of approval.

### 3.2 Roles

The roles of the different project governance groups are defined within the CLIMADEMY Consortium Agreement and below.

#### 3.2.1 Project Management Office

The Programme Management Office (PMO) consists of the Programme Coordinator and Programme Manager that will ensure the timely and successful implementation of the project.

a. The Programme Coordinator is in charge of coordinating the CLIMADEMY programme and is responsible for all contacts with the EU. The Programme Coordinator will take all actions necessary for the good functioning of the Consortium and the fulfilment of the contractual Agreement with the European Education and Culture Executive Agency. The Programme Coordinator chairs the Academy's Consortium Board and the Management Office (defined both below).

b. The Programme Manager is in charge of monitoring the progress and timely completion of the project's goals, the communication between beneficiaries, financial arrangements, reports compiling, organizing of meetings and all practical issues arising during the implementation of the project.

The role of the PMO is to be the intermediary between the Partners and the Funding Authority (EACEA) and shall perform all tasks assigned to it, as described in the Grant Agreement and the Consortium Agreement. The PMO is primarily responsible for the administrative and financial elements of the project.

In particular, the PMO shall be responsible for:

- Negotiating for possible contract amendments during the project.
- Distributing European Commission funding to partners, based on the Grant Agreement.
- Monitoring the progress of the project (Milestones, Deliverables and overall staff effort).

- Uploading the deliverables and milestone information on the project reporting area of the EU platform.
- Implementing appropriate reporting and evaluation methods within and between the WPs.
- Preparing, compiling and generating all relevant project reports for internal Boards and for the European Commission.
- Preparing, updating and maintaining the Project Management Plan.
- Keeping the address list of contact persons updated and available.
- Transmitting documents and information connected with the Project to any other Parties concerned.
- If one or more of the Partners is overdue in submitting any of the project deliverables, the PMO may nevertheless submit the other parties' project deliverables and all other documents required by the Grant Agreement to the Funding Authority in time.
- Organizing, preparing and distributing the minutes of the ACB, the QEC and the EAB meetings.
- Evaluating the risks for the implementation of the project, the contingencies and the risk mitigation strategies and reporting this information to the ACB.
- Overseeing the implementation of the decisions of the ACB.
- Preparing, updating and maintaining the Consortium Agreement.
- Ensuring the quality of delivered products through the establishment and operation of the QEC.

### 3.2.1.1 Project Management Office names

Role	Assigned representatives
Project coordinator	Maria Kanakidou (UOC)
Project manager	Nikos Kalivitis (UOC)

Table 1 – PMO members

### 3.2.2 Technical secretariat

The Technical secretariat consists of the PMO at the Coordinating Institution and of one administrative support representative at each of the Consortium beneficiaries that will deal with all practicalities of the project.

#### 3.2.2.1 Technical secretariat team names

Partner	Assigned representatives
UOC	PMO
UOC	Eva Makaki
UH	Taina Ruuskanen, Dammert Marju-Kaisa
UNIBO	Clarissa Consaga
UBREMEN	Petra Renken
EA	Maria Manteli
FG	Benedetta D'Oria
RDPSEC	Manolis Stavrakakis

Table 2 – Technical secretariat members

### 3.2.3 Academy's Consortium Board

The ACB consists of the PMO and one representative of each beneficiary. The ACB makes decisions on the main academic aspects of the programme, on all financial issues that do not involve any associated partner, and on the inclusion of new partners in the Consortium. The ACB is the highest level decision making body in the project.

Members of the ACB shall be deemed duly authorized to deliberate, negotiate and decide on all matters listed below. However, any member of the ACB or any consortium bodies may appoint a substitute or a proxy to attend and vote at any meeting. The ACB shall be free to act on its own initiative to formulate proposals and take decisions.

The following decisions shall be taken by the ACB:

- Proposals for changes to the Grant Agreement to be agreed by the Funding Authority.
- Changes to the Consortium Agreement.
- Entry of a new Partner to the consortium and approval of the settlement on the conditions of the accession of such new Partner.
- Withdrawal of a Partner from the consortium and the approval of the settlement on the conditions of withdrawal.
- Identification of a breach by a Partner of its obligations under this Consortium Agreement or the Grant Agreement.
- Declaration of a Partner to be a Defaulting Partner.
- Remedies to be performed by a Defaulting Partner.
- Termination of a Defaulting Partner's participation in the consortium and measures relating to this.
- Proposal to the Funding Authority for a change of the Coordinator.
- Proposal to the Funding Authority for suspension of all or part of the Project.
- Proposal to the Funding Authority for termination of the Project and the Consortium Agreement.
- Appointment of the QEC and decision on the composition of the EAB.
- Selection of the teachers to be trained through a joint selection process of the applicants, based on motivation and competences.
- Management and verification of the correct enrolment procedures, assurance of equality and gender balance

**3.2.3.1 Academy Consortium Board member names**

Partner	Assigned representatives
UOC	PMO
UH	Markku Kulmala, Laura Riuttanen
UNIBO	Olivia Levrini
UBREMEN	Mihalis Vrekoussis
EA	Thalia Tsaknia
FG	Raffaella Spagnuolo
RDPSEC	Athina Ginoudi

Table 3– ACB members

**3.2.4 Quality Evaluation Committee**

The Quality Evaluation Committee (QEC), consists of one representative of each Consortium Member and representative (elected) participant teachers and students that have participated in CLIMADEMY. QEC evaluates every six months the project and supports the decisions of the ACB for the development and improvement of the CLIMADEMY programme. This Committee is chaired by one of its teacher members, who is elected every year from the committee. Decisions within the QEC require the approval of the majority of its members.

**3.2.4.1 Quality Evaluation Committee members**

Partner	Assigned representatives
UOC	Dimitris Stavrou
UH	Jari Lavonen
UNIBO	Giulia Tasquier
UBREMEN	Annette Ladstaetter
EA	GeorgiosMavromanolakis
FG	Giorgia Bellentani
RDPSEC	Manolis Kartsonakis
Participant Teacher	TBC
Participant Teacher	TBC

Table 4– QEC members

### 3.2.5 External Advisory Board

The External Advisory/Evaluation Board (EAB) consists of 6 representatives from international organizations invited to participate (namely ESA, ECMWF, IPCC, WMO, UN) and additional potential stakeholders, i.e. ministries, teachers training organizations, universities. EAB is both an evaluation and advisory board and its contribution is crucial for the successful implementation of CLIMADEMY.

Organization	Assigned representatives
Italian Ministry of Education	Carla Guetti
ECMWF	Vincent-Henri Peuch
WMO	Alexander Baklanov
Finnish Ministry of Education	Marjo Vesalainen
UNECE ESD	Aravella Zachariou
Institute of Education Policy, Greece	Ioannis Antoniou

Table 5– EAB members

### 3.2.6 Work Package Leaders

Work package leaders are responsible for the programme of work within their work package. The work package leader role includes:

- Ensuring that the tasks and deliverables within their work package are delivered on time and to the required quality criteria and according to the budget provided
- Identifying and reporting risks and deviations within their work package to the ACB and PMO.

#### 3.2.6.1 Work Package leader names

Role	Assigned representatives
WP1 leader	Nikos Kalivitis/ Maria Kanakidou (UOC)
WP2 leader	Laura Riuttanen (UH)
WP3 leader	Olivia Levrini (UNIBO)
WP4 leader	Annette Ladstaette (UBREMEN)
WP5 leader	Thalia Tsaknia (EA)
WP6 leader	Dimitris Stavrou (UOC)

Table 6 – Work package leaders

### 3.2.7 Task Leaders

The task leaders are responsible for the work within their task, ensuring that tasks are delivered on time and to budget, reporting any deviations from the work plan to the work package leader, for further escalation if necessary to the ACB.

#### 3.2.7.1 Task leader names

Role	Assigned representatives
Task 1.1	Nikos Kalivitis, Maria Kanakidou (UOC)
Task 1.2	Maria Kanakidou, Nikos Kalivitis (UOC)
Task 1.3	Maria Kanakidou, Nikos Kalivitis (UOC)
Task 2.1	Mihalis Vrekoussis (UBREMEN)
Task 2.2	Dimitris Stavrou, Ioannis Pavlidis (UOC)
Task 2.3	Laura Riuttanen (UH)
Task 2.4	Athina Ginoudi (RDPSEC)
Task 3.1	Giulia Tasquier (UNIBO)
Task 3.2	Katja Lauri (UH)
Task 4.1	Taina Ruuskanen (UH)
Task 4.2	Manolis Zouraris (UOC)
Task 4.3	Giorgia Bellentani (FG)
Task 5.1	Thalia Tsaknia (EA)
Task 5.2	Thalia Tsaknia (EA)
Tasks 5.3	Athina Ginoudi (RDPSEC)
Tasks 5.4	Thalia Tsaknia (EA)
Task 5.5	Giulia Tasquier (UNIBO)
Tasks 6.1	Laura Riuttanen (UH)
Task 6.2	Annette Ladstaetter, Mihalis Vrekoussis (UBREMEN)
Task 6.3	Dimitris Stavrou, Ioannis Pavlidis (UOC)

Table 7 – Task leader names



### 3.3 Organizational meetings and procedures

#### 3.3.1 Frequency of Consortium Meetings

The constituted meeting frequencies for the ACB and QEC are detailed below:

	Ordinary meeting	Extraordinary meeting
ACB	At least once a year	At any time upon written request of the PMO or ACB members
QEC	At least twice per year in conjunction with a project meeting	At any time upon written request of any Member of the QEC
EAB	At least once a year in conjunction with ACB meeting	

**Table 8 – Planned meetings of the consortium**

It is recommended that the work package leaders also meet at least every 3 months, and between physical meetings hold teleconference calls or video conference calls to ensure that decisions can be made and monitor progress. To reduce on travel costs, the CLIMADEMY project aims to combine as many of the meetings as possible and hold aggregated consortium meetings every 6 months, which include work package meetings, followed by ACB (at least once a year) and QEC (at least twice per year) meetings.

#### 3.3.2 Notice of a meeting

The chairperson of a Consortium Body shall give notice in writing of a meeting to each Member of that Consortium Body as soon as possible and no later than the minimum number of days preceding the meeting, as indicated below.

	Ordinary meeting	Extraordinary meeting
Academy's Consortium Board	45 calendar days	7 calendar days
Quality Evaluation Committee	14 calendar days	7 calendar days

**Table 9 – Notice periods for consortium meetings**

Any meeting will be called using a Calling Notice, which will act as authorization to travel. The calling notice sets out the aims and objectives for the meeting and validates that traveling is a necessary cost to the project. Calling Notices shall be issued by the PMO. Any Work Package meetings or meetings between partners which require travel also require a calling notice that may be issued by the Work Package or Task Leader, as appropriate.

### 3.3.3 Sending the agenda

The PMO shall prepare and send to each Member of that Consortium Body a first version of the written agenda no later than the minimum number of days preceding the meeting, as indicated below.

	Ordinary meeting	Extraordinary meeting
Academy's Consortium Board	21 calendar days,	7 calendar days
Quality Evaluation Committee	7 calendar days,	7 calendar days

Table 10 –Periods for sending the agenda

### 3.3.4 Adding agenda items

Any agenda item requiring a decision by the Members of a Consortium Body must be identified as such on the agenda.

Any Member of a Consortium Body may add an item to the original agenda by written notification to all of the other Members of that Consortium Body up to the minimum number of days preceding the meeting as indicated below.

	Ordinary meeting	Extraordinary meeting
Academy's Consortium Board	14 calendar days	4 calendar days
Quality Evaluation Committee	2 calendar days	2 calendar days

Table 11 –Periods for adding agenda items.

During a meeting, the Members of a Consortium Body present or represented can unanimously agree to add a new item to the original agenda.

### 3.3.5 Decisions

Any decision may also be taken without a meeting if the PMO circulates to all Members of the Consortium Body a written document, which is then agreed by the defined majority of all Members of the Consortium Body. Such documents shall include the deadline for responses.

Meetings of each Consortium Body may also be held by teleconference or other telecommunication means. For QEC, this will be the preferred way of meeting.

Decisions will only be binding, once the relevant part of the Minutes has been accepted.

## 4 Deliverables

### 4.1 Structure of deliverables

Each deliverable should follow a set structure as set out in the templates of:

- Executive Summary – a brief summary of the key points of the main document
- Table of Contents
- Abbreviations and Acronyms
- Introduction – an outline of the aims and objectives of the deliverable and where it fits in the context of the CLIMADEMY project. The introduction should also explain the interdependences related to this deliverable, whether this work is drawing on earlier tasks and deliverables and what other tasks will use this deliverable as input or for structuring their work.
- Main body of the report – this section will explain the task that was carried out and the results generated and illustrate the technical and scientific progress made within the task.
- Conclusions – this section should be a summary of the major outputs of the deliverable and potential implications of the results on other parts of the project. The conclusions should also highlight where future improvements or further work should be directed.
- References
- Annexes – Annexes of data or further information not suitable for the main body of the report, either due to its detailed nature or separated for confidentiality purposes.

### 4.2 Tracking of deliverables

Deliverables are listed in the Grant Agreement Annex1 Part A – List of deliverables. Deliverables will be tracked by the PMO, identifying deliverables due in the near future, the deadlines for each deliverable, follow-up actions and the names of the persons producing and reviewing. The deliverables will be uploaded to Funding & Tenders Portal Continuous Reporting tool.

### 4.3 Milestones

The CLIMADEMY milestones are not subject to the same review process as the deliverables and are mainly used as a project management tool to ensure that progress is being made. Each milestone will be assessed against quality criteria by the PMO and progress or completion status will be logged by the Project Management Team and reported to the ACB as an indicator of progress.

Project milestones are listed in the Grant Agreement Annex1 Part A – List of milestones. The milestones will be checked as achieved to Funding & Tenders Portal Continuous Reporting tool.

## 5 Document Management

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It is expected that over the course of the CLIMADEMY project that many documents will be produced, it is therefore vital that document management processes are followed in order to enable users to locate and identify relevant files and to ensure version control.

### 5.1 Storage

All documents produced in the project will be stored and archived on the CLAUDI platform, where all project participants may have access to them. There will also be access to working reports, documents and material related to meetings.

### 5.2 Document Templates

Document templates have been produced which use a standard format including defined styles, page layout and content structure. These templates have been prepared by the PMO and are available to all partners.

Templates have been produced for:

- Deliverables (MS Word format)
- Meeting Calling Notices (MS Word format)
- Meeting Minutes (MS Word format)
- Presentations (MS Powerpoint format)

All official project documents should use these templates. These templates may be updated as the project progresses and may be redesigned to fit with the design style of the project logo. Therefore, consortium partners should always use the most up-to-date version.

### 5.3 File formats

File format and compatibility is important for the exchange of documents between different partners using different systems.

The following file formats should be used:

- Word processor documents – Microsoft Office WORD version 2007 or higher (.doc or .docx formats)
- Spreadsheet documents – Microsoft Office EXCEL version 2007 or higher (.xls or .xlsx formats)
- Presentations – Microsoft Office POWERPOINT version 2007 or higher (.ppt or .pptx formats)
- Promotional materials (flyers, newsletters) or other non-editable project documents – PDF format
- For compressed files – ZIP format
- Bitmap image files – JPEG or PNG formats
- Vector graphic files – EMF or SVG formats
- Video files - MP4 (H.264 + ACC)

### 5.4 Document Coding

Each document should use a structured file name and use the same structure for the document reference. This method of document coding produces a unique reference for all CLIMADEMY documents. The subject of all e-mails concerning CLIMADEMY has to start by CLIMADEMY followed by the concerned WP or other keyword.

The document reference should be structured using the following:

CLIMADEMY-WP[WP NUMBER]-[DOCUMENT TYPE AND REFERENCE]-[DISSEMINATION LEVEL]-v[VERSION NUMBER]-[STATUS]

[STATUS] can be DRAFT, PRELIMINARY, FINAL

Examples of this structure are given below for the different document types.

#### 5.4.1 Deliverables

Structure: CLIMADEMY-WPx-Dx.x-DISSEMINATION LEVEL-vx.x-

STATUS Eg. CLIMADEMY -WP6-D2.1-PU-v0.1-DRAFT

#### 5.4.2 Calling notices

Structure: CLIMADEMY -WPx-CN-DISSEMINATION LEVEL-Meeting dates-vx.x-

STATUS Eg. CLIMADEMY –WP5-CN-CO-2024-06-15-v0.1-DRAFT

#### 5.4.3 Meeting minutes

Structure: CLIMADEMY -WPx-MINUTES-DISSEMINATION LEVEL-Meeting dates-vx.x-STATUS

Eg. CLIMADEMY -WP8-MINUTES-CO-2024-06-15-v1.0-FINAL

#### 5.4.4 Milestones

Structure: CLIMADEMY -WPx-MSx - DISSEMINATION LEVEL-vx.x-

STATUS Eg. CLIMADEMY –WP3-MS1-CO-v0.1-DRAFT

## 6 Reporting and Reviews

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### 6.1 EACEA Report and Reviews

#### The Periodic Reporting

The CLIMADEMY project has two reporting periods

Period 1 – from M1 (June 2022)-M18 (November

2023) Period 2 – from M19 (December 2023)-M36

(May 2025)

To ensure a timely delivery of the reports, the PMO will prepare the templates and notify the partners of their duties and where they should contribute to the report, at least 2 calendar months before the end of the reporting period. The PMO Team will then ask that each Partner contributes to the report, reporting on their participation with work package leaders also reporting on the progress made within their work package.

The Period 1 mid-project review will include both technical reports and financial statements, as described in the grant agreement, with the following documents:

- A publishable summary of the CLIMADEMY project
- Deliverables which are due within the Period 1 reporting period, according to the Grant Agreement Annex1 Part A – List of deliverables.
- Period 1 Periodic Activity Report on the results and achievements of the project over this reporting period, including the progress made on tasks, deliverables and achievement of milestones. If any deviations have occurred from the Description of Action in Annex 1 of the Grant Agreement, an explanation justifying the differences must also be provided. The Periodic Activity Report will also include a plan for the exploitation and dissemination of the results.
- Issues related to the action implementation and the economic and societal impact.
- Individual financial statements of each partner and a consolidated financial statement.
- Explanation of the use of resources

The Period 2 end-of-project review will include the same documents as Period 1, but applied to the whole project. In addition, it will include:

- A publishable summary report of all of the results, conclusions and the impact of the project, the benefits to end-users and society
- A final technical report
- An update to the exploitation plan for the implementation and dissemination of the products of the project
- Certificate of the Financial Statement (CFS) provided by auditor for each partner if their total requested funding exceeds or equals €325k

## 7 Conclusion

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The project management plan presented in the present document provides a guide to be used by the PMO and the consortium partners to ensure an understanding of the roles and responsibilities of each member of the consortium in delivering the CLIMADEMY project through efficient and well managed processes. This document should be used by partners to complement the Grant Agreement and the Consortium Agreement.

If any item in this document is ambiguous, or further assistance or advise is required, then please contact the PMO:

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