

Grant Agreement: 951204



AUMENTA

D1.1 Project Management meeting minutes

Speeding up network internationalization of
food, ICT Industry 4.0 clusters and their SMEs towards strategic third
countries beyond Europe in field of emerging industries and Fast Moving
Consumer Goods (FMCG 4.0)

Basic information

Project acronym	AUMENTA
Full title	Speeding up network internationalization of food, ICT Industry 4.0 clusters and their SMEs towards strategic third countries beyond Europe in field of emerging industries and Fast Moving Consumer Goods (FMCG 4.0)
Call ID	COS-CLUSINT-2019-3-01
Grant Agreement	951204
Project Duration	21 months (01/09/2020 - 31/05/2022)
Deliverable D1.1	
Project Management meeting minutes	
Work Package	WP1 Management
Task(s)	Task 1.1 Kick off meeting; Task 1.2 Project management team meetings and Steering Committees; Task 1.3 Day to day work.
Lead Beneficiary	LITC
Due Date	31 May 2022
Deliverable Type	R
Dissemination Level:	Public

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1. Executive Summary

This deliverable report is related to the WP1 “Project Management” tasks, which main objectives were to ensure effective management and smooth coordination of the project that leads to achievement of overall objective and specific WPs objectives, also to coordinate, support and supervise technical and financial reporting and to measure the impact of the project execution.

This deliverable contains information about main topics of project management team meetings about the progress and results, achievement of planned outputs and development of foreseen deliverables.

2. Project context

AUMENTA is a novel and interdisciplinary project funded directly by the European Innovation Council and SME Executive Agency (EISMEA) under the powers delegated by the European Commission under COSME Programme and is aimed at speeding up network internationalization of food, ICT Industry 4.0 clusters and their SMEs towards strategic third countries beyond Europe in field of emerging industries and Fast Moving Consumer Goods (FMCG 4.0).

It promotes simultaneous international expansion to consciously selected third countries beyond Europe:

- Uruguay - as a strategic gate to Latin American markets.
- Morocco - as a strategic gate to North African/ South-Mediterranean (MEDA) markets;
- Georgia - as a strategic gate to Caucasus, Central Asia (as former USSR) markets.

The novel aspect of the project consists in connecting product-oriented (food products and food equipment) and service-oriented (ICT/Industry 4.0) clusters and its members to jointly explore international opportunities and also potentially offer joint products and services to partners.

AUMENTA is powered by 5 European organizations (innovation networks and clusters) from complementary sectors - food and ICT/Industry 4.0 - that jointly represents 739 companies, including small and medium enterprises. It interconnects partners from four countries: Spain (Mediterranean Europe), Poland (Central Europe), Latvia (Baltic States) and Lithuania (Baltic States)

uniting high-technology clusters and innovation business networks:

- Digital Innovation Hub and ICT/Industry 4.0 cluster (OnGranada Tech City and Latvian IT Cluster)

with traditional sectors:

- Smart Food Cluster (food & beverages) – coordinated by LITMEA
- Food Products Quality Clusters (food & beverages) – coordinated by LFFC/FPQC (food federation)
- AgroBioCluster (agrofood & bioeconomy) – coordinated by UNIMOS (cross- cluster alliance).

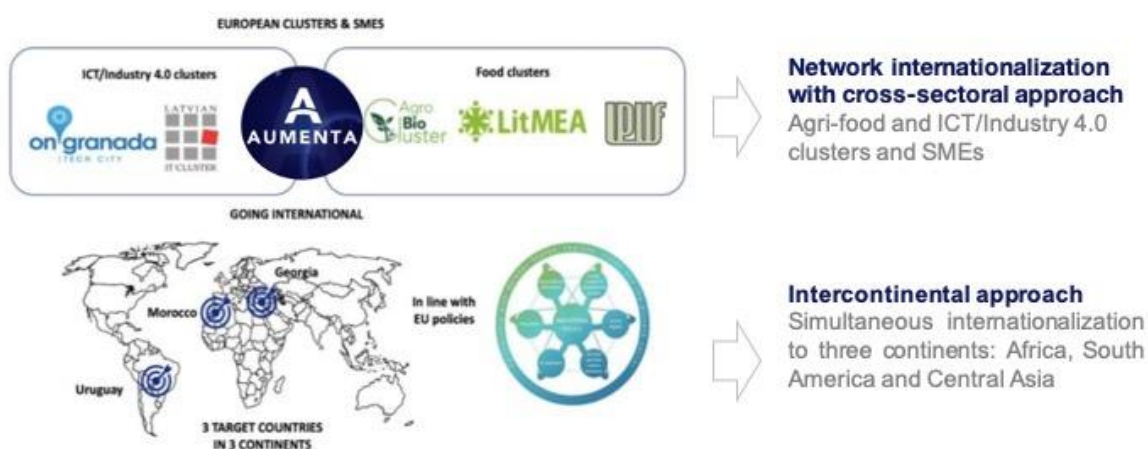
AUMENTA is one 24 new cluster Partnerships that supports clusters from Europe to work together and look for trade and investment opportunities and cooperation partners in third markets for the benefit of their members, especially Small and Medium Sized Enterprises (SMEs).

Main objectives of the AUMENTA project are the following:

- to develop a joint 'European' strategic vision with a global perspective and common goals towards specific third markets and support an initial implementation, testing and further development of European Strategic Cluster Partnership - Going International (ESCP-4i) AUMENTA;

- to intensify cluster and business network collaboration across European countries (LT, LV, ES, PL), across sectorial boundaries (food and ICT/Industry 4.0) to lead international cluster cooperation in fields of FMCG towards third countries beyond Europe: Morocco, Georgia and Uruguay and also in neighbouring countries of selected geographical regions as Uzbekistan in Caucasus and Central Asia (as post-USSR countries), Tunisia in North African/ South-Mediterranean (MEDA) and Argentina and Paraguay in MERCOSUR / Latin America supporting the development of emerging industries related to FMCG 4.0 and specifically, digitalization and Industry 4.0 applied to food sectors and international food value chains;
- to reinforce growth, enhance competitiveness and support the long-term sustainability of companies from food and ICT/Industry 4.0 sectors;
- to unlock business and cooperation opportunities for European SMEs and clusters in third countries;
- to help SMEs find access to global value chains and build new ones based on common competences in emerging industries;
- to support SMEs in the identification of growth opportunities worldwide, raise their excellence, innovation capacity and their overall competitiveness;
- to facilitate interregional cluster collaboration and promote excellence in cluster management to improve the quality of services to SMEs members;
- to boost intercluster, interregional and intersectoral interactions to enable cross-fertilization, exploiting synergies, reinforce international growth and SMEs competitiveness;
- to increase cooperation towards across regions and continents, facilitating synergies between EU policies and instruments and better interconnection between EU trade policies, innovation actors and internationalization facilitators;
- to disseminate project activities through ECCP platform and other channels.

To achieve its objectives, AUMENTA implements a pioneering **X-Industry Internationalization Programme** that will support European SMEs in their fast internationalization to three continents, creating new cooperation and business opportunities to support growth, jobs and wealth.



The **X-Industry Internationalization Programme** has interdisciplinary components that includes:

- Creation of intercontinental network of Ambassadors as gate openers to selected markets to speed up SMEs;
- Preparation of online interactive catalogue based on common clusters and SMEs competences to showcase European SMEs potential and build international recognition;
- Implementation of pilot X-Industry & blended internationalization activities connecting virtual matchmakings (virtual introduction meetings) and traditional B2B matchmaking events;
- Cluster-facilitated coordination of business preparation with support in the identification of cooperation opportunities, funding sources and providing models of legally binding contracts;
- Hosting incoming visits from third countries at recognized international fairs in Europe;
- Establishment of intercontinental meta-cluster with network of soft-landing facilitates for international partners at project partners headquarters;
- Organization of online peer-reviews between project partners, Ambassadors, other ESCP-4i / INNOSUP and related projects, as well as partners in third countries.

3. Project management tasks

Leader of WP1 “Project Management” was Consortium coordinator, LITC and project management was divided in the following tasks:

- Task 1.1 Kick off meeting;
- Task 1.2 Project management team meetings and Steering Committees;
- Task 1.3 Day to day work;
- Task 1.4 Elaboration and submission of the reports;
- Task 1.5. Report (will be completed and submitted already after formal end of the project).

Task 1.1 Kick off meeting

The kick off meeting was held at the beginning of second month of the project on 7th of October, 2020 in Microsoft Teams, one week after EISMEA kick-off meeting organised online on 25th and 28th of September, 2020 for all projects of the call. During the project management team (further called PMT) discussed contractual, legal and administrative conditions to be taken into consideration during implementation of the project. Also in the meeting partners discussed overall approach to be taken and results to be achieved, agreed on procedures and detailed work plan, distribution of tasks between partners, deliverables and results of performance to be achieved by each partner and overall taking into consideration COVID pandemic and its impact on international travel, which is crucial part of the project. Detailed kick-off meeting minutes are added as Annex 1 to this report. The structure of the annexed kick-off meeting minutes has been used during all meetings according with the time plan for each activity.

Partners agreed on work time plan for each WP and task to achieve project goals and prepare deliverables on time. Detailed activity plan is shown in Annex 2. Activity plan was prepared considering pandemic impact on activities and flexibility that partners should consider by implementing the project.

Task 1.2 Project management team (PMT) meetings and Steering Committees

During project lifetime one Steering Committee meeting was held on 7th of July 2021, second was on 23rd of September in Warsaw, 2021 and the third was on 16th of February 2022. Members of Steering Committee have been regularly informed about project activities and status. During the first Steering Committee meeting there was projects’ mid-review organised to see the progress of the work and pandemic impact, but on the second Steering Committee decisions about projects extension and budget changes were initiated.

Based on project proposal face-to-face meetings were planned together with other project on-site events like fact-finding missions, business missions, but COVID

pandemic made changes to the plans and regular meetings were organised online every two weeks according with the activities plans.

Totally 2 face-to-face meetings were held during project lifetime (23rd of September in Warsaw, 2021, 16th of February 2022, Malaga, Spain).

Totally 45 PMT on-line meetings were organised for all consortium member and number of on-line meetings for smaller groups connected with preparations of deliverables and implementation of activities for specific WPs and tasks. On-line meetings were organised in the Zoom, MS Teams platforms.

Presentations with meeting minutes (made decisions) were available for each partner after meetings and shared in project dedicated Google Drive or sent by e-mail.

During the project communication between partners was made via e-mails and individually to each partner, to avoid too much information for irrelevant partners. Subject of the e-mails was coded with like this: *AUMENTA: Agenda for kick-off meeting* to make easier to sort relevant correspondence.

Most of the PMT meetings topics were related to core activities implementation:

- X-Industry promotion, communication & identify shaping
- X-Industry trust & cooperation building with third countries
- Implementation of pilot X-Industry Internationalization Programme with international matchmaking
- Sustainability, exploitation, and further development

Nerveless dissemination and communication of the project also was as discussion topic and partners used all available channels to spread information about the project.

During the implementation the AUMENTA consortium requested an amendment to the Grant Agreement, that included:

- Extension of the project implementation for 3 months till the end of the May 2022, total project duration 21 months, due to COVID-19 impact of international travelling and conducting business in target markets which is main aim of the project and project call overall, keeping the same total budget for the consortium.
- Improvements in Description of action regarding AUMENTA internationalization strategy – by successfully using concept of AUMENTA internationalization strategy and approaching of 3 target countries as strategic gate to wider geographic regions, consortium has discovered high potential for EU SMEs to enter not only in Georgia, Morocco and Uruguay, but also in neighbouring countries of selected geographical regions respectively, e.g., Uzbekistan in Caucasus and Central Asia as post-USSR countries, Tunisia in North African/ South-Mediterranean (MEDA) and Argentina and Paraguay in MERCOSUR / Latin America, which will be approached in the AUMENTA project as well.

- Introduced changes of project extension and clarification of target markets and regions approaching in the project according to internationalization strategy have been impacting due dates of deliverables and milestones, that were supposed to submit and achieve on project month 17 and 18.
- Introduced changes of project extension and clarification of target markets and regions approaching in the project according to internationalization strategy have been impacting KPIs related to fact-finding and international matchmaking missions.

Amendment changes allowed to maintain the momentum of started activities on targeting markets and regions during year 2021 and kept working intensively during the active business spring season to ensure success of main KPIs of the project, keeping the total budget of the Project without changes. Amendment was signed on 16th of February 2022.

Task 1.3 Day to day work

Day to day work will be ensured by PMT. Main tasks and responsibilities that PMT done during the project in the regular face-to-face and on-line meeting and on regular daily basis:

1. Overseeing progress of the project according to the activities plan and the time schedule mostly has been done during face-to-face and online meetings. Progress was monitored by task and WP leaders, who prepared information about status of each tasks and next steps following activities plan.
2. Monitoring and discussing project budget, actual costs and resource allocation was done by consortium coordinator in every 6 months reporting period when each partner prepared, they individual expenditure report and summary of human resources and Coordinator reviewed achievements, templates for reports are added in Annex III and Annex IV. Each partner if they foresee changes in the staff or budget reallocation contacted coordinator first and coordinator submitted request for EISMEA approval. After EISMEA comments and additional request for information Coordinator informed partners with EISMEAs requests or approval.
3. Planning and implementation of WPs and tasks were led by assigned lead partners of exact WP or tasks and other partners were involved in actual implementation according with their competence.
4. Ensuring coordination of activities among partners within each WP and among WPs as all partners participated in implementation in each WP according with their competence. Partners shared their individual experience in peer reviews and also in the meetings when there were tasks assigned in partner level.
5. Each partner was responsible of preparation and provision of procurements which were needed for implementation of the activities to ensure transparency in the project realization.
6. Representatives of the project partners ensured project status reporting to their managers and informed about next events.

Task 1.4 Elaboration and submission of the reports

Project coordinator introduced project partners with reporting template and divided tasks between partners for successful reporting. Partners have prepared information for 1st and 2nd reporting period, each WP lead partner prepared information for EISMEA provided template. 1st and 2nd Technical report were submitted on time. Coordinator gathered financial information about each partners expenditure during reporting period to provide smooth project implementation according project proposal.

Task 1.5. Report (will be completed and submitted already after formal end of the project).

There is one final technical report planned to submit in 60 days after 31st of May 2022. Coordinator will create final technical report with support of other partners and information gathered in 1st and 2nd technical progress periods. Coordinator has divided tasks for each partners to submit final technical report as soon as possible after end of the project lifetime.

Deliverables

Project partners during the project implementation created 24 different deliverables as results of realised activities and input for next tasks. Lead partner of WP and exact task under WP was responsible for preparation of deliverable on time. Partners followed time plan and deadlines to prepare necessary deliverables on time.

Most of the deliverables were submitted on deadlines, but if the delays would be foreseen, Coordinator informed EISMEA about changes in submission of deliverables. All deliverables are listed in the Annex VI.

Annex I – Kick-off meeting minutes



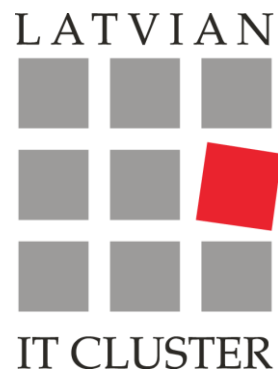
Online kick-off meeting, 7.10.2020.



The project is co-funded by the European Union's COSME Programme

AUMENTA

- **Grant Agreement number:** 951204
- **Title:** Speeding up network internationalization of food, ICT Industry 4.0 clusters and their SMEs towards strategic third countries beyond Europe in field of emerging industries and Fast Moving Consumer Goods (FMCG 4.0)
- **Duration:** 1.09.2020. – 28.02.2022. (18 months)





GRANT

- **Maximum grant amount:** EUR 446 461.00
- **Reimbursed:** 90% of eligible costs
- **Eligible costs:** EUR 496 070.19
- **Advance payment:** 70% or 312 522.70 EUR
- **Partnership agreement**
- The grant must **not produce a profit**

GRANT

Beneficiary	Direct personnel costs	Other Direct costs	Indirect costs	Total estimated eligible costs	Maximum EU contribution	Maximum grant amount	Advance payment 70%
1 LITC	44070	45700	6283.9	96053.9	86448.51	86448	60513.60
2 UNIMOS/ABC	44152	44700	6219.64	95071.64	85564.47	85564	59894.80
3 LFFC/FPQC	33945	46700	5645.15	86290.15	77661.13	77661	54362.70
4 ON GRANADA	79255	50300	9068.85	138623.85	124761.46	124761	87332.70
5 LITMEA/SFC	33795	41000	5235.65	80030.65	72027.58	72027	50418.90
TOTAL	235217	228400	32453.19	496070.19	446463.15	446461	312522.7
						Received	312522.70

WP1 Management

- 1.1. Kick off meeting – 7.10.2020.
- 1.3 Day to day work
- **Project regular meetings**
 - 2 week till end of year
 - Day & time - doodle
 - Zoom
- Common working space
 - Google - Yes
 - Following of tasks - excel
 - WhatsApp group - OK
- Feedback from EASME official kick-off meeting 25th & 28th of October
- Changes in the Grant Agreement
 - Staff change – LFFC/FPQC
- Workplan – **UNIMOS will send out updated workplan**
 - Each partner in 2 weeks read and add if some of KPIs are missing

WP1 Management

- 1.2 Project management team meetings and Steering Committees (GA page 40-41)
 - Steering Committee structure creation which will be formed by staff (two persons) from the project partners (taking into account gender balanced participation) and be created with an aim to help to steer the AUMENTA project through from start to completion. The Steering Committee will provide support, guidance and oversight of the project progress, advising, ensuring delivery of the project outputs and the achievement of project outcomes.
 - Individual Steering Committee members are not directly responsible for managing project activities, but provide support and guidance for those who do.
 - Partners sends the name of their dedicated person in 2 weeks
 - One member of the Steering Committee should be elected Chair, to ensure that meetings run smoothly and achieve their objectives.
 - Chair – to be elected after partners assign persons
 - Various kinds of meetings will take place:
 - Regular Meetings (every 6 months Steering Committee will meet) and If necessary, - After submission of 1st and 2nd Progress report
 - extraordinary meetings can be organized upon request made by any of the parties involved.

WP1 - Reporting

- **Progress reports**
 - 1st Progress report: covering month 1 to month 6, submitted on month 7 - **31.03.2021. – internal 15.03.2021.**
 - 2nd Progress report: covering month 7 to month 12, submitted on month 13 -**30.09.2021. - internal 15.09.2021.**
 - Final report: from month 1 to month 18, submitted within 60 days by end of reporting period, with request for payment of balance - **30.04.2022. - internal 20.03.2022.**
- EASME template – will be provided
- WP Lead partners are responsible for input to report and preparation of deliverables
- Task lead partners are responsible for their part and deliverables assigned to them
- Internal reporting – templates based on DIGICLUSTERS:
 - Summary of timesheets/hours – Kristine will prepare and send to all partners in 2 weeks
 - Expenditure excel – – Kristine will prepare and send to all partners in 2 weeks
- Templates on Deliverables reports – **Kristine and Katarzyna prepare and upload in Drive in 2 week**



WP1 - Reporting

- 1.4 Elaboration and submission of a mid-term and final reports
 - D1.4 - Monitoring scoreboard with verifiable indicators - 31.12.2020.
 - D1.2 - Mid-term report with scoreboard about activities - 30.09.2021.
 - A monitoring scoreboard with verifiable indicators of the project results and their expected impact such as increased exports, increased jobs in Europe, increased visibility of European SMEs in foreign markets, innovation projects (including patents), new or adapted products and services, critical imports secured and direct foreign investments or cooperation partners attracted, or expertise in support of these activities
 - Katarzyna will give her input
- 1.5. Report (will be completed and submitted already after formal end of the project)




WP2 X-Industry trust & cooperation building with third countries (LFFC/FPQC)

- 2.1. Identification and establishment of Ambassadors as door openers to selected markets (LITC)
 - Tasks for ambassadors:
 - **Partners send their experience and tasks to Kristine and Ira that they would like to include task list by 21.10.2020.**
- 2.2. Organization co-learning interregional & cross-sectoral boot camp about internationalization to third countries at C2C level (LFFC/FPQC)
 - D2.2 Set of materials from co-learning interregional & cross-sectoral boot camp about internationalization to third countries at C2C level – 28.02.2021.
 - **Travel to boot camp - do not change now, but review it in the spring**
- 2.3. Organization of X-Industry fact-finding missions for clusters (LFFC/FPQC)
 - D2.1 Fact-finding missions reports including matrix of identified business and cooperation opportunities – 30.06.2021.
 - **International travel budget – do not change now, but review it in the spring**
- 2.4. Creation of dynamic portfolio of potential partners and matrix of business & cooperation opportunities in third countries (OnGranada)
 - D2.3 Online catalogue (portfolio of potential partners) – 30.06.2021.
- 2.5. Establishment of Virtual X-Industry Internationalization Club (X-VIC) (UNIMOS)



WP3 X-Industry promotion, communication & identify shaping (OnGranada)

- 3.1 Elaboration of joint communication/marketing and branding strategy adapted to the target third countries (OnGranada)
 - D3.1 Joint communication/ marketing and branding strategy 31.12.2020. – **22.12.2020.**
 - Kristine will send available info from other EU project and contacts in 2 weeks
 - Partners send information about how they are representing companies in 2 weeks
- 3.2. Elaboration of promotion & communication materials, including digital tools (OnGranada)
- 3.3. Creation of X-Industry & cross-cluster online catalogue of products and services from food, packaging and ICT clusters offered by SMEs and other cluster members (OnGranada)



WP4 Implementation of pilot X-Industry Internationalization Programme with international matchmaking (UNIMOS)

- 4.1 Implementation of Virtual X-Industry Internationalization Academy
- 4.2. Coordination and facilitation of Virtual X-Industry Meetings (meet & greet)
 - D4.5 Summary of virtual matchmaking meetings organized 31.01.2022.
- 4.3 Coordination and facilitation of intercontinental internationalization project concepts (IIPC)
 - D4.4 Summary of internationalization project concepts - 31.12.2021.
- 4.4. International matchmakings at B2B and C2C level in Europe and third countries with follow-up
 - 4.4.1. International matchmaking in third countries UNIMOS - Uruguay; OnGranada - Morocco; LITC & LFFC/FPQC - Georgia
 - 4.4.2. International matchmaking in Europe & landing help for SMEs - LFFC/FPQC & OnGranada
 - **Transfiere 2021**
 - **Riga Food 2021**
 - **International travel for SMEs and incoming buyers**
 - D4.1/ D4.2/ D4.3 Matchmaking mission reports from Georgia /Morocco / Uruguay - 31.12.2021.
 - D4.6 General report on international matchmaking missions organized in third countries 28.02.2022.



WP4 Implementation of pilot X-Industry Internationalization Programme with international matchmaking (UNIMOS)

- 4.5 Development of cooperation and business agreements & cooperation projects
 - D4.7 Report on collaboration agreements signed with third countries - 28.02.2022.
 - D4.8 Report on business agreements signed with third countries - 28.02.2022.
 - **Templates will be provided till 7.11.2020.**
- 4.6 Launching of intercontinental International Funding Radar
 - D4.9 Report on joint cooperation projects signed with third countries - 28.02.2022



WP5 Sustainability, exploitation and further development (LITMEA)

- 5.1 Creating network of AUMENTA representation offices as soft-landing facilities to host international delegations
- 5.2 Creation of X-Industry meta-cluster
 - D5.2 Report about X-industry meta cluster
- 5.3 Preparation of a long-term cooperation agenda for the partnership
 - D5.1 Long term cooperation agenda
- 5.4 Maintenance of online X-industry catalogue and social media profiles (OnGranada+LITC)
- 5.5. Elaboration of policy recommendation for European and third countries authorities involved in internationalization and export promotion
 - D5.3 Recommendation booklet for policy makers



WP6 Learning, monitoring and dissemination activities (LITC)

- 6.1 Learning activities
 - 6.1.1 Peer reviews between partnership members, other ESCP partnerships and international partners (UNIMOS)
 - D6.1 Summary of peer-reviews – 28.02.2022.
 - 6.1.2 Participation in partnering events organized by the European Observatory for Clusters and Industrial Change
 - Possibly on 17.11.2020.
 - 6.1.3. Monitoring activities
 - **Scoreboard**
- 6.2 Dissemination and awareness-raising activities
 - Existing information channels
 - ECCP profile – after new ECCP web-page
 - At least 6 months period – each partners webpage, **General project info template 12.10.2020.**
 - LinkedIn group
 - Twitter
 - Facebook



Online kick-off meeting, 7.10.2020.



The project is co-funded by the European Union's COSME Programme



ANNEX



The project is co-funded by the European Union's COSME Programme



Eligible costs

- Direct personnel costs
- Direct costs for subcontracting
- Other direct costs
- Indirect costs

Direct personnel costs (GA 6.2. A)

- **A.1. Personnel** working for the beneficiary under an **employment contract** (or equivalent appointing act) and assigned to the action - salaries, social security contributions, taxes and other according with national law or employment contract
- **A.2. Costs for natural persons** working under a **direct contract** with the **beneficiary other than an employment contract or seconded by a third party against payment** are eligible personnel costs, if:
 - a) the person works under conditions similar to those of an employee (in particular regarding the way the work is organised, the tasks that are performed and the premises where they are performed);
 - b) the result of the work carried out belongs to the beneficiary (unless agreed otherwise), and
 - c) the costs are not significantly different from those for personnel performing similar tasks under an employment contract with the beneficiary.

Direct personnel costs (GA 6.2. A)

- **A.3. Costs of owners of beneficiaries that are small and medium-sized enterprises** ('SME owners'), who are working on the action and who do not receive a salary are eligible personnel costs, if they correspond to the amount per unit set out in Annex 2a (GA page 167) multiplied by the number of actual hours worked on the action.
- **A.4. Costs of 'beneficiaries that are natural persons'** not receiving a salary are eligible personnel costs, if they correspond to the amount per unit set out in Annex 2a multiplied by the number of actual hours worked on the action.

Calculation of direct personnel costs

(GA page 13)

- **Personnel costs declared as actual costs** (i.e. budget categories A.1 and A.2):
 - for persons working **exclusively** on the action:
 - **{Monthly rate x number of actual months worked}**
 - The months declared for these persons may **not be declared** for any other EU grant!!!
 - **{Monthly rate = annual personnel costs / 12}**
 - Using the personnel costs for each full financial year covered by the reporting period concerned. If a financial year is not closed at the end of the reporting period, the beneficiaries must use the monthly rate of the last closed financial year available.

Calculation of direct personnel costs

(GA page 13)

- **Personnel costs declared as actual costs** (i.e. budget categories A.1 and A.2):
 - for persons working working part-time on the action:
 - **{Daily rate x number of days worked on the action (rounded up or down to the nearest half-day)}**
 - The total number of hours declared in EU grants, for a person for a year, cannot be higher than the annual productive hours used for the calculations of the hourly rate. Therefore, the maximum number of hours that can be declared for the grant are:
 - {Maximum number of hours = number of annual productive hours for the year (215 h) - total number of hours declared by the beneficiary, for that person for that year, for other EU grants}.
 - **{Daily rate = annual personnel costs / number of individual annual productive days}**
 - Using the personnel costs and the number of annual productive days for each full financial year covered by the reporting period concerned. If a financial year is not closed at the end of the reporting period, the beneficiaries must use the monthly rate of the last closed financial year available.
 - The 'number of individual annual productive days' is the total actual days worked by the person in the year.
 - **The Agency may accept other calculation methods** (such as, for instance, hourly rates, daily rates calculated with annual personnel costs and 215 fixed annual productive days or a pro-rata apportionment of the monthly salary costs), if it considers that they reflect the actual costs incurred, in a fair, objective, realistic way and if there are sufficient records to support these costs (see Article 13).

Calculation of direct personnel costs

(GA page 14)

- **Personnel costs of SME owners or beneficiaries that are natural persons without a salary declared on the basis of unit costs (i.e. budget categories A.3 and A.4): *(we haven't planned it!)***
 - **{Hourly rate x number of hours worked on the action}**
 - The total number of hours declared in EU grants, for a person for a year, cannot be higher than the annual productive hours used for the calculations of the hourly rate. Therefore, the maximum number of hours that can be declared for the grant are:
 - {Maximum number of hours = number of annual productive hours for the year (215 h) - total number of hours declared by the beneficiary, for that person for that year, for other EU grants}.
 - The **hourly rate** is the rate set out in GA Annex 2a

GRANT - Eligible costs

- Direct costs for subcontracting
- Other direct costs (GA page 15)
 - Travel costs and related subsistence allowances
 - The depreciation costs of equipment, infrastructure or other assets
 - The costs of renting or leasing equipment, infrastructure or other assets
 - Costs of other goods and services
- Indirect costs – 7% of Direct costs

GRANT - Ineligible costs

- costs related to return on capital;
- debt and debt service charges;
- provisions for future losses or debts;
- interest owed;
- doubtful debts;
- currency exchange losses;
- bank costs charged by the beneficiary's bank for transfers from the Agency;
- excessive or reckless expenditure;
- deductible VAT;
- costs incurred during suspension of the implementation of the action (see Article 33);
- in-kind contributions provided by third parties;
- costs declared under another EU grant
- costs for staff of a national (or regional/local) administration, for activities that are part of the administration's normal activities
- costs (especially travel and subsistence costs) for staff or representatives of EU institutions, bodies or agencies

GRANT - Rules for purchasing goods, works or services

- The beneficiaries must make goods, works or services purchases ensuring the best value for money or, if appropriate, the lowest price. In doing so, they must avoid any conflict of interests.
- The beneficiaries must ensure that the Agency, the Commission, the European Court of Auditors (ECA) and the European Anti-Fraud Office (OLAF) can exercise their rights under Articles 17 and 18 also towards their contractors.
- Rules for subcontracting action tasks (GA page 18) – **we haven't planned it!**

OBLIGATION TO INFORM

- The beneficiaries must provide — during implementation of the action or afterwards and in accordance with Article 25.2 — any information requested in order to verify eligibility of the costs, proper implementation of the action and compliance with the other obligations under the Agreement
- Each beneficiary must keep information stored in the Participant Portal Beneficiary Register (via the electronic exchange system; see Article 36) up to date, in particular, its name, address, legal representatives, legal form and organisation type.
- Each beneficiary must immediately inform the coordinator — which must immediately inform the
- Agency and the other beneficiaries — of any of the following:
 - events which are likely to affect significantly or delay the implementation of the action or the EU financial interests, in particular:
 - changes in its legal, financial, technical, organisational or ownership situation
 - circumstances affecting:
 - the decision to award the grant or
 - compliance with requirements under the Agreement



KEEPING RECORDS — SUPPORTING DOCUMENTATION (GA page 20)

- For a period of **five years after the payment of the balance** — keep records and other supporting documentation in order to prove the proper implementation of the action and the costs they declare as eligible. (approx. **30.06.2025.**)
- They must make them available upon request or in the context of checks, reviews, audits or investigations.
- Actual costs: adequate records and other supporting documentation to prove the costs declared - **contracts, subcontracts, invoices and accounting records.**
- Personnel costs: **time records** for the number of days/hours declared (in writing and approved by the persons working on the action and their supervisors, at least monthly)
- Persons working exclusively on the action, there is no need to keep time records, if the beneficiary signs a declaration confirming that the persons concerned have worked exclusively on the action.

FINAL REPORT (GA page 22)

- **Final technical report**
 - explanation of the work carried out
 - overview of the implementation of the action, including milestones and deliverables
 - a summary for publication by the Agency
 - answers to the ‘questionnaire’: answers to the questions covering issues related to the action implementation and its impact
- **Final financial report**
 - individual financial statement from each beneficiary (GA Annex 4) (detail the eligible costs for each budget category, receipts of the action)
 - explanation of the use of resources and the information on subcontracting
 - final summary financial statement, created automatically by the electronic exchange system and including the request for payment of the balance

FINAL REPORT (GA page 23)

- Financial statements must be drafted in **euro**
- Beneficiaries with accounting established in a currency other than the euro, must convert the costs recorded in their accounts into euro at the average of the daily euro exchange rates published in the C series of the Official Journal of the European Union, calculated over the corresponding reporting period. (PLN – is in the journal!)
- Language – English
- Balance payment = Final grant amount - pre-financing payment
- Balance payment - 90 days from receiving the final report

PRE-FINANCING (GA page 24)

- Pre-financing may however be distributed only:
 - if 90% of the beneficiaries have acceded to the Agreement
 - to beneficiaries that have acceded to the Agreement
 - The other beneficiaries must accede to the Agreement by signing the Accession Form (see Annex 3) in the electronic exchange system (see Article 36) within 30 days after its entry into force (see Article 42) (GA p 52)

CHECKS, REVIEWS, AUDITS (GA page 27)

- Checks, reviews and audits by the Agency and the Commission:
 - during the implementation of the action and up to five years after the payment of the balance
 - formally notified to the coordinator or beneficiary of the date
- For on-the-spot reviews/audits, the beneficiaries must allow access to their sites and premises, including the external persons or bodies, and must ensure that information requested is readily available
- The Agency or the Commission may carry out interim and final evaluations of the impact of the action measured against the objective of the EU programme:
 - during implementation of the action and up to five years after the payment of the balance.



OWNERSHIP OF RESULTS AND RIGHTS OF USE (GA page 32)

- The results of the action (including the reports and other documents relating to it) are owned by the beneficiaries.
- The beneficiaries must give the Agency and the Commission the right to use the results for their communication activities under Article 22.

VISIBILITY OF EU FUNDING

(GA page 33)

- Conferences, seminars, in information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via social media, any infrastructure, equipment or major result funded by grant:



- This *[insert appropriate description, e.g. report, publication, conference, infrastructure, equipment, insert type of result, etc.]* was funded by the European Union's COSME Programme.

VISIBILITY OF EU FUNDING

(GA page 33)

- Any communication activity related to the action must indicate the following disclaimer:
 - “The content of this *[insert appropriate description, e.g. report, publication, conference, etc.]* represents the views of the author only and is his/her sole responsibility; it cannot be considered to reflect the views of the European Commission and/or the Executive Agency for Small and Medium-sized Enterprises (EASME) or any other body of the European Union. The European Commission and the Agency do not accept any responsibility for use that may be made of the information it contains.”
- The EU may use information relating to the action, documents notably summaries for publication and public deliverables as well as any other material, such as pictures or audio-visual material received from any beneficiary

ROLES & RESPONSIBILITIES

(GA page 36)

- The beneficiaries have full responsibility for implementing the action and complying with the Agreement.
- Each beneficiary must:
 - keep information stored in the Participant Portal Beneficiary Register (via the electronic exchange system) up to date (see Article 12);
 - inform the coordinator immediately of any events or circumstances likely to affect significantly or delay the implementation of the action (see Article 12);
 - submit to the coordinator in good time:
 - individual financial statement(s) for itself
 - the data needed to draw up the technical report(s) (see Article 15);
 - any other documents or information required by the Agency or the Commission under the Agreement, unless the Agreement requires the beneficiary to submit this information directly.

CONSORTIUM AGREEMENT

(GA page 37)

- Consortium Agreement:
 - internal organisation of the consortium;
 - management of access to the electronic exchange system;
 - distribution of the payments;
 - additional rules on rights and obligations related to pre-existing rights and results (see Article 19);
 - settlement of internal disputes;
 - liability, indemnification and confidentiality arrangements between the beneficiaries.
- The consortium agreement must not contain any provision contrary to the Agreement.

REJECTION/REDUCTION OF COSTS

(GA page 37)

- The Agency will — at the payment of the balance or afterwards — reject any costs which are ineligible, in particular following checks, reviews, audits or investigations
- The rejection/reduction may also be based on the extension of findings from other grants to this grant
- Pre-information letter and 30 days of explanations

RECOVERY OF UNDUUE AMOUNTS

(GA page 39)

- The coordinator is fully liable for repaying debts of the consortium (under the Agreement), even if it has not been the final recipient of those amounts.
- Pre-information letter and 30 days to submit explanations
- If — after the payment of the balance — the Agency revised the final grant amount and the revised final grant amount is lower than the final grant amount, it will:
 - if the rejection or reduction does not concern a specific beneficiary: claim back the difference from the coordinator (even if it has not been the final recipient of the amount in question)
 - otherwise: claim back the difference from the beneficiary concerned.



AMENDMENTS TO THE AGREEMENT

(GA page 51)

- Amendments may be requested by any of the parties.
- The coordinator submits and receives requests for amendment on behalf of the beneficiaries



THANK YOU

Kristine Zunde, Latvian IT Cluster

Annex II - Detailed work plan

Indicator	Task leader	2020				2021								2022					
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
		<p>WP 1 Management</p> <p>1. Kick off meeting 1 meeting LITC MS1</p> <p>1.1. Project management team meetings and Steering Committees 3 meetings? LITC</p> <p>1.2. Day to day work LITC</p> <p>1.3. Elaboration and submission of a mid-term and final reports 2 reports LITC D1.4 Monitoring scoreboard with verifiable indicators D1.5 Mid-term report with scoreboard about activities</p> <p>1.4. Report (will be completed and submitted already after formal end of the project) LITC D1.5 First 6 monthly technical progress report D1.6 Second 6 monthly technical progress report D1.7 Final report with scoreboard about activities</p>																	
<p>WP 2 X-Industry trust & cooperation building with third countries</p> <p>2. Identification and establishment of Ambassadors as door openers to selected markets 3 LITC MS3</p> <p>2.1. Organization co-learning interregional & cross-sectoral boot camp about internationalization to third countries at C2C level 1 LPUF MS2 D2.2. Set of materials from co-learning interregional & cross-sectoral boot camp about internationalization to third countries at C2C</p> <p>2.2. Organization of X-Industry fact-finding missions for clusters 3 missions; 15 persons LPUF MS4 D2.1. Fact-finding missions reports including matrix of identified business and cooperation opportunities</p> <p>2.3. Creation of dynamic portfolio of potential partners and matrix of business & cooperation opportunities in third countries 1 - EU-LAC, EU-MEDA, EU CAUCASUS OnGranada D2.3. Online catalogue (portfolio of potential partners)</p> <p>2.4. 2.5. Establishment of Virtual X-Industry Internationalization Club (X-VIC) 1: 120 - SMEs, clusters and other intermediaries and business support organizations UNIMOS</p>																			
<p>WP3 X-Industry promotion, communication & identify shaping</p> <p>3. Elaboration of joint communication/marketing and branding strategy 1 OnGranada D3.1. Joint communication / marketing and branding strategy (4)</p> <p>3.1. Elaboration of promotion & communication materials, including digital tools - printing materials, including local language / short information / include translation services 1: promotional kit, ECPCP - 3 international communication profiles (ECCP, TWITTER, LinkedIn and Facebook) OnGranada MS4</p> <p>3.2. Creation of X-Industry & cross-cluster - online catalogue of products and services from food and ICT clusters offered by SMEs and other cluster members OnGranada</p>																			
<p>WP4 Implementation of pilot X-Industry Internationalization Programme with international matchmaking</p> <p>4. Implementation of Virtual X-Industry Internationalization Academy (3 online masterclass) UNIMOS; Uruguay; OnGranada; Morocco; LITC/LPUF Georgia MS6</p> <p>4.1. Coordination and facilitation of Virtual X-Industry Meetings (meet & greet) 32 SMEs / 48 meetings UNIMOS D4.5 Summary of virtual matchmaking meetings organized MS7</p> <p>4.2. Coordination and facilitation internationalization project concepts and grant agreements (IIPC) 24 SMEs / 12 project concepts IIPC UNIMOS/ OnGranada D4.4 Summary of internationalization project concepts</p> <p>4.3. F2F international matchmakings at B2B and C2C level in Europe and third countries with 3 missions UNIMOS; Uruguay; OnGranada; Morocco; LITC/LPUF Georgia D4.1 Matchmaking mission reports from Georgia D4.2 Matchmaking mission reports from Morocco D4.3 Matchmaking mission reports from Uruguay D4.5 MS8 General report on international matchmaking missions organized in third countries</p> <p>4.4. International matchmaking in third countries 3 incoming missions OnGranada, LFFC/FPQC D4.6 MS9</p>																			

Annex III - Template for Staff hours



Co-funded by the COSME programme of the European Union



Grant Agreement number: 951204
Acronym: AUMENTA
Partner: Partner

TOTAL	Person-months			Hours			Days		
	Grant agreement	Actual	Left	Application	Actual	Left	Application	Actual	Left
WP1	2,97	0,2372093	2,73	425	34	391	53,125	4	49
WP2	2,30	0	2,30	330	0	330	41,25	0	41
WP3	1,33	0	1,33	190	0	190	23,75	0	24
WP4	4,19	0	4,19	600	0	600	75	0	75
WP5	1,31	0	1,31	188	0	188	23,5	0	24
WP6	1,99	0	1,99	285	0	285	35,625	0	36
Total	14,09	0,2372093	13,85	2018	34	1984	252,25	4	248
				2018					

Senior Expert	Hours, total			Actual Hours, 1st Period						Actual Hours, 2nd Period						Actual Hours, 3rd Period					
	Application	Actual	Left	09	10	11	12	01	02	03	04	05	06	07	08	09	10	11	12	01	02
WP1	70	34	36	34																	
WP2	170	0	170	0																	
WP3	80	0	80	0																	
WP4	270	0	270	0																	
WP5	80	0	80	0																	
WP6	72	0	72	0																	
Total	742	34	708	34																	
	742																				

Expert	Hours, total			Actual Hours, 1st Period						Actual Hours, 2nd Period						Actual Hours, 3rd Period					
	Application	Actual	Left	09	10	11	12	01	02	03	04	05	06	07	08	09	10	11	12	01	02
WP1	285	0	285																		

WP2	80	0	80																		
WP3	30	0	30																		
WP4	80	0	80																		
WP5	54	0	54																		
WP6	141	0	141																		
Total	670	0	670																		
	670																				

Expert	Hours, total			Actual Hours, 1st Period						Actual Hours, 2nd Period						Actual Hours, 3rd Period					
	Application	Actual	Left	09	10	11	12	01	02	03	04	05	06	07	08	09	10	11	12	01	02
WP1	70	0	70																		
WP2	80	0	80																		
WP3	80	0	80																		
WP4	250	0	250																		
WP5	54	0	54																		
WP6	72	0	72																		
Total	606	0	606																		
	606																				

Annex IV - Template for partners expenditures



Co-funded by the COSME programme of the European Union



Grant Agreement number:
Acronym:
Partner:

951204
AUMENTA
Partner

EXPENDITURE SUMMARY

Cost form	Estimated eligible costs (per budget category)						EU contribution			Advance payment 70%	
	A. Direct personnel costs		B. Direct costs of subcontracting	C. Direct costs of financial support	D. Other direct costs	E. Indirect costs	Total estimated eligible costs	Reimbursement rate %	Maximum EU contribution		Maximum grant amount
	A. Direct personnel costs	A.3 SME owners without salary A.4 Beneficiaries that are natural persons without salary		C.1 Financial support C.2. Prizes	D.1 Travel D.2 Equipment D.3 Other goods and services						
	Actual	Unit	Actual	[c]	d	Flat-rate 7% e = 0.07 × (a1+b+d)	f=a1+a2+b+[c]+d+e	g	h = f × g	i = h	
Grant Agreement	44070	0	0	0	45700	6283,9	96053,9	90	86448,51	86448,00	60513,60
Actual	0	0	0	0	0	0	0	90	0	0	0,00
Left	44070	0	0	0	45700	6283,9	96053,9	90		86448,00	60513,60

	Planned	Actual costs				Left
		Month 1 - Month 6	Month 7 - Month 12	Month 13 - Month 18	Total	
Direct staff costs	44070	0	0	0	0	44070
Senior expert	18550	0	0	0	0	18550
Expert	13400	0	0	0	0	13400
Expert	12120	0	0	0	0	12120
Travel costs and subsistence allowances for personnel	8000	0	0	0	0	8000
International travels	6000	0	0	0	0	6000
National travels	2000	0	0	0	0	2000
WP Costs of other goods and services	37700	0	0	0	0	37700
1 Event organizing expenses (catering, premises, technical support)	700	0	0	0	0	700
2 Ambassador expertise expenses	9000	0	0	0	0	9000
3 Marketing materials for target markets (translation, printing)	2000	0	0	0	0	2000
4 Event organizing expenses in target market (catering, premises, technical support)	1000	0	0	0	0	1000

4	Travel costs and subsistence allowances for SMEs representatives to target markets (12 persons, 2000 EUR/pers.)	24000	0	0	0	0	24000
5	Event organizing expenses (catering, premises, technical support, materials)	1000	0	0	0	0	1000
	Indirect costs	6283,9	0	0	0	0	6283,9
	TOTAL	96053,9	0	0	0	0	96053,9

Annex V – List of Deliverables

DELIVERABLES									
Del. no.	Deliverable name	WP no.	Lead Beneficiary	Type	Dissemination level	Expected due delivery date	Delivered Yes/No	Actual date delivered	Comments
D1.1	Project Management meeting minutes	WP1	LITC	Report	PU	31.05.2022	Yes	31.05.2022	
D1.2	Mid-term report with scoreboard about activities	WP1	LITC	Report	CO	30.09.2021	Yes	8.10.2021	Due to collecting Mid-term data from participating SMEs delayed as some SMEs had submitted their annual report in late August 2021 and active season of production after summer, Coordinator has informed EISMEA about the delay.
D1.3	Final report with scoreboard about activities	WP1	LITC	Report	CO	31.05.2022	Yes	31.05.2022	
D1.4	Monitoring scoreboard with verifiable indicators	WP1	LITC	Report	PU	31.12.2020	Yes	18.01.2021	Due to Holiday season and end of the year, consortium asked and EASME approved deadline extension to 18.01.2021., communicated via Funding&Tenders portal on 17.12.2020.
D1.5	First 6-monthly technical progress report 1	WP1	LITC	Report	CO	31.03.2021	Yes	31.03.2021.	
D1.6	Second 6-monthly technical progress report 2	WP1	LITC	Report	CO	30.09.2021	Yes	31.03.2021.	
D2.1	Fact-finding missions reports including matrix of identified business and cooperation opportunities	WP2	LFFC/FPQC	Report	CO	30.06.2021	Yes	31.10.2021.	Coordinator request via Tenders & Funding portal to extend deadlines for submitting deliverable D2.1 “Fact-finding missions reports including matrix of identified business and cooperation opportunities” to Month 14, 31.10.2021, taking into consideration, that partners had planned to attend one of the target markets – Georgia in person, but due to epidemiological situation rapid change and COVID19 impact of Georgian side

									on August and September, partners have decided to switch from on-site visit to virtual visit and adapting content to specific format.
D2.2	Set of materials from co-learning interregional & cross-sectoral boot camp about internationalization to third countries at C2C level	WP2	LFFC/FPQC	Report	CO	28.02.2021	Yes	26.02.2021	N/A
D2.3	Online catalogue (portfolio of potential partners)	WP2	ON GRANADA	Report	PU	28.02.2021	Yes	01.03.2021	Deliverable submitted in the morning of next day after the deadline due to updating list of initial potential partners
D3.1	Joint communication/marketing and branding strategy	WP3	ON GRANADA	Report	CO	31.12.2020	Yes	18.01.2021	Due to Holiday season and end of the year, consortium asked and EISMEA approved deadline extension to 18.01.2021., communicated via Funding&Tenders portal on 17.12.2020.
D4.1	Matchmaking mission reports from Georgia	WP4	UNIMOS/ABC	Report	CO	31.12.2021	Yes	30.12.2021.	
D4.2	Matchmaking mission reports from Morocco	WP4	UNIMOS/ABC	Report	CO	31.12.2021	Yes	30.12.2021.	
D4.3	Matchmaking mission reports from Uruguay	WP4	UNIMOS/ABC	Report	CO	31.12.2021	Yes	30.12.2021.	
D4.4	Summary of internationalization project concepts	WP4	UNIMOS/ABC	Report	PU	31.12.2021	Yes	30.12.2021.	
D4.5	Summary of virtual matchmaking meetings organized	WP4	UNIMOS/ABC	Report	PU	31.03.2022	Yes	1.02.2022.	
D4.6	General report on international matchmaking missions	WP4	UNIMOS/ABC	Report	PU	31.05.2022	Yes	27.05.2022.	

	organized in third countries								
D4.7	Report on collaboration agreements signed with third countries	WP4	UNIMOS/ABC	Report	CO	31.05.2022	Yes	27.05.2022.	
D4.8	Report on business agreements signed with third countries	WP4	UNIMOS/ABC	Report	CO	31.05.2022	Yes	27.05.2022.	
D4.9	Report on joint cooperation projects signed with third countries	WP4	UNIMOS/ABC	Report	CO	31.05.2022	Yes	30.05.2022.	
D4.10	Matchmaking mission reports from Caucasus & Central Asia countries	WP4	LITC	Report	CO	31.05.2022	Yes	27.05.2022.	
D5.1	Long term cooperation agenda	WP5	LITMEA/SFC	Report	PU	31.05.2022	Yes	31.05.2022	
D5.2	Report about X-industry meta cluster	WP5	LITMEA/SFC	Report	PU	31.03.2022	Yes	1.04.2022.	
D5.3	Recommendation booklet for policy makers	WP5	LITMEA/SFC	Report	PU	31.03.2022	Yes	31.01.2022	
D6.1	Summary of peer-reviews	WP6	LITC	Report	CO	31.05.2022	Yes	31.05.2022	