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## DELIVERABLE D 1.3

### MANAGEMENT GUIDELINES

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## Executive Summary

This document is meant to provide ProFouND Beneficiaries and Associate Members with guidelines on management issues relevant to the project. It presents the project internal rules, mechanisms and tools which are intended to guarantee efficient management of the project and smooth running of activities.

In particular, the following aspects have been included:

- Management Structure and Roles
- Management Procedures
- Organisation of deliverables and reports
- Financial management

The Management Guidelines are based on and are complying with the following reference documents:

- European Commission Contract (Grant Agreement) signed by the Coordinator
- Consortium Agreement (CA) signed by partners
- The Description of Work (DoW) and Part B of Annex 1
- The EC guidelines on Project Management available at <http://ec.europa.eu/digital-agenda/en/news/psp-project-management>
- The EC CIP ICT-PSP Coordinators training day, held 17/12/2013. Presentations available via the following link <http://ec.europa.eu/digital-agenda/en/news/cip-ict-ppsp-coordinators-day-project-management-and-reporting>

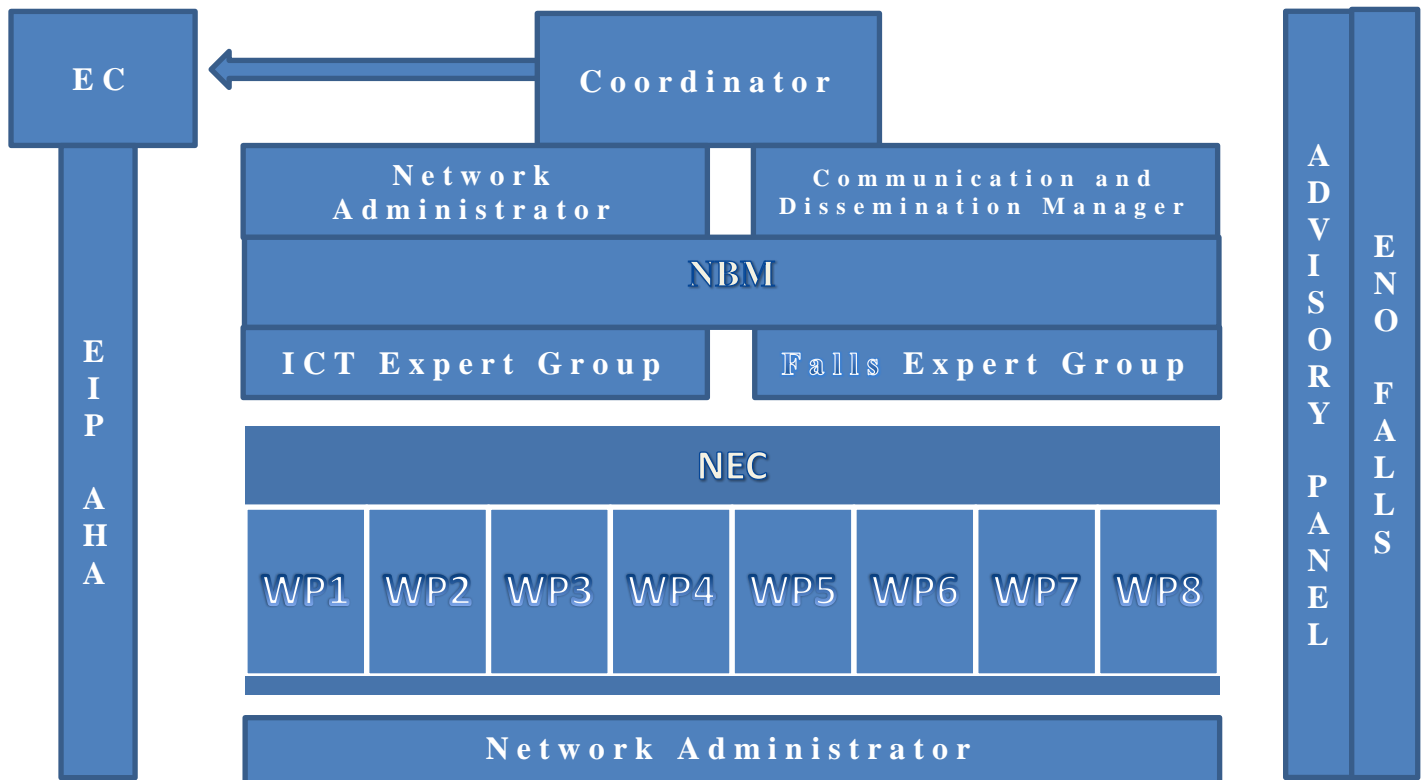
# 1. Management Structure and Roles

Good management is extremely important for a successful network as well as for transparent accountability of funds and the European contribution. The following details the management structure for the ProFouND network, including the agreed distribution of responsibilities, communication flow, decision making procedures and conflict management.

## 1.1 Management Structure

The management organisation is composed of the following bodies:

- a) The Coordinator, Professor Chris Todd (UNIMAN), will be ultimately responsible for the overall project coordination and acts as intermediary between the consortium and the European Commission;
- b) The Network Management Board (NMB), comprised of one member of each partner institution, will be the steering and decision-making body of the consortium. The NMB will be chaired by the Coordinator;
- c) A Network Executive Committee (NEC) will comprise of the eight work package leaders (or their representative) the Network Administrator and may also include co-opted members of partner institutions as required. The NEC will be chaired by the Coordinator;
- d) A Network Administrator will be appointed and will be based within the team at UNIMAN. He/She will assist the Coordinator and the NMB/NEC in all administrative and financial duties;
- e) A Communication and Dissemination Manager will be appointed from within the consortium to assist the NMB and the coordinator in the communication and dissemination activities;
- f) An ICT Expert Group and Falls Expert Group, comprised of people from within the partner institutions, will coordinate and monitor the work plan implementation;
- g) The Advisory Board, an external body comprised of relevant stakeholders, will provide feedback and advice as required to NMB. The Advisory Board will be shared with E-NO-FALLS.



## 1.2 Management roles and responsibilities

**The Coordinator:** The project will be coordinated by the University of Manchester, UK which has considerable experience in the management of European research projects. Professor Chris Todd will act for the consortium and will be ultimately responsible for the overall coordination of the network. The Coordinator will be supported by the Project Administrator and by the Communication and Dissemination Manager and by the NMB and NEC.

The Coordinator shall:

- act as intermediary between the beneficiaries and the European Commission and will keep the EC informed of progress and will feedback views of the EC to the Consortium;
- receive the financial contribution from the EC and ensure the timely circulation of the EC contribution to beneficiaries;
- supervise the scientific, technical, financial and administrative progress of the Project;
- submit to the EC reports, deliverables and financial statements;
- keep accurate records identifying budget share allocated to each beneficiary and inform the EC of the distribution of funds and the date of transfer to the partners on an annual basis;
- organise and ensure appropriate communication among the partners;
- chair meetings of the NMB and NEC

**The Network Management Board:** The NMB consists of one representative from each partner and is chaired by the Coordinator. It is responsible for discussing the general direction of the project and for ensuring the completion of the work plan within the scheduled time scales. The NMB will meet at least 4 times (including virtual meetings) during the project duration (36months): at the kick-off meeting and at least once each year thereafter. (See Annex 1 for full list of NMB)

In particular the NMB shall be responsible for:

- oversight monitoring of work package progress and ensuring progress remains to schedule;
- oversight of deliverables;
- decisions concerning the work plan and any major changes;
- decisions regarding any amendment to the terms of the EC contract and Consortium Agreement;
- decisions concerning possible premature completion/termination of the project;
- settling any disputes arising from network implementation;
- IPR related matters;
- Press releases and joint publications by partners with regard to the network

As far as the work plan implementation is concerned, the NMB will be operatively supported by two informal groups: ICT Expert Group and the Falls Expert Group. The Expert Groups shall be composed of co-opted persons from the partner institutions (eg, WP Leaders) and shall be responsible for:

- coordination of synergies among work packages
- quality control of the deliverables
- informing the Coordinator and the other partners of any event that may affect work schedules

**The Network Executive Committee:** The Network Executive Committee (NEC) will comprise of eight work package leaders (or their representatives) the Network Administrator and may also include co-opted members of partner institutions as needed. The NEC will be chaired by the Coordinator.

The NEC will be responsible for:

- the month to month management of the network;
- the coordination and management of the work of the eight work packages;
- monitoring and assessment of risks and identification of action to minimise them through cross referencing against the risk assessment plan, highlighting the occurrence of any risks and providing proposals for solutions. Specialist assistance will be sought from within the consortium as

appropriate.

- regular monitoring of work package progress and ensuring progress remains on schedule;
- monitoring progress and delivery of deliverables
- as a smaller management group consisting of the work package leaders resolving conflicts should they arise

**The Advisory Panel:** To strengthen the credibility and external validity of the ProFouND NMB and NEC an advisory panel, shared with E-NO FALLS, has been established as a representation of independent experts who will inform these groups as well as have access to project documents and outputs.

Name	Organisation	Country
Professor Stephen Lord	Neuroscience Research, Australia	Australia
Dr Vicky Scott	British Columbia Ministry of Health, Canada	Canada
Dr Malcolm Linington	Intel Healthcare IT	United Kingdom
Professor Niilo Saranummi	VTT Technical Research Centre	Finland
Dr Herbert Baldus	Philips Research Europe	The Netherlands
Dr Kamier Aminian	EPFL	Switzerland

**The Network Administrator:** A Network Administrator has been appointed by UNIMAN. The Network Administrator will work in close cooperation with the Coordinator and NEC and will be responsible for the day to day running of the network. Including the following tasks:

- to assist to coordinator in the day-by-day management of the project;
- to organise the procedures for internal communication within the consortium, as well as for the collection of reports and deliverables;
- to assist the coordinator in the financial management of the project, collect financial statements from partners;
- to support the organisation, preparation and follow up of periodic meetings;
- to support the partners with reference to procedures requested by the EC

**The Communication & Dissemination Manager:** The Communication & Dissemination Manager will be appointed from within the consortium at the beginning of the project and will be responsible for:

- tracking network results and proposing to the NEC/NMB strategies for dissemination
- supporting general networking and dissemination activities, along with members of each WP and especially WP7 and WP8
- preparing publicity about the network and the network newsletter

**The Work Package Leaders:** Each Work Package Leader is a member of the NEC and is responsible for the following tasks:

- management and delivery of the detailed planning of the tasks within their WP;
- monitoring of progress against the Milestones and Deliverables;
- organisation of technical meetings, as required;
- preparation of all deliverables within their WP, reporting to the NEC and Coordinator regarding any risks associated with each Task within their



## **2 Management Procedures**

### **2.1 Consortium Agreement**

All beneficiaries have signed a consortium agreement which outlines all key areas of responsibility to include; Purpose; Entry into force, duration and termination; Responsibilities of parties; Liability towards each other; Governance structure; Finance provisions; Foreground; Access rights; Non-disclosure. This demonstrates beneficiary commitment to the project and outlines procedures for each beneficiary.

### **2.2 Decision Making**

The decision making procedures in ProFouND is designed to suit the size of the network, which will deliver a project over a 3 year period and includes 21 partners. In principle the voting system will be kept as simple and as direct as possible. First of all, any decision requiring a vote at a meeting must be identified as such on the pre-meeting agenda. The NMB Quorum shall be 60% of members present (including virtual presence) or represented. Quorum for the NEC shall be 75%. Normally decisions of both NEC and NMB are expected to be by consensus. If such a consensus cannot be reached, decisions will be taken by a majority vote, with chair having casting vote.

### **2.3 Monitoring**

The network is structured in to work packages grouping activities and tasks. Each work package will have specific deliverables and a verifiable endpoint which represents an important milestone in the overall project. Each work package has a designated lead who will be responsible for delivery. This structure will enable monitoring by project partners and the EC. Problems and risks will be detected early and as they arise relative corrective measures will be put into place to address the issues.

### **2.4 Management procedures on conflict resolution**

In general, it is expected that possible conflicting views will be resolved within the WP or task as and when they may emerge. If issues cannot be resolved within the WP the NEC will be asked to intervene and broker a consensual and pragmatic solution. The NEC, consisting of WP Leaders should be more able to address issues of conflicts or decisions than the larger NMB. However in the exceptional case when conflicts cannot be resolved, an extraordinary meeting of the NMB may be called to resolve the conflict and this will be conducted online/as a teleconference. The NMB will make the final binding decision, if necessary, by voting. All pending conflicts will be solved within reasonable timeframes and the NMB shall make a decision within 20 working days. This will have to be achieved by use of an online voting and discussion fora.

### **2.5 Internal Communication**

The partnership has set up a drop box account which is accessible to all project partners and the EC for sharing of key documents it includes the following folders: Profound Shared (resources, logo, administration – minutes, partner contact details); Profound Deliverables; Profound Flyer; Profound deliverable 5.1 (leaflet translations); EIP-AHA-A2 Fall Preventions. The Project Administrator has set up distribution lists for all beneficiaries within the consortium, associate members and other key personnel to allow email communication within the consortium. Equally, the partner contact details list available via dropbox can be accessed by all partners to allow intra-communication between beneficiaries. These contact



lists will be updated by the Project Administrator should key personnel change over the lifetime of the project.

In addition to this, the ProFouND website has been established and is open for registration by all partner institutions. This will create a profile on the site of each partner organisation/beneficiary and associate partner. The website will include a secure section to allow ProFouND partners to share information and discussion about the project.

Newsletters will be sent out to partners and associate members with key updates on the project, this will be via email initially, however once the website is fully functional and registration live more formal newsletters will be sent out via Mail Chimp as and when deemed relevant.

*For external communication please see D8.1 Publication and Dissemination Strategy*

## 2.6 Meetings

Project meetings and workshops are confidential and therefore participation is restricted to the members of the consortium, unless in circumstances where subject field specialist have been invited to attend workshops. However, ProFouND is committed to sharing best practice and working alongside other thematic networks across the EU and therefore where possible, ProFouND will host project general meetings and relevant workshops alongside E-NO FALLS and the EIP AHA-AG2 to encourage collaboration. Equally, as part of WP7, ProFouND will specifically aim to work with E-NO FALLS on the delivery of key activities, including hosting meetings and events together over the project lifespan.

<b>Schedule of project general meetings</b>			
<b>N°</b>	<b>Timing (Tentative)</b>	<b>Planned Location</b>	<b>Comments , if any</b>
<b>1</b> (Kick-off)	25 <sup>th</sup> and 26 <sup>th</sup> March 2013	Manchester, UK	See D1.2 Report on Kick Off Meeting
<b>2</b>	12 <sup>th</sup> and 13 <sup>th</sup> March 2014	Vilanova I la Geltru , Catalunia, Spain	To be hosted with ENF and followed by EIP AHA AG2 meeting
<b>3</b>	Project month: 24	To be agreed	To be hosted with ENF
<b>4</b>	Project month: 34	To be agreed	To be hosted with ENF

## The NEC Meeting Schedule

The NEC have a formal meeting on a monthly basis via teleconference and have done so since the 30<sup>th</sup> August 2013. They also have occasional face to face meetings, both set up independently but also piggy backed onto other events when several Work Package leaders are in attendance. Formal meeting minutes were not taken until the commencement of the Project Administrator, copies of meeting minutes are available in the profound shared drop box folder, under administration and run from 25<sup>th</sup> October 2013 (following the start date of the Project Administrator). Notes from previous meetings were taken and these can be made available by request. Forthcoming meetings are currently scheduled as followed for 2014 and will continue up until the end of the project life cycle. In cases where the opportunity to hold a face to face meeting, dates will change to accommodate this:

<b>Schedule of NEC meeting 2014</b>		
Date	Type	Venue
17 <sup>th</sup> January, 2014	Face to Face	Cologne (piggy backed onto Mobex meeting)
28 <sup>th</sup> February, 2014	Teleconference	
11 <sup>th</sup> March 2014	Face to Face	Vilanova I la Geltru (piggy backed onto general meeting)
28 <sup>th</sup> March 2014	Teleconference	
25 <sup>th</sup> April 2014	Teleconference	
30 <sup>th</sup> May 2014	Teleconference	
27 <sup>th</sup> June 2014	Teleconference	
25 <sup>th</sup> July 2014	Teleconference	
29 <sup>th</sup> August 2014	Teleconference	
26 <sup>th</sup> September 2014	Teleconference	
31 <sup>st</sup> October 2014	Teleconference	
28 <sup>th</sup> November 2014	Teleconference	

## Project Review Meetings

Project review meetings will be held annually and in line with EC procedures. They will be attended by all WP leaders (or a representative), reviewers selected by the EC and the EC project co-ordinator.

<b>Tentative schedule of Review meetings</b>			
<b>N°</b>	<b>Timing (Tentative)</b>	<b>Planned Location</b>	<b>Comments , if any</b>
<b>1</b>	29 <sup>th</sup> April 2014	Brussels, Belgium	All WP leaders to attend
<b>2</b>	Project month: 26	To be agreed	
<b>3</b>	Project month: 28	To be agreed	

## Technical Meetings

Technical meetings will take place when required throughout the project lifespan. These will be hosted by Work Package leaders in a variety of locations.

<b>Schedule of Technical meetings</b>		
<b>Date</b>	<b>Work Packages</b>	<b>Venue</b>
8 <sup>th</sup> – 10 <sup>th</sup> October 2013	WP2, WP3, WP4	Trondheim
4 <sup>th</sup> February 2014	WP2, WP3, WP4	Brussels
Months 22 -24	As required	TBC

### 3 Deliverables and Reporting

This section of the document has been prepared on the basis of the document “PSP Project Management”, which provides guidance and instructions to assist the consortium in preparing reports and deliverables to be supplied to the European Commission. Further information on this can be found at <http://ec.europa.eu/digital-agenda/en/news/psp-project-management>

#### 3.1 Reports and deliverables to be prepared

The reports and deliverables which are to be prepared will be in line with the Grant Agreement and the Consortium Agreements of all beneficiaries.

#### 3.2 Means of transmission of the reports and deliverables

All reports must be submitted **by the Coordinator** by electronic means (file formats must be Word-compatible or PDF) to the functional mailbox address specified in Article 8 of the Grant Agreement and will also be copied into the ProFouND deliverable folder in the sharded dropbox file.

[CNECT-ICT-PSP-325087@ec.europa.eu](mailto:CNECT-ICT-PSP-325087@ec.europa.eu)

#### 3.3 Timing for delivery to the EC

All the Periodic Reports are to be submitted to the EC **within 60 calendar days after the end of the reporting period** specified in Annex I to the contract.

All the Deliverables are to be submitted to the EC **within 14 days after the delivery month** specified in Annex I.

#### 3.4 Procedure for the preparation of deliverables

ProFouND project foresees the preparation of 47 deliverables throughout the project lifecycle.

Each deliverable has a lead partner who will:

- Be responsible for collecting contribution and drafting the document (the WP leader);
- This will be forwarded to the NEC in advance of delivery for comment and consultation.

The following preparation and delivery **procedure** will be.

**People involved:**

- **WP leader**, who is the responsible of the deliverables in the WP and can do specific requests to the consortium and specify the time
- **NEC** to add comment to the deliverable and assist the WP leader in ensuring it is fully conclusive for submission<sup>i</sup>

WHO	WHAT	WHEN
WP leader	<b>Draft 0</b> the WP leader after collecting from all the partners involved their contribution for the deliverable	2 weeks before the delivery date
WP Leader	send Draft 0 to the NEC for comments	2 weeks before delivery date

NEC	<b>Draft 1</b> the NEC responds with any comments to the WP leader responsible for the Deliverable	7 working days before the delivery date
WP leader	<b>Pre-Final</b> the WP leader integrates internal reviewer's comments and makes available the pre-final deliverable to all the consortium.	3 working days before the delivery date
WP leader	<b>Final</b> the WP leader collects and integrates comments from all the consortium and sends the final version to the Coordinator.	1 working days before the delivery date
Coordinator	Submit the <b>deliverable</b> to the European Commission	Within the deadline

#### 4.4 Procedures for the preparation of periodic and final reports

ProFouND will deliver the following reports for the monitoring and quality control of the project, by the EC and the Co-ordinator:

- one Periodic Report for the each reporting period;
- one Final Report providing an overview of the whole duration of the project.

Considering that each report is due to the European Commission within 60 days from the end of the relevant reporting period, the following reporting **procedure** is suggested:

<b>Reporting periods and reports:</b>		
<ul style="list-style-type: none"> <li>• 1<sup>st</sup> reporting period -&gt; due by end M12 (<b>28/2/2014</b>) + 60 days (<b>1/5/2014</b>)</li> <li>• 2<sup>nd</sup> reporting period -&gt; due by end M24 (<b>28/2/2015</b>) + 60 days (<b>1/5/2014</b>)</li> <li>• Final Report-&gt; due by end M36 (<b>29/2/2016</b>) + 60 days (<b>1/5/2016</b>)</li> </ul>		
<b>WHO</b>	<b>WHAT</b>	<b>WHEN</b>
UNIMAN	Sends templates for reporting to all beneficiaries	Before end of reporting period
All beneficiaries	Collate all contributions and complete templates, then return to UNIMAN	End of reporting period + 30 days
UNIMAN	Collate all reports	End of reporting period + 45 days
UNIMAN and NEC	Confirm content of report for submission	End of reporting period + 55 days
UNIMAN	Submit report to the EC	End of reporting period + 60 days

## 4.5 Periodic report structure

- Using the proforma provided by the EC, the periodic report will provide an overview, including a publishable summary of the progress of work towards the objectives of the project, including achievements. This report should include the differences between work expected to be carried (as described in GA Annex I) and work that was actually carried out;
- An explanation on the use of the resources;
- A Financial Statement (Form C) from each Beneficiary together with a summary financial report – will be submitted electronically ;
- Certificate on financial statement: applicable for UNIMAN as their EC contribution is more than 375.000 € by end of year 2/3.

For the **final report** there are additional documents to be provided:

- A final publishable summary report, which is a comprehensive summary of results, conclusions and the socio-economic impacts of the project;
- A plan for use and dissemination of foreground (including socio-economic impact and target groups for the results of the research);
- A report on societal implications, including ethics, workforce statistics, gender aspects, etc.

### Form C

- one from each Beneficiary;
- summary financial report (Coordinator);

Appendix 1 - Full list of Beneficiaries and Contact Emails

No	Name	Short name	Country	Contacts	Emails
1	THE UNIVERSITY OF MANCHESTER	UNIMAN	United Kingdom	Chris Todd	<a href="mailto:chris.todd@manchester.ac.uk">chris.todd@manchester.ac.uk</a>
2	THE GLASGOW	GCU	United Kingdom	Dawn Skelton	<a href="mailto:dawn.skelton@gcu.ac.uk">dawn.skelton@gcu.ac.uk</a>
3	ROBERT BOSCH	RBMF	Germany	Clemens Becker	<a href="mailto:clemens.becker@rbk.de">clemens.becker@rbk.de</a>
4	NORGES TEKNISK-NATURVITENSKAPELIGE UNIVERSITET NTNU	NTNU	Norway	Jorunn Helbostad	<a href="mailto:jorunn.helbostad@ntnu.no">jorunn.helbostad@ntnu.no</a>
5	LATER LIFE TRAINING	LLT	United Kingdom	Dawn Skelton	<a href="mailto:dawn.skelton@laterlifetraining.com">dawn.skelton@laterlifetraining.com</a>
6	EUROSAFE - THE EUROPEAN ASSOCIATION FOR INJURY PREVENTION AND SAFETY PROMOTION	EuroSafe	Netherlands	Wim Rogmans	<a href="mailto:w.rogmans@eurosafe.eu.com">w.rogmans@eurosafe.eu.com</a>
7	OSTEOPOROSIS BETEGEK MAGYARORSZAGI EGYESULETE (Hungarian Osteoporosis Patient Association)	HOPA	Hungary	Klara Zalatnai	<a href="mailto:zalatnai.klara@obme.hu">zalatnai.klara@obme.hu</a>
8	bfu - Beratungsstelle für Unfallverhütung (Swiss Council for Accident Prevention)	bfu	Switzerland	Barbara Pfenninger	<a href="mailto:b.pfenninger@bfu.ch">b.pfenninger@bfu.ch</a>

Appendix 1 - Full list of Beneficiaries and Contact Emails

9	INSTITUTO DE SALUD CARLOS III	ISCIII	Spain	Teresa Moreno Casbas	<a href="mailto:mmoreno@isciii.es">mmoreno@isciii.es</a>
10	AZIENDA UNITA SANITARIA LOCALE 11 EMPOLI	AUSL11	Italy	Francesco Benvenuti	<a href="mailto:f.benvenuti@usl11.toscana.it">f.benvenuti@usl11.toscana.it</a>
11	NATIONAL CENTER FOR SCIENTIFIC RESEARCH	Demokritos	Greece	Homer Papadopoulos	<a href="mailto:homerpap@dat.demokritos.gr">homerpap@dat.demokritos.gr</a>
12	Connected Health	ECHalliance	United Kingdom	Damian O'Connor	<a href="mailto:damian@echalliance.com">damian@echalliance.com</a>
13	INSTITUTO DE BIOMECANICA DE	IBV	Spain	Helios de Rosario	<a href="mailto:helios.derosario@ibv.upv.es">helios.derosario@ibv.upv.es</a>
14	FUNDACIO INSTITUT CATALA DE	FICE	Spain	Antoni Salva	<a href="mailto:antoni.salva@uab.cat">antoni.salva@uab.cat</a>
15	TECHNOLOGIKO EKPEDEUTIKO IDRIMA	TEISTE	Greece	Vasiliki Sakellari	<a href="mailto:vsakellari@teilam.gr">vsakellari@teilam.gr</a>
16	JOHANNITER-UNFALL-HILFE IN OSTERREICH	JUHÖ	Austria	Georg Aumayr	<a href="mailto:Georg.aumayr@johanniter.at">Georg.aumayr@johanniter.at</a>
17	ISTITUTO NAZIONALE DI RIPOSO E CURA PER ANZIANI INRCA	INRCA	Italy	Antonio Cherubini	<a href="mailto:A.Cherubini@inrca.it">A.Cherubini@inrca.it</a>
18	REGIONFORBUNDET VASTERBOTTENS LAN	Vasterbotten	Sweden	Marie Ernestad	<a href="mailto:marie.ernestad@regionvasterbotten.se">marie.ernestad@regionvasterbotten.se</a>
19	JYVASKYLAN YLIOPISTO	JYU	Finland	Taina Rantanen	<a href="mailto:taina.rantanen@jyu.fi">taina.rantanen@jyu.fi</a>
20	STICHTING CONSUMENT EN VEILIGHEID	CSI	Netherlands	Judith Kuiper	<a href="mailto:j.kuiper@veiligheid.nl">j.kuiper@veiligheid.nl</a>
21	ACHMEA BV*	Achmea	Netherlands	Paul Mulder	<a href="mailto:paul.mulder@achmea.nl">paul.mulder@achmea.nl</a>