

GEODES

Geosciences, Development and Sustainability



Project title: Geosciences, Development and Sustainability: Africa and Europe together

Project acronym: GEODES

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D10.2 Project Handbook

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Dissemination level: Sensitive

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ABSTRACT

The Project Handbook was created to transmit management procedures to those involved in the project GEODES. It covers the management structures, general project organization, team details and working practices. Some aspects are found in more detail in other project documents, such as the Grant Agreement, Consortium Agreement, Report of Kick-off Meeting, Communication Plan. The handbook will be revised if procedures change in the course of the project. A Portuguese version of this document is also available.

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1. INTRODUCTION

The Geosciences, Development and Sustainability: Africa and Europe together (GEODES) project was funded by the Erasmus+ Programme through the Education and Culture Executive Agency (EACEA). The project is coordinated by University of Coimbra (UC) and counts with the participation of two Higher Education Institutions from European countries, University of Salamanca (USAL) and University of Turin (UNITO); three from Angola, University Agostinho Neto (UAN), Universitu Katiavala Bwila (UKB) and University Mandume ya Ndemufayo (UMN); and three from Mozambique, University Eduardo Mondlane (UEM), University of Lúrio (UL) and University Púngué (UP).

The present Project Handbook was created to explicitly describe the different management procedures to be applied during the project lifetime. They are reported in this document to allow a quick consultation by all institutions involved in GEODES.

The handbook covers aspects of the management structures, general project organization, team details and working methods. It is organized in four main sections. After this introductory section, the second section is dedicated to a description of GEODES and its main goals. The third section describes in more detail the management structures and the roles of each beneficiary institution and team member in the project. The fourth focus on issues related to overall working methodology, including internal communication and reporting.

As this is a short guide for management, some aspects can be found in more detail in other project documents, such as the Grant Agreement, Consortium Agreement, Report of Kick-off Meeting, and Communication Plan. The handbook will be revised if procedures change in the course of the project.

2. PROJECT OVERVIEW

2.1. Project summary

With the participation of three universities from European countries (UC, USAL and UNITO), the GEODES project benefits from the accumulated expertise of two universities that participated in previous capacity building actions (UAN and UEM), which are now going to act as local training institutions in tandem with the Europeans Partners. The main beneficiaries of the current proposal have been carefully selected from necessitated areas in extremely needed countries: centre and south of Angola, and centre and northeast of Mozambique.

The project should promote: (i) technical training of teachers and final year students from six higher education institutions from Angola (UAN, UKB, UMN) and Mozambique (UEM, UL, UP) in the area of Earth Sciences; (ii) Empowerment of the trainers from UAN and UEM on training country fellows; (iii) Upgrading and developing BSc and MSc courses in the area of Earth Sciences; (iv) the development of professional internships in private companies in Angola and Mozambique; and (v) training in the creation of applications that can be submitted in competitive research calls for funding.

It is expected to create a "GEODES Initiative" in the field of Earth Sciences demonstrating that this field of knowledge is crucial for resilient and sustainable development. The bases of these initiative should be defined and communicated during an event organized in Maputo in the last year of the project.

2.2. Stakeholders

The stakeholders of the project can be organized at 4 levels

- European Institutions that have created previous consortiums aiming at capacity building in developing countries;
- Institutions in Angola and Mozambique with a history of several decades in the field of geosciences and very significant level of facilities/equipment and graduated teaching teams, they are clearly the most important in the two countries (UEA and UEM);

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- New-comers from Angola and Mozambique, 4 institutions where training in the field of geosciences is relatively recent and have enormous potential for regional growth (UKB, UMN, UL and UP);
- Third parties, which are other institutions and private companies that are not beneficiaries of the project and were not listed as Associated Partners, but should be involved to achieve the objectives of the project.

Only stakeholders of the first 3 levels were involved in the design of this Project Handbook.

2.3. Lifecycle

The GEODES project will be executed in 36 months.

However, it is expected longer term impact from GEODES. The exchange among scientists by bringing together complementary profiles should improve standards, methods and techniques for carrying out research and transferring of fundamental and applied knowledge. This should benefit both beneficiaries from European and African countries. Furthermore, the project includes one Work Package focused on training in the creation of research projects in call for competitive funding (WP7), which should contribute to maintain its outcomes beyond the period of execution.

3. PROJECT MANAGEMENT STRUCTURE

3.1. Management Principles

The management structure of GEODES is designed to effectively coordinate the organisation of the project on three different levels: (i) the interaction between the European Commission and the project, (ii) the collaboration among the project partners and (iii) the coordination and monitoring of the daily work. It is described in the Grant Agreement.

3.2. Management structure

The project management structure was agreed at the kick-off meeting. It will involve a Project Coordinator, the Steering Committee, Project Support Team, Quality Assurance/Quality Control Team and a series of participants responsible for the coordination/leadership of Work Packages and respective tasks.

3.2.1. Project coordinator

The Project Coordinator (PC) must belong to the Coordinating Institution (University of Coimbra), being responsible for overall project management (technical and operational), communication and reporting to EACEA, efficient use of the project grant. The PC will be Pedro Dinis, closely supported by Nelson Rodrigues.

3.2.2 Steering Committee

The Steering Committee (SC) is a decision-making body consisting of one representative (preferably the contact person) from each partner institution. It will be composed by:

Pedro Dinis (UC)
Dolores Pereira (USAL)
Giovanna Dino (UNITO)

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António Olímpio Gonçalves (UAN)
Daud Jamal (UEM)
Guido Prego (UKB)
Aida Jacinto (UMN)
Elsa Assiaty António (UL)
Hélio Vasco Nghanhane (UP)

The SC is expected to meet on-line regularly to review the progress of project activities and make decision about it. Specific tasks also include the approval of deliverables (namely the present report) and define any risk contingency measures.

3.2.3. Project Support Team

The Project Support Team (SPT) is responsible for assisting the PC in daily management activities. The services at UC, the coordinating institutions appointed:

- From DAPI (Research Projects Support Division): Kátia Cardoso, who is in charge of project preparation
- From DPA (Projects and Activities Division): Luís Santos, who oversees administrative project management, including the lump-sum transfers

3.2.4. Quality Assurance/Quality Control team

A Quality Assurance and Quality Control (QA/QC) strategy will ensure that quality is planned for both the project deliverables and activities. It will focus on the assessment of quality assurance, as well as monitoring and evaluation of project risks management (their precautionary diagnosis and handling), communication, dissemination strategies, working meetings and the steering group performance. The quality of project outputs will be reviewed in the framework of quality indicators approved by all the partners.

The QA/QC team must be formed by 3 members from partner institutions and will directly support the Project Coordination in monitoring and assessing the quality of GEODES development and its results. By unanimity the following names were elected for the QA/QC team:

- Dolores Pereira (USAL),
- Nelson Rodrigues (UC),
- Giovanna Dino (UNITO)

The team will be led by Dolores Pereira, who oversees the WP8 focused on the matters of quality control. The other two team members were involved in previous EU projects

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on capacity building and are experienced in quality assurance. Based on their acquired experience they are fully aware of possible difficulties that may compromise the project. The other member of GEODES team must promptly respond to alerts coming from the QA/QC team.

3.3. Work package management

The project is organized in 10 Work Packages (WP), which comprise one or more tasks. All participants can be involved in all tasks of the project. However, a few participants were nominated as coordinators of WPs and respective tasks. The WP Leaders are responsible for monitoring of the overall progress of the WP and its activities. The Task Leaders are in charge of monitoring the assigned activity, ensuring its quality level and timeliness, and active participation of other partners.

Team members that assumed leadership roles in WPs and tasks are:

- WP1, Start & Preparation: Pedro Dinis (UC)
 - T1.1, Preparation of Kick-Off Meeting: Pedro Dinis (UC)
 - T1.2, Kick-Off Meeting: Pedro Dinis (UC)

- WP2, Capacity Building- Infrastructures Improvement: Daud Jamal (UEM)
 - T2.1, Equipment acquisition for UAN: Aurora Bambi (UAN)
 - T2.2, Equipment acquisition for UKB: Leonardo Roos Handa Tchindombe (UKB)
 - T2.3, Equipment acquisition for UMN: Eduardo Cai (UMN)
 - T2.4, Equipment acquisition for UEM: Daud Jamal (UEM)
 - T2.5, Equipment acquisition for UL: Loite José (UL)
 - T2.6, Equipment acquisition for UP: Kátia Marisa Paulo Gotine (UP)

- WP3, Study Plans Upgrading: Aida Jacinto (UMN)
 - T3.1, Revision of study plans: Aida Jacinto (UMN)

- WP4, Training in Africa: Irina Miguel (UAN)
 - T4.1, Training in Luanda, Irina Miguel (UAN)
 - T4.2, Training in Maputo, Luis Magaia (UEM)

- WP5, On-Line Training: Dolores Pereira (USAL)
 - T5.1, On-Line Training modules: Dolores Pereira (USAL)

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- WP6, Professional Training: Loite Jose (UL)
 - T6.1, Internships in Angola: Amarildo Tito (UMN)
 - T6.2, Internships in Mozambique: Elsa Assiaty António (UL)

- WP7, Training & Proposals Preparation: Giovanna Dino (UNITO)
 - T7.1, Training of selected trainees in research at UC, USAL and UNITO: Manuela Lasagna (UNITO)

- WP8, QA/QC & Sustainability: Dolores Pereira (USAL)
 - T8.1, QA/QC: Dolores Pereira (USAL)
 - T8.2, Sustainability: Irene de Felipe (USAL)

- WP9, Dissemination & Outreach: Laura Joaquim Jaime (UKB)
 - T9.1, Communication plan: Pedro Costa (UC)
 - T9.2: Website and social media: Kátia Marisa Paulo Gotine (UP)
 - T9.3: Sustainability plan, Adélito Bernardo (UP)

- WP10, Management: Nelson Rodrigues (UC)
 - T10.1, Management of the project: Pedro Dinis (UC)

These team members will promote the involvement of all team members from the partnership and stakeholders to ensure a proper development of the project.

3.4. Consolidated Responsibilities Assignment Matrix

Team members are expected to participate in all tasks from all WPs when required. Despite this, team members must pay special attention to the tasks that have their names associated in the matrix below. Leading responsibilities are identified with darker background color.

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		T1.1	T1.2	T2.1	T2.2	T2.3	T2.4	T2.5	T2.6	T3.1	T4.1	T4.2
UC	Pedro Dinis	x	x	x	x	x	x	x	x	x	x	x
UC	Nelson Rodrigues	x	x	x	x	x	x	x	x	x		
UC	Ana Castilho			x	x	x	x	x	x	x		
UC	Joana Ribeiro			x	x	x	x	x	x	x		
UC	João Pratas			x	x	x	x	x	x	x		
UC	Pedro Costa									x		
UC	Luca Dimuccio									x		
UC	Lúcio Cunha									x		
UC	Kátia Cardoso											
UC	Luís Santos											
USAL	Dolores PEREIRA	x	x							x	x	x
USAL	Irene de Felipe									x		
UNITO	Giovanna Dino	x	x							x	x	x
UNITO	Sabrina Bonetto											
UNITO	Manuela Lasagna									x		
UAN	António Olímpio Gonçalves	x	x	x						x	x	
UAN	Felisberto Queta			x							x	
UAN	Aurora Bambi			x							x	
UAN	Irina Miguel			x							x	
UKB	Guido Prego	x	x		x					x	x	
UKB	Cardoso ERMELINDA				x					x	x	
UKB	António Wilson Fernandes				x					x	x	
UKB	Eliete Henriques Augusto				x					x	x	
UKB	Leonardo Roos Tchindombe				x					x	x	
UKB	Laura Joaquim Jaime				x							
UMN	Aida Jacinto	x	x	x		x				x	x	
UMN	Domingos Oliveira					x				x	x	
UMN	Amarildo Tito					x				x	x	
UMN	Eduardo Nkai					x				x	x	
UEM	Daud Jamal	x	x	x	x	x	x	x	x	x		x
UEM	Estêvão Inácio Sumburane						x					x
UEM	Sandra Siteo						x					x
UEM	Luis Magaia						x					x
UL	Elsa Assiaty António	x	x					x		x		x
UL	Loite Lazaro José							x		x		x
UL	Claudino Chaquisse							x		x		x
UP	Hélio Vasco Nganhane	x	x						x	x		x
UP	Kátia Marisa Paulo Gotine								x	x		x
UP	Adélito Bernardo								x	x		x

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		T5.1	T6.1	T6.2	T7.1	T8.1	T8.2	T9.1	T9.2	T9.3	T10.1
UC	Pedro Dinis	x	x	x	x	x	x	x	x	x	x
UC	Nelson Rodrigues	x	x	x		x	x				
UC	Ana Castilho	x									
UC	Joana Ribeiro	x									
UC	João Pratas	x	x	x							
UC	Pedro Costa	x					x	x	x	x	
UC	Luca Dimuccio	x			x						
UC	Lúcio Cunha	x	x	x							
UC	Kátia Cardoso										x
UC	Luís Santos										x
USAL	Dolores PEREIRA	x			x	X	x				x
USAL	Irene de Felipe	x				x	X			x	
UNITO	Giovanna Dino	x			x		x				x
UNITO	Manuela Lasagna	x			x						
UNITO	Sabrina Bonetto				x		x				x
UAN	António Olímpio Gonçalves	x				x	x				x
UAN	Felisberto Queta	x									
UAN	Aurora Bambi	x									
UAN	Irina Miguel	x									
UKB	Guido Prego	x			x	x	x	x	x	x	x
UKB	Cardoso ERMELINDA	x			x			x	x	x	
UKB	António Wilson Fernandes	x			x			x	x	x	
UKB	Eliete Henriques Augusto	x			x			x	x	x	
UKB	Leonardo Roos Tchindombe	x			x			x	x	x	
UKB	Laura Joaquim Jaime	x			x			x	x	x	
UMN	Aida Jacinto	x	x		x	x	x				x
UMN	Domingos Oliveira	x	x		x						x
UMN	Amarildo Tito	x	x		x						
UMN	Eduardo Nkai	x	x		x						
UEM	Daud Jamal	x				x	x				x
UEM	Estêvão Inácio Sumburane	x									
UEM	Sandra Siteo	x									
UEM	Luis Magaia	x									
UL	Elsa Assiaty António	x		x	x	x	x				x
UL	Loite Lazaro José	x		x	x						
UL	Claudino Chaquisse	x		x	x						
UP	Hélio Vasco Nghanhane	x			x		x		x	x	x
UP	Kátia Marisa Paulo Gotine	x			x			x	x	x	
UP	Adélito Bernardo	x			x			x	x	x	

4. WORKING METHODS

4.1. Decision making

Decisions in the frame of each task is the responsibility of the task leader and the coordinator of the WP that encompass the task. If voting is necessary an approval requires 50% of the WP participants convoked to discuss the decision. In case of tie the WP leader must pass final decisions to the PC, which may consult the SC.

Decisions that may influence the overall development of the GEODES project require approval by the SC. In particular, deliverables have to be approved by the SC and the SC members should respond swiftly, ensuring that due dates for presentation are not compromised. Identified difficulties regarding the development of the project must be communicated to the QA/QC team.

4.2. Internal communication

The task leader/WP coordinator must keep informed other members associated with the tasks, as listed in the Consolidated Responsibilities Assignment Matrix, regarding their decisions.

Participants must transmit to the PC in good time their contributions to deliverables, technical reports and any other information required by the European Union or European Education and Culture Executive Agency (EACEA).

The tasks have been designed to minimize long distance travels with emphasis put on on-line events. There will be only two main events implying air-traveling: one in Coimbra at the start of the project and one in Maputo near the end of the project. Zoom meetings will be preferred as conferencing software for online meetings. Other options for video conferencing or communication between partners can be adopted when needed.

4.3. Document storage

Working documents and other relevant information will be stored in a physical cloud that can be accessed by all team members.

A practice of record keeping will be maintained by all beneficiaries. They must keep records and other supporting documents to prove the proper implementation of the

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action, which must be made available upon request. The beneficiaries must keep the original documents, with digital and digitalised documents being considered originals if they are authorised by the applicable national law. The granting authority may accept non-original documents if they offer a comparable level of assurance.

Examples of documents to be kept are:

- Invoices, receipts and similar documents;
- Bank statements or confirmations of payment transfers;
- Transport and stay tickets and reservations, including boarding passes;
- Pay Slips and Timesheets of the Staff involved

Record keeping may be done in accordance with internal standards, rules and procedures of each beneficiary institution.

4.4. Dissemination of the project

Data resulting from the project should be disseminated through wider audience. A Dissemination Committee with representatives from UKB (Laura Joaquim Jaime), UP (Kátia Marisa Paulo Gotine and Adélito Bernardo) and UC (Pedro Costa) is responsible for the design of all promotional material. Before printing, publishing, and distribution, draft version will be sent to all partners for comments and suggestions and validated by the SC. Several specific measures will be performed for dissemination.

- A project website, a project promotional package, press and media advertising, and dissemination events, including the final conference;
- Regular (1-2 per academic year) webinars will be organized to promote experience sharing between project members and students involved in the project;
- An *Alumni* group will instigate the growth of a network of potential end-users;
- Regular links between media and the project and a strategic presence on social media will be established;
- At national level, other academic and non-academic institutions will be informed about the project's approach and results.

Formal communication and dissemination initiatives 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 European Education and Culture Executive Agency (EACEA). Neither the European Union nor the granting authority can be held responsible for them.”

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Operational rules and logos are available here:

https://ec.europa.eu/regional_policy/information-sources/logo-download-center_en

4.5. Progress Measuring

The GEODES project has only one Reporting Period, to be concluded at the end of the project, in month 36. In case of need of a 2nd pre-financing by month 18, a pre-financing report has to be presented.

WPs and tasks leaders must ensure that deliverables are presented in due time. Compliance with deadlines is the best guarantee that the project is being developed as planned. However, other forms of activity recording, such as meeting minutes or copies of messages between peers, can be used to demonstrate efforts by individual participants to carry out project work.

APPENDIX 1

Quality Management Plan

(guidelines for the Quality Manual, D8.1 to be delivered at M12)



QUALITY MANAGEMENT PLAN

Work package: **Quality Control and Monitoring**

Responsible Partner: **USAL Spain**

Author: **USAL Spain**

Version: **0.1**

Content:

Introduction

Overall approach and values

Methodological approach

Risk management

Annexes

Introduction

Quality control and monitoring are important keys to the successful implementation of a project and to achieve its objectives. The main objectives of a Quality Management within the frames of the project are:

- providing quality in the structure, processes and results of the project,
- responding effectively to emerging changes and challenges in the project environment,
- ensuring sustainability of project outputs/outcomes beyond the lifetime of the project.

Therefore, the procedures and tools related to quality management target at project progress and outputs on the one hand and the quality of project management and work flow on the other hand, and are planned to meet the objectives above. The Quality Management Plan (this document), is developed together with the project coordinator and the consortium at the launch of the project. It will primarily evolve around planning, implementing, measuring and improving the project at each stage of its execution.

WP leaders will be provided with a report template to complete throughout the implementation of the WP in order to provide an in-depth analysis of the major achievements and further areas of improvement. Further, each major activity will have its evaluation tool to better understand the implementation processes and ensure that obstacles are overcome, and the necessary details of the plans are improved/modified if needed. In year 2 and 3 a monitoring meeting will be organized with the PC institution to observe the developments, evaluate the situation, and provide recommendations for improvement.

Apart from the internal measures, external quality assurance tools will be applied in the form of interim and final financial audits and interim and final reporting to the European Commission.

This Quality Control Plan is a working document that can be adapted in accordance to changing circumstances during project implementation. Potential changes are brought forward by USAL (Spanish partner) and/or the consortium leader and are subject to mutual consent by all consortium partners.

Overall approach and values

Objectives of ensuring quality

- To assure quality in the structure, processes and results of the project.
- To be able to respond effectively to emerging changes and challenges in the project environment.

Principles of quality management

- *Quality management concerns all partners.* USAL coordinates quality management but all partners are responsible for implementing the quality procedures laid out in this workbook and support the implementation of activities for quality assurance.
- *Quality management does not happen automatically if you work well.* The project has to provide a platform for discussions, supervision and conclusions.
- *Quality management is not about finding fault in our work.* It is about discussing and using our experience for improving the project implementation and its deliverables.

Elaborating proper documentation and the sharing of information is key to quality management. All partners need to have access to relevant information at all times and at the earliest stage possible in order to ensure a quality culture, trusting relationships between partners and a proper environment that supports an effective work-flow.

Methodological Approach:

This section outlines the specific evaluation and quality assurance procedures planned in GEODES. For this, the table below gives a brief overview on the activities, tools/deliverables, responsibilities and time schedule related to the new quality management.

USAL Spain coordinates the process for quality management, collects and processes the information and ensures -where necessary- that all partners take part in activities related to quality management.

GEODES activities, schedule and responsibilities for QA

Activity	Description of activity	Tools and deliverables	Responsible partner/s	Timeline/Deadlines
Monitoring connections	Annual monitoring connections requested by USAL to all partners.	Monitoring report (per country)	USAL and project coordinator	Year 2, year 3
Review of project products/outputs	A template to check the progress and finalization of individual WPs is provided by USAL, and filled in by WP leaders. The template should be updated by the WP leaders before consortium meetings, and a final version has to be submitted to USAL and the project coordinator after finalization of the WP.	Template provided in Annex	USAL, all WP leaders	Ahead of each consortium meeting (virtual meetings) and final version upon finalization of WP.

Feedback on products/outputs	Pre-final versions of products/outputs must be sent to project coordinator and USAL for feedback. Feedback may also be required by other partners (upon demand).	Template provided in Annex. Where appropriate, feedback can also be provided through other channels (e.g. via e-mail)	USAL and project coordinator, other partners upon demand	Upon submission of pre-final versions of product/outputs
Interim and overall external and financial audit.	Interim financial and audit reports and overall external and financial audit reports –will be organized by project coordinator.	Audit reports	Project coordinator + external evaluation unit	To be decided/confirmed by project coordinator

<p>Quality assurance sessions</p>	<p>A quality session is integrated to every consortium meeting in order to provide space to discussions on risks and challenges with a focus on changes to risk log, particular threads that need to be discussed and mitigated jointly etc.). as preparation for the quality sessions, WP leaders send their updated WP reporting template in advance to USAL and to the project coordinator.</p>	<p>Conclusions from QA sessions, updated WP reporting templates</p>	<p>USAL in cooperation with project coordinator</p>	<p>At all consortium meetings (virtual meetings at present)</p>
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Event reporting and quality assessment of events/trainings	Events are evaluated via a questionnaire including a summative narrative of the results and recommendations for further events if applicable.	Template provided in Annex	Hosting institution	
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Risk management:

One of the major pillars of the quality management of a project is the risk management, to implement mitigation measures in the case the project can be jeopardize in the event of unforeseen circumstances.

Quality sessions have been included as part of the consortium/partner meetings.

Principles of risk management

- If necessary, include QA sessions on particular topics during meetings.
 - Make an effort to identify risks and challenges (risk analysis update)
 - Communicate risks and challenges amongst partners and discuss the issue openly with all parties involved – do not hold back information, make compromises.
 - View the situations from different angles and different points of view and include all partners into the discussion.
 - Make sure all partners feel informed and involved – if they don't, they are less likely to contribute to solutions and compromises.
-

GEODES risk log		
Risk	Level	Mitigation Strategy
Travel restrictions due to new appearance of COVID-19 (or any other health menaces)	Medium	Keep working on virtual tools to avoid delays in the development of GEODES.
There may be turnover of key representatives/ project team members which might cause disruption to the project.	Low-medium	At institutional level: proper documentation and collection of key project documents; share these documents and key information with all project team members and beyond to ensure that knowledge about the project does not lay with only one person and project implementation is not dependent on one person only.
Part of staff/students may not understand the importance of promoting access to/participation in/successful completion of HE for students from vulnerable/underrepresented groups.	Medium-high	Work out a list of arguments how working on the topic will be beneficial to all staff/students (e.g. exploring the boundaries of the institution, fostering creativity in finding solutions for complex questions, how would the improved infrastructure be beneficial etc.).
Lack of awareness and openness related to the possibilities afforded by the internet as a training tool.	Low-medium	If staff/students do not see or appreciate the possibilities of resources/tools offered through the internet, extra training may be needed for particular user groups to use internet- related tools.
Constant fluctuation of euro's exchange rate will cause burden to the grant-holding HEI in particular;	Medium	Medium losses through exchange rates is usually covered by each institution themselves. Considerable loss can be discussed within the project team to find fair solutions.

<p>Selection of target – target groups chosen may not be in line with national/regional strategies</p>	<p>Medium</p>	<p>Collect arguments, include people from target group, brainstorm within the project team/with other partners for solutions (via online), use literature review/survey results to make a case.</p>
<p>Public procurement for equipment may be complex at national level and could cause delay in purchase</p>	<p>Medium-high</p>	<p>Start the process of procurement early enough, discuss it already at early stages of the project (what kind of equipment - making sure it has maximum outreach to the target group? What are the EC rules, what are the national rules? Some equipment may only have one provider.</p>
<p>Target groups may not be aware they are a target group and may not be keen on working with the project.</p>	<p>Medium-high</p>	<p>Address the challenge at a systemic level and not at personal level: self-identification, have others from the target group talk to potential participants (e.g. students talking to students), be transparent about the objective of their involvement – ensure anonymity if need be, establish a trusting environment.</p>

