

**DELIBERATION DU CONSEIL D'ADMINISTRATION DE L'UNIVERSITE DE LIMOGES**

Vu le Code de l'éducation,  
Vu les articles 175, 176 et 177 du décret n° 2012-1246 du 7 novembre 2012 relatif à la gestion budgétaire et comptable publique  
Vu les statuts de l'Université de Limoges,

Délibération enregistrée sous le numéro **382/2024/DAF**  
**Conseil d'administration du 02 février 2024**

**Sujet** : Attribution d'une subvention ERASMUS+ - Capacity Building for Higher Education (European Education and Culture Executive Agency) pour le projet DEveloppement de Formations professionnelles collaboratives pour Madagascar sur les métiers de l'EAU – DEFI EAU.

Comme le prévoit la réglementation, le conseil d'administration doit être informé et se prononcer quant à l'engagement de l'établissement sur des programmes d'enseignement dont une partie du financement est acquise sur subvention (European Education and Culture Executive Agency).

**Objectif du projet** : Le projet DEFI EAU, coordonné par la Faculté de Sciences et Techniques de l'Université de Limoges, a pour objectif le développement à l'échelle de Madagascar de formations professionnelles (niveau L et M, en formation initiale et continue), mutualisées et hybrides, pour répondre aux enjeux sociétaux malgaches dans le domaine de l'eau, l'assainissement et l'hygiène (WASH).

**Composition du consortium bénéficiaire de la subvention :**

- Européens : Université de Limoges (FR) – coordinateur -, Université de la Réunion (FR), Université de Liège (BE), Université Vasile Alecsandri de Bacău (RO).
- Malgaches : Institut Supérieur de Technologie d'Antananarivo, Institut Supérieur de Technologie d'Antsirananana, Institut Supérieur de Technologie de Ambositra, Université d'Antiranana, Université d'Antananarivo, RAN'EAU.

Le projet DEFI EAU est coordonné par la Faculté de Sciences et Techniques de l'Université de Limoges et porté par Michel BAUDU (Filière de l'eau).

L'European Education and Culture Executive Agency a accordé une suite favorable à ce projet.

- Montant total du projet : 839 419 €
- Subvention demandée : 755 476 € (dont 551 986€ en fonctionnement et 203 490€ en investissement)
- Taux d'intervention : 90%
- Financement revenant à l'Université de Limoges : 141 883€
- Financement revenant aux partenaires : 613 593€
- Date de début du projet : 01/01/2024
- Date de fin prévisionnelle : 31/12/2026 (31/12/2026 pour l'exécution financière).

Après échanges en séance, il est demandé au Conseil d'Administration de se prononcer sur l'engagement de l'établissement sur ce projet.

La convention est annexée à la présente délibération.

Membres en exercice : 36

Nombre de votants : 28

Pour : 28

Contre : 0

Abstention : 0

Fait à Limoges, le 02 février 2024

**La Présidente de l'Université**

**Isabelle KLOCK-FONTANILLE**

Publié au recueil des actes administratifs du mois février 2024.

Transmis au rectorat de l'académie de Limoges le 5 février 2024.

**Modalités de recours :** *En application de l'article R 421-1 du code de justice administrative, le Tribunal Administratif de Limoges peut être saisi par voie de recours formé contre les actes réglementaires dans les deux mois à partir du jour de leur publication et de leur transmission au Recteur*





## EUROPEAN EDUCATION AND CULTURE EXECUTIVE AGENCY (EACEA)

EACEA.A – Erasmus+, EU Solidarity Corps  
A.4 – International Capacity Building

### GRANT AGREEMENT

**Project 101128514 — DEFI EAU**

#### PREAMBLE

This **Agreement** ('the Agreement') is **between** the following parties:

**on the one part,**

the **European Education and Culture Executive Agency (EACEA)** ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

**and**

**on the other part,**

1. 'the coordinator':

**UNIVERSITE DE LIMOGES (UNILIM)**, PIC 998267838, established in François Mitterrand 33, Limoges 87032, France,

and the following other beneficiaries, if they sign their 'accession form' (see Annex 3 and Article 40):

2. **UNIVERSITE DE LA REUNION (UR)**, PIC 999557453, established in AVENUE RENE CASSIN 15, SAINT DENIS DE LA REUNION CEDEX 9 97715, France,

3. **UNIVERSITE DE LIEGE (ULIEGE)**, PIC 999976105, established in PLACE DU 20 AOUT 7, LIEGE 4000, Belgium,

4. **UNIVERSITATEA VASILE ALECSANDRI DIN BACAU (UVAB)**, PIC 986185906, established in CALEA MARASESTI 157, BACAU 600115, Romania,

5. **INSTITUT SUPERIEUR DE TECHNOLOGIE DANTSIRANANA (IST D)**, PIC 903583325, established in BD DU GENERAL BAYER, ANTSIRANANA 201, Madagascar,

6. **INSTITUT SUPERIEUR DE TECHNOLOGIE D'ANTANANARIVO (IST T)**, PIC 917442103, established in ROUTE DE TOAMASINA RN2 IADIAMBOLA AMPASAPITO, ANTANANARIVO 101, Madagascar,

7. **INSTITUT SUPERIEUR DE TECHNOLOGIE AMBOSITRA (IST A)**, PIC 884681808, established in EX BATIMENT HODIMA, ANKOROMBE, AMBOSITRA 306, Madagascar,

**8. UNIVERSITY OF ANTANANARIVO (UA)**, PIC 994144077, established in PO BOX 906 CAMPUS D ANKATSO, ANTANANARIVO 101, Madagascar,

**9. UNIVERSITE D'ANTSIRANANA (UNA)**, PIC 924424648, established in LAZARET SUD, ANTANANARIVO 201, Madagascar,

**10. ONG RAN EAU (RANEAU)**, PIC 884188563, established in RUE FERNAND KASANGA LOT IIR 56 TER TSARAFARITRA TSIMBAZAZA, ANTANANARIVO 101, Madagascar,

Unless otherwise specified, references to 'beneficiary' or 'beneficiaries' include the coordinator and affiliated entities (if any).

If only one beneficiary signs the grant agreement ('mono-beneficiary grant'), all provisions referring to the 'coordinator' or the 'beneficiaries' will be considered — mutatis mutandis — as referring to the beneficiary.

The parties referred to above have agreed to enter into the Agreement.

By signing the Agreement and the accession forms, the beneficiaries accept the grant and agree to implement the action under their own responsibility and in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

The Agreement is composed of:

Preamble

Terms and Conditions (including Data Sheet)

Annex 1 Description of the action<sup>1</sup>

Annex 2 Estimated budget for the action

Annex 3 Accession forms (if applicable)<sup>2</sup>

Annex 3a Declaration on joint and several liability of affiliated entities (if applicable)<sup>3</sup>

Annex 4 Model for the financial statements

Annex 5 Specific rules (if applicable)

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<sup>1</sup> Template published on [Portal Reference Documents](#).

<sup>2</sup> Template published on [Portal Reference Documents](#).

<sup>3</sup> Template published on [Portal Reference Documents](#).

## **TERMS AND CONDITIONS**

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## DATA SHEET

### 1. General data

Project summary:

Project summary
Access to drinking water in Madagascar is highly unequal, with a coverage rate of 51%, while only 10 % of the population has access to basic sanitation (UNICEF, 2019). The proposed response to this health and hygiene problem, exacerbated by climate change issues, is first and foremost training to facilitate the practices and use of water through a necessary adaptation of practices and technologies. The aim of the DEFI EAU project is to modernise the water, sanitation and hygiene (WASH) professional training offered by Madagascar's higher education institutions in a social and economic context that requires the training to be adapted to Madagascar's practices and resources. In order to ensure the modernisation of Madagascar's WASH training offer, it is necessary to implement a solidarity between HEIs by mutualising the new training offer as well as the pedagogical innovations. The project will pursue the following priorities: To create new professional training curricula in accordance with the needs of the labour market, at Bachelor's and Master's level. Curricula will be accessible in initial and continuous training, to respond to the needs of adapting the skills of people already in work and to train future professionals. To develop rationalised and innovative training solutions in accordance with the limited human and technical resources at national level through the implementation of a collaborative and shared training offer. Innovative training solutions will serve this development: distance learning and setting in situations throughout experimental platforms. The new training offer in this field will be tested during the project through the implementation of a trial training year for undergraduate (professional bachelor) and postgraduate (master) degrees, as well as continuing education courses. The project will enable Madagascar's HEI partners to develop a new training offer that meets the needs of the WASH sector and ensures its sustainability.

Keywords:

- Education-enterprises partnerships
- Modernisation of Higher Education
- International cooperation
- continuous learning
- environmental sustainability
- access to water

Project number: 101128514

Project name: Développement de formations professionnelles collaboratives pour Madagascar sur les métiers de l'EAU

Project acronym: DEFI EAU

Call: ERASMUS+EDU-2023-CBHE

Topic: ERASMUS+EDU-2023-CBHE-STRAND-2

Type of action: ERASMUS Lump Sum Grants

Granting authority: European Education and Culture Executive Agency

Grant managed through EU Funding & Tenders Portal: Yes (eGrants)

Project starting date: fixed date: 1 January 2024

Project end date: 31 December 2026

Project duration: 36 months

Consortium agreement: Yes

### 2. Participants

List of participants:

N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
1	COO	UNILIM	UNIVERSITE DE LIMOGES	FR	998267838	141 883.20



N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
2	BEN	UR	UNIVERSITE DE LA REUNION	FR	999557453	81 653.30
3	BEN	ULIEGE	UNIVERSITE DE LIEGE	BE	999976105	60 890.30
4	BEN	UVAB	UNIVERSITATEA VASILE ALECSANDRI DIN BACAU	RO	986185906	30 956.40
5	BEN	IST D	INSTITUT SUPERIEUR DE TECHNOLOGIE DANTSIRANANA	MG	903583325	81 963.90
6	BEN	IST T	INSTITUT SUPERIEUR DE TECHNOLOGIE D'ANTANANARIVO	MG	917442103	69 784.20
7	BEN	IST A	INSTITUT SUPERIEUR DE TECHNOLOGIE AMBOSITRA	MG	884681808	78 082.20
8	BEN	UA	UNIVERSITY OF ANTANANARIVO	MG	994144077	97 280.10
9	BEN	UNA	UNIVERSITE D'ANTSIRANANA	MG	924424648	81 139.50
10	BEN	RANEAU	ONG RAN EAU	MG	884188563	31 842.90
11	AP	FOREM	LE FOREM	BE	945047915	0.00
12	AP	OIEAU	OFFICE INTERNATIONAL DE L'EAU	FR	997494069	0.00
13	AP	AUF	Agence universitaire de la francophonie - Union européenne (AUF-UE)	BE	883422554	0.00
14	AP	JIRAMA	JIRAMA	MG	883304893	0.00
<b>Total</b>						<b>755 476.00</b>

**Coordinator:**

- UNIVERSITE DE LIMOGES (UNILIM)

**3. Grant****Maximum grant amount, total estimated eligible costs and contributions and funding rate:**

Maximum grant amount (Annex 2)	Maximum grant amount (award decision)
755 476.00	755 476.00

**Grant form:** Lump Sum**Grant mode:** Action grant**Budget categories/activity types:** Lump sum contributions**Cost eligibility options:** n/a**Budget flexibility:** No**4. Reporting, payments and recoveries****4.1 Continuous reporting** (art 21)**Deliverables:** see Funding & Tenders Portal Continuous Reporting tool**4.2 Periodic reporting and payments**

**Reporting and payment schedule (art 21, 22):**

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

**Prefinancing payments and guarantees:**

Prefinancing payment		Prefinancing guarantee		
Type	Amount	Guarantee amount	Division per participant	
Prefinancing 1 (initial)	528 833.20	n/a	1 - UNILIM	n/a
			2 - UR	n/a
			3 - ULIEGE	n/a
			4 - UVAB	n/a
			5 - IST D	n/a
			6 - IST T	n/a
			7 - IST A	n/a
			8 - UA	n/a
			9 - UNA	n/a
			10 - RANEAU	n/a

**Reporting and payment modalities (art 21, 22):**

Mutual Insurance Mechanism (MIM): No

Restrictions on distribution of initial prefinancing: The prefinancing may be distributed only if the minimum number of beneficiaries set out in the call conditions (if any) have acceded to the Agreement and only to beneficiaries that have acceded.

Interim payment ceiling (if any): 100% of the maximum grant amount

No-profit rule: n/a

Late payment interest: ECB + 3.5%

Bank account for payments:

FR7610071870000000100008842

Conversion into euros: n/a

Reporting language: Language of the Agreement

**4.3 Certificates (art 24): n/a**

#### **4.4 Recoveries** (art 22)

##### **First-line liability for recoveries:**

Beneficiary termination: Beneficiary concerned

Final payment: Coordinator

After final payment: Beneficiary concerned

##### **Joint and several liability for enforced recoveries (in case of non-payment):**

Limited joint and several liability of other beneficiaries — up to the maximum grant amount of the beneficiary

Joint and several liability of affiliated entities — n/a

#### **5. Consequences of non-compliance, applicable law & dispute settlement forum**

##### **Applicable law** (art 43):

Standard applicable law regime: EU law + law of Belgium

##### **Dispute settlement forum** (art 43):

Standard dispute settlement forum:

EU beneficiaries: EU General Court + EU Court of Justice (on appeal)

Non-EU beneficiaries: Courts of Brussels, Belgium (unless an international agreement provides for the enforceability of EU court judgements)

#### **6. Other**

##### **Specific rules (Annex 5):** Yes

##### **Standard time-limits after project end:**

Confidentiality (for X years after final payment): 5

Record-keeping (for X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Reviews (up to X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Audits (up to X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Extension of findings from other grants to this grant (no later than X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Impact evaluation (up to X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

## **CHAPTER 1 GENERAL**

### **ARTICLE 1 — SUBJECT OF THE AGREEMENT**

This Agreement sets out the rights and obligations and terms and conditions applicable to the grant awarded for the implementation of the action set out in Chapter 2.

### **ARTICLE 2 — DEFINITIONS**

For the purpose of this Agreement, the following definitions apply:

Actions — The project which is being funded in the context of this Agreement.

Grant — The grant awarded in the context of this Agreement.

EU grants — Grants awarded by EU institutions, bodies, offices or agencies (including EU executive agencies, EU regulatory agencies, EDA, joint undertakings, etc.).

Participants — Entities participating in the action as beneficiaries, affiliated entities, associated partners, third parties giving in-kind contributions, subcontractors or recipients of financial support to third parties.

Beneficiaries (BEN) — The signatories of this Agreement (either directly or through an accession form).

Affiliated entities (AE) — Entities affiliated to a beneficiary within the meaning of Article 187 of EU Financial Regulation 2018/1046<sup>4</sup> which participate in the action with similar rights and obligations as the beneficiaries (obligation to implement action tasks and right to charge costs and claim contributions).

Associated partners (AP) — Entities which participate in the action, but without the right to charge costs or claim contributions.

Purchases — Contracts for goods, works or services needed to carry out the action (e.g. equipment, consumables and supplies) but which are not part of the action tasks (see Annex 1).

Subcontracting — Contracts for goods, works or services that are part of the action tasks (see Annex 1).

In-kind contributions — In-kind contributions within the meaning of Article 2(36) of EU Financial

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<sup>4</sup> For the definition, see Article 187 Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012 ('EU Financial Regulation') (OJ L 193, 30.7.2018, p. 1): "**affiliated entities** [are]:

- (a) entities that form a sole beneficiary [(i.e. where an entity is formed of several entities that satisfy the criteria for being awarded a grant, including where the entity is specifically established for the purpose of implementing an action to be financed by a grant)];
- (b) entities that satisfy the eligibility criteria and that do not fall within one of the situations referred to in Article 136(1) and 141(1) and that have a link with the beneficiary, in particular a legal or capital link, which is neither limited to the action nor established for the sole purpose of its implementation".



Regulation 2018/1046, i.e. non-financial resources made available free of charge by third parties.

**Fraud** — Fraud within the meaning of Article 3 of EU Directive 2017/1371<sup>5</sup> and Article 1 of the Convention on the protection of the European Communities' financial interests, drawn up by the Council Act of 26 July 1995<sup>6</sup>, as well as any other wrongful or criminal deception intended to result in financial or personal gain.

**Irregularities** — Any type of breach (regulatory or contractual) which could impact the EU financial interests, including irregularities within the meaning of Article 1(2) of EU Regulation 2988/95<sup>7</sup>.

**Grave professional misconduct** — Any type of unacceptable or improper behaviour in exercising one's profession, especially by employees, including grave professional misconduct within the meaning of Article 136(1)(c) of EU Financial Regulation 2018/1046.

**Applicable EU, international and national law** — Any legal acts or other (binding or non-binding) rules and guidance in the area concerned.

**Portal** — EU Funding & Tenders Portal; electronic portal and exchange system managed by the European Commission and used by itself and other EU institutions, bodies, offices or agencies for the management of their funding programmes (grants, procurements, prizes, etc.).

## **CHAPTER 2 ACTION**

### **ARTICLE 3 — ACTION**

The grant is awarded for the action **101128514 — DEFI EAU** ('action'), as described in Annex 1.

### **ARTICLE 4 — DURATION AND STARTING DATE**

The duration and the starting date of the action are set out in the Data Sheet (see Point 1).

## **CHAPTER 3 GRANT**

### **ARTICLE 5 — GRANT**

#### **5.1 Form of grant**

<sup>5</sup> Directive (EU) 2017/1371 of the European Parliament and of the Council of 5 July 2017 on the fight against fraud to the Union's financial interests by means of criminal law (OJ L 198, 28.7.2017, p. 29).

<sup>6</sup> OJ C 316, 27.11.1995, p. 48.

<sup>7</sup> Council Regulation (EC, Euratom) No 2988/95 of 18 December 1995 on the protection of the European Communities financial interests (OJ L 312, 23.12.1995, p. 1).

The grant is an action grant<sup>8</sup> which takes the form of a lump sum grant for the completion of work packages.

## 5.2 Maximum grant amount

The maximum grant amount is set out in the Data Sheet (see Point 3) and in the estimated budget (Annex 2).

## 5.3 Funding rate

Not applicable

## 5.4 Estimated budget, budget categories and forms of funding

The estimated budget for the action (lump sum breakdown) is set out in Annex 2.

It contains the estimated eligible contributions for the action (lump sum contributions), broken down by participant and work package.

Annex 2 also shows the types of contributions (forms of funding)<sup>9</sup> to be used for each work package.

## 5.5 Budget flexibility

Budget flexibility does not apply; changes to the estimated budget (lump sum breakdown) always require an amendment (see Article 39).

Amendments for transfers between *work packages* are moreover possible only if:

- the work packages concerned are not already completed (and declared in a financial statement) and
- the transfers are justified by the technical implementation of the action.

## ARTICLE 6 — ELIGIBLE AND INELIGIBLE CONTRIBUTIONS

### 6.1 and 6.2 General and specific eligibility conditions

Lump sum contributions are eligible ('eligible contributions'), if:

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

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

<sup>8</sup> For the definition, see Article 180(2)(a) EU Financial Regulation 2018/1046: 'action grant' means an EU grant to finance "an action intended to help achieve a Union policy objective".

<sup>9</sup> See Article 125 EU Financial Regulation 2018/1046.

### 6.3 Ineligible contributions

‘Ineligible contributions’ are:

- (a) lump sum contributions that do not comply with the conditions set out above (see Article 6.1 and 6.2)
- (b) lump sum contributions for activities already funded under other EU grants (or grants awarded by an EU Member State, non-EU country or other body implementing the EU budget), except for the following case:
  - (i) Synergy actions: not applicable
- (c) other:
  - (i) country restrictions for eligible costs: not applicable.

### 6.4 Consequences of non-compliance

If a beneficiary declares lump sum contributions that are ineligible, they will be rejected (see Article 27).

This may also lead to other measures described in Chapter 5.

## **CHAPTER 4 GRANT IMPLEMENTATION**

### **SECTION 1 CONSORTIUM: BENEFICIARIES, AFFILIATED ENTITIES AND OTHER PARTICIPANTS**

#### **ARTICLE 7 — BENEFICIARIES**

The beneficiaries, as signatories of the Agreement, are fully responsible towards the granting authority for implementing it and for complying with all its obligations.

They must implement the Agreement to their best abilities, in good faith and in accordance with all the obligations and terms and conditions it sets out.

They must have the appropriate resources to implement the action and implement the action under their own responsibility and in accordance with Article 11. If they rely on affiliated entities or other participants (see Articles 8 and 9), they retain sole responsibility towards the granting authority and the other beneficiaries.

They are jointly responsible for the *technical* implementation of the action. If one of the beneficiaries fails to implement their part of the action, the other beneficiaries must ensure that this part is implemented by someone else (without being entitled to an increase of the maximum grant amount and subject to an amendment; see Article 39). The *financial* responsibility of each beneficiary in case of recoveries is governed by Article 22.

The beneficiaries (and their action) must remain eligible under the EU programme funding the grant



for the entire duration of the action. Lump sum contributions will be eligible only as long as the beneficiary and the action are eligible.

The **internal roles and responsibilities** of the beneficiaries are divided as follows:

(a) Each beneficiary must:

- (i) keep information stored in the Portal Participant Register up to date (see Article 19)
- (ii) inform the granting authority (and the other beneficiaries) immediately of any events or circumstances likely to affect significantly or delay the implementation of the action (see Article 19)
- (iii) submit to the coordinator in good time:
  - the prefinancing guarantees (if required; see Article 23)
  - the financial statements and certificates on the financial statements (CFS); not applicable
  - the contribution to the deliverables and technical reports (see Article 21)
  - any other documents or information required by the granting authority under the Agreement
- (iv) submit via the Portal data and information related to the participation of their affiliated entities.

(b) The coordinator must:

- (i) monitor that the action is implemented properly (see Article 11)
- (ii) act as the intermediary for all communications between the consortium and the granting authority, unless the Agreement or granting authority specifies otherwise, and in particular:
  - submit the prefinancing guarantees to the granting authority (if any)
  - request and review any documents or information required and verify their quality and completeness before passing them on to the granting authority
  - submit the deliverables and reports to the granting authority
  - inform the granting authority about the payments made to the other beneficiaries (report on the distribution of payments; if required, see Articles 22 and 32)
- (iii) distribute the payments received from the granting authority to the other beneficiaries without unjustified delay (see Article 22).

The coordinator may not delegate or subcontract the above-mentioned tasks to any other beneficiary or third party (including affiliated entities).

However, coordinators which are public bodies may delegate the tasks set out in Point (b)(ii) last



indent and (iii) above to entities with ‘authorisation to administer’ which they have created or which are controlled by or affiliated to them. In this case, the coordinator retains sole responsibility for the payments and for compliance with the obligations under the Agreement.

Moreover, coordinators which are ‘sole beneficiaries’<sup>10</sup> (or similar, such as European research infrastructure consortia (ERICs)) may delegate the tasks set out in Point (b)(i) to (iii) above to one of their members. The coordinator retains sole responsibility for compliance with the obligations under the Agreement.

The beneficiaries must have **internal arrangements** regarding their operation and co-ordination, to ensure that the action is implemented properly.

If required by the granting authority (see Data Sheet, Point 1), these arrangements must be set out in a written **consortium agreement** between the beneficiaries, covering for instance:

- the internal organisation of the consortium
- the management of access to the Portal
- different distribution keys for the payments and financial responsibilities in case of recoveries (if any)
- additional rules on rights and obligations related to background and results (see Article 16)
- settlement of internal disputes
- liability, indemnification and confidentiality arrangements between the beneficiaries.

The internal arrangements must not contain any provision contrary to this Agreement.

## ARTICLE 8 — AFFILIATED ENTITIES

Not applicable

## ARTICLE 9 — OTHER PARTICIPANTS INVOLVED IN THE ACTION

### 9.1 Associated partners

The following entities which cooperate with a beneficiary will participate in the action as ‘associated partners’:

- **LE FOREM (FOREM)**, PIC 945047915
- **OFFICE INTERNATIONAL DE L'EAU (OIEAU)**, PIC 997494069
- **Agence universitaire de la francophonie - Union européenne (AUF-UE) (AUF)**, PIC 883422554

<sup>10</sup> For the definition, see Article 187(2) EU Financial Regulation 2018/1046: “Where several entities satisfy the criteria for being awarded a grant and together form one entity, that entity may be treated as the **sole beneficiary**, including where it is specifically established for the purpose of implementing the action financed by the grant.”

- **JIRAMA (JIRAMA), PIC 883304893**

Associated partners must implement the action tasks attributed to them in Annex 1 in accordance with Article 11. They may not charge contributions to the action (no lump sum contributions) and the costs for their tasks are not eligible (may not be included in the estimated budget in Annex 2).

The tasks must be set out in Annex 1.

The beneficiaries must ensure that their contractual obligations under Articles 11 (proper implementation), 12 (conflict of interests), 13 (confidentiality and security), 14 (ethics), 17.2 (visibility), 18 (specific rules for carrying out action), 19 (information) and 20 (record-keeping) also apply to the associated partners.

The beneficiaries must ensure that the bodies mentioned in Article 25 (e.g. granting authority, OLAF, Court of Auditors (ECA), etc.) can exercise their rights also towards the associated partners.

## **9.2 Third parties giving in-kind contributions to the action**

Other third parties may give in-kind contributions to the action (i.e. personnel, equipment, other goods, works and services, etc. which are free-of-charge), if necessary for the implementation.

Third parties giving in-kind contributions do not implement any action tasks. They may not charge contributions to the action (no lump sum contributions) and the costs for the in-kind contributions are not eligible (may not be included in the estimated budget in Annex 2).

The third parties and their in-kind contributions should be set out in Annex 1.

## **9.3 Subcontractors**

Subcontractors may participate in the action, if necessary for the implementation.

Subcontractors must implement their action tasks in accordance with Article 11. The beneficiaries' costs for subcontracting are considered entirely covered by the lump sum contributions for implementing the work packages (irrespective of the actual subcontracting costs incurred, if any).

The beneficiaries must ensure that their contractual obligations under Articles 11 (proper implementation), 12 (conflict of interest), 13 (confidentiality and security), 14 (ethics), 17.2 (visibility), 18 (specific rules for carrying out action), 19 (information) and 20 (record-keeping) also apply to the subcontractors.

The beneficiaries must ensure that the bodies mentioned in Article 25 (e.g. granting authority, OLAF, Court of Auditors (ECA), etc.) can exercise their rights also towards the subcontractors.

## **9.4 Recipients of financial support to third parties**

If the action includes providing financial support to third parties (e.g. grants, prizes or similar forms of support), the beneficiaries must ensure that their contractual obligations under Articles 12 (conflict of interest), 13 (confidentiality and security), 14 (ethics), 17.2 (visibility), 18 (specific rules for carrying out action), 19 (information) and 20 (record-keeping) also apply to the third parties receiving the support (recipients).

The beneficiaries must also ensure that the bodies mentioned in Article 25 (e.g. granting authority, OLAF, Court of Auditors (ECA), etc.) can exercise their rights also towards the recipients.

## **ARTICLE 10 — PARTICIPANTS WITH SPECIAL STATUS**

### **10.1 Non-EU participants**

Participants which are established in a non-EU country (if any) undertake to comply with their obligations under the Agreement and:

- to respect general principles (including fundamental rights, values and ethical principles, environmental and labour standards, rules on classified information, intellectual property rights, visibility of funding and protection of personal data)
- for the submission of certificates under Article 24: use qualified external auditors which are independent and comply with comparable standards as those set out in EU Directive 2006/43/EC<sup>11</sup>
- for the controls under Article 25: allow for checks, reviews, audits and investigations (including on-the-spot checks, visits and inspections) by the bodies mentioned in that Article (e.g. granting authority, OLAF, Court of Auditors (ECA), etc.).

Special rules on dispute settlement apply (see Data Sheet, Point 5).

### **10.2 Participants which are international organisations**

Participants which are international organisations (IOs; if any) undertake to comply with their obligations under the Agreement and:

- to respect general principles (including fundamental rights, values and ethical principles, environmental and labour standards, rules on classified information, intellectual property rights, visibility of funding and protection of personal data)
- for the submission of certificates under Article 24: to use either independent public officers or external auditors which comply with comparable standards as those set out in EU Directive 2006/43/EC
- for the controls under Article 25: to allow for the checks, reviews, audits and investigations by the bodies mentioned in that Article, taking into account the specific agreements concluded by them and the EU (if any).

For such participants, nothing in the Agreement will be interpreted as a waiver of their privileges or immunities, as accorded by their constituent documents or international law.

Special rules on applicable law and dispute settlement apply (see Article 43 and Data Sheet, Point 5).

### **10.3 Pillar-assessed participants**

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<sup>11</sup> Directive 2006/43/EC of the European Parliament and of the Council of 17 May 2006 on statutory audits of annual accounts and consolidated accounts or similar national regulations (OJ L 157, 9.6.2006, p. 87).



Pillar-assessed participants (if any) may rely on their own systems, rules and procedures, in so far as they have been positively assessed and do not call into question the decision awarding the grant or breach the principle of equal treatment of applicants or beneficiaries.

‘Pillar-assessment’ means a review by the European Commission on the systems, rules and procedures which participants use for managing EU grants (in particular internal control system, accounting system, external audits, financing of third parties, rules on recovery and exclusion, information on recipients and protection of personal data; see Article 154 EU Financial Regulation 2018/1046).

Participants with a positive pillar assessment may rely on their own systems, rules and procedures, in particular for:

- record-keeping (Article 20): may be done in accordance with internal standards, rules and procedures
- currency conversion for financial statements (Article 21): may be done in accordance with usual accounting practices
- guarantees (Article 23): for public law bodies, prefinancing guarantees are not needed
- certificates (Article 24):
  - certificates on the financial statements (CFS): may be provided by their regular internal or external auditors and in accordance with their internal financial regulations and procedures
  - certificates on usual accounting practices (CoMUC): are not needed if those practices are covered by an ex-ante assessment

and use the following specific rules, for:

- recoveries (Article 22): in case of financial support to third parties, there will be no recovery if the participant has done everything possible to retrieve the undue amounts from the third party receiving the support (including legal proceedings) and non-recovery is not due to an error or negligence on its part
- checks, reviews, audits and investigations by the EU (Article 25): will be conducted taking into account the rules and procedures specifically agreed between them and the framework agreement (if any)
- impact evaluation (Article 26): will be conducted in accordance with the participant’s internal rules and procedures and the framework agreement (if any)
- grant agreement suspension (Article 31): certain costs incurred during grant suspension are eligible (notably, minimum costs necessary for a possible resumption of the action and costs relating to contracts which were entered into before the pre-information letter was received and which could not reasonably be suspended, reallocated or terminated on legal grounds)
- grant agreement termination (Article 32): the final grant amount and final payment will be calculated taking into account also costs relating to contracts due for execution only after termination takes effect, if the contract was entered into before the pre-information letter was received and could not reasonably be terminated on legal grounds



- liability for damages (Article 33.2): the granting authority must be compensated for damage it sustains as a result of the implementation of the action or because the action was not implemented in full compliance with the Agreement only if the damage is due to an infringement of the participant's internal rules and procedures or due to a violation of third parties' rights by the participant or one of its employees or individual for whom the employees are responsible.

Participants whose pillar assessment covers procurement and granting procedures may also do purchases, subcontracting and financial support to third parties (Article 6.2) in accordance with their internal rules and procedures for purchases, subcontracting and financial support.

Participants whose pillar assessment covers data protection rules may rely on their internal standards, rules and procedures for data protection (Article 15).

The participants may however not rely on provisions which would breach the principle of equal treatment of applicants or beneficiaries or call into question the decision awarding the grant, such as in particular:

- eligibility (Article 6)
- consortium roles and set-up (Articles 7-9)
- security and ethics (Articles 13, 14)
- IPR (including background and results, access rights and rights of use), communication, dissemination and visibility (Articles 16 and 17)
- information obligation (Article 19)
- payment, reporting and amendments (Articles 21, 22 and 39)
- rejections, reductions, suspensions and terminations (Articles 27, 28, 29-32)

If the pillar assessment was subject to remedial measures, reliance on the internal systems, rules and procedures is subject to compliance with those remedial measures.

Participants whose assessment has not yet been updated to cover (the new rules on) data protection may rely on their internal systems, rules and procedures, provided that they ensure that personal data is:

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

Participants must inform the coordinator without delay of any changes to the systems, rules and procedures that were part of the pillar assessment. The coordinator must immediately inform the granting authority.

Pillar-assessed participants that have also concluded a framework agreement with the EU, may moreover — under the same conditions as those above (i.e. not call into question the decision awarding the grant or breach the principle of equal treatment of applicants or beneficiaries) — rely on provisions set out in that framework agreement.

## **SECTION 2 RULES FOR CARRYING OUT THE ACTION**

### **ARTICLE 11 — PROPER IMPLEMENTATION OF THE ACTION**

#### **11.1 Obligation to properly implement the action**

The beneficiaries must implement the action as described in Annex 1 and in compliance with the provisions of the Agreement, the call conditions and all legal obligations under applicable EU, international and national law.

#### **11.2 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

### **ARTICLE 12 — CONFLICT OF INTERESTS**

#### **12.1 Conflict of interests**

The beneficiaries must take all measures to prevent any situation where the impartial and objective implementation of the Agreement could be compromised for reasons involving family, emotional life, political or national affinity, economic interest or any other direct or indirect interest ('conflict of interests').

They must formally notify the granting authority without delay of any situation constituting or likely to lead to a conflict of interests and immediately take all the necessary steps to rectify this situation.

The granting authority may verify that the measures taken are appropriate and may require additional measures to be taken by a specified deadline.

#### **12.2 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28) and the grant or the beneficiary may be terminated (see Article 32).

Such breaches may also lead to other measures described in Chapter 5.

### **ARTICLE 13 — CONFIDENTIALITY AND SECURITY**

### 13.1 Sensitive information

The parties must keep confidential any data, documents or other material (in any form) that is identified as sensitive in writing ('sensitive information') — during the implementation of the action and for at least until the time-limit set out in the Data Sheet (see Point 6).

If a beneficiary requests, the granting authority may agree to keep such information confidential for a longer period.

Unless otherwise agreed between the parties, they may use sensitive information only to implement the Agreement.

The beneficiaries may disclose sensitive information to their personnel or other participants involved in the action only if they:

- (a) need to know it in order to implement the Agreement and
- (b) are bound by an obligation of confidentiality.

The granting authority may disclose sensitive information to its staff and to other EU institutions and bodies.

It may moreover disclose sensitive information to third parties, if:

- (a) this is necessary to implement the Agreement or safeguard the EU financial interests and
- (b) the recipients of the information are bound by an obligation of confidentiality.

The confidentiality obligations no longer apply if:

- (a) the disclosing party agrees to release the other party
- (b) the information becomes publicly available, without breaching any confidentiality obligation
- (c) the disclosure of the sensitive information is required by EU, international or national law.

Specific confidentiality rules (if any) are set out in Annex 5.

### 13.2 Classified information

The parties must handle classified information in accordance with the applicable EU, international or national law on classified information (in particular, Decision 2015/444<sup>12</sup> and its implementing rules).

Deliverables which contain classified information must be submitted according to special procedures agreed with the granting authority.

Action tasks involving classified information may be subcontracted only after explicit approval (in writing) from the granting authority.

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<sup>12</sup> Commission Decision 2015/444/EC, Euratom of 13 March 2015 on the security rules for protecting EU classified information (OJ L 72, 17.3.2015, p. 53).



Classified information may not be disclosed to any third party (including participants involved in the action implementation) without prior explicit written approval from the granting authority.

Specific security rules (if any) are set out in Annex 5.

### **13.3 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

## **ARTICLE 14 — ETHICS AND VALUES**

### **14.1 Ethics**

The action must be carried out in line with the highest ethical standards and the applicable EU, international and national law on ethical principles.

Specific ethics rules (if any) are set out in Annex 5.

### **14.2 Values**

The beneficiaries must commit to and ensure the respect of basic EU values (such as respect for human dignity, freedom, democracy, equality, the rule of law and human rights, including the rights of minorities).

Specific rules on values (if any) are set out in Annex 5.

### **14.3 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

## **ARTICLE 15 — DATA PROTECTION**

### **15.1 Data processing by the granting authority**

Any personal data under the Agreement will be processed under the responsibility of the data controller of the granting authority in accordance with and for the purposes set out in the Portal Privacy Statement.

For grants where the granting authority is the European Commission, an EU regulatory or executive agency, joint undertaking or other EU body, the processing will be subject to Regulation 2018/1725<sup>13</sup>.

<sup>13</sup> Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data, and repealing Regulation (EC) No 45/2001 and Decision No 1247/2002/EC (OJ L 295, 21.11.2018, p. 39).



## 15.2 Data processing by the beneficiaries

The beneficiaries must process personal data under the Agreement in compliance with the applicable EU, international and national law on data protection (in particular, Regulation 2016/679<sup>14</sup>).

They must ensure that personal data is:

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

The beneficiaries may grant their personnel access to personal data only if it is strictly necessary for implementing, managing and monitoring the Agreement. The beneficiaries must ensure that the personnel is under a confidentiality obligation.

The beneficiaries must inform the persons whose data are transferred to the granting authority and provide them with the Portal Privacy Statement.

## 15.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

## ARTICLE 16 — INTELLECTUAL PROPERTY RIGHTS (IPR) — BACKGROUND AND RESULTS — ACCESS RIGHTS AND RIGHTS OF USE

### 16.1 Background and access rights to background

The beneficiaries must give each other and the other participants access to the background identified as needed for implementing the action, subject to any specific rules in Annex 5.

‘Background’ means any data, know-how or information — whatever its form or nature (tangible or intangible), including any rights such as intellectual property rights — that is:

- (a) held by the beneficiaries before they acceded to the Agreement and

<sup>14</sup> Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (‘GDPR’) (OJ L 119, 4.5.2016, p. 1).

(b) needed to implement the action or exploit the results.

If background is subject to rights of a third party, the beneficiary concerned must ensure that it is able to comply with its obligations under the Agreement.

## 16.2 Ownership of results

The granting authority does not obtain ownership of the results produced under the action.

‘Results’ means any tangible or intangible effect of the action, such as data, know-how or information, whatever its form or nature, whether or not it can be protected, as well as any rights attached to it, including intellectual property rights.

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

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

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

- (a) **use for its own purposes** (in particular, making them available to persons working for the granting authority or any other EU service (including institutions, bodies, offices, agencies, etc.) or EU Member State institution or body; copying or reproducing them in whole or in part, in unlimited numbers; and communication through press information services)
- (b) **distribution to the public** (in particular, publication as hard copies and in electronic or digital format, publication on the internet, as a downloadable or non-downloadable file, broadcasting by any channel, public display or presentation, communicating through press information services, or inclusion in widely accessible databases or indexes)
- (c) **editing or redrafting** (including shortening, summarising, inserting other elements (e.g. meta-data, legends, other graphic, visual, audio or text elements), extracting parts (e.g. audio or video files), dividing into parts, use in a compilation)
- (d) **translation**
- (e) **storage** in paper, electronic or other form
- (f) **archiving**, in line with applicable document-management rules
- (g) the right to authorise **third parties** to act on its behalf or sub-license to third parties the modes of use set out in Points (b), (c), (d) and (f), if needed for the information, communication and publicity activity of the granting authority and
- (h) **processing**, analysing, aggregating the materials, documents and information received and **producing derivative works**.

The rights of use are granted for the whole duration of the industrial or intellectual property rights concerned.

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

Where applicable, the granting authority will insert the following information:

“© – [year] – [name of the copyright owner]. All rights reserved. Licensed to the [name of granting authority] under conditions.”

#### **16.4 Specific rules on IPR, results and background**

Specific rules regarding intellectual property rights, results and background (if any) are set out in Annex 5.

#### **16.5 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such a breach may also lead to other measures described in Chapter 5.

### **ARTICLE 17 — COMMUNICATION, DISSEMINATION AND VISIBILITY**

#### **17.1 Communication — Dissemination — Promoting the action**

Unless otherwise agreed with the granting authority, the beneficiaries must promote the action and its results by providing targeted information to multiple audiences (including the media and the public), in accordance with Annex 1 and in a strategic, coherent and effective manner.

Before engaging in a communication or dissemination activity expected to have a major media impact, the beneficiaries must inform the granting authority.

#### **17.2 Visibility — European flag and funding statement**

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



Funded by the  
European Union





Co-funded by the  
European Union



Funded by the  
European Union



Co-funded by the  
European Union

The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands or text.

Apart from the emblem, no other visual identity or logo may be used to highlight the EU support.

When displayed in association with other logos (e.g. of beneficiaries or sponsors), the emblem must be displayed at least as prominently and visibly as the other logos.

For the purposes of their obligations under this Article, the beneficiaries may use the emblem without first obtaining approval from the granting authority. This does not, however, give them the right to exclusive use. Moreover, they may not appropriate the emblem or any similar trademark or logo, either by registration or by any other means.

### 17.3 Quality of information — Disclaimer

Any communication or dissemination activity related to the action must use factually accurate information.

Moreover, it must indicate the following disclaimer (translated into local languages where appropriate):

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

### 17.4 Specific communication, dissemination and visibility rules

Specific communication, dissemination and visibility rules (if any) are set out in Annex 5.

### 17.5 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

## ARTICLE 18 — SPECIFIC RULES FOR CARRYING OUT THE ACTION



### 18.1 Specific rules for carrying out the action

Specific rules for implementing the action (if any) are set out in Annex 5.

### 18.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such a breach may also lead to other measures described in Chapter 5.

## **SECTION 3 GRANT ADMINISTRATION**

### **ARTICLE 19 — GENERAL INFORMATION OBLIGATIONS**

#### **19.1 Information requests**

The beneficiaries must provide — during the action or afterwards and in accordance with Article 7 — any information requested in order to verify eligibility of the lump sum contributions declared, proper implementation of the action and compliance with the other obligations under the Agreement.

The information provided must be accurate, precise and complete and in the format requested, including electronic format.

#### **19.2 Participant Register data updates**

The beneficiaries must keep — at all times, during the action or afterwards — their information stored in the Portal Participant Register up to date, in particular, their name, address, legal representatives, legal form and organisation type.

#### **19.3 Information about events and circumstances which impact the action**

The beneficiaries must immediately inform the granting authority (and the other beneficiaries) of any of the following:

- (a) **events** which are likely to affect or delay the implementation of the action or affect the EU's financial interests, in particular:
  - (i) changes in their legal, financial, technical, organisational or ownership situation (including changes linked to one of the exclusion grounds listed in the declaration of honour signed before grant signature)
  - (ii) linked action information: not applicable
- (b) **circumstances** affecting:
  - (i) the decision to award the grant or
  - (ii) compliance with requirements under the Agreement.

#### **19.4 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

## ARTICLE 20 — RECORD-KEEPING

### 20.1 Keeping records and supporting documents

The beneficiaries must — at least until the time-limit set out in the Data Sheet (see Point 6) — keep records and other supporting documents to prove the proper implementation of the action (proper implementation of the work and/or achievement of the results as described in Annex 1) in line with the accepted standards in the respective field (if any); beneficiaries do not need to keep specific records on the actual costs incurred.

The records and supporting documents must be made available upon request (see Article 19) or in the context of checks, reviews, audits or investigations (see Article 25).

If there are on-going checks, reviews, audits, investigations, litigation or other pursuits of claims under the Agreement (including the extension of findings; see Article 25), the beneficiaries must keep these records and other supporting documentation until the end of these procedures.

The beneficiaries must keep the original documents. Digital and digitalised documents are considered originals if they are authorised by the applicable national law. The granting authority may accept non-original documents if they offer a comparable level of assurance.

### 20.2 Consequences of non-compliance

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

Such breaches may also lead to other measures described in Chapter 5.

## ARTICLE 21 — REPORTING

### 21.1 Continuous reporting

The beneficiaries must continuously report on the progress of the action (e.g. **deliverables, milestones, outputs/outcomes, critical risks, indicators**, etc; if any), in the Portal Continuous Reporting tool and in accordance with the timing and conditions it sets out (as agreed with the granting authority).

Standardised deliverables (e.g. progress reports not linked to payments, reports on cumulative expenditure, special reports, etc; if any) must be submitted using the templates published on the Portal.

### 21.2 Periodic reporting: Technical reports and financial statements

In addition, the beneficiaries must provide reports to request payments, in accordance with the schedule and modalities set out in the Data Sheet (see Point 4.2):

- for additional prefinancings (if any): **an additional prefinancing report**
- for interim payments (if any) and the final payment: a **periodic report**

The prefinancing and periodic reports include a technical and financial part.

The technical part includes an overview of the action implementation. It must be prepared using the template available in the Portal Periodic Reporting tool.

The financial part of the additional prefinancing report includes a statement on the use of the previous prefinancing payment.

The financial part of the periodic report includes:

- the financial statement (consolidated statement for the consortium)
- the explanation on the use of resources (or detailed cost reporting table): not applicable
- the certificates on the financial statements (CFS): not applicable.

The **financial statement** must contain the lump sum contributions indicated in Annex 2, for the work packages that were completed during the reporting period.

For the last reporting period, the beneficiaries may exceptionally also declare partial lump sum contributions for work packages that were not completed (e.g. due to force majeure or technical impossibility).

Lump sum contributions which are not declared in a financial statement will not be taken into account by the granting authority.

By signing the financial statement (directly in the Portal Periodic Reporting tool), the coordinator confirms (on behalf of the consortium) that:

- the information provided is complete, reliable and true
- the lump sum contributions declared are eligible (in particular, the work packages have been completed, that the work has been properly implemented and/or the results were achieved in accordance with Annex 1; see Article 6)
- the proper implementation and/or achievement can be substantiated by adequate records and supporting documents (see Article 20) that will be produced upon request (see Article 19) or in the context of checks, reviews, audits and investigations (see Article 25).

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

### 21.3 Currency for financial statements and conversion into euros

The financial statements must be drafted in euro.

### 21.4 Reporting language



The reporting must be in the language of the Agreement, unless otherwise agreed with the granting authority (see Data Sheet, Point 4.2).

### **21.5 Consequences of non-compliance**

If a report submitted does not comply with this Article, the granting authority may suspend the payment deadline (see Article 29) and apply other measures described in Chapter 5.

If the coordinator breaches its reporting obligations, the granting authority may terminate the grant or the coordinator's participation (see Article 32) or apply other measures described in Chapter 5.

## **ARTICLE 22 — PAYMENTS AND RECOVERIES — CALCULATION OF AMOUNTS DUE**

### **22.1 Payments and payment arrangements**

Payments will be made in accordance with the schedule and modalities set out in the Data Sheet (see Point 4.2).

They will be made in euro to the bank account indicated by the coordinator (see Data Sheet, Point 4.2) and must be distributed without unjustified delay (restrictions may apply to distribution of the initial prefinancing payment; see Data Sheet, Point 4.2).

Payments to this bank account will discharge the granting authority from its payment obligation.

The cost of payment transfers will be borne as follows:

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

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

### **22.2 Recoveries**

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

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

Beneficiaries will be fully liable for repaying the debts of their affiliated entities.

In case of enforced recoveries (see Article 22.4):

- the beneficiaries will be jointly and severally liable for repaying debts of another beneficiary



under the Agreement (including late-payment interest), if required by the granting authority (see Data Sheet, Point 4.4)

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

## 22.3 Amounts due

### 22.3.1 Prefinancing payments

The aim of the prefinancing is to provide the beneficiaries with a float.

It remains the property of the EU until the final payment.

For **initial prefinancings** (if any), the amount due, schedule and modalities are set out in the Data Sheet (see Point 4.2).

For **additional prefinancings** (if any), the amount due, schedule and modalities are also set out in the Data Sheet (see Point 4.2). However, if the statement on the use of the previous prefinancing payment shows that less than 70% was used, the amount set out in the Data Sheet will be reduced by the difference between the 70% threshold and the amount used.

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

For grants where the granting authority is the European Commission or an EU executive agency, offsetting may also be done against amounts owed to other Commission services or executive agencies.

Payments will not be made if the payment deadline or payments are suspended (see Articles 29 and 30).

### 22.3.2 Amount due at beneficiary termination — Recovery

In case of beneficiary termination, the granting authority will determine the provisional amount due for the beneficiary concerned.

This will be done on the basis of work packages already completed in previous interim payments. Payments for ongoing/not yet completed work packages which the beneficiary was working on before termination (if any) will therefore be made only later on, with the next interim or final payments when those work packages have been completed.

The **amount due** will be calculated in the following step:

Step 1 — Calculation of the total accepted EU contribution

#### Step 1 — Calculation of the total accepted EU contribution

The granting authority will first calculate the 'accepted EU contribution' for the beneficiary, on the basis of the beneficiary's lump sum contributions for the work packages which were approved in previous interim payments.

After that, the granting authority will take into account grant reductions (if any). The resulting amount is the ‘total accepted EU contribution’ for the beneficiary.

The **balance** is then calculated by deducting the payments received (if any; see report on the distribution of payments in Article 32), from the total accepted EU contribution:

$$\begin{aligned} & \{ \text{total accepted EU contribution for the beneficiary} \\ & \text{minus} \\ & \{ \text{prefinancing and interim payments received (if any)} \} \}. \end{aligned}$$

If the balance is **negative**, it will be **recovered** in accordance with the following procedure:

The granting authority will send a **pre-information letter** to the beneficiary concerned:

- formally notifying the intention to recover, the amount due, the amount to be recovered and the reasons why and
- requesting observations within 30 days of receiving notification.

If no observations are submitted (or the granting authority decides to pursue recovery despite the observations it has received), it will confirm the amount to be recovered and ask this amount to be paid to the coordinator (**confirmation letter**).

### 22.3.3 Interim payments

Interim payments reimburse the eligible lump sum contributions claimed for work packages implemented during the reporting periods (if any).

Interim payments (if any) will be made in accordance with the schedule and modalities set out the Data Sheet (see Point 4.2).

Payment is subject to the approval of the periodic report and the work packages declared. Their approval does not imply recognition of compliance, authenticity, completeness or correctness of their content.

Incomplete work packages and work packages that have not been delivered or cannot be approved will be rejected (see Article 27).

The **interim payment** will be calculated by the granting authority in the following steps:

Step 1 — Calculation of the total accepted EU contribution

Step 2 — Limit to the interim payment ceiling

#### Step 1 — Calculation of the total accepted EU contribution

The granting authority will first calculate the ‘accepted EU contribution’ for the action for the reporting period, by calculating the lump sum contributions for the approved work packages.

After that, the granting authority will take into account grant reductions from beneficiary termination (if any). The resulting amount is the ‘total accepted EU contribution’.

### Step 2 — Limit to the interim payment ceiling

The resulting amount is then capped to ensure that the total amount of prefinancing and interim payments (if any) does not exceed the interim payment ceiling set out in the Data Sheet (see Point 4.2).

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

For grants where the granting authority is the European Commission or an EU executive agency, offsetting may also be done against amounts owed to other Commission services or executive agencies.

Payments will not be made if the payment deadline or payments are suspended (see Articles 29 and 30).

### **22.3.4 Final payment — Final grant amount — Revenues and Profit — Recovery**

The final payment (payment of the balance) reimburses the remaining eligible lump sum contributions claimed for the implemented work packages (if any).

The final payment will be made in accordance with the schedule and modalities set out in the Data Sheet (see Point 4.2).

Payment is subject to the approval of the final periodic report and the work packages declared. Their approval does not imply recognition of compliance, authenticity, completeness or correctness of their content.

Work packages (or parts of them) that have not been delivered or cannot be approved will be rejected (see Article 27).

The **final grant amount for the action** will be calculated in the following steps:

Step 1 — Calculation of the total accepted EU contribution

Step 2 — Limit to the maximum grant amount

Step 3 — Reduction due to the no-profit rule

#### Step 1 — Calculation of the total accepted EU contribution

The granting authority will first calculate the 'accepted EU contribution' for the action for all reporting periods, by calculating the lump sum contributions for the approved work packages.

After that, the granting authority will take into account grant reductions (if any). The resulting amount is the 'total accepted EU contribution'.

#### Step 2 — Limit to the maximum grant amount

Not applicable

#### Step 3 — Reduction due to the no-profit rule

Not applicable



The **balance** (final payment) is then calculated by deducting the total amount of prefinancing and interim payments already made (if any), from the final grant amount:

$$\begin{aligned} & \{\text{final grant amount} \\ & \text{minus} \\ & \{\text{prefinancing and interim payments made (if any)}\} \}. \end{aligned}$$

If the balance is **positive**, it will be **paid** to the coordinator.

The final payment (or part of it) may be offset (without the beneficiaries' consent) against amounts owed by a beneficiary to the granting authority — up to the amount due to that beneficiary.

For grants where the granting authority is the European Commission or an EU executive agency, offsetting may also be done against amounts owed to other Commission services or executive agencies.

Payments will not be made if the payment deadline or payments are suspended (see Articles 29 and 30).

If the balance is **negative**, it will be **recovered** in accordance with the following procedure:

The granting authority will send a **pre-information letter** to the coordinator:

- formally notifying the intention to recover, the final grant amount, the amount to be recovered and the reasons why
- requesting observations within 30 days of receiving notification.

If no observations are submitted (or the granting authority decides to pursue recovery despite the observations it has received), it will confirm the amount to be recovered (**confirmation letter**), together with a **debit note** with the terms and date for payment.

If payment is not made by the date specified in the debit note, the granting authority will **enforce recovery** in accordance with Article 22.4.

### 22.3.5 Audit implementation after final payment — Revised final grant amount — Recovery

If — after the final payment (in particular, after checks, reviews, audits or investigations; see Article 25) — the granting authority rejects lump sum contributions (see Article 27) or reduces the grant (see Article 28), it will calculate the **revised final grant amount** for the beneficiary concerned.

The **beneficiary revised final grant amount** will be calculated in the following step:

Step 1 — Calculation of the revised total accepted EU contribution

#### Step 1 — Calculation of the revised total accepted EU contribution

The granting authority will first calculate the 'revised accepted EU contribution' for the beneficiary, by calculating the 'revised accepted contributions'.

After that, it will take into account grant reductions (if any). The resulting 'revised total accepted EU contribution' is the beneficiary revised final grant amount.

If the revised final grant amount is lower than the beneficiary's final grant amount (i.e. its share in the final grant amount for the action), it will be **recovered** in accordance with the following procedure:

The **beneficiary final grant amount** (i.e. share in the final grant amount for the action) is calculated as follows:

$$\left\{ \begin{array}{l} \text{\{total accepted EU contribution for the beneficiary} \\ \text{divided by} \\ \text{total accepted EU contribution for the action\}} \\ \text{multiplied by} \\ \text{final grant amount for the action\}}. \end{array} \right.$$

The granting authority will send a **pre-information letter** to the beneficiary concerned:

- formally notifying the intention to recover, the amount to be recovered and the reasons why and
- requesting observations within 30 days of receiving notification.

If no observations are submitted (or the granting authority decides to pursue recovery despite the observations it has received), it will confirm the amount to be recovered (**confirmation letter**), together with a **debit note** with the terms and the date for payment.

Recoveries against affiliated entities (if any) will be handled through their beneficiaries.

If payment is not made by the date specified in the debit note, the granting authority will **enforce recovery** in accordance with Article 22.4.

## 22.4 Enforced recovery

If payment is not made by the date specified in the debit note, the amount due will be recovered:

- (a) by offsetting the amount — without the coordinator or beneficiary's consent — against any amounts owed to the coordinator or beneficiary by the granting authority.

In exceptional circumstances, to safeguard the EU financial interests, the amount may be offset before the payment date specified in the debit note.

For grants where the granting authority is the European Commission or an EU executive agency, debts may also be offset against amounts owed by other Commission services or executive agencies.

- (b) by drawing on the financial guarantee(s) (if any)
- (c) by holding other beneficiaries jointly and severally liable (if any; see Data Sheet, Point 4.4)
- (d) by holding affiliated entities jointly and severally liable (if any, see Data Sheet, Point 4.4)
- (e) by taking legal action (see Article 43) or, provided that the granting authority is the European Commission or an EU executive agency, by adopting an enforceable decision under Article 299 of the Treaty on the Functioning of the EU (TFEU) and Article 100(2) of EU Financial Regulation 2018/1046.

The amount to be recovered will be increased by **late-payment interest** at the rate set out in Article 23.5, from the day following the payment date in the debit note, up to and including the date the full payment is received.

Partial payments will be first credited against expenses, charges and late-payment interest and then against the principal.

Bank charges incurred in the recovery process will be borne by the beneficiary, unless Directive 2015/2366<sup>15</sup> applies.

For grants where the granting authority is an EU executive agency, enforced recovery by offsetting or enforceable decision will be done by the services of the European Commission (see also Article 43).

## 22.5 Consequences of non-compliance

**22.5.1** If the granting authority does not pay within the payment deadlines (see above), the beneficiaries are entitled to **late-payment interest** at the reference rate applied by the European Central Bank (ECB) for its main refinancing operations in euros, plus the percentage specified in the Data Sheet (Point 4.2). The ECB reference rate to be used is the rate in force on the first day of the month in which the payment deadline expires, as published in the C series of the *Official Journal of the European Union*.

If the late-payment interest is lower than or equal to EUR 200, it will be paid to the coordinator only on request submitted within two months of receiving the late payment.

Late-payment interest is not due if all beneficiaries are EU Member States (including regional and local government authorities or other public bodies acting on behalf of a Member State for the purpose of this Agreement).

If payments or the payment deadline are suspended (see Articles 29 and 30), payment will not be considered as late.

Late-payment interest covers the period running from the day following the due date for payment (see above), up to and including the date of payment.

Late-payment interest is not considered for the purposes of calculating the final grant amount.

**22.5.2** If the coordinator breaches any of its obligations under this Article, the grant may be reduced (see Article 28) and the grant or the coordinator may be terminated (see Article 32).

Such breaches may also lead to other measures described in Chapter 5.

## ARTICLE 23 — GUARANTEES

### 23.1 Prefinancing guarantee

If required by the granting authority (see Data Sheet, Point 4.2), the beneficiaries must provide (one

<sup>15</sup> Directive (EU) 2015/2366 of the European Parliament and of the Council of 25 November 2015 on payment services in the internal market, amending Directives 2002/65/EC, 2009/110/EC and 2013/36/EU and Regulation (EU) No 1093/2010, and repealing Directive 2007/64/EC (OJ L 337, 23.12.2015, p. 35).



or more) prefinancing guarantee(s) in accordance with the timing and the amounts set out in the Data Sheet.

The coordinator must submit them to the granting authority in due time before the prefinancing they are linked to.

The guarantees must be drawn up using the template published on the Portal and fulfil the following conditions:

- (a) be provided by a bank or approved financial institution established in the EU or — if requested by the coordinator and accepted by the granting authority — by a third party or a bank or financial institution established outside the EU offering equivalent security
- (b) the guarantor stands as first-call guarantor and does not require the granting authority to first have recourse against the principal debtor (i.e. the beneficiary concerned) and
- (c) remain explicitly in force until the final payment and, if the final payment takes the form of a recovery, until five months after the debit note is notified to a beneficiary.

They will be released within the following month.

## **23.2 Consequences of non-compliance**

If the beneficiaries breach their obligation to provide the prefinancing guarantee, the prefinancing will not be paid.

Such breaches may also lead to other measures described in Chapter 5.

## **ARTICLE 24 — CERTIFICATES**

Not applicable

## **ARTICLE 25 — CHECKS, REVIEWS, AUDITS AND INVESTIGATIONS — EXTENSION OF FINDINGS**

### **25.1 Granting authority checks, reviews and audits**

#### **25.1.1 Internal checks**

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

#### **25.1.2 Project reviews**

The granting authority may carry out reviews on the proper implementation of the action and compliance with the obligations under the Agreement (general project reviews or specific issues reviews).

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

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

The coordinator or beneficiary concerned must cooperate diligently and provide — within the deadline requested — any information and data in addition to deliverables and reports already submitted. The granting authority may request beneficiaries to provide such information to it directly. Sensitive information and documents will be treated in accordance with Article 13.

The coordinator or beneficiary concerned may be requested to participate in meetings, including with the outside experts.

For **on-the-spot visits**, the beneficiary concerned must allow access to sites and premises (including to the outside experts) and must ensure that information requested is readily available.

Information provided must be accurate, precise and complete and in the format requested, including electronic format.

On the basis of the review findings, a **project review report** will be drawn up.

The granting authority will formally notify the project review report to the coordinator or beneficiary concerned, which has 30 days from receiving notification to make observations.

Project reviews (including project review reports) will be in the language of the Agreement, unless otherwise agreed with the granting authority (see Data Sheet, Point 4.2).

### 25.1.3 Audits

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

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

The granting authority may use its own audit service, delegate audits to a centralised service or use external audit firms. If it uses an external firm, the beneficiary concerned will be informed and have the right to object on grounds of commercial confidentiality or conflict of interest.

The beneficiary concerned must cooperate diligently and provide — within the deadline requested — any information (including complete accounts, individual salary statements or other personal data) to verify compliance with the Agreement. Sensitive information and documents will be treated in accordance with Article 13.

For **on-the-spot visits**, the beneficiary concerned must allow access to sites and premises (including for the external audit firm) and must ensure that information requested is readily available.

Information provided must be accurate, precise and complete and in the format requested, including electronic format.

On the basis of the audit findings, a **draft audit report** will be drawn up.



The auditors will formally notify the draft audit report to the beneficiary concerned, which has 30 days from receiving notification to make observations (contradictory audit procedure).

The **final audit report** will take into account observations by the beneficiary concerned and will be formally notified to them.

Audits (including audit reports) will be in the language of the Agreement, unless otherwise agreed with the granting authority (see Data Sheet, Point 4.2).

## **25.2 European Commission checks, reviews and audits in grants of other granting authorities**

Where the granting authority is not the European Commission, the latter has the same rights of checks, reviews and audits as the granting authority.

## **25.3 Access to records for assessing simplified forms of funding**

The beneficiaries must give the European Commission access to their statutory records for the periodic assessment of simplified forms of funding which are used in EU programmes.

## **25.4 OLAF, EPPO and ECA audits and investigations**

The following bodies may also carry out checks, reviews, audits and investigations — during the action or afterwards:

- the European Anti-Fraud Office (OLAF) under Regulations No 883/2013<sup>16</sup> and No 2185/96<sup>17</sup>
- the European Public Prosecutor's Office (EPPO) under Regulation 2017/1939
- the European Court of Auditors (ECA) under Article 287 of the Treaty on the Functioning of the EU (TFEU) and Article 257 of EU Financial Regulation 2018/1046.

If requested by these bodies, the beneficiary concerned must provide full, accurate and complete information in the format requested (including complete accounts, individual salary statements or other personal data, including in electronic format) and allow access to sites and premises for on-the-spot visits or inspections — as provided for under these Regulations.

To this end, the beneficiary concerned must keep all relevant information relating to the action, at least until the time-limit set out in the Data Sheet (Point 6) and, in any case, until any ongoing checks, reviews, audits, investigations, litigation or other pursuits of claims have been concluded.

## **25.5 Consequences of checks, reviews, audits and investigations — Extension of findings**

### **25.5.1 Consequences of checks, reviews, audits and investigations in this grant**

<sup>16</sup> Regulation (EU, Euratom) No 883/2013 of the European Parliament and of the Council of 11 September 2013 concerning investigations conducted by the European Anti-Fraud Office (OLAF) and repealing Regulation (EC) No 1073/1999 of the European Parliament and of the Council and Council Regulation (Euratom) No 1074/1999 (OJ L 248, 18/09/2013, p. 1).

<sup>17</sup> Council Regulation (Euratom, EC) No 2185/96 of 11 November 1996 concerning on-the-spot checks and inspections carried out by the Commission in order to protect the European Communities' financial interests against fraud and other irregularities (OJ L 292, 15/11/1996, p. 2).



Findings in checks, reviews, audits or investigations carried out in the context of this grant may lead to rejections (see Article 27), grant reduction (see Article 28) or other measures described in Chapter 5.

Rejections or grant reductions after the final payment will lead to a revised final grant amount (see Article 22).

Findings in checks, reviews, audits or investigations during the action implementation may lead to a request for amendment (see Article 39), to change the description of the action set out in Annex 1.

Checks, reviews, audits or investigations that find systemic or recurrent errors, irregularities, fraud or breach of obligations in any EU grant may also lead to consequences in other EU grants awarded under similar conditions ('extension to other grants').

Moreover, findings arising from an OLAF or EPPO investigation may lead to criminal prosecution under national law.

### 25.5.2 Extension from other grants

Findings of checks, reviews, audits or investigations in other grants may be extended to this grant, if:

- (a) the beneficiary concerned is found, in other EU grants awarded under similar conditions, to have committed systemic or recurrent errors, irregularities, fraud or breach of obligations that have a material impact on this grant and
- (b) those findings are formally notified to the beneficiary concerned — together with the list of grants affected by the findings — within the time-limit for audits set out in the Data Sheet (see Point 6).

The granting authority will formally notify the beneficiary concerned of the intention to extend the findings and the list of grants affected.

If the extension concerns **rejections of lump sum contributions**: the notification will include:

- (a) an invitation to submit observations on the list of grants affected by the findings
- (b) the request to submit revised financial statements for all grants affected
- (c) the correction rate for extrapolation, established on the basis of the systemic or recurrent errors, to calculate the amounts to be rejected, if the beneficiary concerned:
  - (i) considers that the submission of revised financial statements is not possible or practicable or
  - (ii) does not submit revised financial statements.

If the extension concerns **grant reductions**: the notification will include:

- (a) an invitation to submit observations on the list of grants affected by the findings and
- (b) the **correction rate for extrapolation**, established on the basis of the systemic or recurrent errors and the principle of proportionality.

The beneficiary concerned has **60 days** from receiving notification to submit observations, revised financial statements or to propose a duly substantiated **alternative correction method/rate**.

On the basis of this, the granting authority will analyse the impact and decide on the implementation (i.e. start rejection or grant reduction procedures, either on the basis of the revised financial statements or the announced/alternative method/rate or a mix of those; see Articles 27 and 28).

## **25.6 Consequences of non-compliance**

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

Such breaches may also lead to other measures described in Chapter 5.

## **ARTICLE 26 — IMPACT EVALUATIONS**

### **26.1 Impact evaluation**

The granting authority may carry out impact evaluations of the action, measured against the objectives and indicators of the EU programme funding the grant.

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

If needed, the granting authority may be assisted by independent outside experts.

The coordinator or beneficiaries must provide any information relevant to evaluate the impact of the action, including information in electronic format.

### **26.2 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under this Article, the granting authority may apply the measures described in Chapter 5.

## **CHAPTER 5 CONSEQUENCES OF NON-COMPLIANCE**

### **SECTION 1 REJECTIONS AND GRANT REDUCTION**

## **ARTICLE 27 — REJECTION OF CONTRIBUTIONS**

### **27.1 Conditions**

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

The rejection may also be based on the extension of findings from other grants to this grant (see Article 25).

Ineligible lump sum contributions will be rejected.

## 27.2 Procedure

If the rejection does not lead to a recovery, the granting authority will formally notify the coordinator or beneficiary concerned of the rejection, the amounts and the reasons why. The coordinator or beneficiary concerned may — within 30 days of receiving notification — submit observations if it disagrees with the rejection (payment review procedure).

If the rejection leads to a recovery, the granting authority will follow the contradictory procedure with pre-information letter set out in Article 22.

## 27.3 Effects

If the granting authority rejects lump sum contributions, it will deduct them from the lump sum contributions declared and then calculate the amount due (and, if needed, make a recovery; see Article 22).

# ARTICLE 28 — GRANT REDUCTION

## 28.1 Conditions

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

- (a) the beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed:
  - (i) substantial errors, irregularities or fraud or
  - (ii) serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.), or
- (b) the beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5).

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

## 28.2 Procedure

If the grant reduction does not lead to a recovery, the granting authority will formally notify the



coordinator or beneficiary concerned of the reduction, the amount to be reduced and the reasons why. The coordinator or beneficiary concerned may — within 30 days of receiving notification — submit observations if it disagrees with the reduction (payment review procedure).

If the grant reduction leads to a recovery, the granting authority will follow the contradictory procedure with pre-information letter set out in Article 22.

### 28.3 Effects

If the granting authority reduces the grant, it will deduct the reduction and then calculate the amount due (and, if needed, make a recovery; see Article 22).

## SECTION 2 — SUSPENSION AND TERMINATION

### ARTICLE 29 — PAYMENT DEADLINE SUSPENSION

#### 29.1 Conditions

The granting authority may — at any moment — suspend the payment deadline if a payment cannot be processed because:

- (a) the required report (see Article 21) has not been submitted or is not complete or additional information is needed
- (b) there are doubts about the amount to be paid (e.g. ongoing extension procedure, queries about eligibility, need for a grant reduction, etc.) and additional checks, reviews, audits or investigations are necessary, or
- (c) there are other issues affecting the EU financial interests.

#### 29.2 Procedure

The granting authority will formally notify the coordinator of the suspension and the reasons why.

The suspension will **take effect** the day the notification is sent.

If the conditions for suspending the payment deadline are no longer met, the suspension will be **lifted** — and the remaining time to pay (see Data Sheet, Point 4.2) will resume.

If the suspension exceeds two months, the coordinator may request the granting authority to confirm if the suspension will continue.

If the payment deadline has been suspended due to the non-compliance of the report and the revised report is not submitted (or was submitted but is also rejected), the granting authority may also terminate the grant or the participation of the coordinator (see Article 32).

### ARTICLE 30 — PAYMENT SUSPENSION

#### 30.1 Conditions

The granting authority may — at any moment — suspend payments, in whole or in part for one or more beneficiaries, if:

- (a) a beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed or is suspected of having committed:
  - (i) substantial errors, irregularities or fraud or
  - (ii) serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.), or
- (b) a beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5).

If payments are suspended for one or more beneficiaries, the granting authority will make partial payment(s) for the part(s) not suspended. If suspension concerns the final payment, the payment (or recovery) of the remaining amount after suspension is lifted will be considered to be the payment that closes the action.

### 30.2 Procedure

Before suspending payments, the granting authority will send a **pre-information letter** to the beneficiary concerned:

- formally notifying the intention to suspend payments and the reasons why and
- requesting observations within 30 days of receiving notification.

If the granting authority does not receive observations or decides to pursue the procedure despite the observations it has received, it will confirm the suspension (**confirmation letter**). Otherwise, it will formally notify that the procedure is discontinued.

At the end of the suspension procedure, the granting authority will also inform the coordinator.

The suspension will **take effect** the day after the confirmation notification is sent.

If the conditions for resuming payments are met, the suspension will be **lifted**. The granting authority will formally notify the beneficiary concerned (and the coordinator) and set the suspension end date.

During the suspension, no prefinancing will be paid to the beneficiaries concerned. For interim payments, the periodic reports for all reporting periods except the last one (see Article 21) must not contain any financial statements from the beneficiary concerned (or its affiliated entities). The coordinator must include them in the next periodic report after the suspension is lifted or — if suspension is not lifted before the end of the action — in the last periodic report.

## ARTICLE 31 — GRANT AGREEMENT SUSPENSION

### 31.1 Consortium-requested GA suspension

#### 31.1.1 Conditions and procedure

The beneficiaries may request the suspension of the grant or any part of it, if exceptional circumstances — in particular *force majeure* (see Article 35) — make implementation impossible or excessively difficult.

The coordinator must submit a request for **amendment** (see Article 39), with:

- the reasons why
- the date the suspension takes effect; this date may be before the date of the submission of the amendment request and
- the expected date of resumption.

The suspension will **take effect** on the day specified in the amendment.

Once circumstances allow for implementation to resume, the coordinator must immediately request another **amendment** of the Agreement to set the suspension end date, the resumption date (one day after suspension end date), extend the duration and make other changes necessary to adapt the action to the new situation (see Article 39) — unless the grant has been terminated (see Article 32). The suspension will be **lifted** with effect from the suspension end date set out in the amendment. This date may be before the date of the submission of the amendment request.

During the suspension, no prefinancing will be paid. Moreover, no work may be done. Ongoing work packages must be interrupted and no new work packages may be started.

### 31.2 EU-initiated GA suspension

#### 31.2.1 Conditions

The granting authority may suspend the grant or any part of it, if:

- (a) a beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed or is suspected of having committed:
  - (i) substantial errors, irregularities or fraud or
  - (ii) serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.), or
- (b) a beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5)
- (c) other:



(i) linked action issues: not applicable

(ii) additional CA suspension grounds: not applicable.

### 31.2.2 Procedure

Before suspending the grant, the granting authority will send a **pre-information letter** to the coordinator:

- formally notifying the intention to suspend the grant and the reasons why and
- requesting observations within 30 days of receiving notification.

If the granting authority does not receive observations or decides to pursue the procedure despite the observations it has received, it will confirm the suspension (**confirmation letter**). Otherwise, it will formally notify that the procedure is discontinued.

The suspension will **take effect** the day after the confirmation notification is sent (or on a later date specified in the notification).

Once the conditions for resuming implementation of the action are met, the granting authority will formally notify the coordinator a **lifting of suspension letter**, in which it will set the suspension end date and invite the coordinator to request an amendment of the Agreement to set the resumption date (one day after suspension end date), extend the duration and make other changes necessary to adapt the action to the new situation (see Article 39) — unless the grant has been terminated (see Article 32). The suspension will be **lifted** with effect from the suspension end date set out in the lifting of suspension letter. This date may be before the date on which the letter is sent.

During the suspension, no prefinancing will be paid. Moreover, no work may be done. Ongoing work packages must be interrupted and no new work packages may be started.

The beneficiaries may not claim damages due to suspension by the granting authority (see Article 33).

Grant suspension does not affect the granting authority's right to terminate the grant or a beneficiary (see Article 32) or reduce the grant (see Article 28).

## ARTICLE 32 — GRANT AGREEMENT OR BENEFICIARY TERMINATION

### 32.1 Consortium-requested GA termination

#### 32.1.1 Conditions and procedure

The beneficiaries may request the termination of the grant.

The coordinator must submit a request for **amendment** (see Article 39), with:

- the reasons why
- the date the consortium ends work on the action ('end of work date') and
- the date the termination takes effect ('termination date'); this date must be after the date of the submission of the amendment request.

The termination will **take effect** on the termination date specified in the amendment.

If no reasons are given or if the granting authority considers the reasons do not justify termination, it may consider the grant terminated improperly.

### 32.1.2 Effects

The coordinator must — within 60 days from when termination takes effect — submit a **periodic report** (for the open reporting period until termination).

The granting authority will calculate the final grant amount and final payment on the basis of the report submitted and taking into account the lump sum contributions for activities implemented before the end of work date (see Article 22). Partial lump sum contributions for work packages that were not completed (e.g. due to technical reasons) may exceptionally be taken into account.

If the granting authority does not receive the report within the deadline, only lump sum contributions which are included in an approved periodic report will be taken into account (no contributions if no periodic report was ever approved).

Improper termination may lead to a grant reduction (see Article 28).

After termination, the beneficiaries' obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 42 (assignment of claims)) continue to apply.

## 32.2 Consortium-requested beneficiary termination

### 32.2.1 Conditions and procedure

The coordinator may request the termination of the participation of one or more beneficiaries, on request of the beneficiary concerned or on behalf of the other beneficiaries.

The coordinator must submit a request for **amendment** (see Article 39), with:

- the reasons why
- the opinion of the beneficiary concerned (or proof that this opinion has been requested in writing)
- the date the beneficiary ends work on the action ('end of work date')
- the date the termination takes effect ('termination date'); this date must be after the date of the submission of the amendment request.

If the termination concerns the coordinator and is done without its agreement, the amendment request must be submitted by another beneficiary (acting on behalf of the consortium).

The termination will **take effect** on the termination date specified in the amendment.

If no information is given or if the granting authority considers that the reasons do not justify termination, it may consider the beneficiary to have been terminated improperly.

### 32.2.2 Effects

The coordinator must — within 60 days from when termination takes effect — submit:

- (i) a **report on the distribution of payments** to the beneficiary concerned
- (ii) a **termination report** from the beneficiary concerned, for the open reporting period until termination, containing an overview of the progress of the work
- (iii) a second **request for amendment** (see Article 39) with other amendments needed (e.g. reallocation of the tasks and the estimated budget of the terminated beneficiary; addition of a new beneficiary to replace the terminated beneficiary; change of coordinator, etc.).

The granting authority will calculate the amount due to the beneficiary on the basis of the reports submitted in previous interim payments (i.e. beneficiary's lump sum contributions for completed and approved work packages).

Lump sum contributions for ongoing/not yet completed work packages will have to be included in the periodic report for the next reporting periods when those work packages have been completed.

If the granting authority does not receive the report on the distribution of payments within the deadline, it will consider that:

- the coordinator did not distribute any payment to the beneficiary concerned and that
- the beneficiary concerned must not repay any amount to the coordinator.

If the second request for amendment is accepted by the granting authority, the Agreement is **amended** to introduce the necessary changes (see Article 39).

If the second request for amendment is rejected by the granting authority (because it calls into question the decision awarding the grant or breaches the principle of equal treatment of applicants), the grant may be terminated (see Article 32).

Improper termination may lead to a reduction of the grant (see Article 31) or grant termination (see Article 32).

After termination, the concerned beneficiary's obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 42 (assignment of claims)) continue to apply.

## 32.3 EU-initiated GA or beneficiary termination

### 32.3.1 Conditions

The granting authority may terminate the grant or the participation of one or more beneficiaries, if:

- (a) one or more beneficiaries do not accede to the Agreement (see Article 40)
- (b) a change to the action or the legal, financial, technical, organisational or ownership situation of a beneficiary is likely to substantially affect the implementation of the action or calls into



question the decision to award the grant (including changes linked to one of the exclusion grounds listed in the declaration of honour)

- (c) following termination of one or more beneficiaries, the necessary changes to the Agreement (and their impact on the action) would call into question the decision awarding the grant or breach the principle of equal treatment of applicants
- (d) implementation of the action has become impossible or the changes necessary for its continuation would call into question the decision awarding the grant or breach the principle of equal treatment of applicants
- (e) a beneficiary (or person with unlimited liability for its debts) is subject to bankruptcy proceedings or similar (including insolvency, winding-up, administration by a liquidator or court, arrangement with creditors, suspension of business activities, etc.)
- (f) a beneficiary (or person with unlimited liability for its debts) is in breach of social security or tax obligations
- (g) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has been found guilty of grave professional misconduct
- (h) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed fraud, corruption, or is involved in a criminal organisation, money laundering, terrorism-related crimes (including terrorism financing), child labour or human trafficking
- (i) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) was created under a different jurisdiction with the intent to circumvent fiscal, social or other legal obligations in the country of origin (or created another entity with this purpose)
- (j) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed:
  - (i) substantial errors, irregularities or fraud or
  - (ii) serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.)
- (k) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5)
- (l) despite a specific request by the granting authority, a beneficiary does not request — through the coordinator — an amendment to the Agreement to end the participation of one of its affiliated entities or associated partners that is in one of the situations under points (d), (f), (e), (g), (h), (i) or (j) and to reallocate its tasks, or

(m) other:

(i) linked action issues: not applicable

(ii) additional GA termination grounds: not applicable.

### 32.3.2 Procedure

Before terminating the grant or participation of one or more beneficiaries, the granting authority will send a **pre-information letter** to the coordinator or beneficiary concerned:

- formally notifying the intention to terminate and the reasons why and
- requesting observations within 30 days of receiving notification.

If the granting authority does not receive observations or decides to pursue the procedure despite the observations it has received, it will confirm the termination and the date it will take effect (**confirmation letter**). Otherwise, it will formally notify that the procedure is discontinued.

For beneficiary terminations, the granting authority will — at the end of the procedure — also inform the coordinator.

The termination will **take effect** the day after the confirmation notification is sent (or on a later date specified in the notification; ‘termination date’).

### 32.3.3 Effects

(a) for **GA termination**:

The coordinator must — within 60 days from when termination takes effect — submit a **periodic report** (for the last open reporting period until termination).

The granting authority will calculate the final grant amount and final payment on the basis of the report submitted and taking into account the lump sum contributions for activities implemented before termination takes effect (see Article 22). Partial lump sum contributions for work packages that were not completed (e.g. due to technical reasons) may exceptionally be taken into account.

If the grant is terminated for breach of the obligation to submit reports, the coordinator may not submit any report after termination.

If the granting authority does not receive the report within the deadline, only lump sum contributions which are included in an approved periodic report will be taken into account (no contributions if no periodic report was ever approved).

Termination does not affect the granting authority’s right to reduce the grant (see Article 28) or to impose administrative sanctions (see Article 34).

The beneficiaries may not claim damages due to termination by the granting authority (see Article 33).

After termination, the beneficiaries’ obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25



(checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 42 (assignment of claims)) continue to apply.

(b) for **beneficiary termination**:

The coordinator must — within 60 days from when termination takes effect — submit:

- (i) a **report on the distribution of payments** to the beneficiary concerned
- (ii) a **termination report** from the beneficiary concerned, for the open reporting period until termination, containing an overview of the progress of the work
- (iii) a **request for amendment** (see Article 39) with any amendments needed (e.g. reallocation of the tasks and the estimated budget of the terminated beneficiary; addition of a new beneficiary to replace the terminated beneficiary; change of coordinator, etc.).

The granting authority will calculate the amount due to the beneficiary on the basis of the reports submitted in previous interim payments (i.e. beneficiary's lump sum contributions for completed and approved work packages).

Lump sum contributions for ongoing/not yet completed work packages will have to be included in the periodic report for the next reporting periods when those work packages have been completed.

If the granting authority does not receive the report on the distribution of payments within the deadline, it will consider that:

- the coordinator did not distribute any payment to the beneficiary concerned and that
- the beneficiary concerned must not repay any amount to the coordinator.

If the request for amendment is accepted by the granting authority, the Agreement is **amended** to introduce the necessary changes (see Article 39).

If the request for amendment is rejected by the granting authority (because it calls into question the decision awarding the grant or breaches the principle of equal treatment of applicants), the grant may be terminated (see Article 32).

After termination, the concerned beneficiary's obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 42 (assignment of claims)) continue to apply.

## **SECTION 3 OTHER CONSEQUENCES: DAMAGES AND ADMINISTRATIVE SANCTIONS**

### **ARTICLE 33 — DAMAGES**

#### **33.1 Liability of the granting authority**



The granting authority cannot be held liable for any damage caused to the beneficiaries or to third parties as a consequence of the implementation of the Agreement, including for gross negligence.

The granting authority cannot be held liable for any damage caused by any of the beneficiaries or other participants involved in the action, as a consequence of the implementation of the Agreement.

### **33.2 Liability of the beneficiaries**

The beneficiaries must compensate the granting authority for any damage it sustains as a result of the implementation of the action or because the action was not implemented in full compliance with the Agreement, provided that it was caused by gross negligence or wilful act.

The liability does not extend to indirect or consequential losses or similar damage (such as loss of profit, loss of revenue or loss of contracts), provided such damage was not caused by wilful act or by a breach of confidentiality.

## **ARTICLE 34 — ADMINISTRATIVE SANCTIONS AND OTHER MEASURES**

Nothing in this Agreement may be construed as preventing the adoption of administrative sanctions (i.e. exclusion from EU award procedures and/or financial penalties) or other public law measures, in addition or as an alternative to the contractual measures provided under this Agreement (see, for instance, Articles 135 to 145 EU Financial Regulation 2018/1046 and Articles 4 and 7 of Regulation 2988/95<sup>18</sup>).

## **SECTION 4 FORCE MAJEURE**

### **ARTICLE 35 — FORCE MAJEURE**

A party prevented by force majeure from fulfilling its obligations under the Agreement cannot be considered in breach of them.

‘Force majeure’ means any situation or event that:

- prevents either party from fulfilling their obligations under the Agreement,
- was unforeseeable, exceptional situation and beyond the parties’ control,
- was not due to error or negligence on their part (or on the part of other participants involved in the action), and
- proves to be inevitable in spite of exercising all due diligence.

Any situation constituting force majeure must be formally notified to the other party without delay, stating the nature, likely duration and foreseeable effects.

The parties must immediately take all the necessary steps to limit any damage due to force majeure and do their best to resume implementation of the action as soon as possible.

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<sup>18</sup> Council Regulation (EC, Euratom) No 2988/95 of 18 December 1995 on the protection of the European Communities financial interests (OJ L 312, 23.12.1995, p. 1).

## **CHAPTER 6 FINAL PROVISIONS**

### **ARTICLE 36 — COMMUNICATION BETWEEN THE PARTIES**

#### **36.1 Forms and means of communication — Electronic management**

EU grants are managed fully electronically through the EU Funding & Tenders Portal ('Portal').

All communications must be made electronically through the Portal in accordance with the Portal Terms and Conditions and using the forms and templates provided there (except if explicitly instructed otherwise by the granting authority).

Communications must be made in writing and clearly identify the grant agreement (project number and acronym).

Communications must be made by persons authorised according to the Portal Terms and Conditions. For naming the authorised persons, each beneficiary must have designated — before the signature of this Agreement — a 'legal entity appointed representative (LEAR)'. The role and tasks of the LEAR are stipulated in their appointment letter (see Portal Terms and Conditions).

If the electronic exchange system is temporarily unavailable, instructions will be given on the Portal.

#### **36.2 Date of communication**

The sending date for communications made through the Portal will be the date and time of sending, as indicated by the time logs.

The receiving date for communications made through the Portal will be the date and time the communication is accessed, as indicated by the time logs. Formal notifications that have not been accessed within 10 days after sending, will be considered to have been accessed (see Portal Terms and Conditions).

If a communication is exceptionally made on paper (by e-mail or postal service), general principles apply (i.e. date of sending/receipt). Formal notifications by registered post with proof of delivery will be considered to have been received either on the delivery date registered by the postal service or the deadline for collection at the post office.

If the electronic exchange system is temporarily unavailable, the sending party cannot be considered in breach of its obligation to send a communication within a specified deadline.

#### **36.3 Addresses for communication**

The Portal can be accessed via the Europa website.

The address for paper communications to the granting authority (if exceptionally allowed) is the official mailing address indicated on its website.

For beneficiaries, it is the legal address specified in the Portal Participant Register.

### **ARTICLE 37 — INTERPRETATION OF THE AGREEMENT**

The provisions in the Data Sheet take precedence over the rest of the Terms and Conditions of the Agreement.

Annex 5 takes precedence over the Terms and Conditions.

The Terms and Conditions take precedence over the Annexes other than Annex 5.

Annex 2 takes precedence over Annex 1.

## **ARTICLE 38 — CALCULATION OF PERIODS AND DEADLINES**

In accordance with Regulation No 1182/71<sup>19</sup>, periods expressed in days, months or years are calculated from the moment the triggering event occurs.

The day during which that event occurs is not considered as falling within the period.

‘Days’ means calendar days, not working days.

## **ARTICLE 39 — AMENDMENTS**

### **39.1 Conditions**

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

Amendments may be requested by any of the parties.

### **39.2 Procedure**

The party requesting an amendment must submit a request for amendment signed directly in the Portal Amendment tool.

The coordinator submits and receives requests for amendment on behalf of the beneficiaries (see Annex 3). If a change of coordinator is requested without its agreement, the submission must be done by another beneficiary (acting on behalf of the other beneficiaries).

The request for amendment must include:

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

The granting authority may request additional information.

If the party receiving the request agrees, it must sign the amendment in the tool within 45 days of

<sup>19</sup> Regulation (EEC, Euratom) No 1182/71 of the Council of 3 June 1971 determining the rules applicable to periods, dates and time-limits (OJ L 124, 8/6/1971, p. 1).



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

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

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

## ARTICLE 40 — ACCESSION AND ADDITION OF NEW BENEFICIARIES

### 40.1 Accession of the beneficiaries mentioned in the Preamble

The beneficiaries which are not coordinator must accede to the grant by signing the accession form (see Annex 3) directly in the Portal Grant Preparation tool, within 30 days after the entry into force of the Agreement (see Article 44).

They will assume the rights and obligations under the Agreement with effect from the date of its entry into force (see Article 44).

If a beneficiary does not accede to the grant within the above deadline, the coordinator must — within 30 days — request an amendment (see Article 39) to terminate the beneficiary and make any changes necessary to ensure proper implementation of the action. This does not affect the granting authority's right to terminate the grant (see Article 32).

### 40.2 Addition of new beneficiaries

In justified cases, the beneficiaries may request the addition of a new beneficiary.

For this purpose, the coordinator must submit a request for amendment in accordance with Article 39. It must include an accession form (see Annex 3) signed by the new beneficiary directly in the Portal Amendment tool.

New beneficiaries will assume the rights and obligations under the Agreement with effect from the date of their accession specified in the accession form (see Annex 3).

Additions are also possible in mono-beneficiary grants.

## ARTICLE 41 — TRANSFER OF THE AGREEMENT

In justified cases, the beneficiary of a mono-beneficiary grant may request the transfer of the grant to a new beneficiary, provided that this would not call into question the decision awarding the grant or breach the principle of equal treatment of applicants.

The beneficiary must submit a request for **amendment** (see Article 39), with

- the reasons why
- the accession form (see Annex 3) signed by the new beneficiary directly in the Portal Amendment tool and
- additional supporting documents (if required by the granting authority).

The new beneficiary will assume the rights and obligations under the Agreement with effect from the date of accession specified in the accession form (see Annex 3).

## **ARTICLE 42 — ASSIGNMENTS OF CLAIMS FOR PAYMENT AGAINST THE GRANTING AUTHORITY**

The beneficiaries may not assign any of their claims for payment against the granting authority to any third party, except if expressly approved in writing by the granting authority on the basis of a reasoned, written request by the coordinator (on behalf of the beneficiary concerned).

If the granting authority has not accepted the assignment or if the terms of it are not observed, the assignment will have no effect on it.

In no circumstances will an assignment release the beneficiaries from their obligations towards the granting authority.

## **ARTICLE 43 — APPLICABLE LAW AND SETTLEMENT OF DISPUTES**

### **43.1 Applicable law**

The Agreement is governed by the applicable EU law, supplemented if necessary by the law of Belgium.

Special rules may apply for beneficiaries which are international organisations (if any; see Data Sheet, Point 5).

### **43.2 Dispute settlement**

If a dispute concerns the interpretation, application or validity of the Agreement, the parties must bring action before the EU General Court — or, on appeal, the EU Court of Justice — under Article 272 of the Treaty on the Functioning of the EU (TFEU).

For non-EU beneficiaries (if any), such disputes must be brought before the courts of Brussels, Belgium — unless an international agreement provides for the enforceability of EU court judgements.

For beneficiaries with arbitration as special dispute settlement forum (if any; see Data Sheet, Point 5), the dispute will — in the absence of an amicable settlement — be settled in accordance with the Rules for Arbitration published on the Portal.

If a dispute concerns administrative sanctions, offsetting or an enforceable decision under Article 299 TFEU (see Articles 22 and 34), the beneficiaries must bring action before the General Court — or, on appeal, the Court of Justice — under Article 263 TFEU.

For grants where the granting authority is an EU executive agency (see Preamble), actions against offsetting and enforceable decisions must be brought against the European Commission (not against the granting authority; see also Article 22).

## **ARTICLE 44 — ENTRY INTO FORCE**

The Agreement will enter into force on the day of signature by the granting authority or the coordinator, depending on which is later.

## SIGNATURES

### For the coordinator

Isabelle KLOCK-FONTANILLE with ECAS id nklockis signed in the Participant Portal on 12/12/2023 at 15:50:04 (transaction id SigId-67959-FpzR6zhfDCgbgnbRdm4t4TPT0CetwtuV6yQh8f1p8KSzaT2EvxOymYAmNBsbmRqsHxjIDfFGQzOfcrl2EG3Gx0-jpJZscgsw0KSOg6oQtc14W-KYYOhd3yiWgzkSyxAtD59IjqR1IUL4DqWmqrzbgKMgCijdzZQu5KLAwvYzrvtDifG8cZrabdLSZD0xipostmkJO).  
Timestamp by third party at  
2023.12.12 15:50:10 CET

### For the granting authority

Signed by Barbara GESSLER with ECAS id gesslerba as an authorised representative on 20-12-2023 13:02:49 (transaction id SigId-38474-IzzuzZiudv6Zl05v4lZt5ttNPOJzLF2wMvovOzTTdIdI3tO7hp3Gm6Gpd5Nh8CIPqKaxbGFrbo7aI0zMelJFAtSG-jpJZscgsw0KYWRs5PzY7Kd-5gRvoEv0K617BgpiOqle2zzJ7vilUecIX0I5wxwyxG37ObwkWfQLNDwbE5zv5FgtznSKIRw21nAahizOmmSr9Lg)  
2023.12.20 13:02:52 CET



**ANNEX 1**



**Erasmus+ (ERASMUS+)**

**Description of the action (DoA)**

**Part A**

**Part B**

DESCRIPTION OF THE ACTION (PART A)

COVER PAGE

Part A of the Description of the Action (DoA) must be completed directly on the Portal Grant Preparation screens.

<b>PROJECT</b> <i>Grant Preparation (General Information screen) — Enter the info.</i>	
<b>Project number:</b>	101128514
<b>Project name:</b>	Développement de formations professionnelles collaboratives pour Madagascar sur les métiers de l’EAU
<b>Project acronym:</b>	DEFI EAU
<b>Call:</b>	ERASMUS-EDU-2023-CBHE
<b>Topic:</b>	ERASMUS-EDU-2023-CBHE-STRAND-2
<b>Type of action:</b>	ERASMUS-LS
<b>Service:</b>	EACEA/A/04
<b>Project starting date:</b>	fixed date: 1 January 2024
<b>Project duration:</b>	36 months

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## PROJECT SUMMARY

### Project summary

*Grant Preparation (General Information screen) — Provide an overall description of your project (including context and overall objectives, planned activities and main achievements, and expected results and impacts (on target groups, change procedures, capacities, innovation etc)). This summary should give readers a clear idea of what your project is about.*

*Use the project summary from your proposal.*

Access to drinking water in Madagascar is highly unequal, with a coverage rate of 51%, while only 10 % of the population has access to basic sanitation (UNICEF, 2019). The proposed response to this health and hygiene problem, exacerbated by climate change issues, is first and foremost training to facilitate the practices and use of water through a necessary adaptation of practices and technologies. The aim of the DEFIEAU project is to modernise the water, sanitation and hygiene (WASH) professional training offered by Madagascar's higher education institutions in a social and economic context that requires the training to be adapted to Madagascar's practices and resources. In order to ensure the modernisation of Madagascar's WASH training offer, it is necessary to implement a solidarity between HEIs by mutualising the new training offer as well as the pedagogical innovations.

The project will pursue the following priorities:

To create new professional training curricula in accordance with the needs of the labour market, at Bachelor's and Master's level. Curricula will be accessible in initial and continuous training, to respond to the needs of adapting the skills of people already in work and to train future professionals.

To develop rationalised and innovative training solutions in accordance with the limited human and technical resources at national level through the implementation of a collaborative and shared training offer. Innovative training solutions will serve this development: distance learning and setting in situations throughout experimental platforms.

The new training offer in this field will be tested during the project through the implementation of a trial training year for undergraduate (professional bachelor) and postgraduate (master) degrees, as well as continuing education courses.

The project will enable Madagascar's HEI partners to develop a new training offer that meets the needs of the WASH sector and ensures its sustainability.

## LIST OF PARTICIPANTS

### PARTICIPANTS

*Grant Preparation (Beneficiaries screen) — Enter the info.*

Number	Role	Short name	Legal name	Country	PIC
1	COO	UNILIM	UNIVERSITE DE LIMOGES	FR	998267838
2	BEN	UR	UNIVERSITE DE LA REUNION	FR	999557453
3	BEN	ULIEGE	UNIVERSITE DE LIEGE	BE	999976105
4	BEN	UVAB	UNIVERSITATEA VASILE ALECSANDRI DIN BACAU	RO	986185906
5	BEN	IST D	INSTITUT SUPERIEUR DE TECHNOLOGIE DANTSIRANANA	MG	903583325
6	BEN	IST T	INSTITUT SUPERIEUR DE TECHNOLOGIE D'ANTANANARIVO	MG	917442103
7	BEN	IST A	INSTITUT SUPERIEUR DE TECHNOLOGIE AMBOSITRA	MG	884681808
8	BEN	UA	UNIVERSITY OF ANTANANARIVO	MG	994144077
9	BEN	UNA	UNIVERSITE D'ANTSIRANANA	MG	924424648



**PARTICIPANTS***Grant Preparation (Beneficiaries screen) — Enter the info.*

Number	Role	Short name	Legal name	Country	PIC
10	BEN	RANEAU	ONG RAN EAU	MG	884188563
11	AP	FOREM	LE FOREM	BE	945047915
12	AP	OIEAU	OFFICE INTERNATIONAL DE L'EAU	FR	997494069
13	AP	AUF	Agence universitaire de la francophonie - Union européenne (AUF-UE)	BE	883422554
14	AP	JIRAMA	JIRAMA	MG	883304893

## LIST OF WORK PACKAGES

<b>Work packages</b> <i>Grant Preparation (Work Packages screen) — Enter the info.</i>							
Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables	
WP1	Project management	1 - UNILIM	538.00	1	36	D1.1 – Management toolkit D1.2 – Mid-term progress report	
WP2	Inventory and needs analysis	10 - RANEAU	152.00	1	6	D2.1 – Synthesis of the needs of training for sustainable uses of water in Madagascar D2.2 – Workshop about the needs and training offer in the field of water D2.3 – Analysis of the legislative environment of the professional training in WASH	
WP3	Initial curricula development	8 - UA	329.00	4	18	D3.1 – Skills repositories and associated pedagogical engineering (initial training)	
WP4	Continuous training for employees	7 - IST A	289.00	4	18	D4.1 – Skills repositories and associated pedagogical engineering (continuous training)	
WP5	Development of digital tools for distance learning	9 - UNA	577.00	4	18	D5.1 – Tutorials to produce individualized resources D5.2 – Training offer on Learning Management System platform D5.3 – Material for e-learning	
WP6	Development of experimental platforms	5 - IST D	189.00	4	18	D6.1 – Description and functioning of the practical laboratories	
WP7	Trial Training Year	5 - IST D	475.00	16	33	D7.1 – Assessment and correction of Trial Training Year	
WP8	Quality control and sustainability	6 - IST T	167.00	1	36	D8.1 – Quality plan	

<b>Work packages</b>						
<i>Grant Preparation (Work Packages screen) — Enter the info.</i>						
<b>Work Package No</b>	<b>Work Package name</b>	<b>Lead Beneficiary</b>	<b>Effort (Person-Months)</b>	<b>Start Month</b>	<b>End Month</b>	<b>Deliverables</b>
						D8.2 – Quality board reports D8.3 – Evaluation guidelines D8.4 – Sustainability plan (final version)
WP9	Dissemination and communication	10 - RANEAU	159.00	1	36	D9.1 – Communication tools D9.2 – Presentation guides of the courses offer



**Work package WP1 – Project management**

<b>Work Package Number</b>	WP1	<b>Lead Beneficiary</b>	1 - UNILIM
<b>Work Package Name</b>	Project management		
<b>Start Month</b>	1	<b>End Month</b>	36

**Objectives**

The WP1 is a transversal work-package ensuring the smooth day-to-day management of the project in accordance to the Grant Agreement and the project's work plan through the following specific objectives:

- Ensure the contractual management of the grant (management of the grant agreement with the EACEA and management of the consortium agreements with all partners)
- Ensure the financial and administrative management of the grant (grant instalment to the partner, daily financial and administrative management of the grant, etc.)
- Ensure the project monitoring:
  - o Set up of the project management process and tools (GANTT, administrative and financial management guidelines, monitoring tools, various templates, etc.)
  - o Set up and manage the governance bodies (i.e. Steering committee and Pedagogical committee)
  - o Manage the logistical organisation, the preparation and the reporting of the project events (Kick-off meeting, General assemblies, etc.)
- Ensure the project reporting: Continuous reporting and periodic reporting in compliance of the Grant Agreement rule.

**Description**

UNILIM as project coordinator will lead this WP. UNILIM has a strong experience in managing European projects and especially Erasmus+ projects (including 2 Tempus projects and 2 CBHE projects). In addition, a dedicated project manager will work with the project coordinator to manage the project in order to ensure a quality and up-to-date management during all the project duration. The project manager has already a strong experience in managing Erasmus + projects (including 1 CBHE project in coordination) and took part to the building and the drafting the project, which will allow her to be immediately efficient from day one of the project due to her well knowing of the programmes rules as well as the project's activities and its partners.

**Work package WP2 – Inventory and needs analysis**

<b>Work Package Number</b>	WP2	<b>Lead Beneficiary</b>	10 - RANEAU
<b>Work Package Name</b>	Inventory and needs analysis		
<b>Start Month</b>	1	<b>End Month</b>	6

**Objectives**

The aim of the WP2 is to understand the existing and missing links between the professional field of water, sanitation and hygiene (WASH) and the offered trainings and degrees at Malagasy scale. Such an understanding is crucial to developing appropriate new trainings and new initial and continuous degrees. To simplify, this WP aims to understand who does what where and who needs which training why. These questions are part of a more precise inventory of the national training offer in the field of water.

In order to do so, different steps are necessary: first and foremost, one must grasp an understanding of the existing water and sanitation supply methods, the uses and the management of water resources and the necessary qualifications to operate these systems; then, one must identify the professional and university trainings to uncover the gaps.

WP2's specific objectives are:

- The mapping of water resources uses and management, drinking water and sanitation supply management methods: resources, conflicts of use, networks, pollution, regulations, sewage collection ... This mapping will be conducted in every region concerned by the project.
- The definition of professional reference frames, in order to identify which skills, trainings and university degrees are necessary for which professions.
- The mapping of the professional and university (both initial and continuous) trainings offered in each region.

- The analysis of the needs in terms of competencies and skills of the water and sanitation professionals in each region, which will then be balanced with the mapping of the existing trainings in order to identify existing gaps.
- The analysis of existing policies affecting the professional training and university educations related to the WASH sector and WASH university and professional training field in order to better develop and structure future trainings.
- The exchanges between WASH professionals and HEIs to solidify their relationships and exchanges: towards the end of the study, Ran'Eau will organise a focus group session, bringing together universities and WASH professionals. The aim is to validate the study conducted and discuss the various results uncovered and to enable stakeholders to exchange on the subject of education in the WASH field, universities will be closer to the professional sector, the latter hopefully sharing internship and professional opportunities with the former.

### Description

Two main questionnaires will be used for this study, one addressed to the existing universities and training centres and another one submitted to the professionals of the field. This will enable one to understand which type of training (professional, formal education) is needed to conduct a certain work: each typology of professional needs different trainings. Interviews with representatives of the main sectors concerned (operators, design offices, managers, authorities, industrialists) are also envisaged.

This WP will be coordinated by Ran'Eau as the network of reference for water, sanitation and hygiene professionals in Madagascar. Indeed, Ran'Eau benefits from strategic position at the crossroads between the professionals and higher education institutions, and with its eight regional offices, from a direct and privileged relationship with regional stakeholders. It will be supported by IST D as co-lead partner of the WP.

## Work package WP3 – Initial curricula development

<b>Work Package Number</b>	WP3	<b>Lead Beneficiary</b>	8 - UA
<b>Work Package Name</b>	Initial curricula development		
<b>Start Month</b>	4	<b>End Month</b>	18

### Objectives

The objectives of WP3 are to consolidate the initial training offer of the beneficiary Malagasy HEIs in the field of water management. These objectives are articulated around a triple level: the reinforcement of the specific skills of the teachers of the Malagasy HEIs, the mutualization and the matching of training to employment.

Mutualized offer of initial training courses: bachelor degree with 2 optional courses and 3 master-level courses

- Bachelor degree: training focused on water and rural engineering with two optional courses i) operation and maintenance at IST D and ii) on rural engineering and integrated management of water resources at IST A.
- Master's degree: three specialised training in a common Master of Water Management i) infrastructure design and implementation at IST T, ii) diagnostic and water treatment at UA and iii) course in integrated water resource management and development projects at UNA.

The water sector involves technical knowledge, but has the particularity of being high-stakes and therefore linked to the social and political organisation of a country. Thus, in the proposed curricula, we will therefore pay special attention to soft skills in the various training activities.

### Description

#### Capacity building

The first level involves the building of a mutualized offer drawing on available university skills in three areas: water resources management; design of processes and project management; and management of water supply and treatment. With the support of European HEIs, the training of trainers will mobilise regional resources based on national skills. Thus, the curricula will specify the shared modules and those that will be the subject of a specialisation of sites. The pooling of human resources (technical, pedagogical and material skills) in the already existing initial training courses, and the creation and design of a curricula consisting of different courses will be defined during 12M between the GA1 and the restitution workshop (GA2).

Identification of technical needs (Open and Distance Learning - ODL and Practical Works). One objective of this WP



is to return a precise definition of the expectations for the common training (volume, partners) in each learning unit for a scaling of the needs as well in ODL as well as in practical technical work.

#### Professionalization devices

In the same way, the adequacy of training/employment is one of the postulates of the improvement and development of the training offer, the capacity building which is integrating the contribution of the most successful or representative local WASH professionals in the different fields. The adequacy of training/jobs requires an organic link with all WASH stakeholders in a perspective of co-construction (from the elaboration of needs to the design of models and intervention in courses). It is this link that this specific objective also reinforces by relying on the experiences of the European as well as Malagasy partners in relation to the various projects like that of FESTII in terms of networking of the professional actors of the public and private sectors at the regional level. This WP will be conducted in parallel with WP4 and will be the subject of consultations for the harmonisation of the elements of common competences to the initial and continuous training. A Malagasy national workshop (MWS) during M9 will meet these common ambitions for professional training.

This WP will be coordinated by UA which has recently developed a professional bachelor degree in the field of water in partnership with the French universities involved in the project. UA is nationally the best equipped university for water experiments and has good expertise in the implementation of teaching experimental equipment in the local context and will be co-lead partner of the WP. UR with a large experience of training in water management and its good knowledge of water issues in Madagascar, will be the co-lead of WP.

### Work package WP4 – Continuous training for employees

<b>Work Package Number</b>	WP4	<b>Lead Beneficiary</b>	7 - IST A
<b>Work Package Name</b>	Continuous training for employees		
<b>Start Month</b>	4	<b>End Month</b>	18

#### Objectives

This WP will define the continuous training offer expected by professional training in WASH at national level in its contents, pedagogical form and management. It will build on the inventory and analysis provided by WP2.

Design a continuous training offer. New professional training courses (internships) will therefore be designed at the level of each beneficiary HEI in compliance with:

- 1- The specialisation of the sites for initial training and according to the available skills with modules focused on :
  - operation and maintenance at IST D
  - rural engineering and integrated water resource management at IST A and UNA
  - design, construction and project management at IST T and UA
- 2- the specifications and the inventory resulting from WP2 (expected skills, volume of demand, training formats to be built).

Some sessions (training courses) will be proposed in the framework of TTY (WP7) but the training offer will be dynamic and refined until the end of DEFI'EAU.

A reflection concerning the implementation of a system of validation of the acquired experience (VAE in french) will be carried out in complement of the continuous training to allow the training of professionals.

#### Description

Define a management method for continuous training.

Based on the identified offer, the operating mode will be defined with the setting up of a committee composed of people from different entities (from the concerned Institutes and Universities, from companies and partners). This committee will have the following functions:

- Design and implement the various activities (format - contents - evaluation - quality monitoring (according to WP 8 recommendations)
- Define a specific and sustainable structure for the management of continuous training
- Propose a financial plan for the sustainability of the offer
- Define the first test courses for the TTY year.

Organise exchanges with professionals.



Before and during TTY, the creation of new vocational training courses is supported by exchanges and two meetings: a Malagasy national workshop (MWS) during M9 will meet these common ambitions to the initial training and the restitution meeting (GA2 – M18) to establish the typology and skills repository of the training courses. This step requires the direct collaboration of the ministry in charge for the validation of the trainings. In addition, the existing trainings (in progress during TTY) are to be analyzed so that they can meet the requirements of technical and technological innovations and adjust and improve the training of employees in the field of water resources management, drinking water supply, needs of industrial water, wastewater and runoff. Feedback and validation meeting (during GA2) will be together with associated partners of the project (JIRAMA, AUF, OIEAU, FOREM), Malagasy companies, government departments and communities (Malagasy national workshop M9).

The leader of this WP (IST A) will provide its expertise on the water needs of the agricultural community, which is a key actor for an integrated and sustainable management of the resource. The IST T as co-leader will give its vision on the infrastructure needs.

### Work package WP5 – Development of digital tools for distance learning

<b>Work Package Number</b>	WP5	<b>Lead Beneficiary</b>	9 - UNA
<b>Work Package Name</b>	Development of digital tools for distance learning		
<b>Start Month</b>	4	<b>End Month</b>	18

#### Objectives

The general objective of this WP is to strengthen the capacities of the teachers involved in the DEFIEAU project in the field of E-learning so that they can produce their own educational resources, organise them and make them available to the learners/students. Indeed, as the project covers 3 distant sites (Antsiranana, Antananarivo, Ambositra), Open Distance Learning (ODL) is essential, in particular for the common teaching of the bachelor degree (L3 – License professionnelle) and common year (1st year of Master Degree) of the master of Water Management.

However, given the weaknesses in means and access to the Internet on the part of both teachers and students, synchronous distance learning is reduced to a strict minimum, focusing on the provision of resources in the form of electronic documents made available on a platform - Learning Management System (LMS) and directly using USB keys. The asynchronous approach allowing learners to work at their own pace offline, before online (synchronous) and/or physical meetings. The dedicated platform (LMS) will then be a means of contact between teachers and learners allowing the scripting of lessons, which will be essential given the difficulty of synchronous meetings.

#### Description

##### Learning of pedagogical scripting and LMS

The aim is not only to develop scenarios for a progressive teaching of the unit (acquisition activities) but also to offer learners different opportunities: communication and collaboration with other learners, interaction with new notions, reflection on what has been learned, use of the acquired knowledge and skills in a different context (creation, mixing), taking a step back (metacognition) etc. The achievement of this objective will be done by training trainers to an LMS (Learning Management System) solution, which will then be relayed to the other teachers concerned on each site. The achievement of this objective will be done through workshops to La Réunion University (TC#1).

##### Learning to produce own educational resources for LMS

The aim is to enable the teachers concerned to learn how to produce their own resources to accompany their teaching module, which has already been scripted. Indeed, each teaching module being by nature different and probably quite specialised, the ability of the teachers to produce themselves the necessary teaching resources is of great importance. The tools and/or software that are the object of this training concern four main groups: 1) Screen capture 2) Audio and video acquisition 3) Animation 4) Presentation. The achievement of this objective will be done through workshops to La Réunion University (TC#1) and on-site (TC#2)

##### No public Online open courses

At this stage, the teaching modules have already been scripted and have all the necessary pedagogical resources. It aims to conform them by proposing no-public pedagogical devices (COOC-Corporate Online Open Course and SPOC - Small Private Online Courses) targeted on specific competences to integrate the remote dimension and ensure teacher-learner and learner-learner communication. This objective this will be achieved through workshops organised by UNA (TC#2).

##### Development of LMS and adaptation to mobile solutions

Considering the weaknesses in means and Internet access through the development of mobile solutions for tablets and smartphones, an LMS platform that accepts development on a computer but is compatible with ANDROID or iOS will be developed. Thus, this requires a specialized team (Android programming) to develop these applications led by a team of experts from UNA.

UNA has good experience in the implementation of distance learning with the training of trainers in e-learning tools and the adaptation to the ANDROID or iOS format. a good experience in he and will be the leader for this WP. UR offers training of trainers for the development of distance learning and its proximity to Madagascar makes it a privileged partner and co-leader in this WP.

## Work package WP6 – Development of experimental platforms

<b>Work Package Number</b>	WP6	<b>Lead Beneficiary</b>	5 - IST D
<b>Work Package Name</b>	Development of experimental platforms		
<b>Start Month</b>	4	<b>End Month</b>	18

### Objectives

The aim of WP6 is to define the materials needed to carry out practical work for initial or further training and to strengthen the existing platforms, with the following secondary objectives:

Establish a materials list based on the need for practical training.

Define the necessary sites, equipment and premises, implement materials.

Acquire and install equipment and practical implementation

### Description

Establish a materials list based on the need for practical training.

WPs 3 and 4 will provide us with the expected skills, the programs, and the associated teachers. The planned teachers and trainers will be questioned about the teaching they plan to provide in the practical part of their course, requiring or not specific equipment, field visits, one or more additional supervisors, etc.

They will propose their practical training plans and adaptations will be made in order to either better correspond to the skill objectives or to be able to make optimal use of the existing equipment.

The list of practical training will therefore be extracted from the programs and the necessary resources will be defined. These resources will be compared with the resources available from the various partners, the additional material needs of each training will be identified and the search for adapted solutions on a case-by-case basis can begin.

A first approach has already been taken during the preparatory meetings of the project on the basis of the skills and lessons already provided on the different site: the equipment concerning maintenance and pumping would be located at IST D, IST A would manage equipment related to topography, management of inputs (irrigation, rainfall), IST T the civil engineering part, UA the treatment of wastewater and the production of drinking water as well as chemical analyzes and finally UNA would manage the hydrology part.

Define the necessary sites, equipment and premises, implement materials.

Based on the 6 courses on the 3 sites, the material intended for the educational platforms having been defined, we must establish the environment necessary for their operation. The specifications of the equipment to be purchased will be discussed on a case-by-case basis with the teacher(s) responsible for the various sites in order to ensure that the equipment can be used by each teacher concerned.

In the event of the acquisition of new equipment, the installation and training will be carried out by the manufacturer in the presence of the various teachers and technicians concerned. User sheets will be established and made available online on future LMS. A finding had been made by all 5 Malagasy HEIs during the first meetings: the difficulty for the students to move between the sites for lack of financial resources, but the idea of mobile platforms did not appear to be a reliable solution given the difficulties to be overcome. We will nevertheless try, as far as financial possibilities allow, to keep this objective by duplicating some equipment when it's necessary and by ensuring the pooling of small equipment, the transport of which, between the sites, will be provided by the teachers themselves.

At the end, we will have a list of necessary equipment that should be compared with our financing capacity. It will



therefore be necessary to define the immediate funding priorities and the equipment that will be needed in the longer term and for which another source of funding will have to be found.

#### Acquire and install equipment and practical implementation

Discussions have already taken place on the most appropriate way to order the equipment. To facilitate management, the Malagasy partners will directly order their equipment after validation by the project coordinator (Limoges). The prices will be studied considering the different taxes. It will be necessary to study our orders very carefully to determine the best financial choice according to these constraints and imperatively to get help from an accounting office to validate the procedures and avoid financial problems. On their arrival, the equipment will be installed and/or put into service and the reception validated by a supplier technician as well as by the European teams.

The materials purchased will belong to the sites on which they depend as well as the consumable budget allocated to these materials, as will be presented on the acquisition list. A referent will be systematically designated for each piece of equipment and on each of the sites. This person will be responsible for making available all the equipment technical documentation and the spare part references for maintenance, for backing up any software attached to the equipment and for updating them systematically. A user manual will be kept up to date and especially a maintenance manual. The preventive maintenance plan will be established in collaboration with the supplier and the equipment referent will be responsible for its systematic application, he will also periodically check the status of the stock of maintenance parts to avoid unavailability of the device.

The manipulations and practical work planned by the various teachers will be tested by them as soon as possible to ensure that no accessories or reagents necessary for carrying out the manipulation are missing. Enough consumable will be anticipated to allow Practical Works (PW) autonomy for a reasonable period, to be decided on a case-by-case basis according to PW, the frequency of repurchase according to the ease of supply. This procedure makes it possible to ensure that the practical work will be ready for the realization by the students. The teaching equipment will be used for practical applications for learners as a priority and then made available for the continuous training of professionals. This provision for continuous training will be paid and will generate profits that will be managed according to the established practices in WP4.

During Training Trial Year (WP7), the practical work and manipulations will systematically be the subject of an execution report to list any problems encountered, the improvements to be made, any consumables used, etc. Based on these reports, the manipulations will be improved if necessary and the operating methods possibly modified to ensure that the manipulations meet their respective specifications and can evolve towards the best possible efficiency.

This WP will be coordinated by IST D which has recently developed a professional bachelor degree in the field of water in partnership with the French universities involved in the project. UA is nationally the best-equipped university for water experiments and has good expertise in the implementation of teaching experimental equipment in the local context and will be co-lead partner of the WP

## Work package WP7 – Trial Training Year

<b>Work Package Number</b>	WP7	<b>Lead Beneficiary</b>	5 - IST D
<b>Work Package Name</b>	Trial Training Year		
<b>Start Month</b>	16	<b>End Month</b>	33

### Objectives

The main objective of this WP is to carry out a year of training under conditions as defined through WP3, WP4 and with the use of tools defined in WP5 and WP6. Special attention will be paid to gender and social equity. The reinforcement of distance learning will increase the chances of studying in the water sector for women, and for people who are far away and have social, family and financial difficulties in attending a classroom training.

### Description

For this, the intermediate steps and secondary objectives are the following:

#### Initial training

- i) Validate a recruiting protocol that is common to the Bachelor and master's degrees that have been created. The recruitment of the first cohort will be done with criteria common to the 5 HEIs with the objective of selecting students based on academic results and motivation for the targeted jobs.
- ii) To evaluate the quality of exchanges between the HEIs during the TTY and the difficulties met for the common teaching modules (ODL especially).



iii) To confirm and detect the limits of the pedagogical and teaching solutions in the initial training diplomas that have been implemented (WP3). In particular, it is a question of validating the practical trainings and the professionalisation elements that have been adopted in order to answer the objectives of professional competences.

Continuing training

- iv) Set up and test the proposed structure or organisation for continuous training that will have been defined in WP4.
- v) Validate the operating mode of two types of continuing education: on-the-job training on a platform and distance learning. These two test trainings will have been defined in WP4 based on immediate needs of a water stakeholder in Madagascar (companies, communities, associations)
- vi) To be able to make an assessment on the operating of the suggested structure for the implementation of continuous training through Malagasy HEIs.

This WP will be coordinated by IST D which has a good experience in implementation and management of shared training with other HEIs including at the international level. It will bring visibility to the deployment of the bachelor's degree. The UA (co-leader) has been piloting a Master's degree in water treatment for several years, and it will be able to offer the same level of service.

## Work package WP8 – Quality control and sustainability

<b>Work Package Number</b>	WP8	<b>Lead Beneficiary</b>	6 - IST T
<b>Work Package Name</b>	Quality control and sustainability		
<b>Start Month</b>	1	<b>End Month</b>	36

### Objectives

The WP8 aims to ensure the quality assessment of the project, its activities and its results as well as to ensure its sustainability beyond the project's duration. For this purpose, it will be implemented tools for the quality control of i) during the course of DEFIEAU project and ii) for the assessment of curricula i.e. learners monitoring (with the establishment of success indicators) and continuous quality improvement (with proposed corrective mechanisms).

### Description

The quality control will be implemented at each stage of the project's implementation by the partnership. The WP8's specific objectives are:

Ensure quality assessment of the whole project by:

- Drafting and publishing two strategic plans: a quality plan and a sustainability plan. These plans will gather all the quality assessment mechanisms, which will be implemented.

- Setting up an impartial body in charge of the external evaluation and assessment of the project: the Quality Board.

In the first instance, the quality control will be led by the WPs' leaders in their own WP by monitoring the activities and results, the compliance with the work plan deadlines, the involvement and the participation of the involved partners in the activities. The day to day monitoring will be enhanced by the regular meeting and an annual report which will be drafted at the end of each implementation's year and forwarded to the Quality Board.

The Quality Board will ensure an external assessment by gathering independent experts (e.g. OIEau, AUF, FOREM, JIRAMA, Malagasy's public authorities and companies, etc.) in charge of the evaluation and assessment of the effectiveness and impact of the measures and actions undertaken during the project. The quality board will also monitor dissemination activities and provide impetus where necessary. All the recommendations of these interim evaluations will be issued in a report submitted every year to the Steering Committee, in order to assist in decision-making. This report will be the result of the yearly Quality Board organized (mainly remotely) at the end of each project's implementation year.

Ensure the quality of the developed curricula:

- Setting up indicators of training success and learner follow-up processes.
- Setting up of the curriculum evaluation report by the learner and trainers.

It is essential to validate all the stages of the project implementation by ensuring scientific quality, in order to guarantee the efficiency and the sustainability of the teaching units and programs (courses, teaching methods, etc.) and teacher training. During the course of TTY it will be possible to validate both the contents of the different courses and the methods chosen to satisfy the skill objectives. Corrections can be made both on the contents and on the tools (practical work, remote teaching) following the TTY year.

**Ensure the sustainability assessment:**

In addition to the quality assessment of the project implementation (short term/mid term) it is required to implement long-term sustainable monitoring. The sustainability control allows on one hand to ensure a technological and societal watch on the needs of the profession in water management in all its forms. And on the other hand, to put in place a process to identify how to make study programs sustainable by adopting a continuous quality improvement approach and by proposing correction mechanisms by guaranteeing the quality of teaching units and programs. These mechanisms will ensure the pursuit of the programs after the end of the EU grant by establishing processes for monitoring learners and building indicators of training success and by integrating the experimental resources into the teaching courses (courses, teaching methods, etc.)

This WP will be coordinated by IST T with the support of the UVAB. Both have strong experience in the quality monitoring of new curricula development.

**Work package WP9 – Dissemination and communication**

<b>Work Package Number</b>	WP9	<b>Lead Beneficiary</b>	10 - RANEAU
<b>Work Package Name</b>	Dissemination and communication		
<b>Start Month</b>	1	<b>End Month</b>	36

**Objectives**

The WP9 aims to enhance the project's wide communication and the dissemination, its activities and results among the different target groups.

On the one hand, WP9 will put forward a communication strategy from the start of the project by detailing information on its implementation. On the other hand, it will ensure the promotion of the training courses which will start running during the project's last year.

In order to implement efficiently and sustainably the project's communication strategy, a dedicated communication plan will be drafted at the beginning of the project. It will describe the actions to be implemented that will ensure an efficient transfer of knowledge among consortium members, for their mutual benefit, during the duration of the project, but also the dissemination of the work done and its sustained exploitation after the end of the project. The communication and dissemination will be implemented among the consortium as well as at local, national and international level (especially within the African and Indian Ocean areas).

**Description**

The specific objectives of the WP9 are:

The implementation from the beginning of the project of various communication media such as the project website, dedicated social network pages and a bi-annual newsletter. They will offer free access to all relevant information about the project as well as the deliverables created throughout the project in order to ensure a wide dissemination of the results. In addition, specific parts will be dedicated to present and promote the developed training courses by gathering all relevant (course catalogues, the administrative information as well as job opportunities).

The establishment of various promotion materials (flyer, roll-up, banners, etc.), which will be used by the whole consortium to promote the project.

The promotion of the project by organising dedicated dissemination events, and by participating in various events (student fair, water fair, local authorities' public meetings, etc.), at the local, regional and international scales.

This WP will be coordinated by Ran'Eau which benefits from a strong expertise and experience in communication and dissemination, notably with the WASH professional sector and higher education. In addition, Ran'Eau is the reference network for water, sanitation and hygiene stakeholders in Madagascar allowing it to have a strategic position at the crossroads between the socio-economic and higher education worlds. This enables Ran'Eau to become a key facilitator to support the consortium in their actions of communication and more broadly to ensure proper dissemination of the project.



**STAFF EFFORT**

Staff effort per participant										
Grant Preparation (Work packages - Effort screen) — Enter the info.										
Participant	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9	Total Person-Months
1 - UNILIM	211.00	2.00	10.00	10.00	20.00	5.00	7.00	7.00	9.00	281.00
2 - UR	20.00	2.00	29.00	10.00	77.00	5.00	7.00	2.00	4.00	156.00
3 - ULIEGE	20.00	2.00	10.00	10.00	10.00	29.00	7.00	2.00	4.00	94.00
4 - UVAB	20.00	2.00	10.00	10.00	10.00	5.00	7.00	39.00	4.00	107.00
5 - IST D	40.00	14.00	38.00	29.00	76.00	82.00	82.00	10.00	6.00	377.00
6 - IST T	40.00	4.00	38.00	48.00	76.00	12.00	86.00	67.00	6.00	377.00
7 - IST A	40.00	4.00	38.00	95.00	76.00	17.00	86.00	10.00	6.00	372.00
8 - UA	40.00	4.00	114.00	29.00	76.00	17.00	105.00	10.00	19.00	414.00
9 - UNA	40.00	4.00	38.00	29.00	152.00	17.00	86.00	10.00	6.00	382.00
10 - RANEAU	67.00	114.00	4.00	19.00	4.00		2.00	10.00	95.00	315.00
Total Person-Months	538.00	152.00	329.00	289.00	577.00	189.00	475.00	167.00	159.00	2875.00



## LIST OF DELIVERABLES

<b>Deliverables</b> <i>Grant Preparation (Deliverables screen) — Enter the info.</i> <i>The labels used mean:</i> <i>Public — fully open (🔓 automatically posted online)</i> <i>Sensitive — limited under the conditions of the Grant Agreement</i> <i>EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision <a href="#">2015/444</a></i>						
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D1.1	Management toolkit	WP1	1 - UNILIM	OTHER	SEN - Sensitive	6
D1.2	Mid-term progress report	WP1	1 - UNILIM	R — Document, report	PU - Public	18
D2.1	Synthesis of the needs of training for sustainable uses of water in Madagascar	WP2	10 - RANEAU	R — Document, report	PU - Public	6
D2.2	Workshop about the needs and training offer in the field of water	WP2	10 - RANEAU	R — Document, report	PU - Public	6
D2.3	Analysis of the legislative environment of the professional training in WASH	WP2	10 - RANEAU	R — Document, report	PU - Public	6
D3.1	Skills repositories and associated pedagogical engineering (initial training)	WP3	8 - UA	R — Document, report	PU - Public	17
D4.1	Skills repositories and associated pedagogical engineering (continuous training)	WP4	7 - IST A	R — Document, report	PU - Public	17
D5.1	Tutorials to produce individualized resources	WP5	9 - UNA	R — Document, report	PU - Public	17
D5.2	Training offer on Learning Management System platform	WP5	9 - UNA	OTHER	SEN - Sensitive	17
D5.3	Material for e-learning	WP5	9 - UNA	R — Document, report	SEN - Sensitive	8

### Deliverables

Grant Preparation (Deliverables screen) — Enter the info.

The labels used mean:

Public — fully open (🚩 automatically posted online)

Sensitive — limited under the conditions of the Grant Agreement

EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision [2015/444](#)

Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D6.1	Description and functioning of the practical laboratories	WP6	5 - IST D	R — Document, report	SEN - Sensitive	17
D7.1	Assessment and correction of Trial Training Year	WP7	5 - IST D	R — Document, report	SEN - Sensitive	33
D8.1	Quality plan	WP8	4 - UVAB	R — Document, report	PU - Public	6
D8.2	Quality board reports	WP8	6 - IST T	R — Document, report	SEN - Sensitive	34
D8.3	Evaluation guidelines	WP8	6 - IST T	R — Document, report	PU - Public	6
D8.4	Sustainability plan (final version)	WP8	6 - IST T	R — Document, report	PU - Public	34
D9.1	Communication tools	WP9	10 - RANEAU	OTHER	PU - Public	6
D9.2	Presentation guides of the courses offer	WP9	8 - UA	R — Document, report	PU - Public	17

### Deliverable D1.1 – Management toolkit

<b>Deliverable Number</b>	D1.1	<b>Lead Beneficiary</b>	1 - UNILIM
<b>Deliverable Name</b>	Management toolkit		
<b>Type</b>	OTHER	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	6	<b>Work Package No</b>	WP1

<b>Description</b>
<p>A monitoring toolkit will be available on the project platform for all partners. It will gather the “Administrative and financial guidelines” and the various monitoring tools (templates, budget follow-up tab, etc.)</p> <p>The guidelines will be available in French and in English. The tools will be mainly in English.</p>

### Deliverable D1.2 – Mid-term progress report

<b>Deliverable Number</b>	D1.2	<b>Lead Beneficiary</b>	1 - UNILIM
<b>Deliverable Name</b>	Mid-term progress report		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	18	<b>Work Package No</b>	WP1

<b>Description</b>
Progress report on project implementation covering the period from M1 to M18

### Deliverable D2.1 – Synthesis of the needs of training for sustainable uses of water in Madagascar

<b>Deliverable Number</b>	D2.1	<b>Lead Beneficiary</b>	10 - RANEAU
<b>Deliverable Name</b>	Synthesis of the needs of training for sustainable uses of water in Madagascar		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	6	<b>Work Package No</b>	WP2

<b>Description</b>
<p>A synthesis document will be proposed on the training needs of the various professions in the WASH sector. Will include data on the current state of the WASH sector in Madagascar and the needs of the intended participants. This synthesis (60 pages) will be available in French in electronic format and printed (~400 copies)</p>

### Deliverable D2.2 – Workshop about the needs and training offer in the field of water

<b>Deliverable Number</b>	D2.2	<b>Lead Beneficiary</b>	10 - RANEAU
<b>Deliverable Name</b>	Workshop about the needs and training offer in the field of water		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	6	<b>Work Package No</b>	WP2



Description
<p>Meeting and exchange workshop between public and private stakeholders and training centres for the restitution of the analysis results and a group work for the improvement of the content of training offers.</p> <p>It will be a one-day workshop in French, bringing together 30 participants including 5 training centres and 25 WASH stakeholders.</p> <p>The invitation will be widely disseminated among the target groups.</p> <p>The meeting report will be available in French and widely communicated as well as the presentation, the evaluation report and the results of a feedback questionnaire.</p>

### Deliverable D2.3 – Analysis of the legislative environment of the professional training in WASH

Deliverable Number	D2.3	Lead Beneficiary	10 - RANEAU
Deliverable Name	Analysis of the legislative environment of the professional training in WASH		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	6	Work Package No	WP2

Description
<p>A synthesis document around the legal documents, texts and tools driving and affecting higher education and professional trainings. The document will also put forward the necessary steps to create an official, certified and recognized training. This report (10 pages) will be available in French in electronic form in the project website.</p>

### Deliverable D3.1 – Skills repositories and associated pedagogical engineering (initial training)

Deliverable Number	D3.1	Lead Beneficiary	8 - UA
Deliverable Name	Skills repositories and associated pedagogical engineering (initial training)		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	17	Work Package No	WP3

Description
<p>A synthesis document putting forwards the description of curricula (bachelor and master) with skills repositories and teaching programs (teaching material, syllabus). It will also describe the organisation of teaching with the sites and the mutualisation between the sites. This report (20 pages) will be available in French in electronic format in the project website.</p>

### Deliverable D4.1 – Skills repositories and associated pedagogical engineering (continuous training)

Deliverable Number	D4.1	Lead Beneficiary	7 - IST A
Deliverable Name	Skills repositories and associated pedagogical engineering (continuous training)		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	17	Work Package No	WP4

Description
<p>The skills repositories and the program of the courses offer (teaching material, syllabus) in continuous training are</p>

recorded in a document. The pedagogical engineering associated to each course will be detailed (type of teaching, localization or distance learning, duration). This document (10 pages) will be available in French in electronic format in the project website.

### Deliverable D5.1 – Tutorials to produce individualized resources

<b>Deliverable Number</b>	D5.1	<b>Lead Beneficiary</b>	9 - UNA
<b>Deliverable Name</b>	Tutorials to produce individualized resources		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	17	<b>Work Package No</b>	WP5

#### Description

Guide to teachers for the production and the organization of a LMS with adapted resources (PDF in French – 30 pages)

### Deliverable D5.2 – Training offer on Learning Management System platform

<b>Deliverable Number</b>	D5.2	<b>Lead Beneficiary</b>	9 - UNA
<b>Deliverable Name</b>	Training offer on Learning Management System platform		
<b>Type</b>	OTHER	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	17	<b>Work Package No</b>	WP5

#### Description

LMS platform for distance and related courses in bachelor and master's degrees available on-line

### Deliverable D5.3 – Material for e-learning

<b>Deliverable Number</b>	D5.3	<b>Lead Beneficiary</b>	9 - UNA
<b>Deliverable Name</b>	Material for e-learning		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	8	<b>Work Package No</b>	WP5

#### Description

list of e-learning equipment and layout plan

### Deliverable D6.1 – Description and functioning of the practical laboratories

<b>Deliverable Number</b>	D6.1	<b>Lead Beneficiary</b>	5 - IST D
<b>Deliverable Name</b>	Description and functioning of the practical laboratories		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	17	<b>Work Package No</b>	WP6

#### Description



List of materials: pedagogical arguments for each investment (relationship between experimental work and skills)  
Physical description - educational objectives - operating modes - constraints and maintenance

### Deliverable D7.1 – Assessment and correction of Trial Training Year

<b>Deliverable Number</b>	D7.1	<b>Lead Beneficiary</b>	5 - IST D
<b>Deliverable Name</b>	Assessment and correction of Trial Training Year		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	33	<b>Work Package No</b>	WP7

#### Description

The results of the evaluation of the different training courses carried out during TTY (1st year master, specialized bachelor and continuous training) are recorded in a document. The corrective actions are also presented in this document. This report (8 pages) will be available in French.

### Deliverable D8.1 – Quality plan

<b>Deliverable Number</b>	D8.1	<b>Lead Beneficiary</b>	4 - UVAB
<b>Deliverable Name</b>	Quality plan		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	6	<b>Work Package No</b>	WP8

#### Description

Electronic version of the quality guide available on the project website in French

### Deliverable D8.2 – Quality board reports

<b>Deliverable Number</b>	D8.2	<b>Lead Beneficiary</b>	6 - IST T
<b>Deliverable Name</b>	Quality board reports		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	34	<b>Work Package No</b>	WP8

#### Description

Compilation of the 3 annual QB reports (electronic version) in French

### Deliverable D8.3 – Evaluation guidelines

<b>Deliverable Number</b>	D8.3	<b>Lead Beneficiary</b>	6 - IST T
<b>Deliverable Name</b>	Evaluation guidelines		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	6	<b>Work Package No</b>	WP8



Description
Toolkit gathering: 1/The report on student promotability (biannual) 2/The report on the evaluation of teachers (biannual) 3/ The evaluation report of study programs All these electronic tools will be available in French in the Public Website

### Deliverable D8.4 – Sustainability plan (final version)

Deliverable Number	D8.4	Lead Beneficiary	6 - IST T
Deliverable Name	Sustainability plan (final version)		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	34	Work Package No	WP8

Description
Final electronic version of the sustainability plan with a complete description of: 1/ the procedure for the official accreditation of the initial training (choice between joint programme or joint degree – single diploma) 2/the legal form of the organization offering continuous training: making the structure official (university service or another status) 3/ business plan for financing continuous training 4/ involvement of institutional partners in promotin

### Deliverable D9.1 – Communication tools

Deliverable Number	D9.1	Lead Beneficiary	10 - RANEAU
Deliverable Name	Communication tools		
Type	OTHER	Dissemination Level	PU - Public
Due Date (month)	6	Work Package No	WP9

Description
Toolkit gathering the major communication inputs of the project available in the project website: - Project website and social networks created and published in French and partially in English - Communication and quality plan drafted and published - Production of digital and visual communication supports to promote the project (logo, posters, kakemonos, roll-up, banderols, flyers, newsletter layout)

### Deliverable D9.2 – Presentation guides of the courses offer

Deliverable Number	D9.2	Lead Beneficiary	8 - UA
Deliverable Name	Presentation guides of the courses offer		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	17	Work Package No	WP9

Description
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Guides of the courses offer presentation:

- Course offer in initial training guide towards the students.
- Course offer in continuous training guide towards professionals

These guides, of approximatively 4 pages each, will be published in French and available in the project website in order to promote the courses and recruits students/candidate for the Trial Training Year.

## LIST OF MILESTONES

<b>Milestones</b> <i>Grant Preparation (Milestones screen) — Enter the info.</i>					
<b>Milestone No</b>	<b>Milestone Name</b>	<b>Work Package No</b>	<b>Lead Beneficiary</b>	<b>Means of Verification</b>	<b>Due Date (month)</b>
1	Establishment and publication of management tools	WP1	1 - UNILIM	Availability of the tools into the project collaborative platform and wide communication among the partners.	6
2	Signature of the consortium agreements	WP1	1 - UNILIM	Presentation and validation of the Consortium Agreement during the Kick-Off Meeting (M2). Signature of all Consortium agreement before M4.	4
3	Mappings data collection of the WASH sector	WP2	10 - RANEAU	Consolidated Databases available to compared analysis	5
4	Definition of an operational offer of initial training	WP3	8 - UA	-List of teachers who participated to MWS - Co-organization with the WP4 leader of the workshops MWS and restitution during GA2 - Contribution to synthesis report presented at GA2	17
5	Definition of an operational offer of continuous training	WP4	7 - IST A	-List of WASH professionals who participated to MWS - Co-organization with the WP3 leader of the workshops MWS and restitution during GA2 - Contribution to synthesis report presented at GA2	17
6	Design of Learning Management System: Pedagogical scripting and tool development	WP5	9 - UNA	Report of the events Attendance lists	17
7	Acquisition and installation of the practical laboratories	WP6	5 - IST D	Availability of materials: installed and inventoried	20
8	Trial Training Year student cohort recruited	WP7	5 - IST D	The cohort of students has been recruited	20
9	Trial Training Year candidates cohort recruited	WP7	5 - IST D	The candidate has been recruited	20



<b>Milestones</b>					
<i>Grant Preparation (Milestones screen) — Enter the info.</i>					
<b>Milestone No</b>	<b>Milestone Name</b>	<b>Work Package No</b>	<b>Lead Beneficiary</b>	<b>Means of Verification</b>	<b>Due Date (month)</b>
10	Setting-up of the Quality Board	WP8	6 - IST T	Identification of the members and dissemination of the roadmap	6
11	Communication tools created and available on-line	WP8	10 - RANEAU	Website published Social network (Facebook, Instagram, LinkedIn) accounts created Newsletter layout available Main visual communication supports (logo, posters, kakemonos, roll-up, banderols, flyers, newsletter layout) available Communication plan drafted and available on the website	6

## LIST OF CRITICAL RISKS

<b>Critical risks &amp; risk management strategy</b>			
<i>Grant Preparation (Critical Risks screen) — Enter the info.</i>			
<b>Risk number</b>	<b>Description</b>	<b>Work Package No(s)</b>	<b>Proposed Mitigation Measures</b>
1	Delay in execution of the work packages	WP1	Increased supervision, reinforcement of communication channels between coordination team, WP leaders and partners. Strong governance and quality management. If required: Organisation of exceptional steering committee(s) as often as necessary.
2	Low engagement staff members	WP1	Early internal communication about activities, identification of relevant benefits for students and staff. Strong governance and quality management.
3	Lack of commitment of the partner organisations	WP1	Early internal communication about activities and expected results. Strong governance and quality management.

<b>Critical risks &amp; risk management strategy</b>			
<i>Grant Preparation (Critical Risks screen) — Enter the info.</i>			
<b>Risk number</b>	<b>Description</b>	<b>Work Package No(s)</b>	<b>Proposed Mitigation Measures</b>
4	Conflict between partners over global strategy or over the priorities in terms of curriculum development	WP1	Transparent communication and decision-making processes, timely and frequent meetings of the Steering Committee and Pedagogical Committee, formal conflict resolution processes.
5	Conflict between partners over the management of new Curricula (initial training)	WP3	Reminder over the objectives of each HEI defined during the project building If required: Additional Pedagogical Committee(s), formal conflict resolution processes.
6	Conflict between partners over the management of new Curricula (continuous training)	WP3	Reminder over the objectives of each HEI defined during the project building If required: Additional Pedagogical Committee(s), formal conflict resolution processes
7	Curricula development – difficulties of accreditation (initial training)	WP3	Have alternatives reviewed in Pedagogical Committee: local seal in one HEI and multiscale implemented in a second time.
8	Curricula development – difficulties of accreditation (continuous training)	WP4	Have alternatives reviewed in Pedagogical Committee: local seal in one HEI and multiscale implemented in a second time.
9	Delay on the implementation of a dedicated Structure for Continuing Education Management	WP4	Enhance capacity building and best practices exchanges from the HEIs European partners to the HEIs Malagasy partners.
10	Too little involvement of teachers from different HEIs in Open Distance Learning (ODL)	WP5	Early internal communication about curricula development Strong governance between WP3-WP4-WP5-WP6 If required: Identification of relevant benefit of ODL for students and Institutions
11	Process too slow for purchase of materials before M18 (e-learning equipment)	WP5	Make investments a priority from M3. If required: Special focus by the Steering Committee.
12	Process too slow for purchase of materials before M18 (practical lab equipment)	WP6	Make investments a priority from M3. If required: Special focus by the Steering Committee.
13	Insufficient demand from the professional community at the start of Trial Training Year	WP7	Organization of exceptional steering committee for : • Strengthening of the communication • Adjustment of the timing of the offer between M18 and M34
14	Partial operability of facilities (LMS or technical platforms) and teachers availability for TTY	WP7	Corrections carried by an exceptional pedagogical committee If required: Organization of exceptional steering committee

<b>Critical risks &amp; risk management strategy</b> <i>Grant Preparation (Critical Risks screen) — Enter the info.</i>			
<b>Risk number</b>	<b>Description</b>	<b>Work Package No(s)</b>	<b>Proposed Mitigation Measures</b>
15	Lack of involvement of the Quality Board members	WP8	Correction carried to modify the roadmap of the Quality Board to reach the expectations of each target group (partners and members).
16	Too weak impact of communication tools or delay in deployment	WP9	Reinforcement of communication channels: proposal of corrections at the time of GA2 (M18) If required: Organisation of exceptional steering committee





## TECHNICAL DESCRIPTION (PART B)

### COVER PAGE

Part B of the Application Form must be downloaded from the Portal Submission System, completed and then assembled and re-uploaded as PDF in the system. Page 1 with the grey IMPORTANT NOTICE box should be deleted before uploading.

Note: Please read carefully the conditions set out in the Call document/Programme Guide (for open calls: published on the Portal). Pay particular attention to the award criteria; they explain how the application will be evaluated.

PROJECT	
Project name:	Développement de formations professionnelles collaboratives pour Madagascar sur les métiers de l'EAU
Project acronym:	DEFI'EAU
Coordinator contact:	Michel BAUDU, Université de Limoges

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[This document is tagged. Do not delete the tags; they are needed for the processing.]

## PROJECT SUMMARY

### Project summary (in English)

See Abstract (Application Form Part A).

Access to drinking water in Madagascar is highly unequal, with a coverage rate of 51 per cent, while only 10 percent of the population has access to basic sanitation (UNICEF, 2019). The proposed response to this health and hygiene problem, exacerbated by climate change issues, is first and foremost training to facilitate the practices and use of water through a necessary adaptation of practices and technologies. The aim of the DEFIEAU project is to modernise the water, sanitation and hygiene (WASH) professional training offered by Madagascar's higher education institutions in a social and economic context that requires the training to be adapted to Madagascar's practices and resources. In order to ensure the modernisation of Madagascar's WASH training offer, it is necessary to implement a solidarity between HEIs by mutualising the new training offer as well as the pedagogical innovations.

The project will pursue the following priorities:

- To create new professional training curricula in accordance with the needs of the labour market, at Bachelor's and Master's level. Curricula will be accessible in initial and continuous training, to respond to the needs of adapting the skills of people already in work and to train future professionals.
- To develop rationalised and innovative training solutions in accordance with the limited human and technical resources at national level through the implementation of a collaborative and shared training offer. Innovative training solutions will serve this development: distance learning and setting in situations throughout experimental platforms.

The new training offer in this field will be tested during the project through the implementation of a trial training year for undergraduate (professional bachelor) and postgraduate (master) degrees, as well as continuing education courses. The project will enable Madagascar's HEI partners to develop a new training offer that meets the needs of the WASH sector and ensures its sustainability.

## 1. RELEVANCE

### 1.1 Background and general objectives

#### Background and general objectives

Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Relevance'.

Describe the background and rationale of the project.

*How is the project relevant to the scope of the call? How does the project address the general objectives of the call? What is the project's contribution to the priorities of the call (if applicable)?*

The Plan "Emergence Madagascar" (PEM) is based on three pillars for sustainable development: i) the social pillar (human capital); ii) the economic pillar (accelerated, inclusive and sustainable growth); and iii) the environmental pillar (Green Island Madagascar).

The environmental pillar prioritises rural development; sustainability of the fisheries and aquaculture sector; environmental protection, and sustainable management of natural resources, as well as the fight against climate change. These priorities are in line with the new priority of the EU's Green Pact and with the ambition of the sustainable development component of the EPA (Environment Protection Agency).

The objective of this area is, through environmental protection and adaptation to climate change, to ensure the food and nutritional security of an ever-growing rural population attracted by the cities. It is therefore envisaged to support three sectors in which water is a major issue: the fight against environmental degradation, the agricultural sector (agro-sylvo-pastoralism and fisheries resources) and rural development. The quality of water resources, their management and the control of their main uses are essential elements for the prevention of health risks, for food and for economic development.

Therefore, training is a priority in order to allow Malagasy partners to have an operational framework providing technical and organisational responses that are adapted and efficient to improve both access to water and its proper management. The aim of this project is to **modernise higher education institutions** already involved in technical education in the water, sanitation and hygiene (WASH) sector by enabling them to strengthen their teaching resources and make their operations sustainable. This optimization of means will be done by a mutualization between HEI and by the development of an offer of continuous training to the service of companies. This offer will also make it possible to reinforce access to higher education for young people by allowing them, through better specialisation and technical mastery, increased recognition of their level within companies. The adjustment of the offer to the needs of the country will be facilitated by the involvement of non-governmental partners (Ran'Eau).

This project will require HEI to discuss with its supervisory bodies and research public and private partners **to seek answers to the challenges of training and higher education resources**. The consultation will better identify the priorities to accompany the economic development, to answer the sanitary and environmental stakes in a consultation between the state services, the non-governmental actors and the companies. The organisation of the establishments will be necessary to provide answers, notably by organising a service offer for continuing education or services to companies. For this purpose, the project integrates non-HEI beneficiary partners (Ran'Eau) and associated partners (JIRAMA, Indian Ocean Office of AUF, FOREM, OIEAU) to facilitate this analysis and the construction of services.

The project will make it possible to improve both the quantitative and qualitative offer of the beneficiary HEIs but also, through this approach, to propose to the national authorities' ways to modernise the higher education system in terms of mutualization through a partially dematerialized offer and also by adjusting the training to needs of the WASH stakeholders.

The project brings together 5 HEIs from Madagascar (the 3 Higher Institute of Technology - IST - and 2 universities) with 4 European universities, which have a very good experience in internationalisation, especially in training, and a good knowledge of the African water field (and more specifically Indian Ocean and Madagascar). The different expertise contributions will allow to structure the offer and the training services and to propose to Malagasy HEIs new pedagogical methods and organisation process currently used into the European higher education system. The creation of this network of institutions will facilitate exchanges between lecturers-researchers and the understanding of water issues in their global aspects, particularly in relation to climate change, but also in their specificities, especially in relation to the beneficiary country. In addition, the awareness of intercultural aspects is essential in this project because, beyond the water needs and the economic environment, there are perceptions in the use of water and in sanitary practices that need to be shared and spread. This project will be an opportunity to establish links between European and Malagasy institutions and to strategically exploit the reputation of excellence of the institutions concerned in the field of technical and economic management of water resources.





## 1.2 Needs analysis and specific objectives

### Needs analysis and specific objectives

*Please address the specific conditions/objectives set out in the Call document/ Programme Guide, if applicable.*

*Describe how the objectives of the project are based on a sound needs analysis in line with the specific objectives of the call. What issue/challenge/gap does the project aim to address?*

*The objectives should be clear, measurable, realistic and achievable within the duration of the project. For each objective, define appropriate indicators for measuring achievement (including a unit of measurement, baseline value and target value).*

During the preparations for this project (2021-2022), the NGO Ran'eau conducted an initial needs analysis by surveying WASH (water, sanitation and hygiene) stakeholders (public bodies, NGOs, projects/programs, consulting firms, companies, associations, laboratories), in particular members of the "Groupement des entreprises de Madagascar", the "Syndicat des Industriels Malgaches", JIRAMA and the Ministry of Water, Sanitation and Hygiene. This pre-study allowed to put forward clear expectations in terms of training, both on the topic needs and on the required shape. The needs analysis and the definition of the objectives of this project were done through a workshop from October 19 to 21, 2022.

#### The needs

The needs for training in water management have been widely expressed by the water stakeholders. A strong demand is expressed in integrated resource management (IWRM), then operation and assistance in project management, management of development projects, especially in the context of sanitation. The development of an offer of technical water treatment based on nature appears through this survey. If this demand is more of an engineer's nature, there is a need for operational technicians, mainly in the field of networks and infrastructure maintenance.

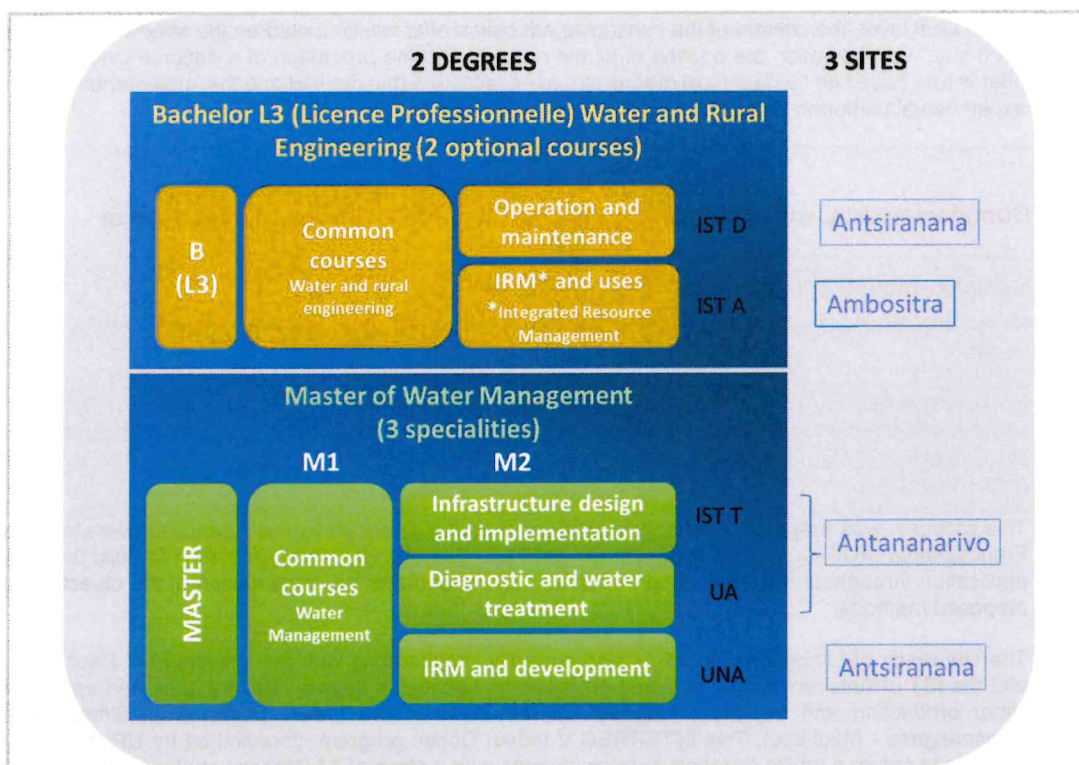
Water stakeholders are in favour of hosting interns including 26% of companies, 26% of local NGOs, 17% of international NGOs and 11% of state institutions and decentralised authorities. However, the issue of remuneration was not addressed.

The first questionnaires sent to WASH stakeholders on water-related capacity building, reveals the need to combine "soft skills" with "technical skills". On the other hand, the need for technical training based on a practical rather than academic approach is essential to satisfy the rapid operability of the students recruited. Work-study training is weakly identified by companies and the provision is not currently supported by institutions.

#### From this analysis, 3 specific objectives emerge:

**1 - Create and strengthen the offer** from existing degrees in the field of water to meet the needs of skills and modernization of the country. This first objective is perfectly in line with the objectives of Erasmus+ CBHE which aim to improve the quality of higher education and its adaptation to the needs of the labour market and to increase the level of competence of Higher Education Institutions (HEI) through new curricula. The indicator selected will be the creation of levels of diplomas (mentions) with specific paths related to the competences of the beneficiary HEIs.

The following diagram summarises the intended diploma organisation:



**2 - Networking and pooling of resources** with the co-construction of training. The method adopted will involve the construction of training centres by region with the identification of 3 specialised regional poles respectively in Antananarivo (IST T/UA/Ran'Eau) focused on water treatment (potabilization and sanitation); in Antsiranana (IST D/UNA) focused on technical management (design and maintenance); and in Ambositra (IST A) focused on integrated resource management (IWRM).

This site approach will make it possible to limit the dispersion of means by concentrating the tools suited to each of the specialities. The digitization of courses by implementing distance learning will make it possible to identify a core of common courses and a pooling of skills across the five HEIs. A common platform for e-learning (learning management system - LMS) and the implementation of experimental platforms into each site will ensure the quality of the new offer and its sustainability.

**3- Strengthening the sustainability of continuous training** through the co-construction of a structure or a specific service in the HEIS between European and Malagasy partners and the transfer of knowledge on the institutional management (administrative and financial) of this type of service. The associated partners (FOREM, OIEAU) will contribute their strong expertise in their core business.

The search for new resources to enhance the program will be done by providing resources via continuous training and/or via the response to structural reinforcement calls for proposals.

**4 - Strengthen the response to the needs of the social and economic sector** by the development of a continuous training offer.

The project will enhance the relations between HEIs and the social-economic environment for both initial and continuous training. Nevertheless, particular attention will be paid to the implementation of the continuous education for the benefit of the WASH stakeholders (public and private companies). For this purpose it is necessary to organise the management of this kind of education at the local and national levels by strengthening relations between higher education and the economic and social environment.

At the national level, the involvement of a specialised NGO perfectly identified in the political and economic landscape of the country (Ran'Eau) is a major asset for the success of this construction. In addition the Malagasy electricity and water services company (JIRAMA) will be part of the project as an associated partner and the project has the ambition to involve different ministries into the project implementation (i.e. by taking part in the Quality Board).





At the local level, the content of the continuing education offer will be based on the specialties specific to each site, with, however, the pooling of all the courses and the promotion of a national catalogue. This offer will be based on the technical means already available within the HEI and the implementation of new experimental platforms.

### 1.3 Complementarity with other actions and innovation — European added value

#### Complementarity with other actions and innovation

*Explain how the project builds on the results of past activities carried out in the field, and describe its innovative aspects (if any).*

*Explain how the activities are complementary to other activities carried out by other organisations (if applicable). Illustrate the trans-national dimension of the project; its impact/interest in the EU area; possibility to use the results in other countries, potential to develop /cross-border cooperation among Programme countries and Partner countries, if applicable, etc.*

*If your proposal is based on the results of one or more previous or ongoing projects, please provide precise references to these projects.*

This proposal was prepared on the framework of a project financed by the Agence Universitaire de la Francophonie (AUF) ([IntenSciF programme - Mad'Eau Campus DREO 6473](#)) aiming to build this project application throughout the networking of partners and support for the construction of the objectives and proposed methods.

The University of Limoges (UNILIM) is also currently collaborating with the University of Reunion (UR) and the IST of Antsiranana (IST D) on a professional bachelor's degree "Maintenance and operation of water production and treatment facilities" on the scale of the Indian Ocean (with Université des Mascareignes - Mauritius). This INTERREG V Indian Ocean program, coordinated by UR, has made it possible to set up a totally distance learning courses with a class of 7 Malagasy students and 7 students from La Reunion University for the academic year 2021-2022. These three partners have benefited from a strong experience in dematerialized teaching, particularly in the Malagasy context.

The project also benefits from the experience acquired by some of the partners in the framework of two Erasmus CBHE projects: MADEEH1 and FESTII.

The MADEEH1 project (2016-2019) had the ambition to develop mastery and innovation in the energy, water and habitat sectors for sustainable and local development in Madagascar. Within the framework of this project, the University (UA) and the IST (IST T) of Antananarivo were able to develop partnerships in the field of water and civil engineering with European universities, including University of Liège, which is also a partner in this project. The DEFI'EAU project will benefit from the experience acquired by the Malagasy partners in project management.

The FESTII project (2020-2023) currently underway brings together a large number of Malagasy partners and other Indian Ocean countries around an environmental project on energy optimization and renewable energy. The IST T and IST D as well as the UR are partners of FESTII (and beneficiary partners of DEFI'EAU) which is coordinated by the Indian Ocean Regional Directorate of AUF - Agence Universitaire de la Francophonie (associated partner to DEFI'EAU). We relied on the experience acquired in the framework of this project to define the expected functioning of the training offer, taking into account the experience acquired on:

- The enhancement of existing training models (collaborative design with professionals). The system has shown great variations between countries and the need to rely on intermediary actors between the professionals and the HEIs. To reinforce the fluidity of exchanges between HEIs and professionals and future employers, we wish to set up an interface that will be piloted by the NGO Ran'Eau, a partner in our project, and which will be responsible for putting professional networks, local authorities and state services in connection with the university sector.
- The creation of a networked continuing education program. The international scope of the FESTII program involves the Indian Ocean Commission and its intergovernmental organisation. A framework is made available to each HEI to map the different intentions on both sides (in terms of continuing education or tailor-made) to see, in a second phase, the possibilities of organisation around existing or future mechanisms in a regional perspective. In our project, the ambition is national, but DEFI'EAU will take up this concept but will focus its offer on the specificity of Madagascar in its social and economic context to provide a response as close as possible to the expectations.



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## 2. QUALITY

### 2.1 PROJECT DESIGN AND IMPLEMENTATION

#### 2.1.1 Concept and methodology

##### Concept and methodology

Please address all guiding points presented in the Call document/Programme Guide under the award criterion *Quality of the project design and implementation*.

Outline the approach and methodology behind the project. Explain why they are the most suitable for achieving the project's objectives.

The DEFIEAU project hinges on 3 implementation phases (preparation, development, validation/optimisation) which will occur alongside 3 cross-cutting main topics carried out during the project's duration (management, quality monitoring/sustainability and communication/dissemination).

##### **1/ Preparatory phase (M1-M6) > Corresponding to the WP2 "Inventory and need analysis"**

In order to strengthen the inventory of the offer and needs of training in the field of water management in Madagascar, this phase has been entrusted to Ran'eau, a non-governmental organisation facilitator specialised in the water sector. The participation of an actor involved in national networks in the field guarantees the most reliable analysis of professional training and the political and regulatory environment that accompanies it. The consortium of 5 HEIs (two major universities and the 3 national Higher Institutes of Technology) guarantees a fine analysis of the Malagasy higher education offer in the water sector.

This phase will be finalised after 6 months with a key deliverable that will be discussed during GA1, integrating a dedicated workshop with WASH stakeholders, and will allow the development phase to be carried out smoothly.

##### **2/ Development phase (M4-M18)**

The development phase is built around two targets (initial and continuous training) accompanied by the strengthening of two operational approaches, namely distance learning and practical works. These 4 elements constitute 4 WPs which combine to propose to build a professional training offer which intends to answer the needs of competences in the field of the management of the uses of water resources.

##### **Definition of new curricula > Corresponding to WP3 "Initial curricula development" and WP4 "Continuous training for employees"**

The initial training offer is at Bachelor and Master level with the main idea of pooling the skills present in 5 HEIs in order to reinforce the already existing offer.

- The Bachelor level (*licence professionnelle*) aims to train in one-year operational students in a rural context as well as on issues of mobilisation of the resource for its various uses (irrigation, drinking water) and maintenance of installations. It should be led by IST D and IST A, including common courses and 1 speciality by HEI.
- The Master is structured around 3 specialities integrating the building of a common curricula for the first year and one speciality per involved malagasy HEIs to cover the professions of management, design and operation of facilities. It should be led by UA, UNA and IST T.

The needs of continuing education will also be built and defined in their content and operation during this phase. The training of trainers on both the pedagogical contents and distance learning has been integrated into this development phase.

##### **Development of innovative pedagogical approaches > Corresponding to the WP5 "Development of digital tools for distance learning" and the WP6 "Development of experimental platforms"**

The modernization of the training offer will hinge in the development of two innovative approaches to the Malagasy HEIs:

- Development of distance learning : dedicated resources for the training offer will be created, adapted to distance learning and integrated to a Learning Management System platform (Moodle). The distance learning will be articulated to both synchronous and asynchronous learning taking in account the weaknesses in means and access to the internet by both students

and teachers. The implementation of distance learning approach will require dedicated training for teachers in order to enhance them into the creation and monitoring of these resources adapted to the distance learning pedagogical specificities.

- **Development of experimental platforms:** dedicated experimental platforms will be created in each HEIs to carry out practical works of the training offer. The final equipment list will be established in accordance with the manipulations and practical work defined. The installation of each experimental platform will be operated before M18 in order to be operational for the Trial Training Year.

### **3/ Validation / optimisation phase (M16-M33) > Corresponding to the WP7 "Trial Training Year"**

This stage (Trial Training year) will serve as a testing ground for the training offer, both initial and continuing, in order to evaluate the pedagogical engineering used, particularly with regard to the arrangements implemented to pool the teaching. Corrective actions may be carried out following this year, and the inherent quality control implemented, in order to better satisfy professional needs and strengthen the pedagogical facilities if necessary.

### **4/ Quality and sustainability of the project (M1-M36) > Corresponding to WP8 "Quality Control and Sustainability"**

The quality control will be implemented at each stage of the project's implementation and beyond. Two plans, a quality and a sustainability plan define quality assessment mechanisms and a Quality board gathered independent experts will evaluate and assess the effectiveness and impact of each action undertaken during the project. The specific sustainability objective of the project is to ensure that the outcomes and outputs such as the curricula developed are sustainable over time for the partner institutions and, more broadly, can be spread to all interested higher education institutions of the Ocean Indian region and beyond.

### **5/ Management of the project (M1-M36) > Corresponding to WP1 "Project management"**

This transversal work package will ensure the day to day management of the project in accordance with the Grant Agreement and the project work plan. In addition to the administrative and financial management, the project management will ensure the project's implementation monitoring. Besides monthly remote meetings, the project monitoring will be also carried out throughout the organisation of project meetings (one Kick-Off Meeting and three General Assemblies) and the setting up of Governance Bodies. The governance bodies (Steering Committee and Pedagogical Board) will be managed mainly by the project coordination team (UNILIM). Nevertheless, each partner will participate in the committee(s) depending on their role on the project.

### **6/ Dissemination (M1-M36) > Corresponding to WP9 "Communication and dissemination"**

The communication strategy will be developed at the beginning of the project (and described into a dedicated Communication Plan). Actions will be taken to ensure effective and mutually beneficial knowledge transfer between the consortium members during the project, as well as dissemination of the work carried out and its sustainable exploitation after the end of the project. In addition to the communication tools (website, newsletter, social network, etc.), promotion materials will be designed to disseminate information about the project. Dedicated communication materials will be also designed to promote the training courses for students and the professional field of water, sanitation and hygiene (WASH). Communication and dissemination will also take place at local, national, and international levels (mainly in Indian Ocean regions) by all partners throughout the organisation or the participation in events. Three events will be organised gathering academics and professionals: first workshop at M6, a Malagasy National Workshop (MWS) at M9 and the National Dissemination Workshop (NDW) at M33.

## **2.1.2 Project management, quality assurance and monitoring and evaluation strategy**

### **Project management, quality assurance and monitoring and evaluation strategy**

Describe the measures foreseen to ensure that the project implementation is of high quality and completed in time.

Describe the methods to ensure good quality, monitoring, planning and control.

Describe the evaluation methods and indicators (quantitative and qualitative) to monitor and verify the outreach and coverage of the activities and results (including unit of measurement, baseline and target values). The indicators proposed to measure progress should be relevant, realistic and measurable.



In order to ensure an efficient and reliable implementation, management is the cornerstone of the project. For this purpose, project management is understood in a broad functional sense by gathering various processes to comply with a high quality and in accordance with the project timeline.

The project management is described and declined into the following Logical Framework.

In addition to the Logical Framework, each main characteristic of the project management is described into the current application (risk management, consortium set up and arrangements, quality insurance, communication, etc.). Dedicated management processes will be implemented to ensure an efficient management for the whole project, as well as into each work-package, as explained within the 2.2.2 section of this application about "Consortium management and decision making".



**Logical Framework Matrix**

NARRATIVE SUMMARY OF THE INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS AND PREREQUISITES

<p><b>Goal (general objective)</b>  <i>Identify the broader objective to which this project contributes</i></p> <p>Modernise the Malagasy HEI professional training offer in the field of treatment and use of water within a societal and economic context</p>	<ul style="list-style-type: none"> <li>- Development of 5 professional training curricula with a link to business at Bachelor and Master level accessible in initial or continuous training</li> <li>- Development of innovative ways of training solutions in accordance with the limited human and technical resources at the national scale through the implementation of a collaborative and shared training offer and the supporting of this offer by innovative training solutions: distance learning and setting in situation</li> <li>- Ensure the sustainability of the curricula by implementing a dedicated quality insurance.</li> <li>- Strengthening of the interactions between HEIs and the socio-economic stakeholders in the curricula development on the field of WASH.</li> </ul>	<ul style="list-style-type: none"> <li>- Implementation of the 5 curricula through the Trial Training Year and validation for the students.</li> <li>- Implementation of operational training solution: common learning management system and practical laboratories.</li> <li>- Sustainability of the curricula beyond the lifetime project.</li> <li>- Intervention of professionals in training courses and implementation of joint projects with local authorities.</li> </ul>	<ul style="list-style-type: none"> <li>- Quality of the interaction with the socio-economic stakeholders.</li> <li>- Strong involvement of the HEIs policy makers</li> </ul>
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<p><b>Purpose (specific Objectives)</b> <i>List the specific objectives that projects shall achieve</i></p> <ul style="list-style-type: none"> <li>- Inventory and need analysis of the training needs in the water sector in Madagascar</li> <li>- Development of mutualized professional training offer (initial training and continuous training) at the Bachelor and Master level.</li> <li>- Development of innovative ways of training solutions (e-learning and experimental platforms).</li> <li>- Control and value the pedagogical innovation solutions developed</li> <li>- Promotion of the new curricula offer at the national and regional scales</li> </ul>	<ul style="list-style-type: none"> <li>- Participation of the WASH stakeholders to the curricula development by participating to the inventory and need analysis (enquiries and restitution)</li> <li>- 5 operational curricula running into the HEIs partners.</li> <li>- Minimum of 20 teachers trained by the project in water sciences and distance learning</li> <li>- Minimum of 5 engineers/technicians trained by the project in distance learning development and maintenance.</li> <li>- Minimum of 5 engineers/technicians trained by the project in the deployment of experimental platforms.</li> <li>- Elaboration of quality assessment of the trainings (contents and pedagogical methods)</li> <li>- Participation and organisation dedicated workshop and dissemination events.</li> </ul>	<ul style="list-style-type: none"> <li>- Number of answers to the different enquiries and number of participants to the restitution work-shop (M6).</li> <li>- Number of curricula integrated into the HEI diplomas (initial training).</li> <li>- Number of training sessions opened to the professional sector (continuous training).</li> <li>- Number of participants (teacher) to the project training course about water</li> <li>- Number of participants (teacher and technical staff) to the project training courses about distance learning display (TC#1 et TC#2)</li> <li>- Number of identified members of the project into the management of the experimental platforms.</li> <li>- Quality plan available on the project website</li> <li>- Evaluation guidelines available for the trial training year</li> <li>- DEFI EAU website available in French (and partially in English)</li> <li>- Dissemination materials on the project website</li> <li>- Organisation of a National Dissemination Workshop at the Malagasy scale (M33)</li> </ul>	<ul style="list-style-type: none"> <li>- Quality of internet connection</li> <li>- Quality of electrical system (power failure)</li> <li>- Quality of the interaction with the WASH stakeholders</li> <li>- Strong involvement of the HEIs policy makers</li> <li>- Smooth purchase and delivery of the equipment on time.</li> </ul>
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<b>Outputs (deliverables)</b> <i>List the deliverables (grouped in work packages) that the project is committed to produce. These must be stated as results.</i>				
<b>WP1 – Project management</b> D1.1 Management tools	<ul style="list-style-type: none"><li>- D1.1 toolkit available on the project platform and widely disseminated to the partners</li><li>- D2.1 report available on the project website</li><li>- D2.2 workshop organised during the General Assembly 1 and opened to the WASH sector stakeholders.</li><li>- D2.3 analysis available on the project website</li><li>- D3.1 skills repositories available on the website and wide dissemination to local students.</li><li>- D4.1 skills repositories available on the website and wide dissemination to WASH stakeholders' employees.</li><li>- D5.1 tutorials guidelines available on the project website</li><li>- D5.2 operational platform of LMS available</li><li>- D6.1 description available on the project platform</li><li>- D7.1 assessment report including corrections available on the project platform</li><li>- D8.1/D8.3/D8.4 plans and guidelines available on the project website</li><li>- D8.2 Quality board reports available on the project platform</li></ul>	<ul style="list-style-type: none"><li>- Number of answers to the different enquires and number of participants to the restitution work-shop</li><li>- Number of students application for the initial training</li><li>- Number of WASH sector employees application for continuous training</li><li>- Number of curricula accreditations</li><li>- Number of LMS platform accounts</li><li>- Number of operating time of the experimental platforms and equipment</li><li>- Number of visits on the project website</li><li>- Number of downloads of the deliverables on the project website</li><li>- Number of social networks subscribers</li><li>- Number of newsletter subscribers</li><li>- Number sharing of posts from the social networks</li></ul>	<ul style="list-style-type: none"><li>- Quality of internet connection</li><li>- Quality of electrical system (power failure)</li><li>- Quality of the interaction with the WASH stakeholders</li><li>- Strong involvement of the HEIs policy makers</li></ul>	
<b>WP2 – Inventory and needs analysis</b> D2.1 Synthesis of the needs of training for sustainable uses of water in Madagascar D2.2 Workshop about the needs and training offer in the field of water D2.3 Analysis of the legislative environment of the professional training in WASH				
<b>WP3 – Initial curricula development</b> D3.1 Skills repositories and associated pedagogical engineering (initial training)				
<b>WP4 – Continuous training for employees</b> D4.1 Skills repositories and associated pedagogical engineering (continuous training)				
<b>WP5 – Development of digital tools for distance learning</b> D5.1 Tutorials to produce individualized resources				

<p>D5.2 Training offer on Learning Management System platform</p> <p><b>WP6 – Development of experimental platforms</b></p> <p>D6.1 Description and functioning of the practical laboratories</p> <p><b>WP7 – Trial Training Year</b></p> <p>D7.1 Assessment of Trial Training Year</p> <p><b>WP8 – Quality control and sustainability</b></p> <p>D8.1 Quality plan</p> <p>D8.2 Quality board reports</p> <p>D8.3 Evaluation guidelines</p> <p>D8.4 Sustainability plan (final version)</p> <p><b>WP9 – Communication and dissemination</b></p> <p>Communication tools</p> <p>Presentation guides of the courses offer</p>	<p>- D9.1/D9.2 Communication tools available on the project website.</p>		
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<b>Activities:</b> <i>List the key activities to be carried out (grouped in work packages) and in what sequence, in order to produce the expected results.</i>	<b>Staff effort:</b>		Number and quality of the deliverables Attendance list for each mobilities/events including the name, the position, the partner institution and the signature. Minutes/report of each mobility Purchase and installation of the equipment	Smooth signature of the Consortium Agreement and first instalment of the grant Strong involvement of the HEIs policy makers Smooth purchase and delivery of the equipment
Task 1.1 - Contractual Management – Management of the Grant Agreement Task 1.2 - Contractual Management – Management of the Consortium Agreements Task 1.3 - Financial and administrative management Task 1.4 - Setting up of management tools Task 1.5 - Project monitoring – Setting up and management of the governance bodies Task 1.6 - Project monitoring – Organisation of the project general assemblies Task 1.7 - Contractual Management – Drafting of the project's reports	Calculation basis - 1 person month = 19 working days.  Total staff effort : 2875 working days			
Task 2.1 - Mapping of the university and professional training degrees offered in Madagascar Task 2.2 - Mapping of the WASH professions and the professional reference frames Task 2.3 - Analysis and synthesis of the mapping studies Task 2.4 - Analysis and monitoring of the various policies / challenges / issues Task 2.5 - Organisation of a focus group	WP1 – 538 working days WP2 – 152 working days WP3 – 329 working days WP4 – 289 working days WP5 – 577 working days WP6 – 189 working days WP7 – 475 working days WP8 – 252 working days WP9 – 159 working days			
Task 3.1 - Design of courses offer : initial training (Bachelor/Master) Task 3.2 - Training of trainers workshop on water science Task 3.3 - Operational shaping of	<b>Equipment:</b> - Materials for the development of distance learning: the unitary cost is estimated from 9 800€ to 45 700€ (with an average of 25k€) depending on the needs and the equipment already available at each Malagasy			





### 2.1.3 Project teams, staff and experts

Project teams and staff			
<p><i>Describe the project teams and how they will work together to implement the project.</i></p> <p><i>List the staff included in the project budget (budget category A) by function/profile (e.g. project manager, senior expert/advisor/researcher, junior expert/advisor/researcher, trainers/teachers, technical personnel, administrative personnel etc. and describe shortly their tasks. If required by the call, provide CVs of all key actors. If required by the Call document/Programme Guide.</i></p>			
Name and function	Organisation	Role/tasks	Professional profile and expertise
Michel BAUDU Professor	UNILIM	DEFI EAU Project coordinator	<p>Professor in Chemical and engineering in water sciences – Lecturer since 1990 in Water treatment and researcher specialised in physico-chemical reactions in environment and water treatment processes. Local coordinator of 1 INTERREG SUDOE (TWIST project). Director of the E2Lim laboratory (1997-2021). Coordinator of Distance Learning certificate in water treatment (CNAM) and manager on Higher Education programs with Morocco (20212-2017) for continuous training in the field of water.</p> <p>Evaluation and assistance for the implementation of new training courses in foreign countries (Morocco, Mauritius, Madagascar, Algeria, Mauritania).</p>
Véronique DELUCHAT Professor	UNILIM	Teacher	Teacher and researcher since 1999, PhD in water chemistry, involved in 13 research projects, including 1 INTERREG SUDOE (TWIST project), 1 ITN H2020 (M2ex project), 1 PHC (CEDRE). Holder of Bachelor's degree.
Patrick FAUCHERE Associate professor	UNILIM	Teacher	Associate professor since 1996 in maintenance and technology. Administrator and treasurer of the CITEF (Conférence Internationale des formations d'ingénieurs et Techniciens d'Expression Française)
Robin GUIBAL Teacher and researcher	UNILIM	Teacher	PhD in water, soil and environment; Teacher and researcher since 2019 at school of engineering;
Claire CHASSEAU European and international project manager	UNILIM	DEFI EAU Project Manager	Master Degree in European and international cooperation; 9 years' experience in European and international projects building (research and education) and project management (4 Erasmus+ projects in coordination, including 1 Capacity Building in Higher Education).
Dominique MORAU Teacher-Researcher	UR	Partner main contact	PhD in waste and water treatment. Teacher and researcher since 2009. Expertise on water and waste treatment processes and the recovery of by-products with a forward-looking strategy for deployment in a given territory
Sophie PRIMA European and international project manager	UR	Project Manager	European and international cooperation project manager since 2015. Expert in international training cooperation projects.



Mamy Harimisa RADANIELINA Teacher- Researcher	UR	Teacher	PhD in waste treatment and energetic. Teacher and researcher since 2019. Expertise on water and waste treatment with a forward-looking strategy for deployment in a given territory, integrating multi-criteria analyses
Garry RIVIERE Teacher- Researcher	UR	Teacher	PHD in Mechanics and building. Teacher and researcher since 2017. Expertise on construction processes for hydraulic structures.
Ulrike ALBERTS Training engineer	UR	Engineer	Training engineer for digital education since 2008. His expertise concerns the implementation of the Moodle platform in the context of distance learning courses such as the Indian Ocean professional degree in water treatment
Bernard Tychon Professor	ULIEGE	Partner main contact	PhD in Environmental Sciences, Agronomist Engineer, expert in soil-plant-climate relationship, Professor at ULiège since 2016.
Hugues JUPSIN Teacher-researcher	ULIEGE	Teacher- Researcher	Biochemical engineer specialized in water treatment. Teacher-researcher at ULiège since 1991
Joost WELLENS Teacher-researcher	ULIEGE	Docent/ Researcher	PhD in Environmental Sciences, Water Resources Engineer, Agronomy Engineer (Rural Infrastructure Engineer), expert in Irrigation and IWRM Researcher at ULiège since 2014
Simon-Pierre LIEGEOIS Technician	ULIEGE	Technician	Electronics, 3D modeling and numerical command manufacturing. Programming and server management for realtime databases. Technician at ULiège since 2021
Christian DELVAUX Technician	ULIEGE	Technician	Bachelor in agronomy, technician at the Water Resources Laboratory of ULiège since 2003.
Corine ANTOINE Secretary	ULIEGE	Administratif staff	Secretary at ULiège since 2004
Mirela Panainte – Lehadus Dean of the Engineering Faculty	UVAB	Partner main contact	Dean of the Engineering Faculty, Head of Management Department; Responsible for Quality Management at Head of Research Center "Environmental Engineering and Mechanical Engineering Department. Phd in mechanical engineering since 2008. Teacher-researcher environmental engineering and mechanical engineering fields since 2000. Areas of research: mechanical engineering (cutting products with variable texture), environmental engineering (quality of environment, environmental impact assessment, environmental management audit, environmental monitoring). Project management skills and competences: project officer of 1 project financed by CNCSIS and project financed by economic agents, Life+ projects.
Narcis BARSAN	UVAB	Teacher	Vice Dean of the Engineering Faculty, Responsible for research in the Environmental Engineering and Mechanical Engineering Department. Phd mechanical



Vice Dean of the Engineering Faculty			field since 2011. Teacher-researcher environmental engineering and mechanical engineering fields since 2008. Areas of Research: Wastewater (municipal and industrial) analysis and treatment. Sewage networks. Sludge analysis and treatment. Water analysis and treatment.
Emilian – Florin MOSNEGUTU Teacher	UVAB	Teacher	Director of the Department of Environmental and Mechanical Engineering from 2010 - Responsible for Waste Management.  Phd in 2006. Teacher-researcher 1998. Areas of research: waste management, mechanical engineering, imaging analysis, mathematical analysis, mathematical modelling of data, mechanical simulation.
CLAUDIA MANUELA TOMOZEI Engineer	UVAB	Engineer	Member in the Environmental Engineering and Mechanical Engineering Department; PhD in Mechanical Engineering from 2011, Engineer in Engineering and Environmental Protection in Industry, Faculty of Engineering from 2007 Areas of Research: air pollution and noise pollution; investigation of the air quality; environmental pollution; noise maps for enclosed and open spaces;
MIHAELA NEDEFF Chief administrator	UVAB	Administrative staff	Chief administrator of the Engineering Faculty since 1999. Master Degree in industrial engineering since 2000 EU project management expertise Life + - Promoting green products.
Veroniaina RAZAFITRIMO Director	IST T	Partner main contact	Director of the School of Civil Engineering since 2015. Professor and researcher since 30 years of higher education teaching, subjects covered: General Construction Processes, Site Organization, Engineering Structures, Construction Materials, Dimensioning of Metal Structures. Research area of expertise in building materials (hydraulic binders, clay bricks, raw earth...), university pedagogy. Experience in European project management (main contact in 1 CBHE and 2 MIC) and international project management (Canadian funds and AFD).
Lantonirina Christiane RAMANITRARIVO Teacher-researcher	IST T	Teacher	Head of the Territorial Planning and Development Engineering Degree since 2017. Associated teacher since 2021. 10 years of higher education teaching, subjects covered: Hydraulics, Sanitation, Building Technology, Reinforced Concrete. Research area of expertise in bus station development.
Jean Lalaina RAKOTOMALALA Professor	IST T	Teacher	General director of the IST-T. Professor since 2016. 32 years of higher education, subject covered : Robotat Software - Sizing of Reinforced Concrete Elements, Roads, Prestressed Concrete. Research area of expertise in roller compacted concrete, roads.
Toky Misaina RAMAHERISOA Technician	IST T	Technician	7 years as an Infrastructure Repair Technician at IST-T
Mamitiana RAMBELOSON Administrative and Financial Director	IST T	Administrative staff	5 years as Administrative and Financial Director at IST-T



<p>RAKOTO Dominique Teacher</p>	IST D	Partner main contact	<p>Teacher in the fields of electrical machines and networks; leadership and project management.</p> <p>Former Head of the School of Industrial Engineering of IST-D during twenty five years, apart from pedagogical and administrative tasks, he participated in several institutional projects as both coordinator and developer. At the same time, he was called upon by several national and international entities to provide expertise in the field of higher education and the energy sector, generally initiated by international donors and organisations. Currently, he is the vice-president of CITEF (<i>Conférence Internationale des Formations d'Ingénieurs et Techniciens d'Expression Française</i>) in charge of Southern Africa and Indian Ocean.</p>
<p>TONIZATOVO Pierre Teacher</p>	IST D	Teacher	<p>In charge of the Maintenance of Water Plants and Networks course at the IST-D since seven years</p> <p>Member of an Indian Ocean network dedicated to the setting up of regional training in the water sector.</p> <p>Strong technical expertise due to his past experience as CEO of one of the major companies in the Naval sector in Madagascar. CEO of a consulting company in the same field.</p>
<p>RAZAFINDRAIBE Maurille Marie Xavier Laboratory Engineer</p>	IST D	Engineer	<p>Engineer in New Electrical Technologies at IST-D since six ears Technical Manager of all the electromechanical laboratories of the IST-D. International experience in instrumentation, operation, assembly and maintenance of experimental benches.</p>
<p>MANAMIHANTA Mazoto Inès</p>	IST D	Administrative Staff	<p>Engineer in New Electrical Technologies (NET) since 2020 at IST-D. Experience in gestion and organization of students and communication with CNAM Réunion and CNAM Antananarivo. She is also teacher at IST in NET and electrical machines</p>
<p>Daniel RAKOTOARISOA  Director of the School of Rural Engineering Computer and Water</p>	IST A	Partner main contact	<p>PhD in Mineral Engineering, specialist in Integrated Water Resource Management (year of graduation: 2018). 2021 to present: Teacher at ASJA-Vakinankaratra (subjects taught: Integrated Water Resource Management, Manual of procedure and water code, groundwater exploitation, groundwater protection). Since 2011: Permanent Research Teacher at the Institut Supérieur de Technologie d'Ambositra (subjects taught: Geographic Information System (GIS), Water Management and Control, Soil Defence and Restoration, Geology, Pedology, Bioclimatology, Water Treatment, Hydrology, Watershed Management, Agricultural Hydraulics).</p>
<p>Andrianandraina Marijaona RAKOTONDRA SOLO  President of the Teachers' College</p>	IST A	Teacher	<p>Doctorate in computer science, former head of the IT department at the Ministry of Technical Education, Employment and Vocational Training (year of graduation: 2021)</p> <p>Since 2020 : teacher at the Institut Supérieur de Technologie d'Ambositra</p>
<p>Daniel RAZANAJATOVO</p>	IST A	Teacher	<p>2005: Diploma of Advanced Study in Physics and Chemistry (DEA)</p>





Head of the Agri-Equipment and Rural Infrastructure program			Since 2014: Permanent Research Teacher at the Institut Supérieur de Technology of Ambositra (subjects taught: fluid mechanics, RDM, autocad, general mechanics, traditional energy, conventional energy)
Alamamananiala ANDRIANTS  Head of the Computer Science Department	IST A	Engineer	Engineer with a master's degree in computer science, 10 years of experience in project development (World Bank + UNDP, Internet Society, GDI Mauritius, intersponik, IDF, International Social Security Association)
Dolaniaina HASINALINJANAHARY  Executive Assistant	IST A	Administrative staff	Bachelor degree in law (2013). Executive assistant since 2017 at IST
Pierre RAVELONANDRO Professor	UA	Partner main contact	PhD 1999), chemical sciences: chemistry, process engineering, microbiology and materials associated with modelling, simulation and experimentation through mathematics associated with the concept of sustainable development. Teacher since 1995; Professor since 2012. Area of expertise: water treatment, Biological wastewater treatment and Biotechnology; membrane treatment. Coordinator at UA of the Capacity Building for Higher Education project MADEEHII (2016-2019)
Arimalala ANDRIANONY Laboratory responsible	UA	Teacher	PhD (2012) in sectors of process engineering, such as in the water sector, biotechnologies, environment, pharmaceuticals or food processing. Teacher since 2016. Area of expertise: water treatment, membrane treatment; process engineering. Responsible of the water treatment test bench laboratory within the project Capacity Building for Higher Education project MADEEHII.
Rajaona Rafihavanana ANDRIANAIVORA VELONA  Teacher-Researcher	UA	teacher	PhD in the field of processes applied to water, the environment and biotechnologies (2015). Teacher since 2014. Area of expertise: water treatment. Participant as teacher within the project Capacity Building for Higher Education project MADEEHII
Danielle Felaniaina RAZANAKOKO Accounting secretary	UA	Administrative staff	Accounting secretary since 1999.
Ravelojaona Lantonirina Technician	UA	Technician	Laboratory technician and preparation of the practical work and follow-up of the practical sessions since 2015
Justin RATSARAMODY Senior Lecturer	UNA	Partner main contact	Senior lecturer at UNA. PhD in Hydraulics. Expertise in Hydraulic Machines, Environmental Hydraulics and Hydrology (teaching, supervision of masters and theses), hydrodynamic modelling and simulation by finite volumes and hydrological modelling and simulation. Occasional consultant in the private sector since 1987. Vice-President of the University of





			Antsiranana from 2013 to 2018, President of the University of Antsiranana from April 2019 to April 2022.
Tsivalalaina David RAZAFIMAHEFA Engineer	UNA	Engineer	Senior lecturer at UNA, doctor in computer engineering. Digital project manager and web/mobile developer with a dozen projects in the education and tourism sectors. Trainer in open source software in the field of education and distance learning. Consultant and trainer in open source tools and digital extension in the higher education sector. He will be the digital project manager in the WP5. (development of mobile solutions for tablets and smartphones)
Hasina ANDRIAMIHARINJ AKA Senior lecturer	UNA	Administrative Staff	Senior lecturer at UNA, Doctor in Science and Technology. Director of the École Supérieure Polytechnique. In addition to directing and managing the school, she is responsible for the preparation and execution of the budget and the management of the resources allocated to it. While ensuring her function as a teacher for her twelfth year at the Polytechnique to continue together the work accomplished with the students, researchers, administrative and technical staff without forgetting all the partners.
Gastelle RATSARAMODY Engineer	UNA	Teacher	Higher Education and Research Assistant at UNA - Master's level engineer in Hydraulic Energy - Occasional trainer in Open Source Tools - Documentalist of the French-speaking Partner Digital Campus from 2014 to 2019 -Responsible for the Hydraulics, Structures and Environment course from 2019 to date. She will contribute to the learning of pedagogical scripting of the teaching modules of WP5. As a teacher she will also be a beta tester of solutions.
Todizara ANDRIANAJAINA Senior lecturer	UNA	Teacher	Higher Education and Research Assistant at UNA, former in digital transition and pedagogical innovation: Training and support of teacher-researchers for the digital transition in university education. Framing the design of e-learning modules, defining the format and putting them online. He will contribute to the WP5 (learning to produce own education resources, production of SPOC (Small Private Online Courses). As a teacher he will also be a beta tester of solutions.
Patrick RASOLOFO, Executive director	Ran'Eau	Partner main contact	Master's Degree in Economic Sciences of Development from Paris X - Nanterre; 15 years in the WASH sector, 3 years as executive director of Ran'Eau
Michèle RASAMISON ANDRIAMBAHINY, President	Ran'Eau	Trainer	Engineer in Mechanical Development Engineering from INSA Lyon; Lecturer and researcher at the Polytechnique University of Antananarivo and of Antsiranana for more than 40 years; over 20 years of experience in WASH, former National Coordinator of WSCC, former PCM Chair of FAA, the Global Sanitation Fund Program in Madagascar; President of Ran'Eau since December 2019.
Garance BEAUMON Support officer	Ran'Eau	Technician	Master's Degree in project management in developing metropolises; 2.5 year in project management in developing countries (1 year in WASH in Togo, and 1 year in Madagascar).
Laingotiana RANARISON	Ran'Eau	Administrative staff	Bachelor degree in management specialized in finance and accounting; 5 years working in accounting including 3 years as the administrative and financial manager of Ran'Eau.

Administrative and financial manager			
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**Outside resources (subcontracting, seconded staff, etc)**

If you do not have all skills/resources in-house, describe how you intend to get them (contributions of members, partner organisations, subcontracting, etc).

If there is subcontracting, please also complete the table in section 4.

Most of the skills and resources are available within the partnership through the different expertise of the partners which should be shared and consolidated by the joint work. Nevertheless, the partnership can also count on the expertise of the associated partner as explained in the 2.2.1 section.

Erasmus+ CBHE-STRAND-2

**2.1.4 Cost effectiveness and financial management****Cost effectiveness and financial management (n/a for prefixed Lump Sum Grants)**

Describe the measures adopted to ensure that the proposed results and objectives will be achieved in the most cost-effective way.

Indicate the arrangements adopted for the financial management of the project and, in particular, how the financial resources will be allocated and managed within the consortium.

⚠ Do NOT compare and justify the costs of each work package, but summarize briefly why your budget is cost effective.

**COST EFFECTIVENESS**

The proposal budget in lump sum is organised as follow in order to ensure the good implementation of the project activities and ensure to ensure the achievement of results:

- **Personnel costs :**

The personal costs represent 41% of the direct costs budget. They have been divided into 4 categories of personnel required to carry out efficiently the project:

- Coordinator: It corresponds to the involvement of the project coordinator and each main contact of the other partners, as well as, the leaders and co-leaders of work-package. It represents the required time spent to monitor and manage the project activities at each scale of the project (project, WPs, internally).
- Teacher-Researcher: It corresponds to the involvement of the teachers within each WP. Most parts have been allocated to the development WPs about the curricula and training development (WP3>WP7) without forgetting the cross-cutting work packages linked to the quality, sustainability, communication and dissemination (WP8-WP9).
- Engineer/Technician: It corresponds to the technical staff mainly involved in the implementation and maintenance of the innovative practices (i.e. e-learning and experimental platforms). Therefore, most part has been allocated to the WP5 and WP6.
- Administrative staff: It corresponds to the involvement of administrative staff carrying out the administrative, financial and logistical tasks of the project (including the project manager at UNILIM). Most part has been allocated to the WPs requiring equipment purchase and events organisation.

- **Subcontracting costs:** No needs have been detected.

- **Travels and stay costs:**

The travels and stay costs represent 28% of the direct costs budget for 128 mobilities.

67% of the mobilities (general assemblies, training courses for trainers and work-shops) will be organised in the partner country and mainly at Antananarivo in order to minimise costs and to facilitate the logistical organisation of local and international travels. 70% of the mobilities are allocated to the Malagasy partners



and 30% for the EU partners. Only subsistence costs are allocated to the partners already on site. All the general assemblies (average of 1 by year) have been integrated within the WP1 (Project Management) and the other mobilities have been integrated to the WPs requiring mobilities (WP3-WP4-WP5). It has to be noted that it is planned to organise the Kick-off meeting in Brussels, for its central location and its proximity to the European Commission's (into the Nouvelle-Aquitaine Representation premises), with the aim to invite the EACEA project officer. In conclusion, despite the digital means available and known by all, it is necessary to ensure face-to-face exchange times to ensure the quality of discussions in key points of the project. However, the National Dissemination Event and all the monthly meetings and additional WPs meetings will be organised remotely.

- **Equipment costs :**

The equipment costs represent 29% of the direct costs budget. These costs are allocated to purchase the required equipment to implement the innovative practices of the WP5 and WP6 (materials for the development of e-learning and for the development of the experimental platforms). The lump sum has been determined in accordance to the role of each partner and their needs which are different considering that some partners already have some materials available. A provisional list of material has been established in order to estimate the required budget: IT requirements (workstations, video projector, wifi terminal, electrical inverter, webcam, etc.) and the experimental teaching equipment needed on the experimental platforms of each HEI partner (essential equipment per speciality with a view to sharing). The Nevertheless, specific activities are planned in order to establish the final list in accordance with the curricula development needs.

- **Other goods, works and services:**

The budget heading represents 2% of the direct costs budget. It is mainly related to some additional costs for the organisation and participation of events (workshops, fairs and other project and dissemination events), as well as, lump sum related to communication and dissemination (e.g. printing of materials, website, etc.). These costs have been dispatched according to the role of each partner (main part allocated to Ran'Eau as WP9 leader and local coordinator) and each partner has an allocation minimal. Finally, it has been provisioned consumable costs for the experimental platforms related to the experimental practices to be carried out during the Trial Training Year by the Malagasy HEI partners.

## **FINANCIAL MANAGEMENT OF THE GRANT**

Each partner will be in charge of its own grant management, nevertheless a strong follow-up will be operated by the coordinator. Dedicated mechanisms will be implemented to ensure the use of the grant of each budget heading by the partners.

In order to manage reliably, securely and efficiently the project grant, various measures will be adopted at the beginning of the project.

Firstly, in order to ensure the good implementation of the grant agreement a consortium agreement will be established and signed. The CA will detail all the rights and duties of the partnership, including the financial management. For example, the CA measures will include:

- The final balance of the grant by partner and by WP according to the final grant allocated.
- The supporting documents expected to release the payments
- The planned timetable of the payments and the inherent conditions

UNILM has a strong experience in the setting up and the management of the consortium agreements for Erasmus+ project, especially for the CBHE projects. The final draft of the CA will be presented during the KOM in order to be validated by the Steering Committee. Once validated the CA will be signed between the coordinator and each partner during the first three months. The signature will trigger the first payment to the partners.

In order to ensure a good day-to-day management of the grant agreement and the CA, an Administrative and Financial Guidelines as well as various tools will be established under the first 6 months of the project. It will present the project's rules about the financial management of the grant, in accordance with the Grant Agreement rules, by presenting specific processes for the expenditures commitment. A particular attention will be paid to the purchase of equipment, which is one of the main challenges of financial management of the grant and requires strong supervision.





## 2.1.5 Risk management

Critical risks and risk management strategy			
<p>Describe critical risks, uncertainties or difficulties related to the implementation of your project, and your measures/strategy for addressing them.</p> <p>Indicate for each risk (in the description) the impact and the likelihood that the risk will materialise (high, medium, low), even after taking into account the mitigating measures.</p> <p>Note: Uncertainties and unexpected events occur in all organisations, even if very well-run. The risk analysis will help you to predict issues that could delay or hinder project activities. A good risk management strategy is essential for good project management.</p>			
Risk No	Description	Work package No	Proposed risk-mitigation measures
1	Delay in execution of the work packages	1	<p>Increased supervision, reinforcement of communication channels between coordination team, WP leaders and partners. Strong governance and quality management.</p> <p>If required: Organisation of exceptional steering committee(s) as often as necessary.</p> <p><u>Likelihood:</u> Medium</p>
2	Low engagement staff members	1	<p>Early internal communication about activities, identification of relevant benefits for students and staff. Strong governance and quality management.</p> <p><u>Likelihood:</u> Low</p>
3	Lack of commitment of the partner organisations	1	<p>Early internal communication about activities and expected results. Strong governance and quality management.</p> <p><u>Likelihood:</u> Low</p>
4	Conflict between partners over global strategy or over the priorities in terms of curriculum development	1	<p>Transparent communication and decision-making processes, timely and frequent meetings of the Steering Committee and Pedagogical Committee, formal conflict resolution processes.</p> <p><u>Likelihood:</u> Low</p>
5	Conflict between partners over the management of new Curricula (initial training)	3	<p>Reminder over the objectives of each HEI defined during the project building</p> <p>If required: Additional Pedagogical Committee(s), formal conflict resolution processes.</p> <p><u>Likelihood:</u> Low</p>
6	Conflict between partners over the management of new Curricula (continuous training)	3	<p>Reminder over the objectives of each HEI defined during the project building</p> <p>If required: Additional Pedagogical Committee(s), formal conflict resolution processes.</p> <p><u>Likelihood:</u> Low</p>

7	Curricula development – difficulties of accreditation (initial training)	3	Have alternatives reviewed in Pedagogical Committee: local seal in one HEI and multiseals implemented in a second time. <u>Likelihood:</u> Medium
8	Curricula development – difficulties of accreditation (continuous training)	4	Have alternatives reviewed in Pedagogical Committee: local seal in one HEI and multiseals implemented in a second time. <u>Likelihood:</u> Medium
9	Delay on the implementation of a dedicated Structure for Continuing Education Management	4	Enhance capacity building and best practices exchanges from the HEIs European partners to the HEIs Malagasy partners. <u>Likelihood:</u> Low
10	Too little involvement of teachers from different HEIs in Open Distance Learning (ODL)	5	Early internal communication about curricula development Strong governance between WP3-WP4-WP5-WP6 If required: Identification of relevant benefit of ODL for students and Institutions <u>Likelihood:</u> Medium
11	Process too slow for purchase of materials before M18 (e-learning equipment)	5	Make investments a priority from M3. If required: Special focus by the Steering Committee. <u>Likelihood:</u> Medium
12	Process too slow for purchase of materials before M18 (practical lab equipment)	6	Make investments a priority from M3. If required: Special focus by the Steering Committee. <u>Likelihood:</u> Medium
13	Insufficient demand from the professional community at the start of Trial Training Year	7	Organization of exceptional steering committee for : • Strengthening of the communication • Adjustment of the timing of the offer between M18 and M34 <u>Likelihood:</u> Low
14	Partial operability of facilities (LMS or technical platforms) and teachers availability for TTY	7	Corrections carried by an exceptional pedagogical committee If required: Organization of exceptional steering committee <u>Likelihood:</u> Low
15	Lack of involvement of the Quality Board members	8	Correction carried to modify the roadmap of the Quality Board to reach the expectations of each target group (partners and members). <u>Likelihood:</u> Low

16	Too weak impact of communication tools or delay in deployment	9	Reinforcement of communication channels: proposal of corrections at the time of GA2 (M18) If required: Organisation of exceptional steering committee <u>Likelihood</u> : Medium
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## 2.2 PARTNERSHIP AND COOPERATION ARRANGEMENTS

### 2.2.1 Consortium set-up

#### Consortium cooperation and division of roles (if applicable)

Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Quality of the partnership and the cooperation arrangements'.

Describe the participants (Beneficiaries, Affiliated Entities, Associated Partners and others, if any) and explain how they will work together to implement the project. How will they bring together the necessary expertise? How will they complement each other?

In what way does each of the participants contribute to the project? Show that each has a valid role and adequate resources to fulfil that role

The project is gathering 10 beneficiaries' partners and 4 associated partners involved in the water, sanitation and hygiene (WASH) sector. The consortium is composed by 4 European universities (UNILIM, UR, ULIEGE, UVAB), 5 Malagasy higher education institutions including 2 universities (UA, UNA) and 3 Higher Institute of Technology (IST T, IST D, IST A) and 1 Malagasy NGO (Ran'Eau).

The Malagasy HEIs are among the major higher education training places in WASH at the national scale, and represent three of six provinces of the country (Antananarivo, Antsiranana and Fianarantsoa). Their geographical proximity in two of the three provinces (IST T/UA and IST D/UNA) enables them to further strengthen their collaborative action. The 3 ISTs of the Malagasy State are present in the project and have experience of networking despite their geographical dispersion.

Furthermore, the HEIs are already interacting with the public and private stakeholders of WASH in their territory. Each HEI brings specific skills in the field of water with a good complementarity to cover the demand for professionalisation: IST A in agricultural uses, UA in water treatment, IST T in civil engineering, IST D in plant maintenance and UNA in integrated management and engineering sciences.

The European HEIs partners, beside their scientist expertise, have a strong experience to support the Malagasy higher education modernization in particular regarding the innovative ways of education (e-learning and FOAD), the development of mutualized curricula taking into account the skills-based approach, the sectors needs and the organization of continuous training.

In addition, the European HEIs are long-standing and strong actors of international cooperation with the Ocean Indian and more specifically with Madagascar into the WASH fields without forgetting the strong common denominator represented by the Francophonie. This cooperation is characterised by the existing links between the European and Malagasy HEIs partner of the project and can be illustrated in particular with regard to the many former and/or current International and European projects led jointly. Indeed, most of the partners have already a joint and a strong experience in international projects (and more specifically among CBHE projects) allowing them to support the less experienced partners in this framework.

The involvement of Ran'Eau bring an undeniable added value in order reach the project results. Indeed, as reference network of WASH actors in Madagascar, it has a strategic position at the crossover between the socio-economic world and the higher education actors. Its role on the project is in line with its mission, especially regarding best practices exchange and the co-design of WASH project answering to the regional societal challenges. It will enable the project to reach the external WASH stakeholders, both public and private. The interactions with the latter is essential to reach the project results and ensure its sustainability mainly in order to carry out the sector need analysis to develop new curricula responding to the national needs. In addition, its communication expertise and its contact portfolio will ensure a wide and relevant communication and dissemination actions.





Moreover, the project can count with 4 associated partners active in the WASH sector : the International office of Water (OIEau), is a specialist of training and educational engineering for professionals which aim to develop skills for water service governance and integrated water management at in worldwide; the water competence centre of the Walloon Vocational Training and Employment Office (FOREM); the Agence Universitaire de la Francophonie (AUF) and more specifically the Southern Africa and Indian Ocean Regional Directorate which is an association of French speaking higher education and research institutions; and the JIRAMA which is the public electricity and water services company in Madagascar.

To conclude, as explained previously, this project has been prepared with the support of the AUF INTENSICIF programme (MAD'EAU Campus project) allowing the partnership to co-design the project over time since 2020. The initial project partners (UNILIM, UR, UVAB, IST D and UNA) have been joined by the rest of the partners (IST T, IST A, UA, ULIEGE and Ran'Eau) during the project's implementation. This mutual knowledge already acquired and the planned project management mechanisms (as explained in the section 2.2.2) will allow them to carry out efficiently this project.

### 2.2.2 Consortium management and decision-making

#### Consortium management and decision-making (if applicable)

*Explain the management structures and decision-making mechanisms within the consortium. Describe how decisions will be taken and how regular and effective communication will be ensured. Describe methods to ensure planning and control.*

*Note: The concept (including organisational structure and decision-making mechanisms) must be adapted to the complexity and scale of the project.*

A dedicated governance structure will be implemented to ensure efficient management and decision-making. The coordination team from UNILIM (especially the coordinator supported by the project manager) will be in charge of the general daily management of the project with respect to the EU rules and the work plan. Thus, they will ensure the good implementation of the management structure and decision-making mechanisms.

Except for the WP1 dedicated to Project management and led only by UNILIM, each WP will be led by one Malagasy partner and co-led by another partner (Malagasy or European depending on the WP). The leaders have been determined according to their experience in the fields and/or their main role in the WP in order to guide the less experienced partners and therefore to run smoothly the implementation and reach the expected results. Special attention has been paid to ensure equal representation between the two types of HEI (Universities and Higher Institute of Technology) and across the Malagasy territory (to equally represent the 3 areas involved: Antananarivo, Antsiranana and Ambositra). The lead partners ensure that all the activities are contributing efficiently to the objectives of the WP in accordance with the planned actions and the expected results by managing the day-to-day implementation, by organizing a monthly remote meeting, by animating the dedicated working sessions during the project's events and by representing the WP in the governance bodies.

In order to reinforce the management at the local stage Ran'Eau has been appointed Malagasy local coordinator. The local coordinator (LC) acts as a facilitator for the implementation of the project at the Malagasy scale with the Malagasy partners. The LC, as Malagasy main contact point and team leader at the national scale, is in charge to gather and communicate relevant information regarding the project's implementation (activities, results, risks and conflicts) within the Malagasy partners and in direct contact with the coordinator (in both ways). Ran'Eau is the reference network of water, sanitation and hygiene actors in Madagascar, it has a strategic position at the crossover between the socio-economic world and the higher education actors allowing it to act as facilitator and to ensure a smooth project's implementation.

In order to ensure regular and efficient communication various communication processes and tools will be used. Actually, these various tools have been already established and are used since nearly two years in order to set-up the project. :

- A dedicated collaborative working platform allowing to have a common space accessible by all participants. Each WP will have a dedicated sub-section. This platform will gather all relevant information and documentation as well as dedicated management tools through forums, surveys, videoconferencing systems and meeting replays, etc.

- Regular meetings: a monthly remote meeting, which will allow to discuss the implementation of each WP throughout the duration of the project and at least one physical meeting a year to present the result and plan the activities. Additional meetings will be organized as often as necessary in specific items.
- Dedicated mailing lists:
  - o The coordination team mailing list gathering all the members of the coordination team (UNILIM). The partners could use it as often as possible in order to inform the whole coordinating team at the same time for any relevant issues regarding the project instead of using the individual contacts of each member.
  - o The general mailing list gathering all the members of the consortium which allow to diffuse information among the partners at the same time. Access will be systematically created for each new member under the consortium.

In addition to these decision mechanisms, 3 governance bodies will be designed at the beginning during the first 6 months:

- Two executive bodies: a Steering Committee (SC) and a Pedagogical Committee (PC)
- One external body: a Quality Board (QB).

The SC will be the executive board for decision-making that takes strategic decisions, solves conflicts, plans and monitors the project activities. To ensure an efficient decision-making process, the voice majority will be required with a veto right for the grant applicant (only for financial matters). Minutes will be disseminated within the whole consortium and the Steering Committee members can amend it among a specific period fixed by the coordination team. The SC will be chaired by the project coordinator (UNILIM) and each partner will be represented by the main contacts. Two Steering Committees will be organised by year (one/semester: one during the annual event + one on-line).

The PC will be the executive board for decisions linked to the training implementation, it will plan and monitor the curricula development: curricular mapping, development and quality monitoring. The committee will be especially in charge of the completion of the trainings' development, during the two first years, and in charge of the assessment of the test of the deployed trainings during the last year. : To ensure an efficient decision-making process the voice majority is required. Minutes will be disseminated within the whole consortium. The PC will be composed by one member for each partner and the lead partners of the WPs. The chair of the PC will be elected during the first PC (M6) within the committee members. Two PCs will be organised by year (one/semester: one during the annual event + one on-line).

The QB will be an impartial body in charge of the evaluation and assessment of the effectiveness and impact of the measures and actions undertaken during the project. The quality board draws up an annual report and proposes, when necessary, measures to improve the results on the basis of the WP presentation. The QB will be composed by external members: the major actors linked to the project's objectives (expected members: OIEau, AUF, JIRAMA, Malagasy Ministries). The chair of the QB will be elected during the first QB (M12) within the committee members. One QB will be organised by year at the end of each implementation year.

Thereby, the internal communication mechanisms and the governance's bodies will ensure an efficient consortium management and decision-making during all the project duration.

Like the rest of the project activities, the management will be subject to quality control, which may result in limits/risk highlighting and thus the implementation of corrective mechanisms.

#§CCK-SOP-CB§# #§QUA-LIT-QL§# #§IMP-AC-T-A§#

### 3. IMPACT

#### 3.1 Impact and ambition

##### Impact and ambition

Please address each guiding points presented in the Call document/Programme Guide under the award criterion 'Impact'.

Define the expected short, medium and long-term effects of the project. Who are the target groups? How will the target groups benefit concretely from the project and what would change for them?





In order to ensure the intended impact at the local and the national/regional level, the project has the ambition to reach six target groups.

**Malagasy national decision makers**, mainly ministers (*Ministère de l'Eau, de l'Assainissement et de l'Hygiène - MEAH, Ministère de l'Enseignement Supérieur et de la Recherche Scientifique - MESUPRES, Ministère de l'Emploi, de l'Enseignement Technique et de la Formation Professionnelle - MEFTP*)

Systematic information through the project newsletter and a project website will complete the information to national decision makers. Two main aspects will be the purpose of communication and exchange:

- Initial and continuous training with a mutualized and partly dematerialized training offer, built to meet the needs for the development of skills for the implementation and monitoring of water management facilities.
- The skills conveyed by the training courses are proposed for a strengthening of the HEIs, but also for a development of the facilities and practices in the field of water through its use and sanitation.

In order to ensure their awareness they will be invited to participate at different stages of the project. They will be invited to participate in different project events : the workshop dedicated to presentation of the need analysis during the GA2 in order to consolidate the training offer to be developed, as well as the National Dissemination Workshop (NDW). It is planned to offer them the opportunity to take part of the project Quality Board, allowing their direct involvement in the quality assurance of the project.

Their decisions, over the mid-term and long-term, will be the main factor in order to ensure a relevant and sustainable impact of the project at local and national level.

**Environmental stakeholders** (authorities, companies, NGOs). They are expected to benefit from the outputs of the DEFI'EAU project in a sustainable way. They will take directly part to the definition of new training offer at each stage of the project. They will be invited to participate in different project events : the workshop dedicated to presentation of the need analysis during the GA2 in order to consolidate the training offer to be developed, as well as the National Dissemination Workshop (NDW). They will also benefit from the internship periods of students or during training periods with short meetings and exchanges between students and professionals. In addition they will ensure the sustainability of the project by taking part in its dissemination among the WASH stakeholders.

**The society and citizens.** They will be impacted by the project thanks to the interactions created between the different training specialties and the civil society through communities, associations and companies (newsletter, website, internships, meeting with students). In addition, over the long term new sanitary and water management practices (irrigation, runoff, storage) will emerge through new trained managers and technicians for their final benefit.

**Local responsible of HEI** (i.e. Rectors, executive board members, head of education department, international cooperation responsible) will directly take part in the project implementation. Their involvement will be reinforced through their participation in the annual GA and NDW (at least 1 local responsible by partner will participate). They are expected to have all the keys to start a common training with other HEI and support their teaching and technical staff in water technical management skills improvement. Upon completion of DEFI'EAU, HEI will then be able to propose high quality water training for students or professionals. They will be able to spread the innovative educational methods to other academic and research fields.

**Teachers and technical staff throughout the project activities.** Those involved in the project activities are expected to be 100% operational to contribute to teaching the curricula (bachelor or master) in water management training at the end of the project. To reach the staff not particularly involved in the design of the activities, the project will cover the training courses for 2 teachers in digital pedagogy and the costs of the stay of 4 people for each beneficiary HEI to attend the training design workshop (Malagasy workshop - MWS in M9) and the restitution and discussion of the curricula offer during GA2 (M18). Trained as trainers, they will have at their disposal all the learning/technical materials produced by the project, which they can use as support to expand the training offer to meet the needs of the labour market. The networking made possible by distance learning will allow for the strengthening of water skills through the exchange of good practices and increase the level of digital and e-learning skills of the staff. The new capacities will be spread among each HEIs community.

**Students.** In the short term, it is expected to involve 7 students (2 for Bachelor's and 3 for Master's degrees) by specialties developed (i.e. 35 students). They will be selected within each university to follow courses during the Training Trial Year (TTY): the 14 students of the Bachelor of "Water and Rural Engineering" will have a common teaching of 50% (1 semester) and then specialisation courses in their university. The students (21) of the Master of Water Management have a common teaching (Open and Distance Learning courses or double courses in the 3 campuses) for the first year. The indicators and specific procedures for TTY guarantee quality and employability. At the end of the project, the adaptations will make it possible to strengthen the offer with a greater flow of students.





In the long-term the student will benefit from the modernization of the curricula in WASH sector at the national level in accordance to the labour market needs, allowing us to have an efficient rate of employability at the national or even international scale.

The expected impacts, both short term and long term, can be summarised as follow:

Short term impact	Target groups/potential beneficiaries	Quantitative indicators	Qualitative indicators
<b>Convince responsables</b>	Ministers / Rectors / Chief department	Number of decisions-makers receiving the newsletter or attended to workshops session (GA2) and final restitution (NDW)	Informal or formal contact established with the project team
<b>Modernised HEIs</b>	Rectors / chief department	Number of professionals undergoing training in the TTY	Creation of continuous training department
<b>Create sustainable water technical trainings</b>	Students	Number of students involved during the training trial year (TTY)	Quality indicators of teaching at the end of TTY
<b>Improvement of teaching skills</b>	Teachers	Number of teachers attended the MWS and TTY	Exchanges between implicated HEI Practical Exercises quality analysis

Long term impact	Target groups/potential beneficiaries	Quantitative indicators	Qualitative indicators
<b>Meet labour market needs</b>	Teachers / stakeholders	Number of internships and job offers	Solicitation of the continuous education department
<b>Improvement access to higher education</b>	Students	Number and time to employment	Higher students employment rate at the end of program
<b>Alternative solutions facing the structural lack of means</b>	Ministers / Rectors / Chief department	Increasing number of co-diploma and e-learning practice	HEIs networks for specialised training
<b>Deployment of sustainable continuous training</b>	Water managers	Increasing number of professionals in training courses	Control of staff skills acquisition and satisfaction indicators
<b>Growing interest for water management trainings</b>	Students	Increasing number of students involved in water specialties training	Number of graduated students from water management training

### 3.2 Communication, dissemination and visibility

**Communication, dissemination and visibility of funding**

*Describe the communication and dissemination activities which are planned in order to promote the activities/results and maximise the impact (to whom, which format, how many, etc.). Clarify how you will reach the target groups, relevant stakeholders, policymakers and the general public and explain the choice of the dissemination channels.*

*Describe how the visibility of EU funding will be ensured.*

**Communication and dissemination**

The WP9 will be dedicated to the communication and the dissemination of the project, its activities and results. The related activities will be implemented during all the project duration nevertheless the communication and dissemination will have some highlights during the project timeline.

The WP will start since the beginning of the project in order to create all the communication tools and materials allowing the partnership to communicate and disseminate the project at the local, national, regional and international scale. A communication plan will be setting-up during the first 6 months of the project and made available on the project website. This guide will aim to describe the actions that will ensure not only an efficient transfer of knowledge between the members of the consortium during the duration of the project, but also the dissemination of the work done and its exploitation in time after the project has ended. Among others, it will describe the mains communication and dissemination tools and contents (website, social networks, bi-annual newsletters, communication materials, dissemination events, etc.) defining by considering the different target groups of the project (students, HEIs, public and private companies of the fields, local authorities, environmental stakeholders and more broadly society and citizens).

Communication and dissemination will be the responsibility of all partners. They will have all access to the tools and contents created at the project scale to promote the project's activities and results. To enhance a wide dissemination, the contents will be mainly available on-line in French, and in English when relevant for an international dissemination. The contents (e.g. flyer, training offer brochure, poster, etc.) will be available on the project website in downloadable versions and adapted in printable versions to be used by all.

The partners will be in charge of the project's dissemination throughout the organisation or the participation to local, national, regional (Indian Ocean) and international events. The first main event will be the organisation of a work-shop (T2.5) gathering academics and professionals organised during the first General Assembly (M6) in order to present the first results of the project (D2.1 and D2.4). Then, the partnership will regularly participate in events taking place at the Malagasy and regional scale: student fair, research fair, water fair, public conference at the local level, etc. Moreover the promotion of the project and its results, these events will allow to widely present the new curricula offer in order to recruit students for the Trial Training Year as well as the following years and ensure the awareness about these new opportunities.

In addition, a dedicated National Dissemination Workshop (NDW) will be organised at the end of the project (M36). It has been decided to organise this NDW on-line as an open webinar. The on-line format will allow to gather more participants and larger profiles (HEI, students, public and private stakeholders of the fields, local authorities, national authorities) in order to create a constructive exchange between all the stakeholders interested in the project and its results. All the partners of the project will be represented, the lead partners of work packages will present the project results within a dedicated work session. We have the ambition to extend this event to at least 50-100 external participants at the Malagasy and Ocean Indian scales, as well as at the international level.

**Visibility of the EU funding**

The partners will pay particular attention to compliance with the visibility rules of the EU funding as requested on the article 17 of the Grant Agreement (e.g. European flag and funding statement, disclaimer and, if any, specific visibility rules of the Annex 5). The WP1 and WP9 leaders will ensure the visibility rules compliance by all partners: no material (communication and dissemination material as well as any documentation or tools) will be presented and/or published if it does not respect these rules. In order to ensure compliance, a section of the Consortium agreement will be dedicated to. In addition, these rules will be also presented to the governance and monitoring tools: within the Administrative and financial guidelines and the Communication Plan as well as within a communication toolkit available on the collaborative platform.

**3.3 Sustainability and continuation**



**Sustainability, long-term impact and continuation**

*Describe the follow-up of the project after the EU funding ends. How will the project impact be ensured and sustained? What will need to be done? Which parts of the project should be continued or maintained? How will this be achieved? Which resources will be necessary to continue the project? How will the results be used? Are there any possible synergies/complementarities with other (EU funded) activities that can build on the project results?*

Particular attention will be paid to the sustainability of the project after the end of the EU fundings. Indeed, one of the objectives of the WP8 "Quality control and sustainability" is to ensure the quality and sustainability of the project's results. The quality control is based on the assumption that the project's quality is not only ensured by a systemic quality control during the project's implementation but also a long-term sustainable monitoring to ensure the continuity of the concerned project's activities.

The sustainable monitoring will be described into a specific guide: the sustainability plan. Its first version will be drafted during the first months of the project and its guidelines will be reinforced throughout the project duration in order to publish its final version at the end of the project.

The sustainable monitoring will be mainly targeted forwards to the continuation of the developed curricula and their quality control in order to keep modernising them in accordance with societal needs and changes. In this purpose, the sustainable monitoring will be focused on two main actions: a technological and societal watch on the needs of the profession in water management in all its forms and the adoption of a continuous quality improvement approach including correction mechanisms in order to guarantee the quality of the teaching program in the long-term. It will be ensured by the quality and monitoring process established during the project's implementation.

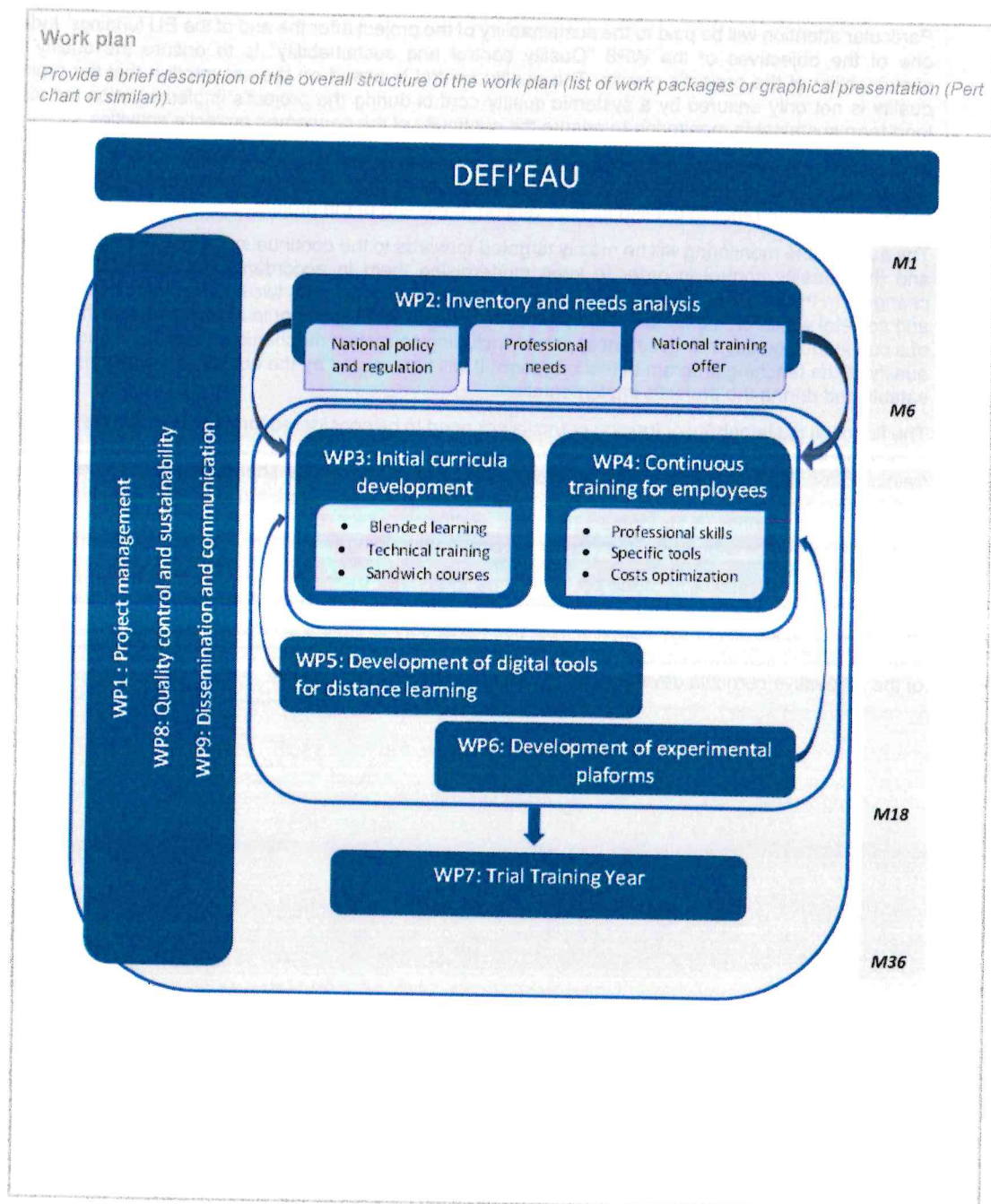
The financial sustainability of training curricula will need to be considered through one side the Education Endowment and the other side by the financial inputs of the financial contribution of the continuous training offer. The economic sustainability will also be facilitated by the sharing of teaching contributions that becomes possible in the context of distance learning. Material contributions from companies should also make it possible to strengthen technical platforms, which can be considered in the context of partnerships and/or support for companies in vocational training (as is done in European countries).

The long-term sustainability of the project will be measured by the number of curricula developed and operating over time and the professional integration rate of their students/candidates in the WASH sector (private and public labour system). It will be also necessary to ensure on a long-term basis the interaction with the WASH stakeholders of the region. Finally, the sustainability will be measured by the spreading of the innovative curricula development to other countries of the region.



## 4. WORK PLAN, WORK PACKAGES, ACTIVITIES, RESOURCES AND TIMING

### 4.1 Work plan



## 4.2 Work packages, activities, resources and timing

<p><b>WORK PACKAGES</b></p>	<p><b>Work packages</b></p> <p><i>This section concerns a detailed description of the project activities.</i></p> <p><i>Group your activities into work packages. A work package means a major sub-division of the project. For each work package, enter an objective (expected outcome) and list the activities, milestones and deliverables that belong to it. The grouping should be logical and guided by identifiable deliverables/outputs.</i></p> <p><i>Projects should normally have a minimum of 2 work packages. WP1 should cover the management and coordination activities (meetings, coordination, project monitoring and evaluation, financial management, progress reports, etc.) and all the activities which are cross-cutting and therefore difficult to assign to another specific work package (do not try splitting these activities across different work packages). WP2 and further WPs should be used for the other project activities. You can create as many work packages as needed by copying WP1. The last WP should be dedicated to Impact and dissemination</i></p> <p><i>Please refer to the Call document/Programme Guide for specific requirements concerning the number and the typology of work packages.</i></p> <p><i>Work packages covering financial support to third parties (only allowed if authorised in the Call document/Programme Guide) must describe the conditions for implementing the support (for grants: max amounts per third party; criteria for calculating the exact amounts, types of activity that qualify (closed list), persons/categories of persons to be supported and criteria and procedures for giving support, for prizes: eligibility and award criteria, amount of the prize and payment arrangements).</i></p> <p><i>Enter each activity/milestone/output/outcome/deliverable only once (under one work package).</i></p> <p><i>Ensure consistency with the detailed budget table/calculator (if applicable). (n/a for prefixed Lump Sum Grants)</i></p>
<p><b>Objectives</b></p> <p><i>List the specific objectives to which the work package is linked.</i></p>	

## Activities and division of work (WP description)

Provide a concise overview of the work (planned tasks). Be specific and give a short name and number for each task

Show who is participating in each task: Coordinator (COO), and if applicable Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP) and others, indicating in bold the task leader

Add information on other participants' involvement in the project e.g. subcontractors, in-kind contributions.

**Note:**

*In-kind contributions:* In-kind contributions for free are cost-neutral, i.e. cannot be declared as cost. Please indicate the in-kind contributions that are provided in the context of the work package.

The Coordinator remains fully responsible for the coordination tasks, even if they are delegated to someone else. Coordinator tasks cannot be subcontracted.

If there is subcontracting, please also complete the table below.

## Milestones and deliverables (outputs/outcomes)

**Milestones** are control points in the project that help to chart progress (e.g. completion of a key deliverable allowing the next phase of the work to begin). Use them only for major outputs in complex projects; otherwise leave the section empty. Please limit the number of milestones by work package. Means of verification are how you intend to prove that a milestone has been reached. If appropriate, you can also refer to indicators.

**Deliverables** are project outputs which are submitted to show project progress (any format). Refer only to major outputs. Do not include minor sub-items, internal working papers, meeting minutes etc. It is recommended to limit the number of deliverables to max 10-15 for the entire project. You may be asked to further reduce the number during grant preparation. For deliverables such as meetings, events, seminars, trainings, workshops, webinars, conferences, etc., enter each deliverable separately and provide the following in the "Description" field: invitation, agenda, signed presence list, target group, number of estimated participants, duration of the event, report of the event, training material package, presentations, evaluation report, feedback questionnaire.

For deliverables such as manuals, toolkits, guides, reports, leaflets, brochures, training materials etc., add in the 'Description' field: format (electronic or printed), language(s), approximate number of pages and estimated number of copies of publications (if any). For each deliverable you will have to indicate a due month by when you commit to upload it in the Portal. The due month of the deliverable cannot be outside the duration of the work package and must be in line with the timeline provided below. Month 1 marks the start of the project and all deadlines should be related to this starting date.

The Public Sensitive — fully open limited labels ( automatically posted online conditions of the Project Results Grant used on the the Agreement platform) mean: For items classified under other rules (e.g. national or international organisation), please select the equivalent EU classification level.



## Work Package 1

Work Package 1: Project management				
Duration:	M1 – M36	Lead Beneficiary:	UNILIM	
<p>The WP1 is a transversal work-package ensuring the smooth day-to-day management of the project in accordance to the Grant Agreement and the project's work plan through the following specific objectives:</p> <ul style="list-style-type: none"> <li>• <b>Ensure the contractual management of the grant</b> (management of the grant agreement with the EACEA and management of the consortium agreements with all partners)</li> <li>• <b>Ensure the financial and administrative management of the grant</b> (grant instalment to the partner, daily financial and administrative management of the grant, etc.)</li> <li>• <b>Ensure the project monitoring:</b> <ul style="list-style-type: none"> <li>◦ Set up of the project management process and tools (GANTT, administrative and financial management guidelines, monitoring tools, various templates, etc.)</li> <li>◦ Set up and manage the governance bodies (i.e. Steering committee and Pedagogical committee)</li> <li>◦ Manage the logistical organisation, the preparation and the reporting of the project events (Kick-off meeting, General assemblies, etc.)</li> </ul> </li> <li>• <b>Ensure the project reporting:</b> Continuous reporting and periodic reporting in compliance of the Grant Agreement rule.</li> </ul> <p>UNILIM as project coordinator will lead this WP. UNILIM has a strong experience in managing European projects and especially Erasmus+ projects (including 2 Tempus projects and 2 CBHE projects). In addition, a dedicated project manager will work with the project coordinator to manage the project in order to ensure a quality and up-to-date management during all the project duration. The project manager has already a strong experience in managing Erasmus+ projects (including 1 CBHE project in coordination) and took part to the building and the drafting the project, which will allow her to be immediately efficient from day one of the project due to her well knowing of the programmes rules as well as the project's activities and its partners.</p>				
Activities and division of work (WP description)				
Task No (continuous numbering)	Task Name	Description	Participants	In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role

linked to WP)				(COO, BEN, AE, AP, OTHER)	
T1.1	Contractual Management – Management of the Grant Agreement	<p>Management of the grant agreement of the project with the European Education and Culture Executive Agency from the establishment and the signature of the Grant Agreement to, if required the establishment of the grant agreement amendment.</p> <p>UNILIM has a strong experience to the management of the grant agreement due to the management as coordinator of various Erasmus+ projects (including 2 Tempus projects and 2 CBHE projects).</p>	UNILIM	COO	NO
T1.2	Contractual Management – Management of the Consortium Agreements	<p>Establishment, validation and signature of the Consortium Agreement.</p> <p>The Consortium Agreement it is the main management tool of the project.</p> <p>It will present all roles, rights and duties of the partnership regarding in accordance to the Grant Agreement. It will include the financial agreements (final financial breakdown, calendar and conditions of the instalments of the grant, supporting documents required, etc.), the role of each partner regarding the task allocated, the visibility rules, governance bodies, etc.</p> <p>It will be drafted at the beginning of the project, in order to be presented and validated during the first Steering Committee which will be held during the Kick-Off Meeting (M2) and then signed by all partners. The first instalment of the grant will be conditioned to its signature.</p> <p>If required during the project implementation, it could be updated by amendment(s) if major modifications will appear.</p> <p>UNILIM has a strong experience in the establishment and the management of this kind of agreement due to the</p>	UNILIM UR ULIEGE UVAB IST T IST A IST D UA UNA Ran'Eau	COO BEN BEN BEN BEN BEN BEN BEN BEN BEN BEN	NO

		management as coordinator of various Erasmus+ projects (including 2 Tempus projects and 2 CBHE projects).  The consortium agreement it's the cornerstone of the project management which will be strengthened and completed by various management tools more focused on particular items to ensure reliable and consolidated project management: the Administrative and financial guidelines, the Quality plan and the Communication plan.			
T1.3	Financial and administrative management	<p>The financial and administrative management of the project will be operated by each partner and managed at the project scale by the coordinator.</p> <p>It corresponds to the budget follow-up, grant instalment, follow-up of the related supporting documents (deliverables and required supporting documents), purchases related to the project activities, etc.</p> <p>All the administrative and financial rules will be presented within the consortium agreement and the detailed actions will be presented within the Administrative and Financial Guidelines.</p>	UNILIM UR ULIEGE UVAB IST T IST A IST D UA UNA Ran'Eau	COO BEN BEN BEN BEN BEN BEN BEN BEN BEN	NO
T1.4	Project monitoring – Setting up and use of management tools	<p>In order to ensure a smooth day-to-day management it will be designed various management tools for the consortium.</p> <p>The main management tool will be the "Administrative and financial guidelines" which will highlight the rules and process to be implemented during the project duration regarding the management of the grant as well as the activities' monitoring.</p>	UNILIM UR ULIEGE UVAB IST T	COO BEN BEN BEN BEN	NO



		<p>The guidelines will be completed with various management and monitoring tools (GANTT, collaborative platform, templates, budget follow up tab, etc.).</p> <p>All the management tools will be designed in the first six months of the project by the project manager. They will be widely disseminated to the consortium and available on the project collaborative platform. These tools will be updated as often as necessary during the project lifetime, in order to provide to all partners relevant information and tools to manage the project in their own institution.</p>	IST A IST D UA UNA Ran'Eau	BEN BEN BEN BEN BEN	
T1.5	Project monitoring – Setting up and management of the governance bodies	<p>A dedicated governance structure will be implemented to ensure efficient management and decision-making.</p> <p>This activity aims to create, daily manage and ensure the reporting of the governance bodies: the Steering Committee and the Pedagogical Committee (cf. 2.2.2).</p> <p>For this purpose, it will be necessary to identify the members involved to each governance body and to draft a specific roadmap to present their roles, their operating rules, the planned agenda, the rights of duties of each governance body.</p> <p>This activity aims also to organise the committees (twice a year) and ensure the reporting.</p> <p>The management of the governance bodies will be ensured mainly by the project coordination team (UNILIM). Nevertheless, each partner will participate to the committee(s) depending on their role on the project.</p>	UNILIM UR ULIEGE UVAB IST T IST A IST D UA UNA Ran'Eau	COO BEN BEN BEN BEN BEN BEN BEN BEN BEN	YES – In-kind contributions: Provision of premises and equipment from the hosting partners. Use of partner's video conferencing software
T1.6	Project monitoring – Organisation of the project general assemblies	<p>Organisation of the different events of the project:</p> <ul style="list-style-type: none"> <li>- Kick-off meeting – KOM (M2), in Brussels (BE), organized by UNILIM</li> <li>- General Assembly #1 – GA1 (M6), in Antananarivo (MG), organized by Ran'Eau</li> </ul>	UNILIM UR ULIEGE UVAB	COO BEN BEN BEN	YES – In-kind contributions: Provision of premises and equipment from the hosting partners.

		<p>- General Assembly #2 – GA2 (M18), in Antananarivo (MG), organised by UA</p> <p>- General Assembly #3 – GA3 (M33), in Antsiranana (MG), organised by IST D.</p> <p>Each hosting institution will lead this activity with the help of the coordination team, in order to manage the logistical organisation (travels and stays), the preparation (agenda and contents), and reporting (minutes) of the assemblies.</p> <p>All the partners will be represented during each event. The WPs leader and co-leader will be in charge of the work-session related to their own WP (including the minutes).</p>	IST T IST A IST D UA UNA Ran'Eau	BEN BEN BEN BEN BEN BEN		
T1.7	Contractual Management – Drafting of the project's report	<p>Drafting and management of the activities and financial reports as required in the Grant Agreement.</p> <p>Each partner will be involved in the drafting of this report depending on their role in the project (mainly the WPs leader and co-leader and the coordination team). The coordination team will be in charge of the whole management of the drafting reports, by providing to the partners dedicated templates indicating specific instructions to clarify the expected contents.</p>	UNILIM UR ULIEGE UVAB IST T IST A IST D UA UNA Ran'Eau	COO BEN BEN BEN BEN BEN BEN BEN BEN BEN	NO	
Milestones and deliverables (outputs/outcomes)						
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification

MS1	Signature of the consortium agreements	1	UNILIM	Setting up, validation and signature of the Consortium Agreement between the coordinator and each beneficiary partner gathering the rights and duties of all parts regarding the project and the grant management	M4	Presentation and validation of the Consortium Agreement during the Kick-Off Meeting (M2). Signature of all Consortium agreement before M4.
MS2	Establishment and publication of management tools	1	UNILIM	Administrative and Financial Guidelines and monitoring toolkit in order to ensure a smooth day-to-day management of the project (activities' monitoring as well as administrative and financial management)	M6	Availability of the tools into the project collaborative platform and wide communication among the partners.
	Deliverable No (continuous numbering linked to WP)	Work Package No	Lead Beneficiary	Type	Dissemination Level	Description (including format and language)
D1.1	Management toolkit	1	UNILIM	[OTHER]	[SEN — Sensitive]	A monitoring toolkit will be available on the project platform for all partners. It will gather the "Administrative and financial guidelines" and the various monitoring tools (templates, budget follow-up tab, etc.) The guidelines will be available in French and in English. The tools will be mainly in English.
D1.2	Mid-term progress report	1	UNILIM	[R — Document, report]	[SEN — Sensitive]	Progress report on project implementation



[illegible]

Estimated budget — Resources (n/a for prefixed Lump Sum Grants)													
Participant	Costs												Total costs
	A. Personnel		B. Subcontracting	C.1a Travel		C.1b Accommodation	C.1c Subsidence	C.2 Equipment	C.3 Other goods, works and services	D.1 Financial support to third parties		E. Indirect costs	
[name]	X person months	X EUR		X EUR	X travels					X persons travelling	X EUR		X EUR
[name]	X person months	X EUR	X EUR	X travels	X persons travelling	X EUR	X EUR	X EUR	X prizes	X EUR	X EUR	X EUR	
Total	X person months	X EUR	X EUR	X travels	X persons travelling	X EUR	X EUR	X EUR	X grants X prizes	X EUR	X EUR	X EUR	X EUR

For certain Lump Sum Grants, see detailed budget table/calculator (annex 1 to Part B, see [Portal Reference Documents](#)).

## Work Package 2: Inventory and needs analysis

Duration:	M1 – M6	Lead Beneficiary:	Ran'Eau
Objectives			
<p>The aim of the WP2 is to understand the existing and missing links between the professional field of water, sanitation and hygiene (WASH) and the offered trainings and degrees at Malagasy scale. Such an understanding is crucial to developing appropriate new trainings and new initial and continuous degrees. To simplify, this WP aims to understand who does what where and who needs which training why. These questions are part of a more precise inventory of the national training offer in the field of water. In order to do so, different steps are necessary: first and foremost, one must grasp an understanding of the existing water and sanitation supply methods, the uses and the management of water resources and the necessary qualifications to operate these systems; then, one must identify the professional and university trainings to uncover the gaps.</p> <p>WP2's specific objectives are:</p> <ul style="list-style-type: none"> <li>• <b>The mapping of water resources uses and management</b>, drinking water and sanitation supply management methods: resources, conflicts of use, networks, pollution, regulations, sewage collection ... This mapping will be conducted in every region concerned by the project.</li> <li>• <b>The definition of professional reference frames</b>, in order to identify which skills, trainings and university degrees are necessary for which professions.</li> <li>• <b>The mapping of the professional and university (both initial and continuous) trainings</b> offered in each region.</li> <li>• <b>The analysis of the needs in terms of competencies and skills</b> of the water and sanitation professionals in each region, which will then be balanced with the mapping of the existing trainings in order to identify existing gaps.</li> <li>• <b>The analysis of existing policies</b> affecting the professional training and university educations related to the WASH sector and WASH university and professional training field in order to better develop and structure future trainings.</li> <li>• <b>The exchanges between WASH professionals and HEIs</b> to solidify their relationships and exchanges: towards the end of the study, Ran'Eau will organise a focus group session, bringing together universities and WASH professionals. The aim is to validate the study conducted and discuss the various results uncovered and to enable stakeholders to exchange on the subject of education in the WASH field, universities will be closer to the professional sector, the latter hopefully sharing internship and professional opportunities with the former.</li> </ul> <p>Two main questionnaires will be used for this study, one addressed to the existing universities and training centres and another one submitted to the professionals of the field. This will enable one to understand which type of training (professional, formal education) is needed to conduct a certain work: each typology of professional needs different trainings. Interviews with representatives of the main sectors concerned (operators, design offices, managers, authorities, industrialists) are also envisaged.</p> <p>This WP will be coordinated by Ran'Eau as the network of reference for water, sanitation and hygiene professionals in Madagascar. Indeed, Ran'Eau benefits from strategic position at the crossroads between the professionals and higher education institutions, and with its eight regional offices, from a direct and privileged relationship with regional stakeholders. It will be supported by IST D as co-lead partner of the WP.</p>			
Activities and division of work (WP description)			
Task No	Task Name	Description	Participants

(continuous numbering linked to WP)			Name	Role (COO, BEN, AE, AP, OTHER)	In-kind Contributions and Subcontracting (Yes/No and which)
T2.1	Mapping of the university and professional training degrees offered in Madagascar	<p>A questionnaire will be developed and submitted to all existing universities and professional training centres offering degrees in or closely related to the WASH field in the regions of interest. The aim of this questionnaire is to conduct the inventory of the professional and university trainings offered in Madagascar, as well as the initial and continuous education and specialties, which exist.</p> <p>While Ran'Eau will design and widely disseminate the questionnaire, all partners of the consortium will be able to express their opinion in its content.</p> <p>The partners will also participate in its dissemination into their own institution (only for IO partners) as well as to other identified universities and training centers in their regions.</p> <p>Ran'Eau will analyse the questionnaire results, which will be used to set-up a comparative analysis (T2.3) with the "Mapping of the WASH professions and the professional reference frames" (T2.2). The results will be disseminated to the partners during the first General Assembly (M6)</p>	<b>Ran'Eau</b> IST D UNILIM UR ULIEGE UVAB IST T IST A UA UNA AUF OIEAU FOREM	BEN BEN COO BEN BEN BEN BEN BEN BEN AP AP AP	YES - In-kind contributions: Provision of all partner's and associated partners contact portfolio and especially Ran'Eau portfolio
T2.2	Mapping of the WASH professions and the professional reference frames	<p>The first step is to identify all existing WASH professions throughout the concerned region in order to develop a list of typologies of WASH professions. As the network of reference of WASH stakeholders in Madagascar, Ran'Eau not only knows about but has worked with a huge variety of stakeholders. This detailed</p>	<b>Ran'Eau</b> IST D UNILIM UR	BEN BEN COO BEN	YES - In-kind contributions: Provision of all partner's and associated partners contact portfolio and especially Ran'Eau portfolio



	mapping will consolidate the information already gathered by Ran'Eau in order to update the typologies' list.	ULIEGE	BEN
	A questionnaire will be developed and submitted to stakeholders from all the different categories of WASH professions identified. Through a snowballing technique, stakeholders will continuously be able to refer other stakeholders in order to identify new typologies.	UVAB	BEN
	The survey will be supported by interviews with major representatives of the different WASH activities	IST T	BEN
	The analysis of this questionnaire will aim to maps in the WASH sector according to different criteria: resources, networks, pollution.	IST A	BEN
	By analysing the needs in terms of skills and capacities for each identified profession of the water operators of the region, it will also aim to define the professional reference frames for each type of professions existing and the related skills.	UA	BEN
	While Ran'Eau will design the questionnaire, all partners of the consortium will be able to express their opinion in its content and will participate in its dissemination to the identified WASH professionals in their regions. Ran'Eau will analyse the questionnaire results, which will be used to set-up a comparative analysis (T2.3) with the "Mapping of the university and professional training degrees offered in Madagascar" (T2.1). The results will be disseminated to the partners during the first General Assembly (M6).	UNA	BEN
		OIEAU	AP
		FOREM	AP
		JIRAMA	AP

T2.3	Analysis and synthesis of the mapping studies	<p>By comparing the two studies conducted and their results, the synthesis aims to identify which trainings exist for the professional needs and to underline where gaps exist and to detect unmet needs.</p> <p>The synthesis will aim to put forward a list of required trainings to strengthen the WASH professional sector which will allow the build of the WPs dedicated to the training design (WP3 and WP4).</p> <p>The results will be disseminated and discussed with the partners during the first General Assembly (GA1) (M6) to feed into the content of the training design.</p>	Ran'Eau IST D	BEN BEN	NO
T2.4	Analysis and monitoring of the various policies / challenges / issues	<p>Collection of different texts: laws, application decrees, orders, etc. at the Ministries of Higher Education and Technical and Vocational Education as well as the Ministry of Labour and Public Service.</p> <p>All HEI Malagasy partners will be invited by Ran'Eau to share their knowledge of existing legal documents and instruments which refer to higher education and trainings. The HEI European partners will share their own process to feed into this reflection. Nonetheless, Ran'Eau will collect and analyse these documents. The aim is to produce a technical note summarising the necessary steps to create a training which is certified and recognised by the government.</p>	Ran'Eau IST D UNILIM UR ULIEGE UVAB IST T IST A UA UNA AUF OIEAU FOREM JIRAMA	BEN BEN COO BEN BEN BEN BEN BEN BEN AP AP AP AP	NO

T2.4	Organisation of a focus group	Submission of the study results to professional and higher education stakeholders. Discussion and validation of these results at M6 (AG1).		Ran'Eau IST D UNILIM UR ULIEGE UVAB IST T IST A UA UNA AUF OIEAU FOREM JIRAMA	BEN BEN COO BEN BEN BEN BEN BEN BEN AP AP AP AP	NO
Milestones and deliverables (outputs/outcomes)						
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS3	Mappings data collection of the WASH sector	2	Ran'Eau	Data collection on WASH actors and WASH universities via the developed questionnaires	M5	Consolidated Databases available to compared analysis
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Due Date (month number)	Description (including format and language)



D2.1	Synthesis of the needs of training for sustainable uses of water in Madagascar	2	Ran'Eau	[R — Document, report]	[PU — Public]	M6	<p>A synthesis document will be proposed on the training needs of the various professions in the WASH sector. Will include data on the current state of the WASH sector in Madagascar and the needs of the intended participants. This synthesis (60 pages) will be available in French in electronic format and printed (~400 copies)</p>
D2.2	Workshop about the needs and training offer in the field of water	2	Ran'Eau	[R — Document, report]	[PU — Public]	M6	<p>Meeting and exchange workshop between public and private stakeholders and training centres for the restitution of the analysis results and a group work for the improvement of the content of training offers.</p> <p>It will be a one-day workshop in French, bringing together 30 participants including 5 training centres and 25 WASH stakeholders.</p> <p>The invitation will be widely disseminated among the target groups.</p> <p>The meeting report will be available in French and widely</p>

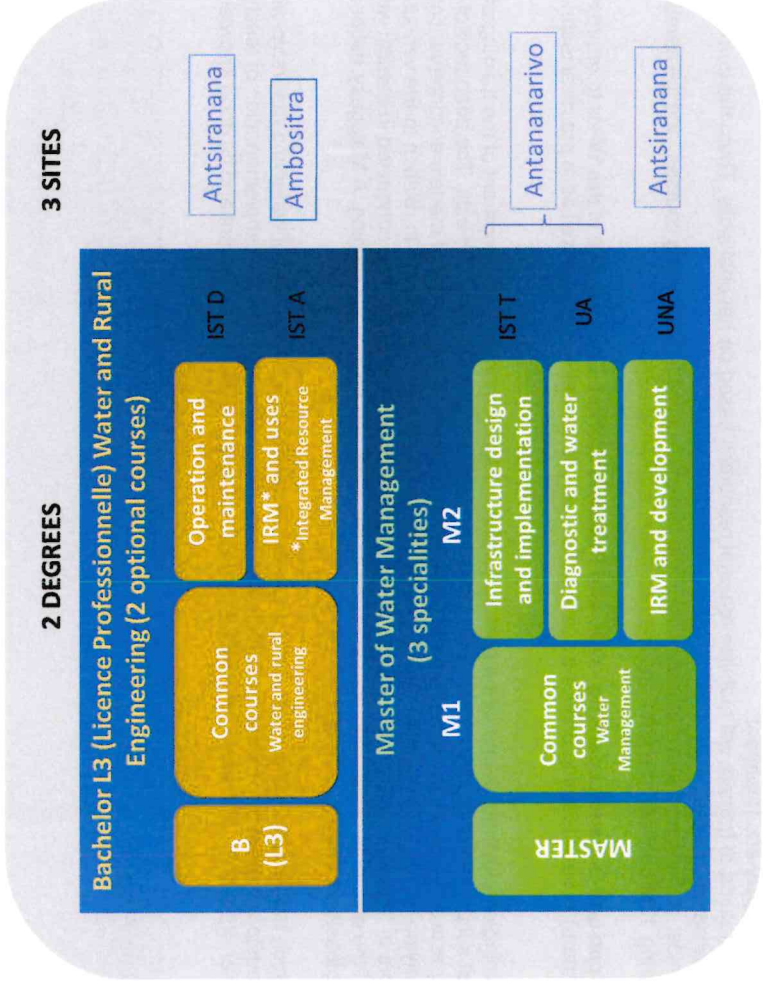
								communicated as well as the presentation, the evaluation report and the results of a feedback questionnaire.
D2.3	Analysis of the legislative environment of the professional training in WASH	2	Ran'Eau	[R — Document, report]	[PU — Public]	M6	A synthesis document around the legal documents, texts and tools driving and affecting higher education and professional trainings. The document will also put forward the necessary steps to create an official, certified and recognized training.  This report (10 pages) will be available in French in electronic form in the project website.	

Work Package 3: Initial curricula development			
Duration:	M4 – M18	Lead Beneficiary:	UA
Objectives	The objectives of WP3 are to consolidate the initial training offer of the beneficiary Malagasy HEIs in the field of water management. These objectives are articulated around a triple level: the reinforcement of the specific skills of the teachers of the Malagasy HEIs, the mutualization and the matching of training to employment.		

Mutualized offer of initial training courses: bachelor degree with 2 optional courses and 3 master-level courses

- Bachelor degree: training focused on water and rural engineering with two optional courses *i)* operation and maintenance at IST D and *ii)* on rural engineering and integrated management of water resources at IST A.
- Master's degree: three specialised training in a common Master of Water Management *i)* infrastructure design and implementation at IST T, *ii)* diagnostic and water treatment at UA and *iii)* course in integrated water resource management and development projects at UNA.

The water sector involves technical knowledge, but has the particularity of being high-stakes and therefore linked to the social and political organisation of a country. Thus, in the proposed curricula, we will therefore pay special attention to soft skills in the various training activities.





### Capacity building

The first level involves the building of a mutualized offer drawing on available university skills in three areas: water resources management; design of processes and project management; and management of water supply and treatment. With the support of European HEIs, the training of trainers will mobilise regional resources based on national skills. Thus, the curricula will specify the shared modules and those that will be the subject of a specialisation of sites.

The pooling of human resources (technical, pedagogical and material skills) in the already existing initial training courses, and the creation and design of a curricula consisting of different courses will be defined during 12M between the GA1 and the restitution workshop (GA2).

**Identification of technical needs (Open and Distance Learning - ODL and Practical Works).** One objective of this WP is to return a precise definition of the expectations for the common training (volume, partners) in each learning unit for a scaling of the needs as well in ODL as well as in practical technical work.

### Professionalization devices

In the same way, the adequacy of training/employment is one of the postulates of the improvement and development of the training offer, the capacity building which is integrating the contribution of the most successful or representative local WASH professionals in the different fields. The adequacy of training/jobs requires an organic link with all WASH stakeholders in a perspective of co-construction (from the elaboration of needs to the design of models and intervention in courses). It is this link that this specific objective also reinforces by relying on the experiences of the European as well as Malagasy partners in relation to the various projects like that of FESTIL in terms of networking of the professional actors of the public and private sectors at the regional level. This WP will be conducted in parallel with WP4 and will be the subject of consultations for the harmonisation of the elements of common competences to the initial and continuous training. A Malagasy national workshop (MWS) during M9 will meet these common ambitions for professional training.

This WP will be coordinated by UA which has recently developed a professional bachelor degree in the field of water in partnership with the French universities involved in the project. UA is nationally the best equipped university for water experiments and has good expertise in the implementation of teaching experimental equipment in the local context and will be co-lead partner of the WP. UR with a large experience of training in water management and its good knowledge of water issues in Madagascar, will be the co-lead of WP.

### Activities and division of work (WP description)

Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T3.1	Design of courses offer : initial training (Bachelor/Master)	Curricula will be built by competency-based approach.	UA IST D UNILIM	BEN BEN COO	NO

		<ul style="list-style-type: none"> <li>- Construction of a skills framework based on the results of WP2 (hard and soft skills)</li> <li>- Proposals of teaching units (technical and soft)</li> <li>- Validation by coherence matrices</li> <li>- Analysis of the sharing of resources (technical and pedagogical skills and materials available in the existing courses)</li> </ul> <p>Analysis of the needs not covered and reinforcement by:</p> <ul style="list-style-type: none"> <li>- Transfer between partner countries and the beneficiary country), synergy.</li> <li>- Pooling of experience and skills (technical, pedagogical)</li> <li>- Definition of a common base, a general expectation of training in view of the needs of skills,</li> <li>- Horizontal participative approach</li> </ul>	<p>UR</p> <p>ULIEGE</p> <p>UVAB</p> <p>IST T</p> <p>IST A</p> <p>UNA</p> <p>Ran'Eau</p>	<p>BEN</p> <p>BEN</p> <p>BEN</p> <p>BEN</p> <p>BEN</p> <p>BEN</p> <p>BEN</p>	
T3.2	Training of trainers workshop on water science	<p>Workshop to strengthen the management and water treatment skills of universities in Madagascar. The aim of this workshop is to reinforce existing training and fill in technical skills that are not yet covered and to validate the professional needs.</p> <p>From a transfer perspective, this activity is based on the support of experts from the European partner institutions. Similarly, speakers may come from HEIs as well as from the professional environment. This national workshop will contribute to respond to the needs of professional training, whether initial or continuous.</p> <p>Capacity building on water and cross-cutting disciplines is also planned:</p>	<p>UA</p> <p>IST D</p> <p>UNILIM</p> <p>UR</p> <p>ULIEGE</p> <p>UVAB</p> <p>IST T</p> <p>IST A</p> <p>UNA</p> <p>Ran'Eau</p>	<p>BEN</p> <p>BEN</p> <p>COO</p> <p>BEN</p> <p>BEN</p> <p>BEN</p> <p>BEN</p> <p>BEN</p> <p>BEN</p>	<p>Yes - In-kind contributions:</p> <p>Provision of premises and equipment from the hosting partners.</p>

		<p>- Teaching mobility of Malagasy HEIs in European institutions according to specialisation (one/HEI) M16</p> <p>- Lecturers from European HEIs (online) are envisaged to extend the training of local trainers (during TTY - cf. WP7).</p>			
T3.3	Operational shaping of courses offer (initial training)	<p>The aim of this task is to match the pedagogical objectives with the curricula and methods selected. The various points will be clarified during the feedback process:</p> <ul style="list-style-type: none"> <li>- Pedagogical contents</li> <li>- Teaching team (thus professional contractors)</li> <li>- Teaching shared by ODL</li> <li>- Perimeter of specialisation (courses)</li> </ul> <p>The different exchanges during the work package course will allow us to work on these different aspects and to test the robustness of the pedagogical project.</p> <p>This task will benefit from the work done in WP4, WP5, WP6 and WP8.</p> <p>This task will be the entry point for WP7 (TTY)</p>	UA IST D UNILIM UR ULIEGE UVAB IST T IST A UNA Ran'Eau AUF	BEN BEN COO BEN BEN BEN BEN BEN BEN AP	NO
T3.4	Restitution, harmonisation and setting of the final offer	<p>This task is common to the four WPs of the development phase of the project: WP3, WP4, WP5 and WP6. In two stages, the aim is to develop the diplomas offer with qualitative exchanges during the workshop, in order to harmonise the professional objectives and skills sought in the training courses and to optimise the tools (IT or technical) used for teaching.</p> <p>i) A national Malagasy workshop (MWS) at M9 will be used as a milestone for the building of continuous training in line with the initial training and training tools. It will bring together Malagasy HEIs and WASH</p>	UA IST D UNILIM UR ULIEGE UVAB IST T IST A UNA Ran'Eau	BEN BEN COO BEN BEN BEN BEN BEN BEN	Yes - In-kind contributions: Provision of premises and equipment from the hosting partners.



			professionals to brainstorm on skills and training offers.	AUF JIRAMA OIEAU FOREM	AP AP AP AP	
		ii) Feedback and validation meeting (during GA2 – M18) with the restitution of design of all training courses and pedagogical engineering (skill blocks, teaching formats, management)				
Milestones and deliverables (outputs/outcomes)						
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)
MS4	Definition of an operational offer of initial training	3	UA	The objectives of the repositories implemented will be: - To express the objectives and goals of the training and the skills to be achieved along the training, - To define the content of the courses, the hourly volumes and the pedagogical methods of knowledge control tests and skills, - the pedagogical engineering required for mutualization		M17
				-List of teachers who participated to MWS -Co-organization with the WP4 leader of the workshops MWS and restitution during GA2 -Contribution to synthesis report presented at GA2		

[illegible]

#### Work Package 4: Continuous training for employees

Duration:	M4 – M18	Lead Beneficiary:	IST A
Objectives			

This WP will define the continuous training offer expected by professional training in WASH at national level in its contents, pedagogical form and management. It will build on the inventory and analysis provided by WP2.

Design a continuous training offer. New professional training courses (internships) will therefore be designed at the level of each beneficiary HEI in compliance with:

- 1- The specialisation of the sites for initial training and according to the available skills with modules focused on :
  - operation and maintenance at IST D
  - rural engineering and integrated water resource management at IST A and UNA
  - design, construction and project management at IST T and UA
- 2- the specifications and the inventory resulting from WP2 (expected skills, volume of demand, training formats to be built).

Some sessions (training courses) will be proposed in the framework of TTY (WP7) but the training offer will be dynamic and refined until the end of DEFLEAU.

A reflection concerning the implementation of a system of validation of the acquired experience (VAE in french) will be carried out in complement of the continuous training to allow the training of professionals.

**Define a management method for continuous training.**

Based on the identified offer, the operating mode will be defined with the setting up of a committee composed of people from different entities (from the concerned Institutes and Universities, from companies and partners). This committee will have the following functions:

- Design and implement the various activities (format - contents - evaluation - quality monitoring (according to WP 8 recommendations))
- Define a specific and sustainable structure for the management of continuous training

- Propose a financial plan for the sustainability of the offer
- Define the first test courses for the TTY year.

#### Organise exchanges with professionals.

Before and during TTY, the creation of new vocational training courses is supported by exchanges and two meetings: a Malagasy national workshop (MWS) during M9 will meet these common ambitions to the initial training and the restitution meeting (GA2 – M18) to establish the typology and skills repository of the training courses. This step requires the direct collaboration of the ministry in charge for the validation of the trainings. In addition, the existing trainings (in progress during TTY) are to be analyzed so that they can meet the requirements of technical and technological innovations and adjust and improve the training of employees in the field of water resources management, drinking water supply, needs of industrial water, wastewater and runoff. Feedback and validation meeting (during GA2) will be together with associated partners of the project (JIRAMA, AUF, OIEAU, FOREM), Malagasy companies, government departments and communities (Malagasy national workshop M9).

The leader of this WP (IST A) will provide its expertise on the water needs of the agricultural community, which is a key actor for an integrated and sustainable management of the resource. The IST T as co-leader will give its vision on the infrastructure needs.

Activities and division of work (WP description)					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T4.1	Design of courses offer : continuous training	On the basis of the restitution of WP2 (GA1) all the beneficiaries and associated partners contribute to the collaborative construction of so-called qualifying vocational training: <ul style="list-style-type: none"> <li>- Timing (weekly internship, distance learning, ...)</li> <li>- List of the skills blocks linked to the needs of the companies</li> <li>- Teaching format</li> </ul> This work is worked in relation with WP3, WP5 and WP6	IST A IST T UNILIM UR ULIEGE UVAB IST D UA UNA JIRAMA	BEN BEN COO BEN BEN BEN BEN BEN BEN AP	NO



T4.2	Organisation of continuous training	<p>This task targets to define an organisational environment and managerial of a training courses service.</p> <ul style="list-style-type: none"> <li>- setting costs and financial management of the offer</li> <li>- management of the sharing (specific training offer by sites)</li> <li>- defining a management structure: specific department to the universities/HEIs or externalisation</li> </ul>	<p>OIEAU FOREM</p>	<p>AP AP</p>	<p>NO</p>
T4.3	Harmonisation, setting of the final offer and restitution	<p>This task is common to the four WPs of the development phase of the project: WP3, WP4, WP5 and WP6. In two stages, the aim is to develop a continuous training offer with qualitative exchanges during the workshop, in order to harmonise the professional objectives and skills sought in the training courses and to optimise the tools (IT or technical) used for teaching.</p> <p>i) A national Malagasy workshop (MWS) at M9 will be used as a milestone for the building of continuous training in line with the initial training and training tools. It will bring together Malagasy HEIs and WASH professionals to brainstorm on skills and trainings offer.</p>	<p>IST A IST T UNILIM UR ULIEGE UVAB IST D UA UNA JIRAMA OIEAU FOREM</p>	<p>BEN BEN COO BEN BEN BEN BEN BEN BEN AP AP AP</p>	<p>Yes - In-kind contributions: Provision of premises and equipment from the hosting partners.</p>

		ii)	Feedback and validation meeting (during GA2 – M18) with the restitution of design of all training courses and pedagogical engineering (skill blocks, teaching formats, management)	FOREM	AP	
Milestones and deliverables (outputs/outcomes)						
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
<b>MS5</b>	Definition of an operational offer of continuous training	4	IST A	Production of an operational and realistic description of the continuous training offer that matches the needs of companies	M17	<ul style="list-style-type: none"> <li>-List of WASH professionals who participated to MWS</li> <li>-Co-organization with the WP3 leader of the workshops MWS and restitution during GA2</li> <li>-Contribution to synthesis report presented at GA2</li> </ul>
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Description (including format and language)
D4.1	Skills repositories and associated pedagogical engineering (continuous training)	4	IST A	[R — Document, report]	[PU — Public]	The skills repositories and the program of the courses offer (teaching material, syllabus) in continuous training are recorded in a document. The pedagogical engineering associated to each course will be

<b>Work Package 5: Development of digital tools for distance learning</b>			
<b>Duration:</b>	M4-M18	<b>Lead Beneficiary:</b>	UNA
<b>Objectives</b>			
<p>The general objective of this WP is to strengthen the capacities of the teachers involved in the DEFIEAU project in the field of E-learning so that they can produce their own educational resources, organise them and make them available to the learners/students. Indeed, as the project covers 3 distant sites (Antsiranana, Antananarivo, Ambositra), Open Distance Learning (ODL) is essential, in particular for the common teaching of the bachelor degree (L3 – <i>License professionnelle</i>) and common year (1st year of Master Degree) of the master of Water Management.</p> <p>However, given the weaknesses in means and access to the Internet on the part of both teachers and students, synchronous distance learning is reduced to a strict minimum, focusing on the provision of resources in the form of electronic documents made available on a platform – Learning Management System (LMS) and directly using USB keys. The asynchronous approach allowing learners to work at their own pace offline, before online (synchronous) and/or physical meetings. The dedicated platform (LMS) will then be a means of contact between teachers and learners allowing the scripting of lessons, which will be essential given the difficulty of synchronous meetings.</p> <p>Therefore, the specific objectives of this WP are as follows:</p> <p><b>Learning of pedagogical scripting and LMS</b></p> <p>The aim is not only to develop scenarios for a progressive teaching of the unit (acquisition activities) but also to offer learners different opportunities: communication and collaboration with other learners, interaction with new notions, reflection on what has been learned, use of the acquired knowledge and skills in a different context (creation, mixing), taking a step back (metacognition) etc. The achievement of this objective will be done by training trainers to an LMS (Learning Management System) solution, which will then be relayed to the other teachers concerned on each site. The achievement of this objective will be done through workshops to La Réunion University (TC#1).</p> <p><b>Learning to produce own educational resources for LMS</b></p> <p>The aim is to enable the teachers concerned to learn how to produce their own resources to accompany their teaching module, which has already been scripted. Indeed, each teaching module being by nature different and probably quite specialised, the ability of the teachers to produce themselves the necessary teaching resources is of</p>			



great importance. The tools and/or software that are the object of this training concern four main groups: 1) Screen capture 2) Audio and video acquisition 3) Animation 4) Presentation. The achievement of this objective will be done through workshops to La Réunion University (TC#1) and on-site (TC#2)

#### No public Online open courses

At this stage, the teaching modules have already been scripted and have all the necessary pedagogical resources. It aims to conform them by proposing no-public pedagogical devices (COOC-Corporate Online Open Course and SPOC - Small Private Online Courses) targeted on specific competences to integrate the remote dimension and ensure teacher-learner and learner-learner communication. This objective this will be achieved through workshops organised by UNA (TC#2).

#### Development of LMS and adaptation to mobile solutions

Considering the weaknesses in means and Internet access through the development of mobile solutions for tablets and smartphones, an LMS platform that accepts development on a computer but is compatible with ANDROID or IOS will be developed. Thus, this requires a specialized team (Android programming) to develop these applications led by a team of experts from UNA.

UNA has good experience in the implementation of distance learning with the training of trainers in e-learning tools and the adaptation to the ANDROID or IOS format. a good experience in he and will be the leader for this WP. UR offers training of trainers for the development of distance learning and its proximity to Madagascar makes it a privileged partner and co-leader in this WP.

#### Activities and division of work (WP description)

Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T5.1	Specification and implementation of the material for distance learning	Definition of the necessary technical and human means and resources based on detailed training definition and pedagogical targets: <ul style="list-style-type: none"> <li>• A list of material is established based on the need for distance learning</li> <li>• Material specifications and selection of suppliers</li> <li>• Review of the possible pooling of equipment</li> <li>• Designation of technical staff for supervision of uses</li> </ul>	UNA	BEN	NO
			UR	BEN	
			IST T	BEN	
			IST D	BEN	
			ISTA	BEN	
			UA	BEN	

T5.2	Designing and scripting of courses	<p>The support of teachers for a specific training in distance learning will be carried out in two stages with an upgrade on the Learning Management System and the training of trainers with in a second stage the transmission by these trainers of the methods to all the participants in the teaching modules which will be realised at distance.</p> <p>1. Training of trainers workshop on the scripting of pedagogical training (La Reunion University – TC#1)</p> <p>2. Training workshop in scripting for the teachers involved (Antananarivo – TC#2)</p>	UNA UR IST T IST D ISTA UA	BEN BEN BEN BEN BEN BEN	YES – In-kind contributions: Provision of premises and equipment from the hosting partners.
T5.3	Production of resources to support the scripted course	<p>As for T5.2, the support of teachers for the production of resources for training in distance learning will be carried out in two stages with an upgrade on the Learning Management System and the training of trainers with in a second stage the transmission by this trainers of the methods to all the participants in the teaching modules which will be realised at distance.</p> <p>Training workshop: (La Reunion University – TC#1) and (Antananarivo – TC#2)</p> <p>in multimedia production techniques, screencast, imagery, videos, PPT, animations etc.</p> <p>on the production of SPOC/COOCs (classic and Android): uploading of teaching modules with their resources (video, quizzes, presentations, collaborative multimedia walls etc.)</p>	UNA UR UNILIM ULIEGE UVAB IST T IST D ISTA UA	BEN BEN COO BEN BEN BEN BEN BEN BEN	YES – In-kind contributions: Provision of premises and equipment from the hosting partners.
T5.4	Creation and configuration of the Learning Management System	<p>Setting of LMS platforms and Programming/Adaptation to be usable on Android.</p>	UNA UR	BEN BEN	YES – In-kind contributions: Use of common LMS server

		The structuring of courses on the LMS is effective with the main resources of the common bachelor and master courses.  If necessary, a team of teachers will be mobilised to work on the adaptation of LMS for an Android use.	UNILIM ULIEGE UVAB IST T IST D ISTA UA	COO BEN BEN BEN BEN BEN BEN	
T5.5	Restitution, harmonisation and setting of the final offer	<p>This task is common to the four WPs of the development phase of the project: WP3, WP4, WP5 and WP6. In two stages, the aim is to develop a training offer (initial or continuous), with qualitative exchanges during the workshop, in order to harmonise the professional objectives and skills sought in the training courses and to optimise the tools (IT or technical) used for teaching.</p> <p>i) A national Malagasy workshop (MWS) at M9 will be used as a milestone for the building of continuous training in line with the initial training and training tools. It will bring together Malagasy HEIs and WASH professionals to brainstorm on skills and trainings offer.</p> <p>ii) Feedback and validation meeting (during GA2 – M18) with the restitution of design of all training courses and pedagogical engineering (skill blocks, teaching formats, management)</p>	UNA UR UNILIM ULIEGE UVAB IST T IST D ISTA UA AUF OIEAU JIRAMA FOREM	BEN BEN COO BEN BEN BEN BEN BEN BEN BEN BEN BEN BEN	<p>YES – In-kind contributions: Provision of premises and equipment from the hosting partners.</p>
Milestones and deliverables (outputs/outcomes)					



Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
<b>MS6</b>	Design of Learning Management System: Pedagogical scripting and tool development	5	UNA	1. Training of trainers workshop on the scripting of pedagogical modules (La Reunion University) 2. Training workshop in scripting for the teachers concerned (on site) Production of SPOC and resources on LMS platforms		M17	Report of the events Attendance lists
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D5.1	Tutorials to produce individualized resources	5	UNA	[R — Document, report]	[PU — Public]	M17	Guide to teachers for the production and the organization of a LMS with adapted resources (PDF in French – 30 pages)
D5.2	Training offer on Learning Management System platform	5	UNA	[OTHER]	[SEN — Sensitive]	M17	LMS platform for distance and related courses in bachelor and master's degrees available on-line
D5.3	Material for e-learning	5	UNA	[R — Document, report]	[SEN — Sensitive]	M8	List of e-learning equipment and layout plan

Work Package 6: Development of experimental platforms			
Duration:	M4-M18	Lead Beneficiary:	IST D
<p><b>Objectives</b></p> <p>The aim of WP6 is to define the materials needed to carry out practical work for initial or further training and to strengthen the existing platforms, with the following secondary objectives:</p> <p><b>Establish a materials list based on the need for practical training.</b></p> <p>WPs 3 and 4 will provide us with the expected skills, the programs, and the associated teachers. The planned teachers and trainers will be questioned about the teaching they plan to provide in the practical part of their course, requiring or not specific equipment, field visits, one or more additional supervisors, etc.</p> <p>They will propose their practical training plans and adaptations will be made in order to either better correspond to the skill objectives or to be able to make optimal use of the existing equipment.</p> <p>The list of practical training will therefore be extracted from the programs and the necessary resources will be defined. These resources will be compared with the resources available from the various partners, the additional material needs of each training will be identified and the search for adapted solutions on a case-by-case basis can begin.</p> <p>A first approach has already been taken during the preparatory meetings of the project on the basis of the skills and lessons already provided on the different site: the equipment concerning maintenance and pumping would be located at IST D, IST A would manage equipment related to topography, management of inputs (irrigation, rainfall), IST T the civil engineering part, UA the treatment of wastewater and the production of drinking water as well as chemical analyzes and finally UNA would manage the hydrology part.</p> <p><b>Define the necessary sites, equipment and premises, implement materials.</b></p> <p>Based on the 6 courses on the 3 sites, the material intended for the educational platforms having been defined, we must establish the environment necessary for their operation. The specifications of the equipment to be purchased will be discussed on a case-by-case basis with the teacher(s) responsible for the various sites in order to ensure that the equipment can be used by each teacher concerned.</p> <p>In the event of the acquisition of new equipment, the installation and training will be carried out by the manufacturer in the presence of the various teachers and technicians concerned. User sheets will be established and made available online on future LMS. A finding had been made by all 5 Malagasy HEIs during the first meetings: the difficulty for the students to move between the sites for lack of financial resources, but the idea of mobile platforms did not appear to be a reliable solution given the difficulties to be overcome. We will nevertheless try, as far as financial possibilities allow, to keep this objective by duplicating some equipment when it's necessary and by ensuring the pooling of small equipment, the transport of which, between the sites, will be provided by the teachers themselves.</p> <p>At the end, we will have a list of necessary equipment that should be compared with our financing capacity. It will therefore be necessary to define the immediate funding priorities and the equipment that will be needed in the longer term and for which another source of funding will have to be found.</p> <p><b>Acquire and install equipment and practical implementation</b></p>			



Discussions have already taken place on the most appropriate way to order the equipment. To facilitate management, the Malagasy partners will directly order their equipment after validation by the project coordinator (Limoges). The prices will be studied considering the different taxes. It will be necessary to study our orders very carefully to determine the best financial choice according to these constraints and imperatively to get help from an accounting office to validate the procedures and avoid financial problems. On their arrival, the equipment will be installed and/or put into service and the reception validated by a supplier technician as well as by the European teams.

The materials purchased will belong to the sites on which they depend as well as the consumable budget allocated to these materials, as will be presented on the acquisition list. A referent will be systematically designated for each piece of equipment and on each of the sites. This person will be responsible for making available all the equipment technical documentation and the spare part references for maintenance, for backing up any software attached to the equipment and for updating them systematically. A user manual will be kept up to date and especially a maintenance manual. The preventive maintenance plan will be established in collaboration with the supplier and the equipment referent will be responsible for its systematic application, he will also periodically check the status of the stock of maintenance parts to avoid unavailability of the device.

The manipulations and practical work planned by the various teachers will be tested by them as soon as possible to ensure that no accessories or reagents necessary for carrying out the manipulation are missing. Enough consumable will be anticipated to allow Practical Works (PW) autonomy for a reasonable period, to be decided on a case-by-case basis according to PW, the frequency of repurchase according to the ease of supply. This procedure makes it possible to ensure that the practical work will be ready for the realization by the students. The teaching equipment will be used for practical applications for learners as a priority and then made available for the continuous training of professionals. This provision for continuous training will be paid and will generate profits that will be managed according to the established practices in WP4.

During Training Trial Year (WP7), the practical work and manipulations will systematically be the subject of an execution report to list any problems encountered, the improvements to be made, any consumables used, etc. Based on these reports, the manipulations will be improved if necessary and the operating methods possibly modified to ensure that the manipulations meet their respective specifications and can evolve towards the best possible efficiency.

This WP will be coordinated by IST D which has recently developed a professional bachelor degree in the field of water in partnership with the French universities involved in the project. UA is nationally the best-equipped university for water experiments and has good expertise in the implementation of teaching experimental equipment in the local context and will be co-lead partner of the WP.

#### Activities and division of work (WP description)

Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T6.1	Specification of materials and organisation of the practical laboratories	Definition of the necessary technical and human means and resources based on detailed training definition and pedagogical targets:	IST D ULIEGE UNILIM UR	BEN BEN COO BEN	NO



		<ul style="list-style-type: none"> <li>• A list of material is established based on the need for practical training.</li> <li>• Material specifications and selection of suppliers</li> <li>• Review of the possible pooling of equipment.</li> <li>• Designation of technical staff for supervision of uses</li> </ul>	UVAB IST T IST A UA UNA	BEN BEN BEN BEN BEN	
T6.2	Acquisition and installation of the practical laboratories	<p>Ordering of equipment and installation on the various sites. Particular attention to the choice of suppliers (entry taxes) and transport logistics (groupage).</p> <p>A referent designated for each equipment and maintenance plan.</p> <p>Test of manipulations by teachers.</p> <p>Monitoring and optimization of training during TTY</p>	IST D IST T IST A UA UNA	BEN BEN BEN BEN BEN	YES – In-kind contributions: Provision of premises in each Malagasy's HEI partners Provision of equipment already available in each Malagasy's HEI partners
T6.3	Restitution, harmonization and setting of the final offer	<p>This task is common to the four VPs of the development phase of the project: WP3, WP4, WP5 and WP6. In two stages, the aim is to develop a training offer (initial or continuous), with qualitative exchanges during the workshop, in order to harmonise the professional objectives and skills sought in the training courses and to optimise the tools (IT or technical) used for teaching.</p> <p>i) A national Malagasy workshop (MWS) at M9 will be used as a milestone for the building of continuous training in line with the initial training and training tools. It will bring together Malagasy HEIs and WASH professionals to brainstorm on skills and trainings offer.</p>	IST D ULIEGE UNILIM UR UVAB IST T IST A UA UNA Ran'Eau AUF	BEN BEN COO BEN BEN BEN BEN BEN BEN AP	YES – In-kind contributions: Provision of premises and equipment from the hosting partners.

		ii) Feedback and validation meeting (during GA2 – M18) with the restitution of design of all training courses and pedagogical engineering (skill blocks, teaching formats, management)		JIRAMA OIEAU FOREM	AP AP AP	
Milestones and deliverables (outputs/outcomes)						
Milestone No (continuous numbering not linked to Wp)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS7	Acquisition and installation of the practical laboratories	6	IST D	Practical laboratories with operational equipment, operating procedures, identified technical staff	M20	Availability of materials: installed and inventoried
Deliverable No (continuous numbering linked to Wp)	Deliverable Name	Work Package No	Lead Beneficiary	Type Dissemination Level	Due Date (month number)	Description (including format and language)
D6.1	Description and functioning of the practical laboratories	1	IST D	[R — Document, report] [SEN — Sensitive]	M17	List of materials: pedagogical arguments for each investment (relationship between experimental work and skills)  Physical description - educational objectives - operating modes - constraints and maintenance

Work Package 7: Trial Training Year	
DEW	DEW

Duration:	M16-M20	Lead Beneficiary:	IST D
Objectives			
<p>The main objective of this WP is to carry out a year of training under conditions as defined through WP3, WP4 and with the use of tools defined in WP5 and WP6. Special attention will be paid to gender and social equity. The reinforcement of distance learning will increase the chances of studying in the water sector for women, and for people who are far away and have social, family and financial difficulties in attending a classroom training.</p> <p>For this, the intermediate steps and secondary objectives are the following:</p> <p><b>Initial training</b></p> <ul style="list-style-type: none"> <li>i) Validate a recruiting protocol that is common to the Bachelor and master's degrees that have been created. The recruitment of the first cohort will be done with criteria common to the 5 HEIs with the objective of selecting students based on academic results and motivation for the targeted jobs.</li> <li>ii) To evaluate the quality of exchanges between the HEIs during the TTY and the difficulties met for the common teaching modules (ODL especially).</li> <li>iii) To confirm and detect the limits of the pedagogical and teaching solutions in the initial training diplomas that have been implemented (WP3). In particular, it is a question of validating the practical trainings and the professionalisation elements that have been adopted in order to answer the objectives of professional competences.</li> </ul> <p><b>Continuing training</b></p> <ul style="list-style-type: none"> <li>iv) Set up and test the proposed structure or organisation for continuous training that will have been defined in WP4.</li> <li>v) Validate the operating mode of two types of continuing education: on-the-job training on a platform and distance learning. These two test trainings will have been defined in WP4 based on immediate needs of a water stakeholder in Madagascar (companies, communities, associations)</li> <li>vi) To be able to make an assessment on the operating of the suggested structure for the implementation of continuous training through Malagasy HEIs.</li> </ul> <p>This WP will be coordinated by IST D which has a good experience in implementation and management of shared training with other HEIs including at the international level. It will bring visibility to the deployment of the bachelor's degree. The UA (co-leader) has been piloting a Master's degree in water treatment for several years, and it will be able to offer the same level of service.</p>			
Activities and division of work (WP description)			
Task No (continuous numbering linked to WP)	Task Name	Description	Participants
			Name
			Role (COO, BEN, AE)
			In-kind Contributions and Subcontracting (Yes/No and which)



				AP, OTHER)	
T7.1	Recruitment of one students cohort for Trial Training Year (Initial training)	Recruitment of a group of students (7 for each course) bachelor and master's degrees: Bachelor ("Licence Professionnelle"): 7 students in each optional course Master of water Management: 7 students for each specialty (3) for the shared year 1.	IST D UA IST T IST A UNA	BEN BEN BEN BEN BEN	NO
T7.2	Recruitment of one candidate cohort for Trial Training Year (Continuous training)	2 continuous training sessions are open during TTY. The priorities will have been defined through the work of WP4.	IST D UA IST T IST A UNA Ran'Eau	BEN BEN BEN BEN BEN BEN	NO
T7.3	Deployment of the Trial Training Year (initial training)	A class of students will be involved in the various L and M level courses. They will profit from all the provisions defined in the WP3. Special attention will be paid to gender and social equity with an approximate gender balance in the student classes.	IST D UA IST T IST A UNA	BEN BEN BEN BEN BEN	YES – In-kind contributions: Provision of premises and equipment from the hosting partners.
T7.4	Deployment of the Trial Training Year (continuous training)	Integration of professionals candidate on continuing education programs. They will profit from all the provisions defined in the WP4.	IST D UA IST T IST A	BEN BEN BEN BEN	YES – In-kind contributions: Provision of premises and equipment from the hosting partners.

T7.5	Evaluation and corrections of the offered courses	<p>Assessment of the curricula proposed in initial and continuous training. Evaluation based on the tools and indicators developed in WP8.</p> <p>Evaluation and analysis of:</p> <ul style="list-style-type: none"> <li>• Curricula (common and site-specifics)</li> <li>• Practical works</li> <li>• Open Distance Learning</li> <li>• Organization and structure for continuous learning</li> </ul> <p>Assessment and corrective actions.</p>	UNA IST D UA IST T IST A UNA UNILIM UR ULIEGE UVAB Ran'Eau OIEAU AUF JIRAMA FOREM	BEN BEN BEN BEN BEN BEN COO BEN BEN BEN BEN AP AP AP AP	NO	
Milestones and deliverables (outputs/outcomes)						
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS8	Trial Training Year student cohort recruited	7	IST D	Recruitment of the students taking part to the first cohort of the training courses (initial training)	M20	The cohort of students has been recruited

MS9	Trial Training Year candidates cohort recruited		7	IST D	Recruitment of the candidates taking part to the first year of the training courses (continuous training)		M20	The candidate has been recruited
	Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No		Lead Beneficiary	Type	Dissemination Level	
D7.1		Assessment and correction of Trial Training Year	1	IST D		[R — Document, report]	[SEN — Sensitive]	M33
								The results of the evaluation of the different training courses carried out during TTY (1st year master, specialized bachelor and continuous training) are recorded in a document. The corrective actions are also presented in this document.  This report (8 pages) will be available in French.

Work Package 8: Quality control and sustainability			
Duration:	M1-M36	Lead Beneficiary:	IST T
Objectives	<p>The WP8 aims to ensure the quality assessment of the project, its activities and its results as well as to ensure its sustainability beyond the project's duration. For this purpose, it will be implemented tools for the quality control of i) during the course of DEF'EAU project and ii) for the assessment of curricula i.e. learners monitoring (with the establishment of success indicators) and continuous quality improvement (with proposed corrective mechanisms).</p> <p>The quality control will be implemented at each stage of the project's implementation by the partnership. The WP8's specific objectives are:</p> <p><b>Ensure quality assessment of the whole project by:</b></p>		



- Drafting and publishing two strategic plans: a quality plan and a sustainability plan. These plans will gather all the quality assessment mechanisms, which will be implemented.
- Setting up an impartial body in charge of the external evaluation and assessment of the project: the Quality Board.

In the first instance, the quality control will be led by the WPs' leaders in their own WP by monitoring the activities and results, the compliance with the work plan deadlines, the involvement and the participation of the involved partners in the activities. The day to day monitoring will be enhanced by the regular meeting and an annual report which will be drafted at the end of each implementation's year and forwarded to the Quality Board.

The Quality Board will ensure an external assessment by gathering independent experts (e.g. OIEau, AUF, FOREM, JIRAMA, Malagasy's public authorities and companies, etc.) in charge of the evaluation and assessment of the effectiveness and impact of the measures and actions undertaken during the project. The quality board will also monitor dissemination activities and provide impetus where necessary. All the recommendations of these interim evaluations will be issued in a report submitted every year to the Steering Committee, in order to assist in decision-making. This report will be the result of the yearly Quality Board organized (mainly remotely) at the end of each project's implementation year.

#### Ensure the quality of the developed curricula:

- Setting up indicators of training success and learner follow-up processes.
- Setting up of the curriculum evaluation report by the learner and trainers.

It is essential to validate all the stages of the project implementation by ensuring scientific quality, in order to guarantee the efficiency and the sustainability of the teaching units and programs (courses, teaching methods, etc.) and teacher training. During the course of TTY it will be possible to validate both the contents of the different courses and the methods chosen to satisfy the skill objectives. Corrections can be made both on the contents and on the tools (practical work, remote teaching) following the TTY year.

#### Ensure the sustainability assessment:

In addition to the quality assessment of the project implementation (short term/mid term) it is required to implement long-term sustainable monitoring. The sustainability control allows on one hand to ensure a technological and societal watch on the needs of the profession in water management in all its forms. And on the other hand, to put in place a process to identify how to make study programs sustainable by adopting a continuous quality improvement approach and by proposing correction mechanisms by guaranteeing the quality of teaching units and programs. These mechanisms will ensure the pursuit of the programs after the end of the EU grant by establishing processes for monitoring learners and building indicators of training success and by integrating the experimental resources into the teaching courses (courses, teaching methods, etc.)

This WP will be coordinated by IST T with the support of the UVAB. Both have strong experience in the quality monitoring of new curricula development.

Activities and division of work (WP description)					
Task No (continuous numbering)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role	

linked to WP)				(COO, BEN, AE, AP, OTHER)	
T8.1	Drafting a Quality Plan	<p>A Quality plan will be setting-up during the first months of the project. It will aim to define the quality assurance procedures for the project. The concrete purpose is to ensure that project activities, results and deliverables are of high quality and reach the objectives set out in the approved work plan. This guide will gather all the activities put in place to ensure the quality of the project (quality roles and responsibilities, quality control monitoring and risks management).</p> <p>The Quality Plan will be updated as often as necessary and it will be revised each project year in order to be validated by the Steering Committee held during each General Assembly (GA).</p>	IST T UVAB UNILIM	BEN BEN COO	NO
T8.2	Setting up and management of the Quality Board	<p>A Quality Board (QB) will be created as an advisory and impartial body in charge of the evaluation and assessment of the effectiveness and impact of the measures and actions undertaken during the project's duration. On the basis of the annual report of each work-package, the Quality Board will evaluate the quality of the project and make recommendations through an annual quality report. Each WP leader will present its WP's activities and results to the QB.</p> <p>The first Quality Board will be organised remotely during the first General Assembly (M6). Then, one QB will be organised by year (M18 and M33).</p> <p>The QB ambitions to involved main actors related to the project's objectives at the</p>	UNILIM IST T IST D IST A UA UNA RAN'EAU OIEau JIRAMA AUF	COO BEN BEN BEN BEN BEN BEN AP AP AP AP	<p>YES – In-kind contributions:</p> <p>Provision of premises and equipment from the hosting partners.</p> <p>Use of partner's video conferencing software</p>

		national and international scales: the public and private actors from the field of water management (JIRAMA, Malagasy Ministry of Water Sanitation and Hygiene, International office of the water – OIEau) as well as from the higher education management and deployment (Ministry of Higher Education and Research, AUF Indian Ocean). The final composition of the QB will be structured during the first 6 months using the partners' networks, which already have strong relationships with the desired actors; some of them are already associated to the project. A dedicated roadmap for the QB will be setting-up in the meantime in order to gather the QB main guidelines: the objective, the activities, the work-plan and the expected results.	FOREM	AP	
T8.3	Building indicators of training success and processes for monitoring learners	Adopting a continuous quality improvement process and propose correction mechanisms for a match between students and candidates skills and needs : - Template of satisfaction: questionnaire addressed to students in order to assess the quality of the training on many aspects (organisation, ease of use of the e-learning tools, pedagogical resources, quality of the follow-up and so on). - Questionnaire addressed to teaching staff in order to assess the quality of the training on many aspects (organisation, ease of use of the e-learning tools and so on).	UVAB IST T IST D IST A UA UNA	BEN BEN BEN BEN BEN BEN	NO
T8.4	Drafting a Sustainability Plan	A sustainability plan will be setting-up during the first months of the project. It will aim to define the sustainability procedures of the project beyond its duration.	UVAB IST T	BEN BEN	NO



		<p>The concrete purpose is to ensure that the project results and deliverables are sustainable, mainly the developed curricula for the partner institutions and, more widely, for all HEIs in the region.</p> <p>The sustainability plan will be updated as often as necessary. It will be revised each year during the project life in order to be validated at the Steering Committee meeting held at each General Assembly.</p> <p>The plan should be enhanced mainly during the third year of the project. This is in order to insure the sustainability of the developed curricula just after the end of the grant duration.</p>				
Milestones and deliverables (outputs/outcomes)						
Milestone No (continuous numbering not linked to W/P)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS10	Setting-up of the Quality Board	8	IST T	The Quality Board has been created, its management process has been designed and disseminated. Its members have been selected among associated partners and external institutions.	M6	Identification of the members and dissemination of the roadmap
Deliverable No (continuous numbering linked to W/P)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Description (including format and language)
D8.1	Quality plan	8	UVAB	[R — Document, report]	[PU — Public]	Electronic version of the quality guide available on the project website in French

D8.2	Quality board reports	8	IST T	[R — Document, report]	[SEN — Sensitive]	M34	Compilation of the 3 annual QB reports (electronic version) in French
D8.3	Evaluation guidelines	8	IST T	[R — Document, report]	[PU — Public]	M6	Toolkit gathering: 1/The report on student promotability (biannual) 2/The report on the evaluation of teachers (biannual) 3/ The evaluation report of study programs All these electronic tools will be available in French in the Public Website
D8.4	Sustainability plan (final version)	8	IST T	[R — Document, report]	[PU — Public]	M34	Final electronic version of the sustainability plan with a complete description of: 1/ the procedure for the official accreditation of the initial training (choice between joint programme or joint degree – single diploma) 2/the legal form of the organization offering continuous training: making the structure official (university service or another status)

Work Package 9: Dissemination and communication		
Duration:	M1-M36	Lead Beneficiary: Rani'Eau
Objectives		
<p>The WP9 aims to enhance the project's wide communication and the dissemination, its activities and results among the different target groups.</p> <p>On the one hand, WP9 will put forward a communication strategy from the start of the project by detailing information on its implementation. On the other hand, it will ensure the promotion of the training courses which will start running during the project's last year.</p> <p>In order to implement efficiently and sustainably the project's communication strategy, a dedicated communication plan will be drafted at the beginning of the project. It will describe the actions to be implemented that will ensure an efficient transfer of knowledge among consortium members, for their mutual benefit, during the duration of the project, but also the dissemination of the work done and its sustained exploitation after the end of the project. The communication and dissemination will be implemented among the consortium as well as at local, national and international level (especially within the African and Indian Ocean areas).</p> <p>The specific objectives of the WP9 are:</p> <p><b>The implementation from the beginning of the project of various communication media</b> such as the project website, dedicated social network pages and a bi-annual newsletter. They will offer free access to all relevant information about the project as well as the deliverables created throughout the project in order to ensure a wide dissemination of the results. In addition, specific parts will be dedicated to present and promote the developed training courses by gathering all relevant (course catalogues, the administrative information as well as job opportunities).</p> <p><b>The establishment of various promotion materials</b> (flyer, roll-up, banners, etc.), which will be used by the whole consortium to promote the project.</p> <p><b>The promotion of the project</b> by organising dedicated dissemination events, and by participating in various events (student fairs, water fairs, local authorities' public meetings, etc.), at the local, regional and international scales.</p>		



This WP will be coordinated by Ran'Eau which benefits from a strong expertise and experience in communication and dissemination, notably with the WASH professional sector and higher education. In addition, Ran'Eau is the reference network for water, sanitation and hygiene stakeholders in Madagascar allowing it to have a strategic position at the crossroads between the socio-economic and higher education worlds. This enables Ran'Eau to become a key facilitator to support the consortium in their actions of communication and more broadly to ensure proper dissemination of the project.

Activities and division of work (WP description)					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T9.1	Drafting of communication plan	Establishment at the beginning of the project (and updated as often as necessary) of a guide aiming to describe the actions that will ensure not only an efficient transfer of knowledge between the members of the consortium during the duration of the project, but also the dissemination of the work done and its exploitation in time after the project has ended. The guide will include all the communication / dissemination / promotion actions of the WP.	Ran'Eau UA UNILIM	BEN BEN COO	NO
T9.2	Design and update of the project website	Creation and administration of the project's website: a public website will be created in order to publish information about the project implementation (information supply, event reports, promotion of the training offers, etc). In addition, external users will be able to access to the documentation produced by the consortium (public deliverables).  Once created, the website will be continuously updated throughout the duration of the project to publish all relevant information about the project activities and initiatives.	Ran'Eau UA UNILIM UR ULIEGE UVAB IST T IST A	BEN BEN COO BEN BEN BEN BEN	Yes, In-kind contributions: use of a software licence (e.g. website developer) to create the website

		<p>All members of the consortium will contribute to the website by writing its content, such as articles on their activities. Ran'Eau will nonetheless supervise this activity and manage the website.</p> <p>This website will be available in French and partially in English.</p>	IST D UNA	BEN BEN	
T9.3	Communication materials	<p>Promotion materials will be designed to disseminate information about the project. Dedicated communication materials will be also designed to promote the training courses developed.</p> <p>Regarding the project, it will be designed a logo, posters, kakemonos, roll-up, banners, flyers, pins, goodies etc.</p> <p>Regarding the training courses, it will be designed paper supports and descriptions (functioning, access conditions, professions, etc.) – D9.2 – to promote the offer among the high school students and professionals of the sector.</p> <p>All communication materials will be available in French and some of these materials will also be produced in English for a wider and more international communication strategy.</p>	Ran'Eau UA	BEN BEN	Yes, In-kind contributions: use of a software licence (e.g. indesign or illustrator) to create the materials
T9.4	Designing and publishing the project Newsletters	<p>Design and publication of a biannual newsletter with the project news.</p> <p>The newsletters will aim to inform the stakeholders of the project (HEIs, public and private sector, students and high school students). The newsletters will also promote all the project's events.</p> <p>The newsletter will be distributed through an e-mail distribution list. Anyone will be able to subscribe the e-newsletter through the</p>	Ran'Eau UA UNILIM UR ULIEGE UVAB IST T	BEN BEN COO BEN BEN BEN BEN	Yes, In-kind contributions: Provision of all partner's contact portfolio and especially Ran'Eau portfolio

T9.5	Creation and administration of social network	<p>project's website. All partners are expected to contribute to the content of the newsletters by writing articles on their activities. Ran'Eau will nonetheless supervise this activity and produce the newsletter.</p> <p>The project results will be disseminated during all the project duration and by all partners throughout the organisation or the participation to local, national, regional (Indian Ocean) and international events.</p> <p>The first main event will be the organisation of a work-shop (T2.5) gathering academics and professionals organised during the first General Assembly (M6) in order to present the first results of the project (D2.1 and D2.4).</p> <p>Then, the partnership will regularly participate in events taking place at the Malagasy and regional scale: student fair, research fair, water fair, public conference at the local level, etc. These dissemination actions will aim to present the project's results and specifically the courses offer developed towards students, professional and local authorities. In addition, Ran'Eau will be able to participate in events in various regional and national events at the Malagasy scale thanks to its local offices in 8 different regions of the country.</p>	<p>IST A</p> <p>IST D</p> <p>UNA</p> <p><b>Ran'Eau</b></p> <p>UA</p>	<p>BEN</p> <p>BEN</p> <p>BEN</p> <p>BEN</p> <p>BEN</p>	<p>Yes, in-kind contributions:</p> <p>Provision of all partner's contact portfolio and especially Ran'Eau portfolio</p>
T9.6	Dissemination of the project's results at national and regional scales	<p>The project results will be disseminated during all the project duration and by all partners throughout the organisation or the participation to local, national, regional (Indian Ocean) and international events.</p> <p>The first main event will be the organisation of a work-shop (T2.5) gathering academics and professionals organised during the first</p>	<p>Ran'Eau</p> <p>UA</p> <p>UNILIM</p> <p>UR</p> <p>ULIEGE</p>	<p>BEN</p> <p>COO</p> <p>BEN</p> <p>BEN</p> <p>BEN</p>	<p>Yes, In-kind contributions:</p> <p>Provision of all partner's contact portfolio and especially Ran'Eau portfolio ; use of Ran Eau's representation (stands) at fairs/conferences to promote the project ; punctual provision of Ran'Eau's premises and equipment for workshops (if</p>



		General Assembly (M6) in order to present the first results of the project (D2.1 and D2.4). Then, the partnership will regularly participate in events taking place at the Malagasy and regional scale: student fair, research fair, water fair, public conference at the local level, etc. These dissemination actions will aim to present the project's results and specifically the courses offer developed towards students, professional and local authorities. In addition, Ran'Eau will be able to participate in events in various regional and national events at the Malagasy scale thanks to its local offices in 8 different regions of the country.	UVAB IST T IST A IST D UNA	BEN BEN BEN BEN BEN	the number of attendees allows it)	
T9.7	Organisation of National Dissemination Workshop (NDW)	The National Dissemination Workshop (M36) at the end of DEF1'EAU program will be set up as an open webinar with exchanges on water business, the training needs, the expectation in the area of continuous training.  All productions of DEF1'EAU will be presented with a large waiting to improve the sustainability of the project.	Ran'Eau UA UNILIM UR ULIEGE UVAB IST T IST A IST D UNA	BEN BEN COO BEN BEN BEN BEN BEN BEN	Yes, In-kind contributions: Provision of all partner's contact portfolio and especially Ran'Eau portfolio Use of partner's video conferencing software	
Milestones and deliverables (outputs/outcomes)						
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification

MS11	Communication tools created and available on-line	8	Ran'Eau	Design and creation of main communication tools to promote the project (website, promotional materials, social network, newsletter layout, etc.)	M6	Website published Social network (Facebook, Instagram, LinkedIn) accounts created Newsletter layout available Main visual communication supports (logo, posters, kakemonos, roll-up, banderols, flyers, newsletter layout) available Communication plan drafted and available on the website
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)
D9.1	Communication tools	9	RAN'EAU	[OTHER]	[PU — Public]	M6
						Toolkit gathering the major communication inputs of the project available in the project website: - Project website and social networks created and published in French and partially in English - Communication and quality plan drafted and published - Production of digital and visual

									<p>communication supports to promote the project (logo, posters, kakemonos, roll-up, banderols, flyers, newsletter layout)</p> <p>In order to reinforce the promotion of the project and its results (including the training offer developed), a systematic relay of information will be done through all partners' websites and related social networks.</p> <p>UNILIM : <a href="https://www.unilim.fr/">https://www.unilim.fr/</a></p> <p>UR: <a href="https://www.univ-reunion.fr/">https://www.univ-reunion.fr/</a></p> <p>ULIEGE : <a href="https://www.uliege.be/cm/s/c_8699436/fr/uliege">https://www.uliege.be/cm/s/c_8699436/fr/uliege</a></p> <p>UVAB : <a href="https://www.ub.ro/">https://www.ub.ro/</a></p> <p>IST T : <a href="https://www.iwt-tana.mg">https://www.iwt-tana.mg</a></p> <p>IST D : <a href="https://www.ist-antsiranana.mg/">https://www.ist-antsiranana.mg/</a></p> <p>IST A : <a href="https://istambositra.mg/">https://istambositra.mg/</a></p> <p>UA: <a href="https://www.univ-antanarivo.mg/">https://www.univ-antanarivo.mg/</a></p> <p>UNA : <a href="https://www.univ-antsiranana.edu.mg/">https://www.univ-antsiranana.edu.mg/</a></p>
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D9.2	Presentation guides of the courses offer	9	UA	[R — Document, report]	[PU — Public]	M17	<p>Ran'Eau : <a href="https://www.raneau.org/">https://www.raneau.org/</a></p> <p>Guides of the courses offer presentation:</p> <ul style="list-style-type: none"> <li>- Course offer in initial training guide towards the students.</li> <li>- Course offer in continuous training guide towards professionals</li> </ul> <p>These guides, of approximately 4 pages each, will be published in French and available in the project website in order to promote the courses and recruits students/candidate for the Trial Training Year.</p>
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### Subcontracting (n/a for prefixed Lump Sum Grants)

<p><b>Subcontracting</b></p> <p>Give details on subcontracted project tasks (if any) and explain the reasons why (as opposed to direct implementation by the Beneficiaries/Affiliated Entities).</p> <p>Subcontracting — Subcontracting means the implementation of 'action tasks', i.e. specific tasks which are part of the EU grant and are described in Annex 1 of the Grant Agreement.</p> <p>Note: Subcontracting concerns the outsourcing of a part of the project to a party outside the consortium. It is not simply about purchasing goods or services. We normally expect that the participants to have sufficient operational capacity to implement the project activities themselves. Subcontracting should therefore be exceptional.</p> <p>Include only subcontracts that comply with the rules (i.e. best value for money and no conflict of interest, no subcontracting of project coordination tasks).</p>						
Work Package No	Subcontract No	Subcontract Name	Description (including task number and BEN/AE to which it is linked)	Estimated Costs (EUR)	Justification (why is subcontracting necessary?)	Best-Value-for-Money (how do you intend to ensure it?)

	(continuous numbering linked to WP)	(subcontracted action tasks)					
	S1.1						
	S1.2						
Other issues:			Insert text				
If subcontracting for the project goes beyond 30% of the total eligible costs, give specific reasons.							

Events meetings and mobility

Events meetings and mobility						
This table is to be completed for events meetings and mobility that have been mentioned as part of the activities in the work packages above						
Give more details on the type, location, number of persons attending, etc.						
Event No (continuous numbering linked to WP)	Participant	Description		Location	Duration (days)	Attendees Number
		Name	Type			
E1.1	UNILIM	Kick-Off Meeting (KOM)	Launch seminar of the project gathering all partners	Brussels, Belgium	3	3
E1.1	UR	Kick-Off Meeting (KOM)	Launch seminar of the project gathering all partners	Brussels, Belgium	3	2

E1.1	ULiège	Kick-Off Meeting (KOM)	Launch seminar of the project gathering all partners	Project management meeting in order to launch the project implementation	Brussels, Belgium	3	2	
E1.1	UVAB	Kick-Off Meeting (KOM)	Launch seminar of the project gathering all partners	Project management meeting in order to launch the project implementation	Brussels, Belgium	3	2	
E1.1	IST T	Kick-Off Meeting (KOM)	Launch seminar of the project gathering all partners	Project management meeting in order to launch the project implementation	Brussels, Belgium	3	3	
E1.1	IST D	Kick-Off Meeting (KOM)	Launch seminar of the project gathering all partners	Project management meeting in order to launch the project implementation	Brussels, Belgium	3	3	
E1.1	IST A	Kick-Off Meeting (KOM)	Launch seminar of the project gathering all partners	Project management meeting in order to launch the project implementation	Brussels, Belgium	3	3	
E1.1	UA	Kick-Off Meeting (KOM)	Launch seminar of the project gathering all partners	Project management meeting in order to launch the project implementation	Brussels, Belgium	3	3	
E1.1	UNA	Kick-Off Meeting (KOM)	Launch seminar of the project gathering all partners	Project management meeting in order to launch the project implementation	Brussels, Belgium	3	3	
E1.1	Ran'Eau	Kick-Off Meeting (KOM)	Launch seminar of the project gathering all partners	Project management meeting in order to launch the project implementation	Brussels, Belgium	3	3	



E1.2	UNILIM	General Assembly #1 (GA1)	General Assembly	launch the project implementation			
				Project management meeting focused on the need analysis and conclusions and organization of the operational work-package linked to the courses offer (WP3>WP6).	Antananarivo, Madagascar	3	3
E1.2	UR	General Assembly #1 (GA1)	General Assembly	Project management meeting focused on the need analysis and conclusions and organization of the operational work-package linked to the courses offer (WP3>WP6).	Antananarivo, Madagascar	3	2
E1.2	ULiège	General Assembly #1 (GA1)	General Assembly	Project management meeting focused on the need analysis and conclusions and organization of the operational work-package linked to the courses offer (WP3>WP6).	Antananarivo, Madagascar	3	2
E1.2	UVAB	General Assembly #1 (GA1)	General Assembly	Project management meeting focused on the need analysis and conclusions and organization of the operational work-package linked to	Antananarivo, Madagascar	3	2

E1.2	IST T	General Assembly #1 (GA1)	General Assembly	the courses offer (WP3>WP6).	Project management meeting focused on the need analysis conclusions and organization of the operational work- package linked to the courses offer (WP3>WP6).	Antananarivo, Madagascar	3	4	
E1.2	IST D	General Assembly #1 (GA1)	General Assembly	Project management meeting focused on the need analysis conclusions and organization of the operational work- package linked to the courses offer (WP3>WP6).	Project management meeting focused on the need analysis conclusions and organization of the operational work- package linked to the courses offer (WP3>WP6).	Antananarivo, Madagascar	3	4	
E1.2	IST A	General Assembly #1 (GA1)	General Assembly	Project management meeting focused on the need analysis conclusions and organization of the operational work- package linked to the courses offer (WP3>WP6).	Project management meeting focused on the need analysis conclusions and organization of the operational work- package linked to the courses offer (WP3>WP6).	Antananarivo, Madagascar	3	4	
E1.2	UA	General Assembly #1 (GA1)	General Assembly	Project management meeting focused on the need analysis conclusions and organization of the operational work- package linked to	Project management meeting focused on the need analysis conclusions and organization of the operational work- package linked to	Antananarivo, Madagascar	3	4	

E1.2	UNA	General Assembly #1 (GA1)	General Assembly	the courses offer (WP3>WP6).			
				Project management meeting focused on the need analysis conclusions and organization of the operational work-package linked to the courses offer (WP3>WP6).	Antananarivo, Madagascar	3	4
E1.2	Ran'Eau	General Assembly #1 (GA1)	General Assembly	Project management meeting focused on the need analysis conclusions and organization of the operational work-package linked to the courses offer (WP3>WP6).	Antananarivo, Madagascar	3	4
E1.3	UNILIM	General Assembly #2 (GA2)	General Assembly	Project management meeting focused on restitution, harmonization and setting of the final courses offer	Antananarivo, Madagascar	3	5
E1.3	UR	General Assembly #2 (GA2)	General Assembly	Project management meeting focused on restitution, harmonization and setting of the final courses offer	Antananarivo, Madagascar	3	2
E1.3	ULiège	General Assembly #2 (GA2)	General Assembly	Project management meeting focused on restitution,	Antananarivo, Madagascar	3	2



				harmonization and setting of the final courses offer			
E1.3	UVAB	General Assembly #2 (GA2)	General Assembly	Project management meeting focused on restitution, harmonization and setting of the final courses offer	Antananarivo, Madagascar	3	2
E1.3	IST T	General Assembly #2 (GA2)	General Assembly	Project management meeting focused on restitution, harmonization and setting of the final courses offer	Antananarivo, Madagascar	3	4
E1.3	IST D	General Assembly #2 (GA2)	General Assembly	Project management meeting focused on restitution, harmonization and setting of the final courses offer	Antananarivo, Madagascar	3	4
E1.3	IST A	General Assembly #2 (GA2)	General Assembly	Project management meeting focused on restitution, harmonization and setting of the final courses offer	Antananarivo, Madagascar	3	4
E1.3	UA	General Assembly #2 (GA2)	General Assembly	Project management meeting focused on restitution, harmonization and setting of the final courses offer	Antananarivo, Madagascar	3	4

E1.3	UNA	General Assembly #2 (GA2)	General Assembly	Project management meeting focused on restitution, harmonization and setting of the final courses offer	Antananarivo, Madagascar	3	4
E1.3	Ran'Eau	General Assembly #2 (GA2)	General Assembly	Project management meeting focused on restitution, harmonization and setting of the final courses offer	Antananarivo, Madagascar	3	3
E1.4	UNILIM	General Assembly #3 (GA3)	General Assembly	Project management meeting focused on restitution, correction and sustainability of the courses offer.	Antsiranana, Madagascar	3	3
E1.4	UR	General Assembly #3 (GA3)	General Assembly	Project management meeting focused on restitution, correction and sustainability of the courses offer.	Antsiranana, Madagascar	3	2
E1.4	ULiège	General Assembly #3 (GA3)	General Assembly	Project management meeting focused on restitution, correction and sustainability of the courses offer.	Antsiranana, Madagascar	3	2
E1.4	UVAB	General Assembly #3 (GA3)	General Assembly	Project management meeting focused on restitution, correction and sustainability of the courses offer.	Antsiranana, Madagascar	3	2

E1.4	IST T	General Assembly #3 (GA3)	General Assembly	Project management meeting focused on restitution, correction and sustainability of the courses offer.	Antsiranana, Madagascar	3	4
E1.4	IST D	General Assembly #3 (GA3)	General Assembly	Project management meeting focused on restitution, correction and sustainability of the courses offer.	Antsiranana, Madagascar	3	4
E1.4	IST A	General Assembly #3 (GA3)	General Assembly	Project management meeting focused on restitution, correction and sustainability of the courses offer.	Antsiranana, Madagascar	3	4
E1.4	UA	General Assembly #3 (GA3)	General Assembly	Project management meeting focused on restitution, correction and sustainability of the courses offer.	Antsiranana, Madagascar	3	4
E1.4	UNA	General Assembly #3 (GA3)	General Assembly	Project management meeting focused on restitution, correction and sustainability of the courses offer.	Antsiranana, Madagascar	3	4
E1.4	Ran'Eau	General Assembly #3 (GA3)	General Assembly	Project management meeting focused on restitution, correction and sustainability of the courses offer.	Antsiranana, Madagascar	3	3
E3.1	IST T	Malagasy workshop for training design	Workshop	National workshop focused on the	Antananarivo, Madagascar	2	2



		(initial training) - MWS		curricula building (initial training)				
E3.1	IST D	Malagasy workshop for training design (initial training) - MWS	Workshop	National workshop focused on the curricula building (initial training)	Antananarivo, Madagascar	2	2	
E3.1	IST A	Malagasy workshop for training design (initial training) - MWS	Workshop	National workshop focused on the curricula building (initial training)	Antananarivo, Madagascar	2	2	
E3.1	UA	Malagasy workshop for training design (initial training) - MWS	Workshop	National workshop focused on the curricula building (initial training)	Antananarivo, Madagascar	2	-	2
E3.1	UNA	Malagasy workshop for training design (initial training) - MWS	Workshop	National workshop focused on the curricula building (initial training)	Antananarivo, Madagascar	2	2	
E3.1	Ran'Eau	Malagasy workshop for training design (initial training) - MWS	Workshop	National workshop focused on the curricula building (initial training)	Antananarivo, Madagascar	2	1	
E3.2	IST T	Training course for trainers - Best practices exchange about scientist specialities (TC#3)	Training course for trainers	Training course of the Malagasy's trainers to strengthen their management and water treatment skills	Le Tampon, France	3	1	
E3.2	IST D	Training course for trainers - Best practices exchange	Training course for trainers	Training course of the Malagasy's trainers to	Bacau, Romania	3	1	

		about scientist specialities (TC#3)		strengthen their management and water treatment skills			
E3.2	IST A	Training course for trainers - Best practices exchange about scientist specialities (TC#3)	Training course for trainers	Training course of the Malagasy's trainers to strengthen their management and water treatment skills	Limoges, France	3	1
E3.2	UA	Training course for trainers - Best practices exchange about scientist specialities (TC#3)	Training course for trainers	Training course of the Malagasy's trainers to strengthen their management and water treatment skills	Limoges, France	3	1
E3.2	UNA	Training course for trainers - Best practices exchange about scientist specialities (TC#3)	Training course for trainers	Training course of the Malagasy's trainers to strengthen their management and water treatment skills	Arlon, Belgium	3	1
E4.1	IST T	Malagasy workshop for training design (continuous training) - MWS	Workshop	National workshop focused on the curricula building (initial training)	Antananarivo, Madagascar	2	2
E4.1	IST D	Malagasy workshop for training design (continuous training) - MWS	Workshop	National workshop focused on the curricula building (initial training)	Antananarivo, Madagascar	2	2

E4.1	IST A	Malagasy workshop for training design (continuous training) - MWS	Workshop	National workshop focused on the curricula building (initial training)	Antananarivo, Madagascar	2	2
E4.1	UA	Malagasy workshop for training design (continuous training) - MWS	Workshop	National workshop focused on the curricula building (initial training)	Antananarivo, Madagascar	2	2
E4.1	UNA	Malagasy workshop for training design (continuous training) - MWS	Workshop	National workshop focused on the curricula building (initial training)	Antananarivo, Madagascar	2	2
E4.1	Ran'Eau	Malagasy workshop for training design (continuous training) - MWS	Workshop	National workshop focused on the curricula building (initial training)	Antananarivo, Madagascar	2	1
E5.1	IST T	Training course for trainers - Digital educational engineering - TC#1	Training course for trainers	Training course of the Malagasy's trainers to strengthen their digital educational engineering skills.	Le Tampon, France	3	2
E5.1	IST D	Training course for trainers - Digital educational engineering - TC#1	Training course for trainers	Training course of the Malagasy's trainers to strengthen their digital educational engineering skills.	Le Tampon, France	3	2
E5.1	IST A	Training course for trainers - Digital educational engineering - TC#1	Training course for trainers	Training course of the Malagasy's trainers to strengthen their digital educational engineering skills.	Le Tampon, France	3	2



				digital educational engineering skills.				
E5.1	UA	Training course for trainers - Digital educational engineering - TC#1	Training course for trainers	Training course of the Malagasy's trainers to strengthen their digital educational engineering skills.	Le Tampon, France	3	2	
E5.1	UNA	Training course for trainers - Digital educational engineering - TC#1	Training course for trainers	Training course of the Malagasy's trainers to strengthen their digital educational engineering skills.	Le Tampon, France	3	2	
E5.2	IST T	Training course for trainers – Digital educational engineering (Malagasy scale) - TC#2	Training course for trainers	Training course of the Malagasy's trainers to strengthen their digital educational engineering skills (extended to other local trainers)	Antananarivo, Madagascar	2	2	
E5.2	IST D	Training course for trainers – Digital educational engineering (Malagasy scale) - TC#2	Training course for trainers	Training course of the Malagasy's trainers to strengthen their digital educational engineering skills (extended to other local trainers)	Antananarivo, Madagascar	2	2	
E5.2	IST A	Training course for trainers – Digital educational engineering	Training course for trainers	Training course of the Malagasy's trainers to strengthen their digital educational engineering skills	Antananarivo, Madagascar	2	2	

		(Malagasy scale) - TC#2		engineering skills (extended to other local trainers)				
E5.2	UA	Training course for trainers – Digital educational engineering (Malagasy scale) - TC#2	Training course for trainers	Training course of the Malagasy's trainers to strengthen their digital educational engineering skills (extended to other local trainers)	Antananarivo, Madagascar	2	2	
E5.2	UNA	Training course for trainers – Digital educational engineering (Malagasy scale) - TC#2	Training course for trainers	Training course of the Malagasy's trainers to strengthen their digital educational engineering skills (extended to other local trainers)	Antananarivo, Madagascar	2	2	

**Timetable**

ACTIVITY	YEAR 1				YEAR 2				YEAR 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Task 1.1 - Contractual Management – Management of the Grant Agreement</b>												
<b>Task 1.2 - Contractual Management – Management of the Consortium Agreements</b>												
<b>Task 1.3 - Financial and administrative management</b>												
<b>Task 1.4 - Setting up of management tools</b>												

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Task 8.4 - Drafting a Sustainability Plan																			
Task 9.1 - Drafting of Communication plan																			
Task 9.2 - Communication materials																			
Task 9.3 - Design and update of the project website																			
Task 9.4 - Designing and publishing the project newsletters																			
Task 9.5 - Creation and administration of social networks																			
Task 9.6 - Dissemination of the project's results at national and regional scales																			
Task 9.7 - Organisation of National Dissemination Workshop (NDW)																			



## 5. OTHER


### 5.1 Ethics

<p><b>Ethics (if applicable)</b></p> <p><i>If the Call document/Programme Guide contains a section on ethics, describe ethics issues that may arise during the project implementation and the measures you intend to take to solve/avoid them.</i></p> <p><i>Describe how you will ensure gender mainstreaming and children's rights in the project activities.</i></p>
Not applicable

### 5.2 Security

<p><b>Security</b></p>
Not applicable.

## 6. DECLARATIONS

<b>Double funding</b>	
<p><b>Information concerning other EU grants for this project</b></p> <p> Please note that there is a strict prohibition of double funding from the EU budget (except under EU Synergies actions).</p>	YES/NO
We confirm that to our best knowledge neither the project as a whole nor any parts of it have benefitted from any other EU grant (including EU funding managed by authorities in EU Member States or other funding bodies, e.g. Erasmus, EU Regional Funds, EU Agricultural Funds, etc). If NO, explain and provide details.	YES
We confirm that to our best knowledge neither the project as a whole nor any parts of it are (nor will be) submitted for any other EU grant (including EU funding managed by authorities in EU Member States or other funding bodies, e.g. Erasmus, EU Regional Funds, EU Agricultural Funds, etc). If NO, explain and provide details.	YES

<p><b>Financial support to third parties (if applicable)</b></p> <p><i>If your project requires a higher maximum amount per third party than the threshold amount set in the Call document/Programme Guide, justify and explain why this is necessary in order to fulfil your project's objectives.</i></p>
Not applicable

<p><b>Seal of Excellence (if applicable)</b></p> <p><i>If provided in the Call document, proposals that pass the evaluation but are below the budget threshold (i.e. pass the minimum thresholds but are not ranked high enough to receive funding) will be awarded a Seal of Excellence.</i></p> <p><i>In this context we may share information about your proposal with other EU or national funding bodies through the Erasmus+ National Agencies.</i></p>
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Do you agree that your proposal (including proposal data and documentation) is shared with other EU and national funding bodies to find funding under other schemes?	YES
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## ANNEXES

### LIST OF ANNEXES

#### Standard

Detailed budget table/Calculator (annex 1 to Part B)

[Portal Reference](#)

#### Documents

CVs (annex 2 to Part B)

Annual activity reports (annex 3 to Part B)

List of previous projects (annex 4 to Part B)

#### Special

Other annexes



## LIST OF PREVIOUS PROJECTS

<b>List of previous projects</b> <i>Please provide a list of your previous projects for the last 4 years.</i>					
Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER)	Amount (EUR)	Website (if any)
UNILIM	585938-EPP-1-2017-1-FR-EPPKA2-CBHE-JP  E-Learning InnoVative Engineering Solutions (e-LIVES)  ERASMUS+ KA2 – Capacity Building for Higher Education - 2017	15/10/2017 14/10/2021	COO	142 145,75€	<a href="https://e-lives.eu/">https://e-lives.eu/</a>
UNILIM	586032-EPP-1-2017-1-FR-EPPKA2-CBHE-JP  OPTImizing Research and Doctoral Programme in BANKing and Finance in Indonesian universities (OPTBANK)  ERASMUS+ KA2 – Capacity Building for Higher Education - 2017	15/10/2017 14/10/2021	COO	145 736€	<a href="https://optbank.org/">https://optbank.org/</a>
UNILIM	586668-EPP-1-2017-1-FR-EPPKA1-JMD-MOB  Erasmus Master of Innovative Microwaves Electronics and Optics (EMIMEO)  ERASMUS+ KA1 - Erasmus Mundus Joint Master Degrees - 2017	01/09/2018 31/08/2024	COO	1 860 000€	<a href="http://www.erasmus-master.emimeo.eu/">http://www.erasmus-master.emimeo.eu/</a>
UNILIM	764837  Design and photo-optimization of Photosensitizer for Human Health and Food security applications or how light can save lives (POLYTHEA)  Horizon 2020 Marie-Sklodowska-Curie Action – Innovative Training Network - 2017	01/01/2018 30/06/2022	COO	525 751,20€	<a href="http://www.polythea.eu/">http://www.polythea.eu/</a>



UNILIM	764987 Advanced Thermomechanical multiscale modeling of Refractory linings (ATHOR) Horizon 2020 Marie-Sklodowska-Curie Action – Innovative Training Network - 2017	01/10/2017 31/03/2022	COO	788 626 €	<a href="https://www.etn-athor.eu/">https://www.etn-athor.eu/</a>
UNILIM	811232 Advanced Technologies for future European Satellite Applications TESLA H2020-MSCA-ITN-2018	30/05/2018 31/08/2022	BEN	528 004,08€	<a href="https://tesla-itn.hw.ac.uk/">https://tesla-itn.hw.ac.uk/</a>
UNILIM	861088 Exploiting metal microbe applications to expand the circular economy M2EX H2020-MSCA-ITN-2019	01/07/2020 31/08/2024	BEN	788 626,8€	<a href="https://m2ex-ejd.eu/">https://m2ex-ejd.eu/</a>
UNILIM	ATOM-LIGHT Crystals in Photonic Crystals CRYST^3 FETOPEN-01-2018-2020	01/09/2020 31/08/2024	BEN	773 366 €	<a href="https://www.cryst3.com/">https://www.cryst3.com/</a>
UNILIM	101057655 Integrating AI in Stroke Neurorehabilitation AISN Application HORIZON-HLTH-2021- DISEASE-04-04	30/06/2022 31/08/2026	BEN	200 665 €	<a href="https://ebrains.eu/projects/aisn/">https://ebrains.eu/projects/aisn/</a>
UR	2020-1-FR01-KA226-HE- 095410 Ling@num ERASMUS+ - KA 226 – Partnership for digital education - 2020	01/05/2021 au 30/04/2023	COO	250951.00 €	<a href="https://www.linguanum.eu/">https://www.linguanum.eu/</a>
UR	20210529-0025021 Projet de formation Licence 3 professionnelle Mention : Maintenance et Technologie : Organisation et Maintenance – Parcours Maintenance et exploitation des	01/09/2020 au 30/09/2023	COO	94434.00€	



	installations de Production et de Traitement d'Eau – Océan Indien » INTERREG V Océan Indien – Volet Transfrontalier				
UR	2019-1-2063/001-001 FESTII « Formation et Enseignement Supérieur pour la Transition énergétique dans les territoires Insulaires et en Indianocéanie » ERASMUS+ KA2 – Capacity Building for Higher Education - 2019	15/01/2020 au 14/01/2023	BEN	69588,00€	<a href="https://www.festii.org/">https://www.festii.org/</a>
UR	2019-1-BE01-KA201-050429 « « Communauté d'apprentissage de l'informatique » ERASMUS+ KA2 – Strategic partnership for education - 2019	01/09/2019 au 31/08/2022	BEN	58484,00€	<a href="https://www.researchgate.net/publication/360306767_Communaute_d'Apprentissage_de_l'Informatique">https://www.researchgate.net/publication/360306767_Communaute_d'Apprentissage_de_l'Informatique</a>
UR	598699-EPP-1-2018-1-BE-EPPKA2-CBHE-SP PERFORM Professionalization of Teaching and Capacity Building of Trainers in Madagascar ERASMUS+ KA2 – Capacity Building for Higher Education - 2018	15/01/2019 au 14/04/2023	BEN	28764,00€	<a href="http://www.perform.mg/">http://www.perform.mg/</a>
ULIEGE	101049277 - Erasmus-Edu-2021-pex-emjm-mob EMMIE Erasmus Mundus Master in Impact Entrepreneurship ERASMUS+ KA2 – Erasmus Mundus Joint Master - 2021	01/02/2022  31/01/2028	COO	3.850.800 €	<a href="http://www.emmie-master.eu">www.emmie-master.eu</a>
ULIEGE	610523-EPP-1-2019-1-BE-EPPKA1-JMD-MOB	1/09/2019	COO	4.296.000 €	<a href="http://www.emship.eu/">http://www.emship.eu/</a>



EU Grants expenditure form (ERASMUS+ CBHE and LEU Type II) 2020 - 2023

	Advanced Design of Ships and Offshore structures -EMSHIP+	1/09/2024			
	ERASMUS+ KA1 – Erasmus Mundus Joint Master - 2019				
ULIEGE	619487-EPP-1-2020-1-BE-EPPKA2-CBHE-JP	15/01/2021 14/01/2024	COO	636.939 €	<a href="https://www.hugo.uliege.be/cms/c_6892470/en/hugo-childrn">https://www.hugo.uliege.be/cms/c_6892470/en/hugo-childrn</a>
	CHILDRN - Climate change dplomacy, LeaDership and resilience				
	ERASMUS+ KA2 – Capacity Building for Higher Education - 2020				
ULIEGE	101004042	01/10/2020 30/09/2023	BEN	659.916 €	<a href="http://www.unic.eu">www.unic.eu</a>
	UNIC The European University of Post-Industrial Cities				
	ERASMUS+ KA2 – Knowledge alliance – European Universities				
ULIEGE	573764-EPP-1-2016-1-FR-EPPKA2-CBHE-JP	15/10/2016 14/10/2019	BEN	136.116 €	<a href="http://madeehi.univ-antananarivo.mg">http://madeehi.univ-antananarivo.mg</a>
	« MADEEHI – coopération et innovation pédagogique : eau-énergie-habitat à Madagascar »				
	ERASMUS+ KA2 – Capacity Building for Higher Education - 2016				
UVAB	2019-1-RO01-KA203-06387	2019-2022	BEN	71 031 €	<a href="https://multitraces.ub.ro/index.php">https://multitraces.ub.ro/index.php</a>
	<u>MUTITRACES</u> Multidisciplinary training in circular economy and smart valorisation of the rural area for new business models				
	ERASMUS+ KA2 – Strategic Partnership for Higher Education - 2019				
UVAB	2018-1-ES01-KA204-050430	2018-2021	BEN	15 438 €	<a href="https://www.ub.ro/cercetare/proiecte/proiecte-internationale">https://www.ub.ro/cercetare/proiecte/proiecte-internationale</a>
	<u>LABOTRANS - Educational Potential of the</u>				





	<u>Gamification Transmedia Learning in the Promotion of Soft Skills for the Labor Market Incorporation of Disabled People with University Degree</u>  ERASMUS+ KA2 – Strategic partnership for adult education - 2018				
UVAB	2020-1-ES01-KA202-082790  <u>ARVET Digital guidance through beacons and augmented reality for the inclusion of students with disabilities in Vocational Training practices</u>  ERASMUS+ KA2 – School education strategic partnership - 2020	2020 – 2023	BEN	32 997 €	<a href="https://sites.google.com/view/arvetproject/home/rom%C3%A2nC4%83?authuser=0">https://sites.google.com/view/arvetproject/home/rom%C3%A2nC4%83?authuser=0</a>
UVAB	2020-1-HU01-KA227-ADU-094052  <u>ME-ED Development of creativity skills by game based learning methods in adult education</u>  ERASMUS+, KA2 - Partnerships for Creativity - 2020	2020 - 2022	BEN	33 138 €	<a href="https://www.ub.ro/cercetare/proiecte/proiecte-internationale">https://www.ub.ro/cercetare/proiecte/proiecte-internationale</a>
UVAB	2020-3-RO01-KA205-095067  gamED: Gamification for developing essential competencies in youth work  ERASMUS+ KA2 – Partnership for creativity	2021 - 2023	BEN	20 526 €	<a href="https://www.raa.ro/gamed-gamification-for-developing-essential-competencies-in-youth-work/">https://www.raa.ro/gamed-gamification-for-developing-essential-competencies-in-youth-work/</a>
IST T	573764-EPP-12016-1-FR-EPPKA2-CBHE-JP (2016 – 3682 / 001-001)  « MADEEHI – coopération et innovation pédagogique : eau-énergie-habitat à Madagascar »  ERASMUS+ KA2 – Capacity Building for Higher Education - 2016	15/10/2016 14/10/2019	BEN	210.537,00 €	<a href="http://madeehi.univ-antananarivo.mg">http://madeehi.univ-antananarivo.mg</a>



IST D	2019-1-2063/001-001 FESTII « Formation et Enseignement Supérieur pour la Transition énergétique dans les territoires Insulaires et en Indianocéanie » ERASMUS+ KA2 – Capacity Building for Higher Education - 2019	15/01/2020 14/01/2023	BEN	113.375€	<a href="https://www.festii.org/">https://www.festii.org/</a>
UA	573764-EPP-1-2016-1-FR-EPPKA2-CBHE-JP MADEEHI - coopération et innovation pédagogique : eau-énergie-habitat à Madagascar. ERASMUS+ KA2 – Capacity Building for Higher Education - 2016	15/10/2016 14/10/2019	BEN	264 000	<a href="http://madeehi.univ-antananarivo.mg">http://madeehi.univ-antananarivo.mg</a>
UA	598699-EPP-1-2018-1-BE-EPPKA2-CBHE-SP PERFORM Professionalization of Teaching and Capacity Building of Trainers in Madagascar ERASMUS+ KA2 – Capacity Building for Higher Education - 2018	15/01/2019- 14/04/2023	BEN	764.000	<a href="http://www.perform.mg/">http://www.perform.mg/</a>
UNA	598699-EPP-1-2018-1-BE-EPPKA2-CBHE-SP PERFORM Professionalization of Teaching and Capacity Building of Trainers in Madagascar ERASMUS+ KA2 – Capacity Building for Higher Education - 2018	15/01/2019 au 14/04/2023	BEN	157 989€	<a href="https://www.perform.mg/">https://www.perform.mg/</a>
UNA	101083134 - ERASMUS-EDU-2022-CBHE HayKa 2.0 « Renforcer la recherche doctorale malgache pour l'employabilité et un futur durable »	01/01/2023 31/12/2015	BEN	62 469€	



	ERASMUS+ KA2 – Capacity Building for Higher Education - 2022				
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HISTORY OF CHANGES		
VERSION	PUBLICATION DATE	CHANGE
1.0	05.09.2023	Initial version (new MFF).
2.0	20.11.2023	Consolidation, formatting and layout changes. Tags added.



**Proposal Info**

Proposal ID	Call for Proposal	Topic	Type of Action
SEP-210912081	ERASMUS-EDU-2023-CBHE	ERASMUS-EDU-2023-CBHE-STRAND-2	ERASMUS-LS

**Objectives**

- ☒ Improve the quality of higher education in third countries not associated to the Erasmus+ programme and enhance its relevance for the labour market and society
- ☒ Improve the level of competences, skills and employability potential of students in HEIs in the third countries not associated to the Erasmus+ programme by developing new and innovative education programmes
- ☒ Promote inclusive education, equality, equity, non-discrimination and the promotion of civic-competences in higher education in the third countries not associated to the Erasmus+ programme
- ☒ Enhance the teaching, assessment mechanisms for HEI staff and students, quality assurance, management, governance, inclusion, innovation, knowledge base, digital and entrepreneurial capacities, as well the internationalisation of HEIs in the third countries not associated to the Erasmus+ programme
- ☐ Increase the capacities of HEI, bodies in charge of higher education and competent authorities of third countries not associated to the Erasmus+ programme to modernise their higher education systems, particularly in terms of governance and financing, by supporting the definition, implementation and monitoring of reform processes
- ☒ Improve the training of teachers and continuous professional development in order to impact the longer term quality of the education system in the third countries not associated to the Erasmus+ programme
- ☒ Stimulate cooperation of institutions, capacity building and exchange of good practice
- ☒ Foster cooperation across different regions of the world through joint initiatives

**Regional priority areas**

Region 9 - Sub-Saharan Africa

Green deal

**Regions involved in the project****Define the type of the project :**

- ☒ National project
- ☐ Multi-country project

**Project implementation**

Number of higher education institutions (universities) located in remote regions/area 5

Number of newcomer/less experienced coordinating higher education institutions (universities) to the CBHE action

not yet involved in CBHE projects 0

Coordinating HEI - involved in 1 to 3 CBHE projects 0

Coordinating HEI - involved in 4 or more CBHE projects 0

Number of newcomer/less experienced partner higher education institutions (universities) to the CBHE action

not yet involved in CBHE projects 1

Partner HEI - involved in 1 to 3 CBHE projects 3

Partner HEI - involved in 4 or more CBHE projects 0

**People with fewer opportunities**

Is your project addressing people with fewer opportunities?


- ☒ Yes
- ☐ No

- ☒ People with disabilities
- ☒ People with health problems
- ☒ People suffering from social and economic barriers
- ☒ People suffering from discrimination because of gender, age, ethnicity, culture, religion, beliefs, sexual orientation
- ☒ People facing geographical barriers
- ☐ Refugees, migrants and internally displaced people

Number of students/staff/other target groups with fewer opportunities to be involved in the project 15

Target groups from the third country(ies) not associated to the Erasmus+ programme involved in the project

Number of students following the courses/study programmes (at Bachelor, Master, PhD level) 35

Number of students to be trained/involved in the mobility (studying) 0  Associated with document Ref. Ares(2023)8400147 - 07/12/2023

Number of students/staff females to be involved in the project 40

Number of students/staff with practical placements 35

Number of academic staff to be trained 40

Number of university administrative staff to be trained 10

Number of staff from Ministries and other public authorities to be trained 0

Number of people to be trained that are not enrolled in HEIs 0

#### Higher Education Institutions (HEI) - Cooperation agreement(s)

Is the project going to establish any cooperation agreement(s) with relevant stakeholders?

☒ Yes

☐ No

☐ HEIs not involved in the project

☒ Associations, civil society organisations and NGOs

☐ Public organisations

☐ Local authorities in the third countries not associated to the Erasmus+ programme

☒ Private sector

☐ Social enterprises

☐ Research institutions

☐ Others

#### Higher Education Institutions (HEI) - Courses/Study programmes/Placements/Structures

Number of new courses 2

Number of new study programmes 5

☒ New joint study programmes

☐ New interdisciplinary study programmes

Number of updated courses 0

Number of updated study programmes 0

☐ Updated joint study programmes

☐ Updated interdisciplinary study programmes

Number of study programmes with practical placements 5

Number of new or modernised structures/units/centres/hubs to be created 1

Number of new or modernised labs 5

#### Impact at the Higher Education sector

Does the proposal intend to impact the Higher Education (HE) sector in the participating third countries not associated to the Erasmus+ programme?

☒ Yes

☐ No

☐ New national policies or legislative framework in HE

☐ New regional policies or legislative framework in HE

☐ Contribution to the creation of a regional HE area (facilitate national and cross-border recognition, support mobility of teachers, learners and workers)

☐ Include the active participation of students in governance and reform of the HE system

☐ Strengthen the links between education, research and innovation

☒ Contribute to the reform of higher education policies that respond to societal and labour market needs

☒ Develop schemes that facilitate the employability of graduates

#### Other sources of funding

Does the proposal complement other local/national/international sources of funding?

☐ Yes

☒ No

ANNEX 2

ESTIMATED BUDGET (LUMP SUM BREAKDOWN) FOR THE ACTION

Forms of funding	Estimated EU contribution										Maximum grant amount <sup>1</sup>  j = a + b + c + d + e + f + g + h + i
	Estimated eligible lump sum contributions (per work package)										
	WP1 Project management	WP2 Inventory and needs analysis	WP3 Initial curricula development	WP4 Continuous training for employees	WP5 Development of digital tools for distance learning	WP6 Development of experimental platforms	WP7 Trial Training Year	WP8 Quality control and sustainability	WP9 Dissemination and communication		
	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution		
	a	b	c	d	e	f	g	h	i		
1 - UNILIM	112 262.00	995.40	4 978.70	4 978.70	7 521.30	2 489.40	3 484.70	1 992.50	3 180.50	141 883.20	
2 - UR	19 772.00	949.50	13 768.20	4 747.50	33 677.10	2 374.20	3 323.70	949.50	2 091.60	81 653.30	
3 - ULIEGE	23 824.70	991.80	4 959.90	4 959.90	4 959.90	14 554.80	3 471.30	991.80	2 176.30	60 890.30	
4 - UVA B	20 598.30	236.70	1 184.40	1 184.40	1 184.40	592.20	828.90	4 481.10	666.00	30 956.40	
5 - IST D	19 826.10	564.30	5 914.80	2 225.70	26 919.90	22 769.10	2 546.10	327.60	870.30	81 963.90	
6 - IST T	14 657.60	131.40	2 650.50	1 830.60	33 958.80	10 860.30	2 577.60	2 267.10	870.30	69 784.20	
7 - IST A	18 528.30	131.40	4 388.40	5 196.60	28 383.30	17 678.70	2 577.60	327.60	870.30	78 082.20	
8 - UA	15 023.80	131.40	6 246.90	1 007.10	49 077.90	20 567.70	3 401.10	327.60	1 497.60	97 280.10	
9 - UNA	19 529.10	131.40	5 886.00	2 442.60	19 466.10	30 197.70	2 577.60	327.60	581.40	81 139.50	
10 - RANEAU	15 547.50	6 111.00	126.90	719.10	126.90	0.00	63.90	317.70	8 829.90	31 842.90	
11 - FOREM											
12 - OIEAU											
13 - AUF											
14 - JIRAMA											
Σ consortium	279 548.40	10 374.30	50 104.70	29 292.20	205 275.60	122 084.10	24 852.50	12 310.10	21 634.10	755 476.00	

<sup>1</sup> The 'maximum grant amount' is the maximum grant amount fixed in the grant agreement (on the basis of the sum of the beneficiaries' lump sum shares for the work packages).



## **ANNEX 3**

### **ACCESSION FORM FOR BENEFICIARIES**

**UNIVERSITE DE LA REUNION (UR)**, PIC 999557453, established in AVENUE RENE CASSIN  
15, SAINT DENIS DE LA REUNION CEDEX 9 97715, France,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101128514 — DEFI EAU** ('the Agreement')

**between UNIVERSITE DE LIMOGES (UNILIM) and the European Education and Culture Executive Agency (EACEA)** ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

**SIGNATURE**

**For the beneficiary**

Dominique Morau with ECAS id n00ei6sk signed in the Participant Portal on 22/12/2023 at 06:34:35 (transaction id SigId-71048-vlnjha5XUsZC2Wdx1fhINywkjtuGDGzsHsGn1rRAkTFSgRPa5wRQyzs3FaQa2zMmW9YxzpUoZMCfHFji4ooaGzN-jpjZscgsw0KYWRs5PzY7Kd-H1dLzGeb7ncW4SOk8m1Ssno9ZFLKQ5gvi25v4IdpaYtzSzflogBnYoze7UxHV2X7OUFFB2220vNtLF1AkCzIuET). Timestamp by third party at 2023.12.22 06:34:41 CET

**ANNEX 3**

**ACCESSION FORM FOR BENEFICIARIES**

**UNIVERSITE DE LIEGE (ULIEGE)**, PIC 999976105, established in PLACE DU 20 AOUT 7, LIEGE 4000, Belgium,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101128514 — DEFIEAU** ('the Agreement')

**between** UNIVERSITE DE LIMOGES (UNILIM) **and** the **European Education and Culture Executive Agency (EACEA)** ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

**SIGNATURE**

**For the beneficiary**

Oriana Bertucci with ECAS id n007s27p signed in the Participant Portal on 20/12/2023 at 15:13:24 (transaction id SigId-42843-zygfiC8NHyt05mEKqjluYZZukZLwqD0LmwVUr7TBQzMBvFieA5soi70C5HZmUIRuzxrnP0zawNy6xfc6vC00Xm-jpJZscgsw0KYWRs5PzY7Kd-w5ccUQxfvDXPqmBTb8yHfm4wdtn1zIjqnV0BUk8TFvzNSR35n1zjpb4d2Fjex6FgCTzXRh8yHxRWF6RXAH5INtC). Timestamp by third party at 2023.12.20 15:13:29 CET

## **ANNEX 3**

### **ACCESSION FORM FOR BENEFICIARIES**

**UNIVERSITATEA VASILE ALECSANDRI DIN BACAU (UVAB)**, PIC 986185906, established in CALEA MARASESTI 157, BACAU 600115, Romania,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101128514 — DEFI EAU** ('the Agreement')

**between UNIVERSITE DE LIMOGES (UNILIM) and the European Education and Culture Executive Agency (EACEA)** ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

**SIGNATURE**

**For the beneficiary**

Carol Schnakovszky with ECAS id n00453en signed in the Participant Portal on 21/12/2023 at 11:24:40 (transaction id SigId-57820-ch8Ey6D7bqLH1M4PYLUQGk8UzM2wavnuEvvMAwWzUTyzcKvsu5FMpsS24w6T1GX85qwdMzzo76cjyHXpqscRsvB-jplZscgsw0KYWRs5PzY7Kd-ETbYIGRWDF2ABi3lr0Q1kzgjbyvVdJoDgMhHm9Rp5tKMjksmf8BITQNrNzfu3amztzzzoqlOFIjowjrYVMkkGLzi). Timestamp by third party at 2023.12.21 11:24:46 CET



**ANNEX 3**

**ACCESSION FORM FOR BENEFICIARIES**

**INSTITUT SUPERIEUR DE TECHNOLOGIE DANTSIRANANA (IST D)**, PIC 903583325,  
established in BD DU GENERAL BAYER, ANTSIRANANA 201, Madagascar,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101128514 — DEFI EAU** ('the Agreement')

**between** UNIVERSITE DE LIMOGES (UNILIM) **and the European Education and Culture Executive Agency (EACEA)** ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

**SIGNATURE**

**For the beneficiary**

Briand Tsimitamby with ECAS id n00dqs9I signed in the Participant Portal on 21/12/2023 at 06:37:16 (transaction id SigId-51543-LxoSG RA28pt2OA7GqLtCI6M8dQc7VOaw8ZL6ZbbA2bzh36g36t5zPoCox3 UtcCeYpghFc1IZdq4J7y0oYdPNbj-jpJZscgsw0KYWRs5PzY7Kd-bbJNs y5JA89LzXSFKH1JKjXmNhtoNR3VIFeJGS00aMLzv6NW7oUYwDpPjFE a7pY8zLpsIzzgaPPjFzPEzk1BQcUe). Timestamp by third party at 2023.12.21 06:37:24 CET

## **ANNEX 3**

### **ACCESSION FORM FOR BENEFICIARIES**

**INSTITUT SUPERIEUR DE TECHNOLOGIE D'ANTANANARIVO (IST T)**, PIC 917442103,  
established in ROUTE DE TOAMASINA RN2 IADIAMBOLA AMPASAPITO, ANTANARIVO  
101, Madagascar,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101128514 — DEFI EAU** ('the Agreement')

**between** UNIVERSITE DE LIMOGES (UNILIM) **and the European Education and Culture Executive Agency (EACEA)** ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

**SIGNATURE**

**For the beneficiary**

Luc RAKOTONDRAJAONA with ECAS id n00drruz signed in the Participant Portal on 21/12/2023 at 07:17:33 (transaction id SigId-51635-RTA1ViE16kCOL9St6iOh5VBcpKv70SIGhBszQi4IL7sNclv4vaWdM-A1zINtX9NS5Sk7RPIFIT5H3AzjA2VtjFY0-jpjZscgsw0KYWRs5PzY7Kd-M-Nal27KFGemTnIqylBvrlJlIx4klKYYL8MA3gzuVVvfzMjRzRSriDBmWnkyCOT2ZzWpiK4CatZNMWFXkM5dY6Or). Timestamp by third party at 2023.12.21 07:17:38 CET

## **ANNEX 3**

### **ACCESSION FORM FOR BENEFICIARIES**

**INSTITUT SUPERIEUR DE TECHNOLOGIE AMBOSITRA (IST A)**, PIC 884681808,  
established in EX BATIMENT HODIMA, ANKOROMBE, AMBOSITRA 306, Madagascar,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101128514 — DEFI EAU** ('the Agreement')

**between UNIVERSITE DE LIMOGES (UNILIM) and the European Education and Culture Executive Agency (EACEA)** ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

**SIGNATURE**

**For the beneficiary**

Hacynicolas Finoana Arizo RANDRIAMANDRATONDRAKOTONIRINA  
with ECAS id n00dpn99 signed in the Participant Portal on 21/12/2023  
at 13:19:42 (transaction id SigId-61178-9LQDQON19baZD6zNBxsoTzq  
ULSxAh0eLEabTTgnyeS9ShzKT5s3FE6IjuEXWg1qkIOadMDHtv3WRrxU  
zUTeVeBi-jpJZscgsw0KYWRs5PzY7Kd-S8Yl8xnEx1UI6HttcZ1jFvve8LzU7  
KsLP9GULxSbwSyrgoeUzIzY8Y6ozNhkayzqiruOWa4MHf9vLHbHxiwqL  
rh). Timestamp by third party at  
2023.12.21 13:19:46 CET



## **ANNEX 3**

### **ACCESSION FORM FOR BENEFICIARIES**

**UNIVERSITY OF ANTANANARIVO (UA)**, PIC 994144077, established in PO BOX 906  
CAMPUS D ANKATSO, ANTANANARIVO 101, Madagascar,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101128514 — DEFI EAU** ('the Agreement')

**between** UNIVERSITE DE LIMOGES (UNILIM) **and the European Education and Culture Executive Agency (EACEA)** ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

**SIGNATURE**

**For the beneficiary**

Mamy Raoul Ravelomanana with ECAS id n00b5e6m signed in the Participant Portal on 21/12/2023 at 15:09:53 (transaction id SigId-64226-EfdNZVWZcnzKNALURFzUe7EdkRrJgcZV7JCSdNbBL6DVztAw65M1o9gzXSHUxnJAMrqeMRERRtJutyKne3uH3xw-jpJZscgsw0KYWRs5PzY7Kd-C69GDNInsQxDWUbugYnJIA0GftXVfzOzNH7M3WaVjpCWcqoa6sC4EojRk2F9zIzehOxemwSATXvaEWzKRmzzGiG). Timestamp by third party at 2023.12.21 15:09:59 CET

## **ANNEX 3**

### **ACCESSION FORM FOR BENEFICIARIES**

**UNIVERSITE D'ANTSIRANANA (UNA)**, PIC 924424648, established in LAZARET SUD, ANTANANARIVO 201, Madagascar,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101128514 — DEF I EAU** ('the Agreement')

**between UNIVERSITE DE LIMOGES (UNILIM) and the European Education and Culture Executive Agency (EACEA)** ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

**SIGNATURE**

**For the beneficiary**

Briant KALL with ECAS id n00bk4je signed in the Participant Portal on 05/01/2024 at 05:47:28 (transaction id SigId-5379-skrBPx9nMUR5zNI01zwEvq5mNVdMcoFujYazf6He9qu6fdbN4pJYla8BzhcgtY8lsAsM1dufhjDT0QgqIkdw47G-yntOf97TTHqYZ7CQKBjzpB-jZpBYGAKjBziwIIdewZqWiBDmI1njzUvLri5v5bUhjgGthsVY56GvbjSzitcDbTR2tIajhP60s6bXS9IEfh24y). Timestamp by third party at 2024.01.05 05:47:34 CET

## **ANNEX 3**

### **ACCESSION FORM FOR BENEFICIARIES**

**ONG RAN EAU (RANEAU)**, PIC 884188563, established in RUE FERNAND KASANGA LOT IIR 56 TER TSARAFARITRA TSIMBAZAZA, ANTANANARIVO 101, Madagascar,

**hereby agrees**

**to become beneficiary**

**in Agreement No 101128514 — DEFI EAU** ('the Agreement')

**between UNIVERSITE DE LIMOGES (UNILIM) and the European Education and Culture Executive Agency (EACEA)** ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

**and mandates**

**the coordinator** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

**SIGNATURE**

**For the beneficiary**

Michèle Solange Andriambahiny with ECAS id n00dqt2x signed in the Participant Portal on 21/12/2023 at 13:06:48 (transaction id SigId-60903-EBzjqVAn4AJrmp1gFulTOTxXcXouCpKkoePnXBfMzjdpa1009rZPczXv2hwiTfhtBxKzsw0sAQgzjAhirXxGoJ-jpJZscgsw0KYWRs5PzY7Kd-rzRVn5zHcvSwqagMqZDjoiQzy8UIHsx0hojxlwvzinlDf5C9SU2xPe23IqrtgAG3zcGq5LTDax41CWc4jPYWzQhG). Timestamp by third party at 2023.12.21 13:06:54 CET



## FINANCIAL STATEMENT FOR THE ACTION FOR REPORTING PERIOD [NUMBER]

EU contribution												
Eligible lump sum contributions (per work package)												
	WP1 [name]	WP2 [name]	WP3 [name]	WP4 [name]	WP5 [name]	WP6 [name]	WP7 [name]	WP8 [name]	WP9 [name]	WP10 [name]	WP [XX]	Requested EU contribution
Forms of funding	Lump sum contribution / Financing not linked to costs	Lump sum contribution / Financing not linked to costs	Lump sum contribution / Financing not linked to costs	Lump sum contribution / Financing not linked to costs	Lump sum contribution / Financing not linked to costs	Lump sum contribution / Financing not linked to costs	Lump sum contribution / Financing not linked to costs	Lump sum contribution / Financing not linked to costs	Lump sum contribution / Financing not linked to costs	Lump sum contribution / Financing not linked to costs	Lump sum contribution / Financing not linked to costs	
Status of completion	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	PARTIALLY COMPLETED	PARTIALLY COMPLETED	COMPLETED	NOT COMPLETED	
	a	b	c	d	e	f	g	h	i	j	k	l = a + b + c + d + e + f + g + h + i + j + k
1 – [short name beneficiary]												
1.1 – [short name affiliated entity]												
2 – [short name beneficiary]												
2.1 – [short name affiliated entity]												
X – [short name associated partner]												
Total consortium												

The consortium hereby confirms that:

The information provided is complete, reliable and true.

The lump sum contributions declared are eligible (in particular, the work packages have been completed and the work has been properly implemented and/or the results were achieved; see Article 6).

The proper implementation of the action/achievement of the results can be substantiated by adequate records and supporting documentation that will be produced upon request or in the context of checks, reviews, audits and investigations (see Articles 19, 21 and 25).

## **ANNEX 5**

### **SPECIFIC RULES**

#### **INTELLECTUAL PROPERTY RIGHTS (IPR) — BACKGROUND AND RESULTS — ACCESS RIGHTS AND RIGHTS OF USE (— ARTICLE 16)**

##### **Rights of use of the granting authority on results for information, communication, publicity and dissemination purposes**

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

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

The beneficiaries must ensure these rights of use for the whole duration they are protected by industrial or intellectual property rights.

If results are subject to moral rights or third party rights (including intellectual property rights or rights of natural persons on their image and voice), the beneficiaries must ensure that they

comply with their obligations under this Agreement (in particular, by obtaining the necessary licences and authorisations from the rights holders concerned).

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

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

Such access rights are limited to non-commercial and non-competitive use.

The access rights also extend to national authorities of EU Member States or associated countries, for developing, implementing and monitoring their policies or programmes in this area. In this case, access is subject to a bilateral agreement to define specific conditions ensuring that:

- the access will be used only for the intended purpose and
- appropriate confidentiality obligations are in place.

Moreover, the requesting national authority or EU institution, body, office or agency (including the granting authority) must inform all other national authorities of such a request.

#### **Access rights for third parties to ensure continuity and interoperability**

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

### **COMMUNICATION, DISSEMINATION AND VISIBILITY (— ARTICLE 17)**

#### **Additional communication and dissemination activities**

The beneficiaries must engage in the following additional communication and dissemination activities:

- **present the project** (including project summary, coordinator contact details, list of participants, European flag and funding statement and project results) on the beneficiaries' **websites or social media accounts**
- for actions involving public **events**, display signs and posters mentioning the action and the European flag and funding statement
- upload the public **project results** to the Erasmus+ Project Results platform, available through the Funding & Tenders Portal.

### **SPECIFIC RULES FOR CARRYING OUT THE ACTION (— ARTICLE 18)**

#### **EU restrictive measures**

The beneficiaries must ensure that the EU grant does not benefit any affiliated entities, associated partners, subcontractors or recipients of financial support to third parties that are



subject to restrictive measures adopted under Article 29 of the Treaty on the European Union or Article 215 of the Treaty on the Functioning of the EU (TFEU).



Digitally sealed by the European Commission  
Date: 2023.12.07 20:00:49 CET

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