



SMACITE

Boosting the technical
and non-technical skills
and competences
of smart cities technicians
and engineers

**WP1: Project management and
coordination**

D1.1: Project management handbook

V1.0



Co-funded by the
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DELIVERABLE FACTSHEET

Project Number:	101052513
Project Acronym:	SMACITE
Project Title:	Boosting the technical and non-technical skills and competences of smart cities technicians and engineers
Work Package:	WP1: Project management and coordination
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Version	Name	Partner	Date	Comments
0.1	Maria Rigou Vasileios Gkamas	UPATRAS	15/06/2022	Structure of the deliverable
0.2	Maria Rigou Vasileios Gkamas	UPATRAS	30/06/2022	1 st draft for comments by partners
0.3	Maria Rigou Vasileios Gkamas	UPATRAS	29/07/2022	1 st version
1.0	Maria Rigou Vasileios Gkamas	UPATRAS	24/09/2022	Final version

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PROJECT SUMMARY

The project aims to address the skills gap of Smart Cities technicians and engineers, by designing and testing a vocational education and training program that is based on a novel and multi-disciplinary curriculum combining digital skills on Smart Cities enabling technologies, with soft, entrepreneurship and green skills.

The expected project outputs are:

- A Smart Cities competences map and ESCO-compliant Smart Cities job profiles.
- A Smart Cities curriculum combining both technical and non-technical skills and competences and promoting personalized learning pathways.
- Learning resources for Smart Cities enabling technologies and for building the soft, entrepreneurship and green skills of Smart Cities technicians and Engineers.
- A diagnostic tool to identify personalized learning pathways.
- A MOOC for Smart Cities enabling technologies.
- Virtual Worlds for building the soft, green and entrepreneurship skills of Smart Cities technicians and engineers.

The main project beneficiaries are Smart Cities technician and engineers either from the public sector (i.e., municipalities) or enterprises providing Smart Cities solutions, as well as HEI and VET students interested in Smart Cities.

The curriculum will be tested through 4 national pilots in Greece, Bulgaria, Spain and Italy with at least 160 trainees. The certification of the skills and competences will follow a two-fold approach: (a) using micro-credentials to recognize the knowledge and skills gained through the successful completion of each online training module at the MOOC and Virtual Worlds and (b) designing the “Smart Cities Specialization Certification” that will be awarded to those passing online certifications exams with e-proctoring after the completion of the training modules.

The project will create an ecosystem for the co-design and co-development of an innovative curriculum and technology-enhanced learning tools for the upskilling/reskilling of Smart Cities technicians and engineers.

1 Introduction

This deliverable consists of a comprehensive handbook guiding the consortium partners through project implementation. The handbook will clearly document and communicate to all partners:

- the project workplan and schedule
- the project deliverables and milestones
- the management bodies and roles in the project
- the responsibilities of each partner and the allocation of roles between partners
- the financial management rules
- the planned project meeting and the collaboration tools
- the decision-making process
- the EC visibility requirements
- the project budget

The SMACITE consortium consists of 12 partners from Greece, Bulgaria, Italy, Spain and Belgium:

- P1. University of Patras (UPATRAS)
- P2. University of West Attica (UNIWA)
- P3. Universidad de Alcalá (UAH)
- P4. Olympic Training and Consulting Ltd. (OTC)
- P5. European Software Institute - Center Eastern Europe (ESI CEE)
- P6. Apro Formazione S.c.a r.l. (APRO)
- P7. Politeknika Ikastegia Txorierri (TXORRIERI)
- P8. European Digital SME Alliance (DIGITAL SME)
- P9. Bulgarian Association of Software Companies (BASSCOM)
- P10. Association of Applied Knowledge and Technology Industries (GAIA)
- P11. Comunidad Autonoma de Madrid (CADM)
- P12. Universal Certification Solutions (UNICERT)

Below is outlined the project factsheet:

- **Project Number:** 101052513
- **Duration:** 1 June 2022 – 31 May 2025
- **Coordinator:** University of Patras, Greece
- **Consortium:** 12 partners from 5 EU countries (GR, BG, ES, IT, BE)
- **Project budget:** €1.675.545
- **Max EC contribution:** €1.340.436
- **Funding model:** lump sum (80% EU co-financing)

2 Project workplan and schedule

The workplan of the project is divided into 7 WPs that are depicted at the following table.

Work Packages	Leader	Duration
WP1: Project Management and Coordination.	UPATRAS	M1-M36
WP2: Smart Cities competences map and curriculum.	UAH	M1-M32
WP3: Learning resources for the upskilling/reskilling of Smart Cities technicians and engineers	UPATRAS	M1-M32
WP4: MOOC and Virtual Worlds for the upskilling/reskilling of Smart Cities technicians and Engineers	ESI CEE	M2-M32
WP5: Pilots and Testing.	APRO	M13-M30
WP6: Quality Assurance, Risk Management, and Project Evaluation.	OTC	M1-M36
WP7: Impact, Dissemination and Exploitation	GAIA	M1-M36

Table 1: Project workplan

WP1 concerning project management and coordination, WP6 concerning quality assurance, risk management and project evaluation and WP7 concerning impact, dissemination and exploitation are horizontal work packages that will run during the entire lifecycle of the project.

The project technical developments will be done under 3 WPs:

- WP2 that will develop the Smart Cities competences map and emerging job profiles, as well as the SMACITE curriculum and the training and certification framework of the VET program.
- WP3 that will develop the learning resources for the upskilling/reskilling of Smart Cities technicians and engineers, i.e., learning resources for Smart Cities enabling technologies, and for building soft, entrepreneurship and green skills.
- WP4 that will develop a diagnostic tool for identifying personalized learning pathways through the curriculum (and where applicable and relevant through external courses of third-party providers), as well as the MOOC and Virtual Worlds for the upskilling/reskilling of Smart Cities technicians and Engineers.

Finally, WP5 will test and evaluate the effectiveness of SMACITE curriculum to identify fine-tuning improvements at the training program towards the production of the final version of the curriculum and learning resources.

The Gantt diagram of the project is provided in Table 2.

Work Packages / Tasks	2022		2023				2024				2025	
	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2
WP1: Project Management and Coordination												
Task 1.1 – Administrative and financial management and reporting												
Task 1.2 – Technical Management												
WP2: Smart Cities competences map and curriculum												
Task 2.1 – Design the Smart Cities competences map and emerging job profiles.												
Task 2.2 – Design the SMACITE curriculum for Smart Cities												
Task 2.3 – Design the learners' training and assessment methodology and educational scenarios												
Task 2.4 – Design the methodology for the certification of the competences of Smart Cities technicians and engineers												
WP3: Learning resources for the upskilling/reskilling of Smart Cities technicians and engineers												
Task 3.1 – Development of learning resources for Smart Cities enabling technologies												
Task 3.2 – Development of learning resources for soft skills												

Task 3.3 – Development of learning resources for entrepreneurship skills												
Task 3.4 – Development of learning resources for green skills												
WP4: MOOC and Virtual Worlds for the upskilling/reskilling of Smart Cities technicians and Engineers												
Task 4.1 – Design, develop and support a diagnostic tool to identify the training needs of Smart Cities technicians and engineers												
Task 4.2 – Design, develop and support the MOOC for the training on Smart Cities enabling technologies												
Task 4.3 – Design, develop and support the Virtual Worlds for the training on soft, entrepreneurship and green skills												
WP5: Pilots and Testing												
Task 5.1 – Design the pilots plan												
Task 5.2 – Selection and preparation of trainers and trainees												
Task 5.3 – Run the National pilots												
WP6: Quality Assurance, Risk Management, and Project Evaluation												
Task 6.1 – Project Quality Assurance												
Task 6.2 – Risk Management												
Task 6.3 – Evaluation of project outputs and impact												

WP7: Impact, Dissemination and Exploitation												
Task 7.1 - Design project dissemination plan												
Task 7.2 - Develop project website and maintain project social media												
Task 7.3 - Develop project promotional material and make publications at conferences												
Task 7.4 - Organize national and European workshops and project final conference												
Task 7.5 - Design project exploitation and sustainability guide												

Table 2: Gantt diagram

3 Project deliverables and milestones

Table 3 depicts the project deliverables. For each deliverable is provided each name, the lead partner, the type of the deliverable and the due date. Considering the continuous reporting EC rule, **all deliverables should be uploaded at the EC Grant Management Services at the due dates mentioned in the application**. In case of any deviation a strong justification should be provided.

Deliverable No	Deliverable Name	Lead Partner	Type	Dissemination Level	Due Date
D1.1	Project management handbook	UPATRAS	R	PU	31 Jul 2022
D1.2	Bi-annual project progress reports	UPATRAS	R	PU	30 November 2022 and every 6 months
D1.3	Bi-annual project financial reports	UPATRAS	R	PU	30 November 2022 and every 6 months
D1.4	Project final report	UPATRAS	R	PU	31 May 2025
D2.1	Smart Cities competences map and emerging job profiles	UAH	R	PU	30 Sep 2022
D2.2	The SMACITE curriculum for Smart Cities	UPATRAS	R	PU	30 November 2022 (1 st version) 31 Jan 2025 (final version)
D2.3	Methodology for learners' training and assessment	UNIWA	R	PU	31 May 2023
D2.4	Methodology for the certification of competences of Smart Cities technicians and engineers	UNICERT	R	PU	30 Nov 2023
D3.1	Learning resources for Smart Cities key enabling technologies	UPATRAS	OTHER	PU	31 Jul 2023 (1 st version) 31 Jan 2025 (final version)

Deliverable No	Deliverable Name	Lead Partner	Type	Dissemination Level	Due Date
D3.2	Learning resources for soft skills development	OTC	OTHER	PU	31 Jul 2023 (1 st version) 31 Jan 2025 (final version)
D3.3	Learning resources for entrepreneurship skills development	UNICERT	OTHER	PU	31 Jul 2023 (1 st version) 31 Jan 2025 (final version)
D3.4	Learning resources for green skills development	APRO	OTHER	PU	31 Jul 2023 (1 st version) 31 Jan 2025 (final version)
D4.1	Diagnostic tool to identify the training needs of Smart Cities technicians and engineers	ESI CEE	OTHER	PU	31 May 2023
D4.2	MOOC for Smart Cities	ESI CEE	OTHER	PU	30 Nov 2023 (1 st version) 31 Jan 2025 (final version)
D4.3	Virtual Worlds for training on soft, entrepreneurship and green skills	UPATRAS	OTHER	PU	31 Jan 2024 (1 st version) 31 Jan 2025 (final version)
D5.1	SMACITE pilots plan	APRO	R	PU	31 Aug 2023
D5.2	Trainer handbook	APRO	R	PU	30 Nov 2023
D5.3	Report on SMACITE pilots	APRO	R	PU	30 Nov 2024
D6.1	Quality Assurance plan	OTC	R	PU	31 Aug 2022
D6.2	Risk register	OTC	R	PU	31 Aug 2022
D6.3	Project evaluation plan	UPATRAS	R	PU	30 Nov 2022 (1 st version) 30 Nov 2023 (final version)
D6.4	Project external evaluation report	UPATRAS	R	PU	30 Nov 2023 (interim version)

Deliverable No	Deliverable Name	Lead Partner	Type	Dissemination Level	Due Date
					31 May 2025 (final version)
D7.1	Dissemination plan	GAIA	R	PU	30 Sep 2022
D7.2	Project website	UPATRAS	DEC	PU	31 Aug 2022
D7.3	Project promotional material	UPATRAS	OTHER	PU	30 Nov 2023 (interim version) 31 May 2025 (final version)
D7.4	National project workshops, European-wide workshops, and final conference	GAIA	R	PU	31 May 2025
D7.5	Exploitation and Sustainability Guide	DIGITAL SME	R	PU	31 May 2025
D7.6	Dissemination reports	GAIA	R	PU	30 Nov 2023 (interim version) 31 May 2025 (final version)
D7.7	Project impact assessment report	UPATRAS	R	PU	30 Nov 2023 (interim version) 31 May 2025 (final version)

Table 3: Project deliverables

Moreover, the list of project milestones is the following:

Milestones	
MS1: Project interim report to EACEA (M19).	MS9: MOOC for Smart Cities training (M18).
MS2: Project final report to EACEA (M38).	MS10: Virtual Worlds for training on soft, entrepreneurship and green skills (M20).
MS3: Emerging Smart Cities ESCO-compliant job profiles (M4).	MS11: National pilots (M30).
MS4: 1 st version of SMACITE curriculum (M6).	MS12: Project final evaluation by external expert (M38).
MS5: Final version of SMACITE curriculum (M32).	MS13: Project website (M3).
MS6: 1st version of curriculum's learning resources (M14).	MS14: Project final conference (M36).
MS7: Final version of curriculum's learning resources (M32).	
MS8: Diagnostic tool to identify personalized training pathways (M12).	

Table 4: Project milestones

4 Management bodies and roles in the project

The project management bodies are two.

- **Project Board (PB).** The PB is the highest body of the project. Each partner allocates a Partner Representative, who represents formally the corresponding partner having one vote in the PB. The PB is chaired by the Project Coordinator. The PB is responsible for the overall policy of the consortium and for decision making, as well as for defining possible modifications/extensions of the Grant Agreement. The PB will monitor the achievement of project milestones, as well as the overall progress of the project.
- **Executive Team (ET).** The Executive Team is coordinated by the Project Coordinator and is responsible for the operational management of the project and the communication with the EACEA Project Officer. It consists of the Project Coordinator, the Technical Manager and the Financial Manager. The decisions of the ET can only be overturned by a concrete alternative decision of the PB. The ET will issue a Project Management Handbook on M2 and will also be responsible for the editing and submission of the project interim and final reports to EACEA.

Furthermore, the following project management roles are defined.

- **Project Coordinator (PC).** The PC chairs the PB, coordinates the ET and has the overall responsibility of the project. The PC will be deputed by the TM who will be responsible to act in case of emergencies and when the PC is absent due to unforeseen situations. The PC with the support of the ET will assure the smooth implementation of the project, the management of the relations with EACEA and the high quality of the project outputs.
- **Technical Manager (TM).** The TM is responsible for the overall management of the project from a technical point of view. He/she will be in close communication with the Work Package leaders to ensure that the project outputs will be produced according to the defined workplan, as well as that they meet the expected quality and needs of the target groups.
- **Financial Manager (FM).** The FM supports the ET and the PB in their work. The FM is responsible for ensuring that the EC financial rules and obligations are fulfilled by the consortium, supporting the consortium on financial-related issues they face during the project, monitoring project expenses (in cooperation with the PC) and preparing the bi-annual project financial reports.
- **Work Package Leader (WPL).** The WPL is responsible for leading the implementation of the work package he/she has assigned. The WPL is supported by Task Leaders. The WPL communicates to the PC and the TM any problems that he/she faces with the implementation of the work package that he/she is leading.
- **Task Leader (TL).** The TL is responsible for coordinating the activities of the task that he/she leads. The TL reports to the WPL (with copy to the TM). The TL cooperates with the partners involved in the tasks to produce the defined deliverables.

Below is depicted the composition of the PB and ET

Project Board

- Maria Rigou, UPATRAS
- Ioannis Voyiatzis, UNIWA
- Luis Fernández Sanz, UAH
- Teresa Papagiannopoulou, OTC
- Pavel Varbanov, ESI CEE
- Stefano Antona, APRO
- Anabel Menica, TXORRIERI
- Justina Bieliauskaite, DIGITAL SME
- Vera Ilieva, BASSCOM
- Cristina Murillo, GAIA
- Raquel Panadero Illera, CADM
- Georgia Griva, UNICERT

Executive Team

- Maria Rigou, Project Coordinator
- Vasileios Gkamas, Technical Manager
- Foteini Roumanou (TBC), Financial Manager

5 Responsibilities of each partner and allocation of roles between partners

The distribution of responsibilities and tasks among the consortium partners is described as follows.

- **UPATRAS** will be the project coordinator and will also lead WP3. Moreover, it will lead a) the curriculum development, b) the development of learning resources for Smart Cities enabling technologies, c) the development of Virtual Worlds for training on soft, entrepreneurship and green skills and d) the project evaluation activities. UPATRAS will also develop and maintain the project website and social media webpages. Finally, it will provide Greek translations of project documents
- **UNIWA** will contribute to curriculum development and will develop the learners' training and assessment methodology and the educational scenarios for the Virtual Worlds training. It will also develop the learning resources for the modules "3D printing", "Blockchain" and "Drones" and pilot the curriculum in Greece in cooperation with P4.
- **UAH** will lead WP2. It will also develop the Smart Cities competences map and emerging job profiles and define the specifications of the diagnostic tool for identifying personalized learning pathways. Moreover, it will pilot the curriculum in Spain in cooperation with P11.
- **OTC** will lead WP6, as well as the project quality assurance and risk management activities. Moreover, it will contribute to curriculum development, it will develop the learning resources for soft skills development and pilot the curriculum in Greece in cooperation with P12.
- **ESI CEE** will lead WP4. Moreover, it will develop the diagnostic tool for identifying personalized learning pathways and the MOOC platform for Smart Cities enabling technologies. Moreover, it will pilot the curriculum in Bulgaria in cooperation with P9.
- **APRO** will lead WP5. Moreover, it will contribute to curriculum development, it will develop the learning resources for green skills development, it will pilot the curriculum in Italy, and it will provide Italian translations of project documents.
- **TXORRIERI** will contribute to curriculum development, will develop the learning resources for the module "Cybersecurity in Smart Cities" and will pilot the curriculum in Spain in cooperation with P10.
- **DIGITAL SME** will develop the project's exploitation and sustainability guide and will also contribute to the SME need analysis and validation of the project approach within the end-user community.
- **BASSCOM** will pilot the curriculum in Bulgaria in cooperation with P5. Moreover, it will provide Bulgarian translations of project documents.
- **GAIA** will lead WP7. Moreover, it will pilot the curriculum in Spain in cooperation with P7 and it will provide Spanish translations of project documents.
- **CADM** will contribute to curriculum development and develop the learning resources for the modules "Smart Cities" and "Cloud Computing". Moreover, it will pilot the curriculum in Spain in cooperation with P3.

- **UNICERT** will contribute to curriculum development, will develop the learning resources for entrepreneurship skills and will also develop the certification framework of the training program.

All partners will perform project management, quality assurance and risk management activities at partner level and will also contribute to the evaluation of the project and its impact. Finally, all partners will contribute to project dissemination using their own channels and tools and organizing project workshops.

Below are provide more details on the role of each partner in the project

P1. UPATRAS

P1 role in the project is summarized as follows:

- Will lead WP1 (including all its tasks) and WP3.
- Under WP2, will lead Task 3.1, thus will be responsible for the curriculum development and will also participate in all other WP2 tasks.
- Under WP3, will lead Task T3.1 and develop the learning resources for the modules “Internet of Things, “Data analytics and visualizations” and “Machine Learning with Big Data”.
- Under WP4, will lead T4.3, thus will be responsible for developing the Virtual Worlds for the training on soft, entrepreneurship and green skills.
- Under WP5, will participate in task T5.3.
- Under WP6 will lead the task T6.3 and will participate in the other WP6 tasks.
- Under WP7 will lead task 7.2 thus will be responsible for creating and maintaining the project website and social media and will participate in all WP7 tasks.
- Moreover, it will provide Greek translations of project documents.

P2. UNIWA

P2 role in the project is summarized as follows:

- Under WP2, will lead Task 2.3, thus will be responsible for developing the learners’ training and assessment methodology and for developing the educational scenarios for Virtual Worlds training. Moreover, it will participate in the curriculum design under Task 2.2.
- Under WP3, will participate in Task 3.1, being responsible for developing the learning resources for the modules “3D printing”, “Blockchain” and “Drones”.
- Under WP5, will participate in Task 5.3, i.e. will pilot the curriculum in Greece in cooperation with P4.
- Under WP6, will participate in project evaluation and quality assurance activities.
- Under WP7, will participate in Tasks T7.4 and contribute to project dissemination activities.

P3. UAH

P3 role in the project is summarized as follows:

- Will lead WP2. Moreover, under WP2 will lead the Task 2.1 for defining the Smart Cities competences map and emerging job profiles.
- Under WP4, will participate in Task 4.1 by defining the specifications and workflow of the diagnostic tool based on the main results of Task 2.1.
- Under WP5, will participate in Task 5.3 and will pilot the curriculum with Spanish beneficiaries in cooperation with P11.
- Under WP6, will support the project quality assurance and evaluation activities.

- Under WP7, will participate in Task 7.4, organizing national workshops, promoting the project especially in academic and professional contexts and acting as a liaison with the Spanish public sector and industry.

P4. OTC

P4 role in the project is summarized as follows:

- Under WP2, will participate in Task 2.2 contributing to the curriculum development.
- Under WP3, will lead Task 3.2 developing the modules “Leadership and management”, “Managing through change”, “Teamwork & collaboration”, “Critical thinking/problem solving, and “Interpersonal communication”.
- Under WP5, will participate in Task 5.3 piloting the curriculum in Greece in cooperation with P2.
- Will lead WP6 being responsible for project quality assurance and evaluation. Moreover, it will coordinate Tasks 6.1 and 6.2.
- Under WP7 will participate in and contribute to the project dissemination activities (WP7).

P5. ESI - CEE

P5 role in the project is summarized as follows:

- Under WP2, will participate in Task 2.2 contributing to the curriculum development.
- Will lead WP4 and will be responsible for Tasks 4.1 and 4.2, i.e., for developing the diagnostic tool for the identification of personal learning pathways and the MOOC for Smart Cities enabling technologies.
- Under WP5 will pilot the curriculum in Bulgaria in cooperation with P9.
- Under WP6 will contribute to project quality assurance and evaluation activities.
- Under WP7 will contribute to project dissemination activities, organizing national workshops in cooperation with P9 and acting also as a liaison with the Bulgarian industry and public sector.

P6. APRO

P6 role in the project is summarized as follows:

- Under WP2, will participate in Task 2.2 contributing to the curriculum development.
- Under WP3, will lead Task 3.4 developing the learning resources for the modules “Apply the circular economy concept”, “Energy conservation” and “Waste management”.
- Will lead WP5 and will also be responsible for developing the pilots plan (Task 5.1), for preparing the trainers (Task 5.2) and for piloting the curriculum in Italy (Task 5.3).
- Under WP6 will contribute to project quality assurance and evaluation activities.
- Under WP7 will contribute to project dissemination activities, organizing national workshops in Italy, acting also as a liaison with the Italian industry and public sector.
- Will provide Italian translations of project documents (e.g., newsletters)

P7. TXORIERRI

- P7 role in the project is summarized as follows:

- Under WP2, will participate in Task 2.2 contributing to the curriculum development.
- Under WP3, will develop the learning resources for the module “Cybersecurity in Smart Cities” (under task 3.1).
- Under WP5, will pilot the curriculum in Spain (Task 5.3) in cooperation with P10.
- Under WP6 will contribute to project quality assurance and evaluation activities.
- Under WP7 will contribute to project dissemination activities, organizing national workshops in Spain.

P8. DIGITAL SME

P8 role in the project is summarized as follows:

- Under WP2, will contribute to the SME need analysis and validation of the project approach within the end-user community, i.e., validation of Smart Cities competences map and Smart Cities curriculum with end-user community.
- Under WP6 will contribute to project quality assurance and evaluation activities.
- As one of the business community partners with a direct outreach to the SMEs developing smart city solutions for Europe, DIGITAL SME will use its experience with the end-user groups to design the project exploitation and sustainability guide (Task 7.5). Furthermore, building on its European-wide outreach and positioning among various European communities, DIGITAL SME will liaise with the industry and raise project awareness at European level, contributing to project's communication and dissemination activities, and organizing European level workshops and promotional events (T7.4).

P9. BASSCOM

P9 role in the project is summarized as follows:

- Under WP2 will participate in the SMEs needs analysis for the Smart Cities skills and competences.
- Under WP5 will pilot the curriculum in Bulgaria (T5.3) in cooperation with P5.
- Under WP6 will contribute to project quality assurance and evaluation activities.
- Under WP7, will participate in the design of the project exploitation and sustainability guide (Task 7.5) and will also contribute to the project dissemination activities, organizing national workshops in cooperation with P5 and acting as a liaison with the Bulgarian industry and public sector.
- Will provide Bulgarian translations of project documents (e.g., newsletters).

P10. GAIA

P10 role in the project is summarized as follows:

- Under WP5 will pilot the curriculum in Spain (T5.3) in cooperation with P7.
- Under WP6 will contribute to project quality assurance and evaluation activities.
- Will lead WP7 and the activities T7.1, T7.3 and T7.4. Moreover, it will participate in the design of the project exploitation and sustainability guide (Task 7.5) and will also contribute to the project dissemination activities, organizing national workshops (to share ideas within different European regions, as well as to find synergies and collaboration opportunities) and acting as a liaison with the Spanish industry.
- Will provide Spanish translations of project documents (e.g., newsletters).

P11. CADM

P11 role in the project is summarized as follows:

- Under WP2, will participate in curriculum development (T2.2).
- Under WP3, will participate in Task 3.1 developing the learning resources for the modules “Smart Cities” and “Cloud Computing”.
- Under WP5, will pilot the curriculum in Spain in cooperation with P3.
- Under WP6 will contribute to project quality assurance and evaluation activities.
- Under WP7 will contribute to project dissemination activities, organizing national workshops and acting as a liaison with the Spanish public sector.

P12. UNICERT

P12 role in the project is summarized as follows:

- Under WP2, will participate in curriculum development (T2.2) and will also lead the task T2.4.
- Under WP3, will lead the Task 3.3 developing the learning resources for entrepreneurship skills.
- Under WP6, will contribute to project quality assurance and evaluation activities.
- Under WP7 will contribute to project dissemination activities, organizing national workshops in cooperation with P2 and acting as a liaison with the Greek industry and public sector.

6 The financial management rules

6.1 Payments

Table 5 depicts the planned EC payments. The project coordinator will distribute the payments received from the granting authority to the other beneficiaries without unjustified delay.

Type	Amount	Deadline (time to pay)
Initial prefinancing	€ 536.174,40	30 days from entry into force/ financial guarantee (if required) – whichever is the latest
Additional prefinancing	€536.174,40	60 days from receiving additional prefinancing report/ financial guarantee (if required) – whichever is the latest
Final payment	Up to €268.087,20	90 days from receiving periodic report

Table 5: Project payments

6.2 Financial management

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

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

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

6.3 Eligible and ineligible contributions

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

- (a) they are set out in Table 5 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 the technical description of the proposal and during the project period, i.e. 01/06/2022 – 31/05/2025 (with the exception of work/results relating to the submission of the final periodic report, which may be achieved afterwards; see Article 21)

'Ineligible contributions' are:

- (a) lump sum contributions that do not comply with the conditions of the Articles 6.1 and 6.2 of the Grant Agreement

(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)

6.4 Supporting documents that must be collected by each partner

Although the EC will not ask for any supporting documents during the interim and final report in order to check the financial management of the project and its implementation, all partners should collect and send to the project coordinator the following supporting documents **upon request**.

- **Proof of results produced:** leaflets, brochures, reports, analytical papers, press releases, websites, social media outputs, etc. These will remain available for checks and audits at the premises of UPATRAS (invoices, service contracts can serve as further proof for the activities).
- **Proof of travelling:** boarding passes, hotel invoices, etc.
- **Proof of events/conferences:** final programme, invitations, list of invitees/mailling list, list of attendance signed by each participant, material for the conference, outputs of the conference.
- **Proof of salaries:** employments contracts, timesheets (per person) showing the effective working time spent on the project.

All financial data and transactions should be implemented according to your national law and regulations.

Although 1 month before the due date for submitting the official EC reports **all partners should return completed and signed Annex 7 of the Quality Assurance Plan**.

7 Reporting

7.1 Internal reporting

The Project Coordinator will ask all Partners to complete Internal Reports every six months, as well as during the interim and final report in order to monitor the technical and financial progress of the Project. The internal reporting period are the following:

Internal reporting period	Due date for receiving data from partners	Due date for deliverable completion
M1 – M6	M7	M8
M7 – M12	M13	M14
M13 – M18	M19	M20
M19 – M24	M25	M26
M25 – M30	M31	M32
M31 – M36	M37	M38

Table 6: Internal reporting periods

7.2 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.

7.3 Periodic reporting

In addition, the beneficiaries must provide reports to request payments, in accordance with the schedule and modalities set out in the Grant Agreement

- 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 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 the technical description of the project (Annex 1 of the Grant Agreement))
- the proper implementation and/or achievement can be substantiated by adequate records and supporting documents (see Article 20 of the Grant Agreement) that will be produced upon request (see Article 19 of the Grant Agreement) or in the context of checks, reviews, audits and investigations (see Article 25 of the Grant Agreement).

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

8 Project meetings and collaboration

The consortium will meet physically every six months starting with the kick-off meeting on M1:

- 1st Patras - EL (organized by UPATRAS)
- 2nd Sofia - BG (organized by ESI CEE)
- 3rd Madrid - ES (organized by CDAM)
- 4th Brussels - BE (organized by DIGITAL SME)
- 5th Alba - IT (organized by APRO)
- 6th Athens - EL (organized by UNIWA)

In addition to the physically meetings, online meetings will be organized by UPATRAS at least every month. Additional online meetings will be organized among the partners involved in the implementation of specific WP tasks. Both face to face and virtual meetings will provide partners with the opportunity to discuss project progress and address any problems and challenges raised. The agenda and minutes of the meetings will be prepared by UPATRAS.

For the effective communication and cooperation between partners, the following tools will be employed:

- Zoom as a videoconferencing tool for online meetings.
- A [google drive repository](#) for storing, sharing, and collaborating on project documents.
- The email list smacite@googlegroups.com containing all the contacts from consortium partners that are included in the [contact list](#) of the project.
- A Viber or WhatsApp team for direct communication between the partners.

9 Decision-making process

The Project Board will be the main management body for decision making. Each partner organization has one vote in the Project Board which is chaired by the Project Coordinator. Decision making will be done by consensus, or by majority if total consensus is not possible. Any changes at the project workplan or schedule require a majority of 70% of votes from the total number of the partners in the Project Board. Moreover, partnership strategies for reaching agreement include negotiation, signing and delivery of reached agreements.

The two documents that will be used as a base for the resolution of any conflicts between consortium partners are (a) the Project Management Handbook that will break down the allocation of roles and responsibilities among partners and (b) the Partnership Agreement that will identify measures to resolve conflicts should these arise during the project implementation. Any potential conflicts will be directly addressed to the Project Coordinator who will act as a neutral moderator. In the case that the coordinator will not be able to resolve the conflict, this will be escalated to the Project Board to make decision according to the aforementioned procedure.

10 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:

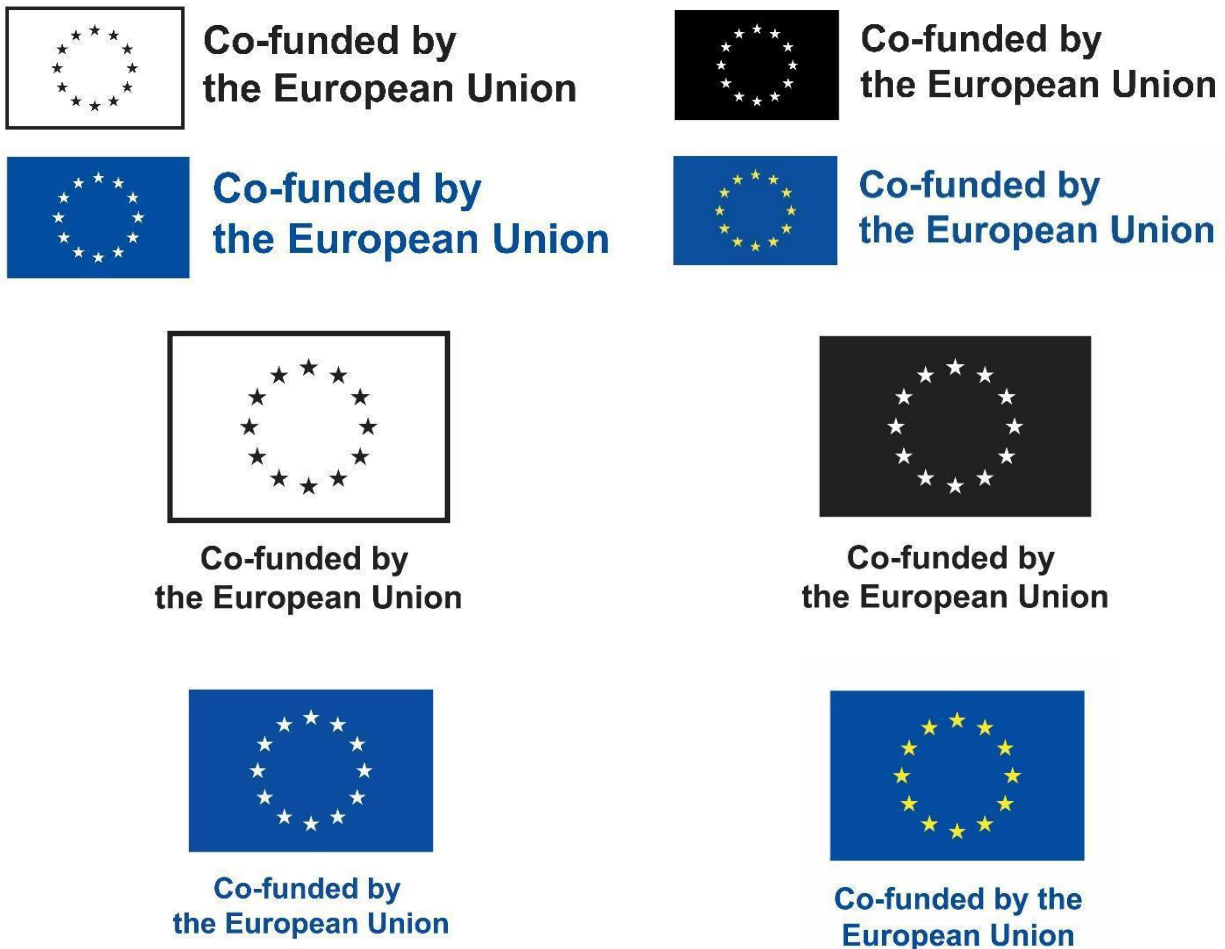


Figure 1: EU co-funding emblems

The EU co-funding emblems are also available in JPS, EPS and PNG format at [this](#) google drive folder.

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.

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 EACEA. Neither the European Union nor the granting authority can be held responsible for them.”

11 Project budget

Table 7 depicts the distribution of the EC among the partners and WPs.

Partner	WP 001 Project Management and Coordination	WP 002 Smart Cities competences map and curriculum	WP 003 Learning resources for the upskilling/reskillin g of Smart Cities technicians and engineers	WP 004 MOOC and Virtual Worlds for the upskilling/reskillin g of Smart Cities technicians and Engineers	WP 005 Pilots and Testing	WP 006 Quality Assurance, Risk Management, and Project Evaluation	WP 007 Impact, Disseminatio n and Exploitation	Maximum Grant Amount
UPATRAS	47.894	41.602	41.602	67.282	17.976	16.949	43.202	276.506
UNIWA	24.105	26.707	33.384	5.393	21.571	8.886	17.086	137.131
UAH	16.590	34.668	-	7.511	18.727	3.987	6.489	87.971
OTC	17.103	8.902	19.817	1.670	9.673	26.279	11.890	95.334
ESI CEE	14.494	-	-	58.970	7.345	9.058	8.814	98.680
APRO	26.467	7.618	18.661	9.930	22.085	3.424	24.653	112.838

TXORRIERI	20.362	19.646	15.280	4.366	19.646	7.640	14.487	101.426
DIGITAL SME	26.168	7.242	-	-	-	8.629	44.388	86.426
BASSCOM	15.579	7.961	-	-	12.070	8.689	25.338	69.636
GAIA	17.246	3.986	3.745	3.765	15.097	3.801	42.719	90.359
CADM	15.069	8.045	33.175	1.958	15.834	4.827	6.691	85.599
UNICERT	18.519	49.426	11.950	2.311	-	6.198	10.126	98.530
Consortium	259.596	215.802	177.612	163.154	160.023	108.366	255.882	1.340.436

Table 7: Distribution of EC grant among partners and WPs

Table 8 shows the distribution of the man days among the partners and the WPs.

Partner	WP 001 Project Management and Coordination	WP 002 Smart Cities competence s map and curriculum	WP 003 Learning resources for the upskilling/reskillin g of Smart Cities technicians and engineers	WP 004 MOOC and Virtual Worlds for the upskilling/reskillin g of Smart Cities technicians and Engineers	WP 005 Pilots and Testin g	WP 006 Quality Assurance, Risk Management , and Project Evaluation	WP 007 Impact, Disseminatio n and Exploitation	Maximum Grant Amount
UPATRAS	130	160	160	260	80	65	160	1.015
UNIWA	65	110	140	20	90	35	60	520
UAH	58	225	-	50	122	27	28	510
OTC	80	80	155	15	90	240	87	747
ESI CEE	72	-	-	440	60	74	42	688
APRO	98	45	110	60	120	20	50	503
TXORRIERI	52	90	70	20	90	35	56	413
DIGITAL SME	89	36	-	-	-	36	177	338
BASSCOM	80	70	-	-	90	75	220	535

Partner	WP 001 Project Management and Coordination	WP 002 Smart Cities competence s map and curriculum	WP 003 Learning resources for the upskilling/reskillin g of Smart Cities technicians and engineers	WP 004 MOOC and Virtual Worlds for the upskilling/reskillin g of Smart Cities technicians and Engineers	WP 005 Pilots and Testin g	WP 006 Quality Assurance, Risk Management , and Project Evaluation	WP 007 Impact, Disseminatio n and Exploitation	Maximum Grant Amount
GAIA	45	9	14	54	108	19	286	535
CADM	47	60	105	15	100	36	47	410
UNICERT	70	320	75	15	-	40	60	580
Consortium	886	1.205	829	949	950	702	1.273	6.794

Table 8: Distribution of man days among partners and WPs

Finally, Table 9 shows the detailed project budget. We would like to highlight that the following table do not depict the further analysis of each cost category (e.g., the analysis of C.1 costs per Travel, Accommodation, Subsistence). For this complete analysis, you should refer to the “SMACITE Budget - Final Edition” in [this](#) google drive folder.

Partner	A. Direct personnel costs	A1. Employees	A.2 Natural persons under direct contract	B. Subcontracting costs	C. Purchase costs	C.1 Travel and subsistence per travel or day	C.3 Other goods, works and services	Total direct costs	E. Indirect costs 7%	TOTAL COSTS	MAX EU CONTRIBUTION
UPATRAS	297.900	297.900	-	-	25.120	17.570	7.550	323.020	22.612	345.632	276.506
UNIWA	147.240	147.240	-	-	12.960	8.100	4.860	160.200	11.214	171.414	137.131
UAH	90.990	90.990	-	-	11.780	10.180	1.600	102.770	7.194	109.964	87.971
OTC	95.390	91.490	3.900	-	15.980	9.480	6.500	111.370	7.797	119.167	95.334
ESI CEE	95.150	95.150	-	-	20.130	11.690	8.440	115.280	8.070	123.350	98.680
APRO	98.620	98.620	-	-	33.200	15.200	18.000	131.820	9.227	141.047	112.838
TXORRIERI	104.587	104.587	-	-	13.900	11.400	2.500	118.487	8.296	126.783	101.426
DIGITAL SME	87.555	87.555	-	-	13.410	8.910	4.500	100.965	7.068	108.033	86.426
BASSCOM	71.450	71.450	-	-	9.900	7.900	2.000	81.350	5.695	87.045	69.636
GAIA	88.010	88.010	-	-	17.550	11.400	6.150	105.560	7.389	112.949	90.359
CADM	64.259	64.259	-	22.000	13.740	8.700	5.040	99.999	7.000	106.999	85.599

Partner	A. Direct personnel costs	A1. Employees	A.2 Natural persons under direct contract	B. Subcontracting costs	C. Purchase costs	C.1 Travel and subsistence per travel or day	C.3 Other goods, works and services	Total direct costs	E. Indirect costs 7%	TOTAL COSTS	MAX EU CONTRIBUTION
UNICERT	106.005	106.005	-	-	9.100	8.100	1.000	115.105	8.057	123.162	98.530
Consortium	1.347.156	1.343.256	3.900	22.000	196.770	128.630	68.140	1.565.926	109.619	1.675.545	1.340.436

Table 9: Detailed project budget



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