



Contract no. LIFE14 ENV/ES/000621

LIFE-RAMSES

Enhanced Reclaimed wAter quality through MainStream anaErobic treatment using Supported biomass growth

LIFE Environment and Resource Efficiency – Call 2014

Management Handbook

Start date of project: 16-07-2015 Duration: 15-07-2018

Project Coordinator: ACCIONA AGUA, S.A.U.

Project co-funded by the European Commission within the LIFE PROGRAMME		
Dissemination Level		
PU	Public	<input type="checkbox"/>
PP	Restricted to other programme participants (including the Commission Services)	<input type="checkbox"/>
RE	Restricted to a group specified by the consortium (including Commission Services)	<input type="checkbox"/>
CO	Confidential, only for members of the consortium (including Commission Services)	<input checked="" type="checkbox"/>



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1. INTRODUCTION

The aim of this Management Handbook is to give a quick and short overview of the most relevant project information, procedures and conditions for the partners in the RAMSES Project. Furthermore, the purpose is to elaborate on issues given in the Contract and Partnership Agreements that need further explanation to become operative.

This document, if necessary, will be updated continuously through the lifecycle of the project, to extend the information given, include new important issues and changes in the project or procedures. Each time the document is updated, all the project partners will be informed of the publication of the new version and the changes made with respect to the previous version.

In the event of discrepancy between documents, this Management Handbook is overruled by the EU Contract including its Annexes and the Partnership Agreements.

2. PROJECT CONTENTS

2.1 Participants

Contact information of Project Participants is included in the Contract and in the Consortium Agreement, and presented in the next list:

Participant Role ¹	Participant Number	Participant name	Participant short name	Country
CO	1	ACCIONA AGUA, S.A.U.	ACCIONA	Spain
AB	2	Entidad de Saneamiento y Depuración de la Región de Murcia	ESAMUR	Spain

The complete contact information of the project can be found in Annex I.

New contacts or changes/corrections to the current contacts should be sent to the coordinator helpdesk (paula.perez.sanchez@acciona.com) as contact information responsible.

2.2 Contract

The contract with EU is the contract no. **LIFE14 ENV/ES/000621**.

All the partners have an electronic copy of the complete contract.

¹ CO Coordinator – AB Associated Beneficiary



3. PROJECT STRUCTURE

The overall plan of the project follows the description of work, time and budget as laid down in the Work Programme (Annex 1 to the Contract). The guiding point of all work and planning will be the Deliverables as described under each work package.

3.1 Actions

Action number	Action Title	Action Leader	Start Date	End Date
B.1	Parameterization of WWTP feed water characteristics and its annual variability	ACCIONA	Month 1	Month 12
B.2	Testing of different plastic supports for biomass growth	ACCIONA	Month 17	Month 32
B.3	Analysis of possible co-substrates in the anaerobic co-digestion process	ACCIONA	Month 1	Month 36
B.4	Prototype design, construction and commissioning	ACCIONA	Month 4	Month 12
B.5	Demonstrator and implementation actions in the facilities of Blanca WWTP	ACCIONA	Month 19	Month 36
C.1	Monitoring the environmental impact of the Project	ACCIONA	Month 1	Month 36
C.2	Analysis of socioeconomic effects	ACCIONA	Month 1	Month 36
D.1	Project Communication Plan	ACCIONA	Month 1	Month 36
D.2	Dissemination through notice boards	ACCIONA	Month 4	Month 9
D.3	Project Web site	ACCIONA	Month 1	Month 36
D.4	Layman's report	ACCIONA	Month 34	Month 36
D.5	Networking with other projects	ACCIONA	Month 1	Month 36
E.1	Project management monitoring	ACCIONA	Month 1	Month 36
E.2	After-LIFE plan	ACCIONA	Month 34	Month 36
E.3	Indicators	ACCIONA	Month 34	Month 36
E.4	Audit	ACCIONA	Month 1	Month 36



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3.2 Deliverables

The list of deliverables for the 36 months is included in the next list:

Name of the Deliverable	Number of the associated action	Deadline
Final report about the characterization and waste with a major potential within the process (that is to say richer in organic matter)	B3	01/10/2015
Initial inventory about the companies located in the area	B3	01/10/2015
Communication plan	D1	16/10/2015
Project Management Handbook	E1	16/10/2015
General communication Leaflets	D1	16/01/2016
Functionalities description of the LIFE-RAMSES website	D3	31/01/2016
Report on selection of plastic filling	B2	31/03/2017
Communication project dossier first year	D1	16/07/2016
Report: baseline	C1	16/07/2016
Report: socioeconomic baseline	C2	16/07/2016
Final report on characterization of Blanca WWTP input water and of its possible seasonable VARIATIONS	B1	30/07/2016
Final report on calibration of the mathematical model	B3	30/08/2016
Basic sizing of prototype	B4	31/08/2016
Form programme indicators – MR	E3	16/01/2017
Report on the construction of the anaerobic treatment unit	B4	03/03/2017
Report on construction of the cogeneration unit and gas line	B4	30/03/2017
Report on the construction of co-digestion and waste treatment unit	B4	30/03/2017
Report on the prototype implementation.	B4	30/03/2017
Communication project dossier second year	D1	16/07/2017
Form programme indicators – PR	E3	16/01/2018
Report on each plastic filling tested (4 monts per each filling)	B2	28/02/2018
Report on selection of candidate plastic fillings to verify their behaviour	B2	28/02/2018
Report of production of biogas and biogas quality for different co-substrates	B5	30/03/2018
Report on the composition of sludge hygienized	B5	30/03/2018
Report on the quality of the treated water	B5	30/03/2018
Final report of collection, storage and dosage of co-substrate	B3	30/06/2018
Communication project dossier third year	D1	15/07/2018
Auditing report	E4	15/07/2018
Report on networking with other projects	D5	15/07/2018
Report: Final socioeconomic status	C 2	15/07/2018
Report: Situation after project implementation	C1	15/07/2018
Inventory of co-substrates in order of efficiency in the production of biogas	B5	15/07/2018
Manual of energetic optimization of EDAR conventional	B5	15/07/2018



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applying this technology		
Report of operation and production of biogas performance as well as behavior of the analyzed co-substrates	B5	15/07/2018
After LIFE communication Plan	E2	15/07/2018
Form programme indicators – FR	E3	15/07/2018



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3.3 Project duration

The effective start of the project is 16/07/2015, and the project ends 36 months later, on 15/07/2018.

3.4 Budget

As stated in the EU Contract Agreement (entry into force of the contract on 23rd July 2015), the project has an overall budget of 1.158.391€, of which a maximum of 694.906€ shall be financed by the European Commission.

The tasks and budget and distribution between the Members of the Consortium are detailed in the EU-Contract documents. Each partner's particular budget, separated in the different cost categories financed by the EC can be found in chapter 6.

3.5 Periodic reporting to European Commission

Three periodic reports shall be submitted to EC in English:

Report	Deadline	Covering months
Mid-term Report (with payment request)	16 November 2016	Jul 15 – Sep 16
Progress Report	16 November 2017	Jul 15 – Sep 17
Final Report (with payment request)	15 October 2018	Jul 15 – Jul 18

The Coordinator will be responsible for each report, and will request from each partner:

TECHNICAL INFORMATION:

- Status of implementation of the foreseen activities.
- Fulfilment of the Work Plan.
- Achievement of project objectives or if they can be achieved, and is fully credible.

FINANCIAL INFORMATION:

- Justification of costs (at least every 6 months).
- Financial statement signed (only in Mid-term Report in November 2016 and in Final Report in July 2018).
- Audit Certificate (only in Final Report in July 2018).

The date of delivery for each report will be at the latest 30 days in advance, with the exception of the Final Report, which will be delivered at the latest 45 days before.

Once received each partner's documents, the Coordinator will assess them in order to find possible mistakes, notifying the errors (or the correctness of the documents) at the latest 15 calendar days after the reception of the documents.

Once approved by the Coordinator, the partners will send the final documents (sometimes signed) back to the Coordinator at the latest 5 calendar days after the reception of the approval.



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The template to be used for each report can be found in the Annex II to this document.

Apart from these reports, there will be also two **Intern Financial Reports** which must be submitted by each partner on Month 10 and 22.

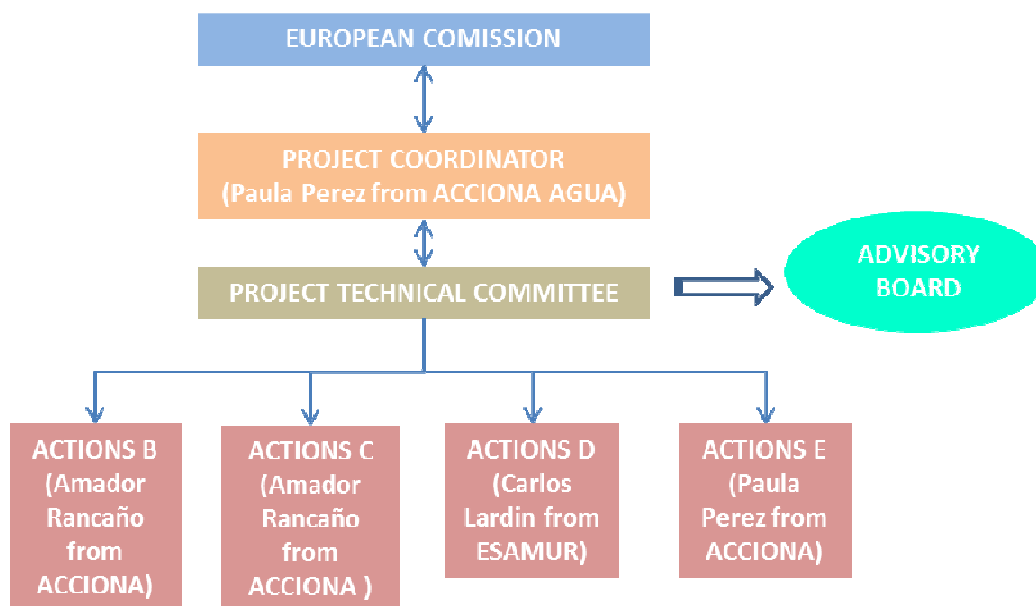
The complete calendar with the dates for the specific reports is shown in the following table:

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015							0	1	2	3	4	5
2016	6	7	8	9	10	11	12	13	14	15	16	17
2017	18	19	20	21	22	23	24	25	26	27	28	29
2018	30	31	32	33	34	35	36	37	38	39		

- Mid-term Report
- Progress Report
- Intern Financial Reports
- Final Report

4. PROJECT MANAGEMENT

The management of the project is structured as shown in the next diagram:





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4.1 Project coordinator (PC)

The project coordinator main functions are:

- Day to day communication with the European Commission
- Formal revision and submission to the EC of progress reports, related cost statements, and any other document or communication pertaining to the project.
- Calling on participants and/or members of the Committees to attend the Project Coordination meetings, as well as setting up and circulating the meeting agendas. At least seven consortium meetings will be held during the project (once every six months).
- Supervising and informing all participants about the project progress (i.e. sending interim reports, meeting minutes, etc.).
- Day to day assistance to the overall Project Management (including both technical and administrative issues).

4.2 Technical Committee (TC)

The Project Technical Committee will have representatives from the two partners of the project. The role of the Technical Committee will involve the following tasks:

- Ensure that each member meets the Annual WorkPlan concerning results and defined deliverables and milestones.
- Establish a schedule for monitoring the technical aspects of the project. After each meeting, the coordinator shall prepare the minutes for the session.
- Provide the coordinator with all the necessary information for the preparation of monitoring reports sent to the Commission.
- Meet every six months to monitor the actions carried out and base on the results to schedule the work plan for the next 6 months.

4.3 Advisory Board (AB)

The project will also have an expert that will assist the project coordinator and technical responsible in their technical decisions. The advisory board is formed by Mr José Mario Díaz Fernández from University of Oviedo.

As well as the kick-off meeting, the consortium will meet at the 6, 12, 18, 24 and 30 months to review the annual administrative and technical progress of the project in meetings in person or by audioconference. In addition, the TC will have meetings every six months with the aim of monitoring the actions carried out and planning the following six months.

The calendar with the meetings of the Consortium and the TC is shown in the following figure:



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	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015							0	1	2	3	4	5
2016	6	7	8	9	10	11	12	13	14	15	16	17
2017	18	19	20	21	22	23	24	25	26	27	28	29
2018	30	31	32	33	34	35	36	37	38	39		

	Kick-off meeting
	Progress meetings
	Technical Committee meetings
	Final meeting

5. GENERAL RULES FOR JUSTIFICATION

Regarding the justification of the costs incurred during the project, it has to be taken into account several issues:

- Beneficiaries shall keep the originals of all documents relating to the contract for up to 5 years after the final payment.
- No suppliers or subcontractors between Beneficiaries.
- Justification patterns:
 - It is mandatory to document the expenses (follow-up patterns + invoices with clear references + payment justification)
 - It is mandatory to keep the Accounting Records (relation of documents to Accountancy)
 - It is mandatory to define the personnel and their precise activities in a simple pattern

There are some basic rules to analyse when considering the eligibility of the costs incurred. The most important ones are the following:

Eligible costs:

- provided for in the budget of the project or have been authorized through an amendment to the grant agreement;
- directly linked to, and necessary for, carrying out the project covered by the grant agreement;
- reasonable and comply with the principles of sound financial management;
- compliant with applicable tax and social legislation; and
- actually incurred during the lifetime of the project, as defined in the grant agreement, be recorded in the coordinating beneficiary's or any associated beneficiaries' accounts or tax documents, and be identifiable and controllable. A cost shall be considered as incurred during the lifetime of the project when:
 - the legal obligation to pay was contracted after the signature of the grant agreement by the Commission;



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- the implementation of the corresponding action started after the start date for the project and was completed before the end date (the only exceptions are the cost of the bank guarantee covering the period after the signature of the grant agreement and before the start of the project and for the six months after the project end date and the cost of the independent audit referred to in Article 31); and
- the cost has been fully paid before the submission of the final financial statement of expenditure and income.

Non eligible costs (can not be charged):

- Costs in any category of expenditure over and above that foreseen in the budget plus 20% (as referred to in Article XIV of Annex X);
- VAT, with the exception of those entities that can not recover the VAT afterwards. These entities must have a document justifying this issue.
- Costs incurred in relation to activities not foreseen in the project or to modifications of actions, for which the written additional agreement foreseen in Article 15 was not issued.
- Costs incurred for the purchase of durable goods or for the production of communication material, including notice boards and websites, not bearing the LIFE logo
- Any cost incurred for an action which benefits from aid under other Community financial instruments;
- Costs for which a coordinating beneficiary and / or associated beneficiary already receives an operating grant from the Commission during the period in question;
- Invoicing between associated beneficiaries and between associated beneficiaries and the coordinating beneficiary;
- Any provisions for possible future losses or liabilities; or interest charges;
- Travel and accommodation expenses and any form of remuneration in the name of agents of the Community institutions and of the external monitoring teams;
- Invoices without specific reference to the project (stamp or explicit reference)

6. FINANCIAL STATEMENTS OF THE BENEFICIARIES

For every official report within the project (Midterm and Final Report), and for the Monitoring Visits of the External Team, it is required to prepare a Summary of the Costs incurred. It is necessary to submit a signed Financial Statement for the Beneficiaries on MID-TERM REPORT (November '16) and FINAL REPORT (October '18).

In order to keep a continuous track of the partners and to ease the follow-up of the costs incurred by each beneficiary, the control of Summary of Costs in the project will be done on a 6-monthly basis apart from the Official EC Report Financial analysis required:

- M1-M10: in the Intern Financial Report
- M1-M16: in the Mid-Term Report (signed Financial Statement)
- M1-M22: in the Intern Financial Report
- M1-M28: to cover the Progress Report



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- M1-M36: in the Final Report (signed Financial Statement + Audit)

The partners are provided with a “**Financial report template**” (Annex III of this document) which will be used by each of the partners for the financial justifications in each of the reporting periods. The template should also be used for the internal control of the project costs.

This financial report template is an excel sheet prepared to make life easier to the partners, as it has been prepared to generate the needed information filling in only some information in the excel sheet.

All invoices of the costs reported have obviously to be kept by the partners in their respective archives for the project and marked with the name of the project. These invoices will be required by the financial auditors, but don't have to be sent or attached for every justification. Traveling invoices must also be kept, together with a copy of flight ticket and boarding pass if required by the internal rules of the beneficiary.

In the next pages it is shown the budget for each partner, by cost categories, representing the amounts to be justified:



OVERALL BUDGET (according to the budget that appears in the Contract with EC signed on July 2015)

Budget breakdown cost categories	Total eligible cost in €
1. Personnel	483.204
2. Travel and subsistence	46.850
3. External assistance	44.400
4. Durable goods	339.500
4.a Infrastructure	0
4.b Equipment	0
4.c Prototype	339.500
5. Land purchase/long-term lease/one-off compensation payments	0
6. Consumables	157.900
7. Other costs	10.755
8. Overheads	75.782
TOTAL	1.158.391

Contribution breakdown	Amount financed by the EC
Coordinating beneficiary - ACCIONA	649.282
Associated beneficiary - ESAMUR	45.624
TOTAL	694.906

ACCIONA AGUA, S.A.U.

Budget breakdown cost categories	Total eligible cost in €
1. Personnel	430.327
2. Travel and subsistence	35.230
3. External assistance	15.900
4. Durable goods	339.500
4.a Infrastructure	0
4.b Equipment	0
4.c Prototype	339.500
5. Land purchase/long-term lease/one-off compensation payments	0
6. Consumables	157.900
7. Other costs	10.655
8. Overheads	69.265
TOTAL	1.058.777



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ESAMUR

Budget breakdown cost categories	Total eligible cost in €
1. Personnel	52.877
2. Travel and subsistence	11.620
3. External assistance	28.500
4. Durable goods	0
4.a Infrastructure	0
4.b Equipment	0
4.c Prototype	0
5. Land purchase/long-term lease/one-off compensation payments	0
6. Consumables	0
7. Other costs	100
8. Overheads	6.517
TOTAL	99.614

These tables are very important, as they define the total expenditure of each partner and thus, the total amount that can be financed by the EC. **The costs of one category can be assigned to another category if the change is lower than 20%** of the costs foreseen in one or more categories of direct costs.

The categories in the budget and the concepts that must be included in each of them are the following:

- Direct costs: eligible costs which can be attributed directly to the project
 - Personnel costs
 - Travel & Subsistence costs
 - External assistance costs
 - Durable goods
 - Consumable material
 - Other costs

- Overheads

A) PERSONNEL COSTS

They must be calculated on the basis of the actual gross salary or wages plus obligatory social charges and any other statutory costs included in the remuneration, but excluding any other cost → Payrolls.

The time, which each employee spends working on the project, shall be recorded on a timely basis using timesheets (included in the excel template in ANNEX III) or an equivalent time registration system established and certified regularly by the coordinating beneficiary /



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associated beneficiary → **Signed Time-Sheets (signed in blue ink, with date and name of the person signing)**

B) TRAVEL & SUBSISTANCE

Charged in accordance with internal rules of beneficiary. Restricted to employees of the beneficiary and does not cover “in-itinere” costs → **Invoices (reference to project) or others**

C) EXTERNAL ASSISTANCE

Sub-contracting costs, following the rules for Public Procurement. Includes Audit Costs → **Invoices (reference to project and special contract)**

D) DURABLE GOODS

Depreciation costs (as used by the beneficiary) of new goods. Placed on beneficiary’s inventory of durable goods. Treated as capital expenditure. Purchased or leased at normal market rates. Limits of 50% of value for Equipment and 100% for Prototypes → **Invoices (reference to project)**

E) OTHER COSTS

Any costs necessary for the project and not considered → **Invoices (reference to project)**

F) OVERHEADS

They are calculated as a Flat-Rate funding of a maximum of 7% of the total amount of eligible direct costs actually incurred. There is **no need to be supported by accounting documents**

7. FINAL AUDIT

An independent auditor, nominated by the Coordinator, shall verify the final statement of expenditure and income provided to the Commission. The auditor will verify compliance with national legislation and verify that all costs incurred comply the grant agreement. The auditor shall also check the sources of the project financing and that the work has been performed in accordance with the Guidelines provided by the Commission.

The auditor must be the same for the whole Consortium.

Moreover, the Commission itself may audit any beneficiary (including the Coordinator) at any time during the project implementation period and up to 5 years after the final payment. This means, as it was mentioned before, that all beneficiaries shall keep the originals of all documents relating to the **contract for up to 5 years after the final payment**.

8. PAYMENT PROCEDURES

The financial contribution from the Community will be paid in three instalments.



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There has been already a first pre-financing payment, equivalent to 30% of the maximum Community financial contribution.

After the Mid-term Report, if at least 100% of the first pre-financing amount has been consumed, and every reports and statement of expenditures and income are approved, there will be a further pre-financing payment, equivalent to 40% of the maximum Community financial contribution, subject to the receipt of a guarantee of 277.962,40€.

Finally, after the approval of the Final Report, it will be made the final payment, equivalent to the balance.

9. DOCUMENT HANDLING

9.1 Language

The overall project language is English.

Minutes of project meetings, project deliverables and periodic progress reports shall be prepared either in Spanish or English.

Meetings with attendance from abroad must be in English. Whereas consortium meetings will be held in Spanish as both partners are from Spain.

9.2 Document templates

It is compulsory to use the templates available for all the documentation generated within RAMSES project. The templates are included in the Annexes of this document:

- Annex II: Periodic Reports templates
- Annex III: Financial report template

10. PROJECT CHANGES AND POTENTIAL PROBLEM AREAS

10.1 Project changes

The basic principle of the project is that **budget, tasks, activities and time schedule as described in the Annex 1 (Description of the Proposal) of the Contract must be followed closely**. In case that changing conditions within a Partner require a change in the Contract and/or Consortium Agreement, the procedure follows the European Commission; General guidelines for the presentation of an amendment to the agreement , which is found on the webpage of the LIFE Program, in the following link:

http://ec.europa.eu/environment/life/toolkit/pmtools/lifeplus/documents/amendment_guidelines.doc



A model letter - request for Amendment is included in the guidelines.

Handling of significant project changes and deviations must be dealt with in writing. The participant or Action Leader proposing the change should forward a written explanation explaining the reason behind the proposed amendment and the consequences in terms of budget, work programme, etc. The written explanations should be forwarded to the Project Coordinator. As a general rule all participants should act as fast as possible when a need for a project change is observed. The amendment request will be forwarded on behalf of the Consortium by the Project Coordinator to the EU Commission.

Minor changes such as insignificant deviations from time schedule will be dealt with in the periodic progress reporting and should not be documented.

10.2 Potential problem areas

The main potential problem is if participants fail to live up to contractual obligations, in particular deliverables as described in the Work Programme. Such problems will be dealt with by the Technical Committee, if observed.

The Partners must inform the Project Coordinator and the Technical Committee if a potential problem area is identified.



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ANNEX I

Find complete contact list of the project in file "[RAMSES_Contact List.doc](#)"



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ANNEX II

Mid-Term Report

Find template in file "**RAMSES_Midterm Report template.doc**".

Final Report

Find template in file "**RAMSES_Final Report template.doc**".

Audit Report

Find template in file "**RAMSES_Audit Report template.doc**".



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ANNEX III

Find template in file "**RAMSES_Financial Template.xls**".