D7.1 Project Handbook and Quality Plan

WP7 Project Management

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Introductory Table

Project Ref. No.	HORIZON-CL6-2023-CLIMATE-01-2 GA No. 101136598
Project Title	Reliability and effectiveness of integrated alternative water resources management for regional climate change adaptation
Duration of the Project	2024-01-01 to 2027-12-31 (48 months)
WP/Task:	WP7
Document due Date:	2024-03-31
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Leader of this Deliverable	EURECAT
Dissemination Level	Public
Document Status	Submitted

Deliverable Information Sheet

Version	Date	Author(s)	Document history/approvals
1.0	2024-03-07	Digu Aruchamy (EUT)	Draft version created with Table of Contents
2.0	2024-03-15	Digu Aruchamy (EUT), Queralt Plana (EUT), David Fernandez (EUT), Eloy Hernandez (EUT)	Worked on the different sections and V2.0 ready for 1st review
2.1	2024-03-18	Archontia Lykou (NTUA)	Reviewed the V2.0 and provided inputs and comments
3.0	2024-03-20	Digu Aruchamy (EUT), Queralt Plana (EUT)	Addressed the review comments and V3.0 ready for 2nd review
3.0	2024-03-25	Lydia Vamvakeridou-Lyroudia (KWR)	Reviewed V3.0
3.2	2024-03-25	Digu Aruchamy (EUT)	Addressed the review comments and added conclusion section. Ready for final quality check
3.3	2024-03-26	Veronika Zhiteneva (KWB)	Final quality check completed with minor comments
4.0	2024-03-26	Digu Aruchamy (EUT)	Final version for submission. Addressed the final comments, updated the ToC and links

Executive Summary Section

This deliverable D7.1 has been developed by the Project Coordination Team of Fundacio Eurecat (EUT). D7.1 is related to the task 7.1 Project Management of the transversal WP7, dedicated to coordinating and managing all the project's activities. It also contains contributions related to another transversal task 7.2 Scientific and risk monitoring.

Its goal is to provide a guideline for all project members to ensure an efficient execution of the project and thus contribute to the production of high-quality project results. It provides the partners with all the documentation related to the procedures and tools for monitoring the project progress and assure quality standards.

D7.1 is a document to be used by all the partners during the project's lifetime, guiding them in the preparation of deliverables and reports, in the implementation of all WPs and tasks, in the monitoring of the work progress, milestones, risks, and contingency plans, and in the governance and decision-making processes.

Specifically, the Project Handbook and Quality Plan includes the following:

- a summary of the RECREATE contractual framework
- a summary of the project governance structure (more details are available in the Consortium Agreement)
- a guide on the internal / external communication protocols
- a detailed guide on the project technical and financial reporting structure, templates, and timelines
- detailed instructions and templates for the editions of the different deliverables and compliance with the reporting obligations
- quality standards and procedures aimed at ensuring high quality work and results
- tools for the planning and monitoring of the project implementation, work breakdown per work package and tasks
- risk management strategy to identify, assess, and control uncertainty to ensure project success
- a summary of ethics management strategy in the project (refer to deliverable D8.1 for more detailed information on ethics management)
- the RECREATE collaborative platform and other practical tools and instructions
- direct links to all the templates and tools for easy access and use during the project by all project members

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List of Abbreviations

HE	Horizon Europe	
CA	Consortium Agreement	
WP	Work Package	
CA	Consortium Agreement	
EUT	Fundació Eurecat	
R&I	Research and Innovation	
DoA	Description of the Action	
CFS	Certificate on the Financial Statement	
EU	European Union	
EC	European Commission	
PO	Project Officer	
PC	Project Coordinator	
PMB	Project Management Board	
EAB	External Advisory Board	
EB	Ethics Board	
EM	Ethics Manager	
AFM	Administrative and Financial Manager	
GA	General Assembly	
WPL	Work Package Lead	
IM	Innovation Manager	
ExM	Exploitation Manager	
CDM	Communication and Dissemination Manager	
RP	Reporting Period	
AI	Artificial Intelligence	
CoP	Community of Practice	
EHS	Environment Health and Safety	
ESR	Ethics Summary Report	
CS	Case Study	
EA	Ethics Advisor	
KPI	Key Performance Indicator	
DMP	Data Management Plan	
TC	Technical Coordinator	
PCT	Project Coordination Team	

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Introduction

This deliverable *D7.1 Project handbook and quality plan* is prepared by the project coordination team from Fundació Eurecat (EUT), led by the project coordinator, with contributions from the technical coordinator and the administrative / financial manager of RECREATE. It is intended for all members of RECREATE and covers the most important aspects of the project, including the management and governance structures, project reporting, financial management, quality control, and risk management processes. The handbook will act as a guide for all operational procedures and provide information resources for high quality management of the RECREATE project, for and by the consortium partners.

The overall management of the project is conducted in WP7 Project Management as described in the Grant Agreement. D7.1 is a combined deliverable for the tasks *T7.1 Project Management,* led by the project coordinator (EUT), and *T7.2 Scientific and Risk Monitoring*, also led by EUT and co-led by KWB. The main objectives of these two tasks are to i) provide effective management of the partnership, financial and task planning, and reporting; and ii) ensure the achievement of the project objectives and high-quality results within the agreed time schedule and budget, respectively.

The following topics are addressed in D7.1: governance and management structure (roles & responsibilities) in complement to the Consortium Agreement; internal and external communication; guidance notes and templates for reporting and deliverables; quality procedures; project monitoring tools; risk management; work planning; and task schedule. This document is a concise reference source for all the consortium members for use during the project's lifetime.

Below is some general advice to all RECREATE members:
- Aim to always use the established templates for any report, deliverable or presentation.
- Follow the established procedures for dissemination and communication (website, logos, posters, presentations, social media posts, blogs, etc.)
- Always refer to the official relevant project documents, such as the Grant Agreement, Consortium Agreement, and this deliverable D7.1 for any clarifications related to project management and coordination.
- To facilitate collaborative effort, partners are encouraged to share documents within the consortium using the project SharePoint instead of emails.
- Remember to report any risks, barriers, delays, deviations, need for changes, and similar related matters, to the respective work package leader as early as possible.
- Contact the Project Coordinator for any further doubts or suggestions.

NOTE: EUT has extensive experience coordinating H2020 and Horizon Europe (HE) projects and has a corporate methodological approach to the management of research and innovation (R&I) projects. The 'Project Management office' at EUT has developed a 'template' to elaborate project management handbooks for HE R&I projects to save time and avoid duplication of effort. This deliverable D7.1 has been prepared based on this template and it has been adapted and contextualised to RECREATE by its EUT authors which have not been responsible for previous project deliverables of the same type under HE. This might result in this deliverable having some similarities to project handbook deliverables of other HE projects coordinated by EUT.

1. Deliverable objectives, context, key project data

1.1.   Objectives of the deliverable

The *D7.1 Project handbook and quality plan* provides information, guidelines, and tools for reaching the following objectives:

- For the effective planning, management, execution, and reporting of the consortium, financial, and project activities.
- To ensure successful completion and high-quality standards of the project objectives and milestones within the agreed time schedule.
- To set the procedures for management of the project activities and promote information exchange and joint work execution to foster synergies and ensure cross-WP contributions.
- To have an effective risk monitoring and management process in place during the project.

1.2.   Context

This deliverable is complementary to the Grant Agreement and to the Consortium Agreement (CA). The document does not repeat the complete provisions, rules, and instructions already provided in those legally binding documents. Only excerpts are included in this document where they are deemed useful, to improve understanding of the context or purpose.

Every partner and their team members dedicated to RECREATE should thoroughly review these two documents to ensure compliance with contractual obligations. The proposal as submitted to the EC is not the final document for reference: there were changes during the Grant Agreement preparation phase (e.g. number and frequency of deliverables in the WPs, milestones, etc.) which impact activity planning and resource commitment. In case of apparent or real inconsistencies between these documents, the following order of precedence applies:

1. Grant Agreement and its annexes
2. Consortium Agreement
3. Project handbook [present document]

The present document provides a practical guideline for all RECREATE partners and members (internal and external) for monitoring the state of the project activities and outputs, knowing the internal quality procedures for RECREATE reporting, for risk monitoring, and for having an overview of the financial and administrative procedures of the project. Specifically, this document describes:

- **Project management structures:** D7.1 describes the main roles and responsibilities of the different project members and overall governance structure of the project. Moreover, it includes the decision-making procedures and the involvement of the External Advisory Board (EAB) and the Ethics Board (EB) in the project activities. At operational level, it includes the internal communication channels between the project consortium and the managerial bodies for effective monitoring and project management.

- **Project activities and reporting:** D7.1 provides an overview of the procedures for WP leads and the rest of the consortium on the production and presentation of deliverables, milestones, and financial statements.

- **Overall monitoring of the project:** D7.1 describes all monitoring (technical and financial) processes which have been established at this stage of the project to ensure the suitable and dynamic organisation of the project partners.

- **Quality assurance of the project results:** D7.1 contains the procedures set out to ensure that all the project results, namely reports, websites, software, etc., meet the highest quality standards.

- **Risk Management:** D7.1 describes the internal risk management processes set up at this stage of the project to ensure that all foreseen and future risks are identified, monitored, and appropriate mitigation measures implemented as and when they arise.

1.3. RECREATE key data

GA NO.	101136598
PROJECT TITLE	Reliability and effectiveness of integrated alternative water resources management for regional climate change adaptation
PROJECT ACRONYM	RECREATE
PROJECT DURATION	01.01.2024 – 31.12.2027 (48 months)
REPORTING PERIODS	Reporting Period (RP) 1 - M18 - 30.06.2025 RP2 - M36 - 31.12.2026 RP3 - M48 - 31.12.2027 (Final reporting)
TOTAL COSTS	EU contribution : €3,392,557.50, Estimated project cost : €3,437,782.50
REA UNIT	EC - Farm to fork, Communities Development and Climate Action
ORIGINAL CALL	HORIZON-CL6-2023-CLIMATE-01

Table 1 RECREATE Key Data

1.4. RECREATE Consortium

#	ORGANISATION NAME	SHORT NAME	COUNTRY
1	Fundacio Eurecat (Coordinator)	EUT	ES
2	Kompetenzzentrum Wasser Berlin Gemeinnutzige GmbH	KWB	DE
3	Fundacio Institut Catala de Recerca de l'Aigua	ICRA	ES
4	KWR Water BV	KWR	NL
5	National Technical University of Athens	NTUA	GR
6	ICLEI European Secretariat GmbH	ICLEI	DE
7	Adelphi Research Gemeinnutzige GmbH	Adelphi	DE
8	DEYAS Syros	DEYAS	GR
9	National Center for Scientific Research "DEMOKRITOS"	NCSRD	GR
10	NV PWN Waterleidingbedrijf Noord-Holland	PWN	NL
11	Kalundborg Renseanlaeg A/S	KCR	DK

Table 2 RECREATE Consortium

2. RECREATE Contractual Framework

Projects funded under the HE programmes typically have the following contractual documents:
- EC Grant Agreement (GA)
- Consortium Agreement (CA)

Both documents are available as PDF files in the RECREATE project SharePoint. The GA must be kept as a reference by all partners and should be provided to the auditor in case of an audit to obtain the Certificate on the Financial Statement (CFS).

RECREATE partners may contact the Project Coordinator if they have inquiries about either document.

2.1. Grant Agreement

As a contract between the project coordinating partner (EUT) and the European Union (EU), represented by the European Commission (EC), the Grant Agreement forms the legal basis for the implementation of the project. All other project partners electronically sign the "Accession Form A" with the coordinating partner.

The 175-page PDF file is saved on the RECREATE SharePoint and is also available in the EU Funding & Tender Opportunities ("Participant Portal") under the Grant management module's document library (My projects>RECREATE>Manage Project> Document Library):

Figure 1 RECREATE project page in Funding and Tenders Portal

The Grant Agreement is a comprehensive document containing legal, regulatory, and technical aspects of the project implementation: in addition, it provides templates ("models") for the CFS:
- Terms and Conditions: This is the core legal contract (pp. 1-69 of the PDF document)

- Annex 1 Description of the Action (DoA): Largely based on the narrative or technical part of the proposal but with pertinent additions and changes. (Part A pp. 70-107, Part B pp. 108-146)
- Annex 2: Estimated budget for the action (pp. 147)
- 2a Additional information on the estimated budget (pp. 148-150)
- Annex 3 Accession forms: containing electronic signatures of all partners (pp. 151-160)
- Annex 4: Model for the financial statements - template for reporting, the EC provides these in fillable format in the portal (p. 161)
- Annex 5: Specific rules (if applicable) (pp. 162-174)
- Last page with digital seal by the EC (p. 175)

For detailed explanations and examples, an [AGA – Annotated Grant Agreement](#) (version 1.0, 1 April 2023) is available.

2.2. Consortium Agreement

The RECREATE CA available on the RECREATE [SharePoint](#) is a contract that partners confirmed and signed amongst themselves to implement the project. It allows the partners to determine in detail the administrative and management provisions necessary to carry out the project. Within this agreement, partners outline the rights and responsibilities of each member of the consortium. This agreement cannot contradict or negate the rules established by the Grant Agreement or the Rules for Participation in HE projects.

The RECREATE CA is based on the DESCA model for Horizon Europe and is adapted to suit the project characteristics. All partners have signed the CA as of January 1st, 2024 (official project start date).

2.3. Amendments

During the project, circumstances that lead to a request to the EC for an amendment of the Grant Agreement may arise. Any partner can request an amendment for various reasons such as:

- Change of partner(s)
- Change of legal entity or status
- Changes in the budget (EC Grant Agreement: Annex 2)
- Changes in the DoA (EC Grant Agreement: Annex 1)

In case an amendment is needed, the Project Coordinator (PC) first consults the Project Officer (PO) and then submits a request to the EC after a decision by the Project Management Board (PMB- refer to section 3. Governance Structure). After approval by the EC, the PC distributes the revised Grant Agreement to the partners, which supersedes former versions.

> Budget changes that do not affect the content of the DoA, such as changes to Person Months, to deliverables, or changes leading to overspending of the total project budget can be managed within the consortium itself; the decision is taken by the General Assembly (GA) after the requesting partner has plausibly explained the reasons for the changes, after which the PO is informed.

3. RECREATE Governance Structure and Management Roles

3.1. RECREATE Governance Structure

Under WP7 Project Management, the Project Coordinator (PC) from EUT assumes the overall responsibility for the coordination and execution of all administrative and technical management of the project. The PC is supported by the technical coordinator and administrative / financial manager, both also from EUT, who make up the Project Coordination Team (PCT). The PCT provides support to partners in all aspects of project execution and maintaining operationality.

To implement this, the PC has applied a simple yet efficient management structure with clearly defined roles and responsibilities, a transparent decision-making process, clear reporting workflow, and progress monitoring. This is clearly identified in the figure below, which shows the RECREATE governance structure.
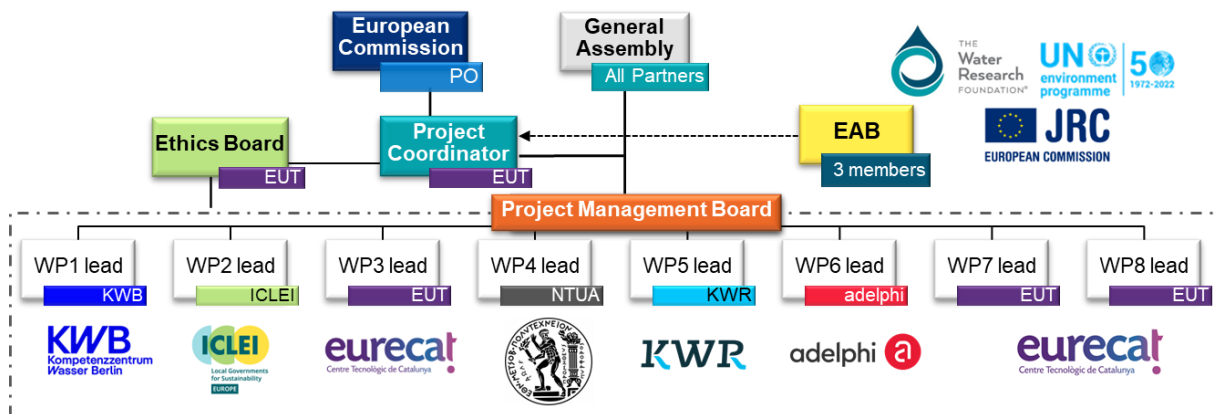
Figure 2 RECREATE Governance structure

3.2. RECREATE Management Roles

The different management roles identified in the governance structure are described briefly below. For further information, refer to the CA.

- **General Assembly (GA):** Formed by one representative per beneficiary for strategic decision-making and overall governance. The General Assembly is the only de-facto decision-making body of the project. It can discuss and decide issues upon its own initiative or upon request of any partner.

- **Project coordinator (PC):** The PC is the legal entity acting as the intermediary between the Parties and the Granting Authority. The PC shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Grant Agreement and the CA. The PC will appoint a person responsible for the management of the project through the monitoring of all outcomes of WPs by direct day-to-day management and supervision of the activities. The PC will oversee the administrative and contractual issues with the EC or within the consortium. The PC will also be responsible for progress reporting to the Project Management Board (PMB)

aiming at early identification of any delays to any of the project milestones or deliverables in close collaboration with the Technical and Scientific Managers. The PC will continuously communicate with all the partner representatives and the WP leaders to monitor proper project execution and make suggestions for major changes or actions if necessary.

▪ **Project Coordination Team (PCT):** The mandate of the PCT is to represent the project and the consortium, communicate and report to the EC, monitor overall project planning and performance, administer project resources & promote project visibility. The RECREATE PCT consists of the following members:

- **Project Coordinator (PC):** Digu Aruchamy (EUT), as PC, is the main interface between the consortium and the EC. The PC ensures consistency across work and documents delivered and promotes knowledge exchange and collaboration. For coherence and accurate sharing of information, the PC chairs both the General Assembly and the Project Management Board.

- **Technical Coordinator (TC):** As TC, Dr. Queralt Plana (EUT) focuses on the research and development (R&D) performance of the project and ensures accomplishment of the technical and business objectives. Part of the technical coordination responsibilities is to resolve any R&D implementation problem, as well as to identify, monitor, and mitigate risks that may arise during the project. The TC will review all reports, deliverables, and results before submission to the EC to ensure the highest scientific and technical quality.

- **Admin & Financial Manager (AFM):** David Fernandez (EUT) is the admin & financial manager of the project, who will manage all matters related to financial planning, reporting, and contractual matters, and support the PC in the project execution.

▪ **WP Leads (WPL):** The leadership of a WP is determined by the technical expertise, leadership capacity, and strategic decision-making abilities of a partner with regards to the conception, implementation, and further development of tasks, activities, and resource planning of essential work components of the project. WPLs report to the Project Management Board (PMB), and their responsibility is to ensure coherence, compliance with contractual obligations, and to implement the decisions of the GA which affect their WP.

▪ **Project Management Board (PMB):** The RECREATE PMB is formed by one representative per WP, usually the WP lead and/ or a nominated stand-in, and specifically appointed task managers. It is chaired by the PC who is supported by the TC and the AFM, both from EUT. The PMB is the executive board, where the progress of the overall project is monitored and managed, and decisions to be taken in the GA are prepared. The PMB is the supervisory body for the execution of the project which shall report to and be accountable to the GA to ensure efficient implementation and best possible results. As per agreement with the GA, the PMB will meet every month during the project lifetime.

The RECREATE PMB members are identified in the following table:

Name	Partner	Role in the project
Digu Aruchamy	EUT	Project Coordinator, WP7 & WP8 Lead (PCT)
Dr. Queralt Plana	EUT	Technical Coordinator & Quality Manager (PCT)

Name	Partner	Role in the project
David Fernandez	EUT	Admin & Financial Manager (PCT)
Dr. Veronika Zhiteneva	KWB	WP1 Lead
Elena Petsani	ICLEI	WP2 Lead
Eloy Hernandez	EUT	WP3 Lead & Data Manager
Dr. Christos Makropoulos	NTUA	WP4 Lead & Innovation Manager
Dr. Lydia Vamvakeridou-Lyroudia	KWR	WP5 Lead
Anika Conrad	adelphi	WP6 Lead & Exploitation Manager
Katherine Peinhardt	ICLEI	Communication & Dissemination Manager

Table 3 RECREATE Project Management Board Members

- **Ethics Board (EB):** Its aim is to ensure that ethical principles set in WP8 Ethics Requirements and in WP7 Project Management are complied with during the project. Appointed by the GA in consultation with the PMB, the EB is headed by the Ethics Manager from the project coordinator, EUT who is supported by the three Ethic Advisors, one each from WP leaders KWB, NTUA, and EUT respectively. The EB will meet with the PMB periodically (every 4 months) under the direction of the EM to review the management of any identified ethical issues in the project. Refer to the deliverable D8.1 OEI – Requirement No.1 for information about the EB.

- **External Advisory Board (EAB):** The EAB will observe the project's progress and provide input with respect to stakeholder requirements, compliance with the EU regulations, societal and users' priorities, sustainability, and socioeconomic impacts at the EU and global level. The following experts have been invited and confirmed as part of the RECREATE EAB.

#	EAB member name	Designation and Organisation
1	Julie Minton	Research Unit Leader, Water Research Foundation, USA
2	Anham Salyami	Programme Assistant for GEMS/Water, United Nations Environment Programme, Kenya
3	Dr. Yannis Trichakis	Project Officer, Joint Research Centre, EC, Italy

Table 4 RECREATE EAB members

- **Specific Task Managers:** RECREATE has appointed specific task managers to ensure appropriate coordination with the following critical transversal activities. These task managers will also be part of the PMB as mentioned in Table 3

  - **Innovation Manager (IM), Christos Makropoulos (NTUA):** Coordinates the activities of all partners around Intellectual Property Rights (IPR), knowledge management, and feasible innovations, in close collaboration with the Exploitation Manager. The IM will work to ensure all the innovation activities within the project reach their target. The IM ensures the management of results and IPR during the project lifetime, under the rules of the

Consortium Agreement. The IM will observe, gather, consolidate, and report evidence on direct responsible R&I actions carried out by the project in relation to open access, ethics, gender equality, and citizen engagement, as well as the indirect actions supporting science education and governance dimensions.

- **Exploitation Manager (ExM), Anika Conrad (adelphi):** Leads the process of identifying the successfully tested innovations of the project and defining exploitation routes, and, where applicable, preparing pre-commercial activities to be carried out after the project's funding period. In collaboration with EUT, this includes recognizing situations that call for legal clarification, e.g. in view of IPR requirements and potential licence agreements among partners. The ExM is also in charge of both market and technical aspects and of taking the project innovation achievements identified to a successful implementation and deployment.
- **Quality Manager (QM), Queralt Plana (EUT):** Responsible for formulating and supervising the execution of a detailed quality control strategy for each project deliverable in accordance with the GA. The tasks of the quality manager include: (i) issuing the quality plan, including detailed deliverables evaluation criteria, assessment procedures, evaluation measurements, and analysis methods; and (ii) supervising the implementation of the quality plan to ensure optimal quality of project results.
- **Data Manager, Eloy Hernandez (EUT):** Oversees monitoring throughout the project of any aspects related to ethical, legal, social aspects and data management, including compliance with data policies, including privacy, security, and protection of personal and research data. Additionally, the Data Manager facilitates the organization and documentation of datasets, oversees data sharing protocols, and coordinates with relevant stakeholders to address any data-related issues or inquiries.
- **Communication & Dissemination Manager (CDM), Katherine Peinhardt (ICLEI):** Ensures that all communication and dissemination activities are planned and implemented to maximise the project impact along with addressing all project stakeholders comprehensively and effectively. The CDM will also ensure that there is no breach of confidentiality or secrecy in the dissemination of results that may put the exploitation of results at risk.

4. Communication Protocols

4.1. Internal communication

The Project Coordinator is the intermediary between EC and the consortium. Beyond this role, the PC shall assist the consortium in implementing transparent and timely communication among all partners and the documentation of all the project related work accessible to all relevant stakeholders.

The PC has set up a shared online workspace (Microsoft SharePoint) as a document repository and corporate tool for sharing and publishing minutes, deliverables, reports, code, contact data, certificates, communication and dissemination reports, generated or collected datasets, and any other type of information circulating among the partners. Provisions for confidentiality and dissemination of any documentation are covered in the Consortium Agreement and applied to the shared workspace.

The instructions to access the platform, structure and functionalities of the SharePoint site are described in the Annex 1- Collaborative Platform.

The following elements of documentation are to be highlighted due to their universal importance:

- **IPR Log:** a central inventory list of any IPR used/brought into the project's work and therefore results.
- **Results Register:** a repository to identify any potentially exploitable or publishable result, and document its innovative nature, verification of TRL, IPR and ownership aspects.
- **Risk Register:** a repository to inform of detected risks, mitigation and countering measures, and opportunities.
- **Milestones Register:** a repository to follow up on the established milestones, which includes a register of important changes and decisions.
- **Data Management Plan (DMP) Guidelines:** Include guidelines outlining the procedures and best practices for managing project data, including data collection, storage, sharing, and preservation. This should cover aspects such as data formats, metadata standards, version control, and data security measures.

For internal communication within the consortium, it is important to:

- Allow email tracking (i.e., the title of all emails should always start with RECREATE as the first word)
- Address emails to the correct recipients (e.g., if an email affects only WP1 members, the WP1 list should be consulted). The PC and TC may be marked in copy as per the nature and context of the email.
- The RECREATE Project Contact List_ 20240320.xlsx available in the SharePoint contains specific email lists that can be filtered. Partners should disactivate the filter once their list of interest is copied.

4.2. External communication

4.2.1 Communication activities

Each partner wishing to undertake any formal project relevant communication activity or initiative related to the project, should inform both the PC and the Communication and Dissemination Manager (CDM). The content and the overall message of the communication activities should be agreed with the PC while CDM should be consulted on the visual identity of the project (logo, communication style, links to social media profiles, references, etc.).

All communication activities should be reported latest at the time of the periodic reporting, in both internal and external contractual reports as described in Section 5

4.2.2 Dissemination and publication of results

Before dissemination and publication of any project result, the concerned Partner must notify the PC, the CDM and the other project partners well in advance. In case of any necessity, they can object the dissemination/publication of the result and request necessary modifications to the partner.

Partners should also follow the data dissemination and publication protocols outlined in the DMP. This includes providing metadata and documentation for all published results, ensuring data quality and integrity, and obtaining appropriate permissions for sharing and publishing project data.

As a general rule, the exact calendar-day-notice are detailed in the GA and CA (section 8.4): at least 30-calendar-day-notice for notifications and 15 calendar days to object or request necessary modifications. In the case of when publication opportunities appear less than 45 calendar days before the submission deadline, partners interested in submitting an abstract / publication will notify the PC and CDM about their intention to submit project research results as soon as possible and the rest of the partners will be informed.

If no partner objects within the period above, the dissemination/publication of results is permitted.

4.2.3 Horizon Europe rules for Dissemination

All partners should always indicate that the project received funding from the European Union by including the following statement together with a high-resolution EU flag, which should be given appropriate prominence when displayed with the project logo or any other logos. For further information, refer to the detailed guidance available on the official website of REA in this respect. In case of any doubt, contact the CDM.

The following sentences may be used:

- In promotional material and publicity: *"This project has received funding from the European Union's Horizon Europe research and innovation programme under grant agreement No. 101136598."*
- In Patents: *"The work leading to this invention has received funding from the European Union's Horizon Europe research and innovation programme under grant agreement No. 101136598."*
- In Results Dissemination: *"The research leading to these results/this publication has received funding from the European Union's Horizon Europe research and innovation programme under grant agreement No. 101136598."*
- As mentioned in the Grant Agreement, *"any dissemination of results must indicate that it reflects only the author's view, and that the European Commission is not responsible for any use that may be made of the information it contains."*
- *"This document/work reflects only the views of RECREATE consortium, neither the European Commission nor any associated parties are responsible for any use that may be made of the information it contains.".*

5. Project Reporting

5.1. Introduction to contractual and internal reports

Two kinds of reports are delivered by the members of the consortium during the life of the project: the Contractual Reports and the Internal Reports.

The contractual reports must be submitted by the PC to the EC 60 days after the end of each reporting period:

- **1st Reporting Period (RP1):** from M1 to M18. Technical and Financial Reporting to be submitted before August 31st, 2025.
- **2nd Reporting Period (RP2):** from M19 to M36. Technical and financial report to be submitted before February 28th, 2027.
- **3rd Reporting Period (RP3):** from M37 to M48. Technical and financial report to be submitted before February 29th, 2028.

These contractual reports will be built based on the technical follow-up reports from WPL. Inputs from all contributing partners might be requested. The PC will collect and integrate the WPL follow-up reports in a single project report document. See article 21 of the Grant Agreement with detailed information on the contractual reporting.

Additionally, the EC has fixed three review meetings at the end of each reporting period to monitor the progress of the project. Review meetings consist of reviewing the overall implementation of the project up to the date, as well as the review of the submitted deliverables for that period.

The **internal technical reports** must be reported to the PC and the TC by the WPL with contributions from all partners 1 month before the GA meetings (M6, M12, M24, M30, M42), in addition to those linked to the contractual reporting periods (M18, M36, M48).

The **internal financial reports** must be reported to the PCT by all partners every 6 months (M6, M12, M24, M30, M42), in addition to those linked to the contractual reporting periods (M18, M36, M48).

Reports will be shared with the General Assembly at least 20 days after the end of the period.

5.2. Technical Reporting

All members of the consortium will be expected to submit a technical progress report coinciding with the General Assembly (GA) meetings (internal reporting) and the end of 1st, 2nd, and 3rd contractual reporting periods.

Each WPL will send an email to all the task leaders at least 3 calendar weeks before the end of the reporting period (both internal and contractual) to inform all the responsible partners.

Each partner shall report to the WPL 1 calendar week before the end of the reporting period.

The WPLs shall report to the PC within 2 calendar weeks days after completion of each reporting period.

The PC assisted by the TC, will receive, and organise all the information from the WPL to develop the Progress Reports and ensure their consistency. The structure of the overall progress report follows the official structure of the contractual Periodic Progress Reports to be submitted to EC by the PC.

Figure 3 Procedure for progress internal technical reporting

| WPL: asks partners for contributions
3 weeks before end of period | All Partners: send contributions to WPL
1 week before end of period | WPL: sends reports to PC
2 weeks after end of period | PC: submits report to PMB
4 weeks after end of period |

The PC will forward the reports to the PMB within 4 calendar weeks after the end of the period for discussion at the Project Management Board meetings, approval, and agreement on the activities for the following 6 months.

Whenever possible, the meeting between PC and PMB to discuss the report will be organized as a physical meeting within one of the periodic project meetings. In case this is not possible for some reasons, an online conference will be scheduled with the same purpose. The report will be circulated to all partners and summarised in the following GA.

The report will allow the PMB to monitor the overall progress of the project as well as its timely implementation. After discussion with the PMB and in case of non-conciliatory divergences among the partners, the PC, with support from the TC, will take responsibility to finalize the report based on his/her own views.

The evaluation will be supported by Key Performance Indicators (KPIs) related to the overall project, as well as to each WP. See RECREATE Project Progress Monitoring (KPIs) for the management of KPIs.

5.2.1 Technical Report structure

All reports should comprise the following:

- An overview, including a publishable executive summary.
- Progress of the work towards the objectives.
- Achievements referred to milestones and deliverables during the period.
- Deviations between planned work plan vs. actual work carried out.
- Resources used, financial overview.
- Detailed work plan for the next 6 months with timescale.
- A final section with conclusions and next steps (if relevant)
- A separate section for references, i.e., not to include them as footnotes.

In addition, the technical report will include the following information about the management of the project:

- Project technical management and administration.
- Consortium issues and performance.
- Schedule.
- Financial Reporting:
    Explanation of the use of resources.
    Financial Statements - Forms C and Summary financial report.

Lastly, it will also contain information related to the Impact of the project:

- Project expected results and impact revisited.
- Impact Implementation Actions:
  - Exploitation of results.
  - Business Plan.
  - Communication.
  - Dissemination.
  - International cooperation and clustering activities.

Note: The above proposed template maybe modified during the project implementation as required.

All partners and WP leaders are requested to provide the following information using the template in Annex 2 and in RECREATE_Reporting_template.docx, compiled with the information provided by the WP members for each of the three contractual reporting periods.

- Work performed during the reporting period of reference and main results achieved.
- Status of each WP, task, details on the work carried out by each beneficiary involved.
- Activities planned for the following reporting period - Updated planning for the next period.
- Status of ongoing deliverables with delivery date in the following reporting period.
- Progress towards milestones planned for the following reporting period.
- Status of the risks and updating risk analysis of the respective WP.
- Critical assessment of the technical progress: deviations from the original plan and proposed measures (explanations for tasks not fully implemented, critical objectives not fully achieved and/or not on schedule. Explanation of the impact on other tasks, available resources, and the overall planning).

Additionally, WP Leaders can use the RECREATE_Quality Monitoring Tool.docx (see more detailed information in Section 7.2 and Annex 7) for internal meetings, which can be the basis for the Contractual RECREATE_Reporting_template_.docx (see Annex 2).

5.2.2. Technical Review by the European Commission (EC)

The EC, the Funding Agency, may decide at any time (up to 2 years beyond the end of the project) to conduct a review of the progress of the project against the obligations of the Grant Agreement. Usually, the review is scheduled by the Project Officer (PO) after the submission of the contractual periodic reports of the project (2 months after the end of each reporting period, i.e. M1-M18, M19-M36, and M37-M48). The PC will invite the external reviewers to participate in the GA meetings coinciding with these three reporting periods as required.

Contents and format of the Review Report as well as scheduling for its submission are usually specified by the PO in due time. The Report will be issued by the PC, based on the contributions of all the WPLs. Besides the PC, the WPLs and the partners in general could be requested to participate in the review meeting at discretion of the coordinator or under specific request of the PO.

The PMB should help the PC in managing these review meetings and preparing all the relevant materials.

Debriefing after the review meeting: The results of the Review by EC are usually provided by the Project Officer with a specific reporting document, which may request actions.

The results from the EC review will be discussed by the PMB in a dedicated meeting summoned by the PC. The PC will decide in agreement with the PMB on how to implement the requested actions. The decisions will be submitted to the PO by the PC. The interaction PMB-PC-PO will continue until the end of the revision process.

5.3. Financial statements

The financial statements for Horizon Europe projects are a standardised form (Annex 4 of the Grant Agreement) through which beneficiaries report the costs spent during the implementation of the project and the EC contribution to which they are entitled to by applying the Horizon Europe funding rules.

The Project Coordination Team will request from Financial Statements from all partners nine times during the project implementation (six internal interim Financial Statements covering M1-M6, M1-12, M19-M24, M19-M30, M37-M42 and M37-M48, and three contractual Financial Statements covering M1-M18, M19-M36, and M37-M48).

Contractual Reports are submitted to the EC after the end of each reporting period, M1-M18, M19-M36, and M37-M48.
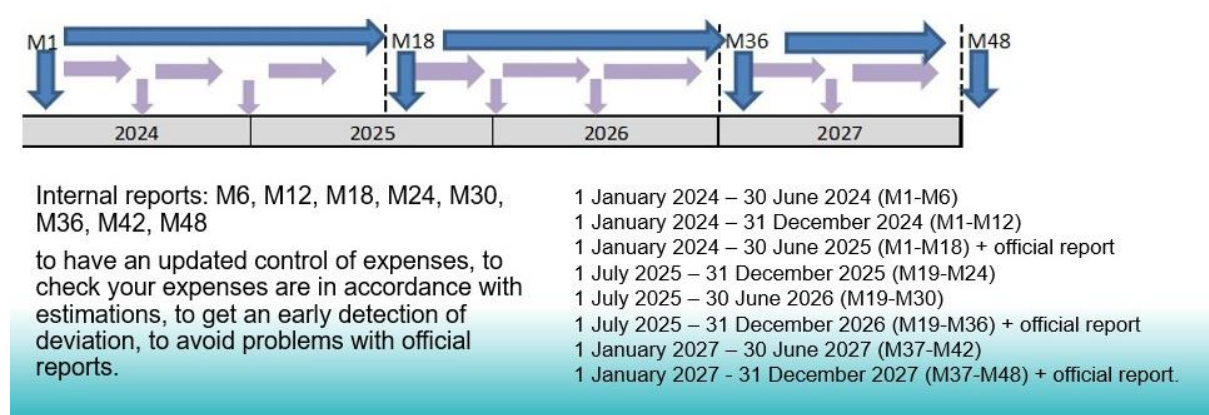
Figure 4 Financial Reporting Schedule

5.3.1. Internal financial reports

The Administrative & Financial Manager (AFM) will require an internal financial report every 6 months to have an updated overview of the execution of the budget by all partners. The deadline for internal financial reporting is 4 weeks after every 6-month period.

After receiving the reports, feedback and advice will be given to the partners to ensure they are using the funds according to the Horizon Europe rules.

The following information in *Table 5* will be required to be reported by all partners:

Table 5 Brief description of the Direct costs required

Cost item	Instruction
Personnel costs	Calculate how many **person-months** represent the **time** invested during the reporting period for each person in each WP.
Travel costs	**One entry for each meeting.** Include details of the meeting, place, date, number of travellers, type of costs (transport or accommodation)
Equipment	Describe all equipment, WP, and cost charged to the project (**based on depreciation rules and % use)**
Other goods, works and services	Describe specific **consumables, goods, and services** used, in which WP, and their costs (examples of consumables are materials, chemicals etc.)

5.3.2. Contractual Financial Reports

Contractual Financial Reports will be submitted exclusively via the Participant Portal. For this purpose, partners will send their financial information 1 month in advance to the AFM, the AFM and the PC will review and validate them and finally each partner will enter their financial statement in structured forms in the grant management system of the EC Portal. Beneficiaries and affiliated entities must fill these in and submit them to the European Commission.

This procedure will provide a consolidated financial statement. **If any partner fails to do so, the costs of the partner will be considered zero for the reporting period.** EC financial report will consist of:

- Individual financial statements for each beneficiary (and third parties). The structure can be found in Annex 4 of the GA.

- Explanation of the use of resources, when required (e.g. total "Other costs" is >15% than period personnel costs) for each beneficiary.

- Periodic summary financial statement including the request for interim payment (only for PC).

5.3.3. Supporting documents

Partners must be able to demonstrate that the expenditure shown in the individual reports has been done according to the Horizon Europe rules. In this regard, partners should keep all the supporting documents related to the expenditure:

- Time Declarations
- Salary Slips
- Employment contracts
- Receipts
- Invoices and proof of payments
- Any other document that may help the auditor (i.e. boarding passes, agendas of the meetings, pictures, etc.).
- In case there is any doubt regarding how the funds can be used it is recommended to send a prior notification to the EC officer via the PC (e.g. travel costs to conferences and conference fees for dissemination purposes).

- All the expenditures must be accountable since the EC has the right to audit any beneficiary. All costs should be recorded according to the beneficiaries' accounting and management principles.
- Should any costs be incurred in any currency other than euros, these should be converted based on the conversion rate published by the European Central Bank, according to Horizon Europe rules.

5.3.4. Audit

Together with the final report, a **Certificate on the financial statement** (CFS) for each beneficiary must be sent, if it requests a total contribution of **EUR 430.000** or more, as reimbursement of actual costs and unit costs.

According to the Grant Agreement this concerns to three partners: EUT, KWR, and ICLEI.

Besides this, the EC may, at any time during the implementation of the project and up to 5 years after the end of the project, arrange for an audit to be carried out by external auditors or by the EC itself.

If the EC decides to carry out an audit, partners will be expected to provide them with the required supporting documents (Time declarations, invoices of purchases, working contracts, etc). These documents should be available up to 5 years after the final payment of the project.

5.3.5. Payments

Payments are always based on actual work performed and its related actual costs. However, the EC has transferred a proportion of the grant upfront to facilitate the implementation of the project. This upfront payment is called "Pre-financing" and it is considered as a "loan" until each partner can justify the use of its budget for the implementation of the project, according to the rules fixed by the EC.

The EC gives 60 days to submit the contractual reports from the end of the reporting period (M18, M36 and M48). Payments are expected to be received around 3 months (90 days) after the receipt of the reports. The sooner the whole consortium, namely all beneficiaries, submit their reports, the sooner they receive the payment.

The PC is responsible for making appropriate payments to the partners, with minimum delay from its receipt thereof from the EC. The PC will transfer the pre-financing funds to each of the partners once the Consortium Agreement is signed and the funds are received from the EC. The rest of the fund transfers will be done within the next 30 days after receiving the funds from the EC.

The payment scheme planned by the PC has four payments distributed in different periods and has specific rules to be received. The first three payments, that corresponds to a maximum of 85% of the Total Grant, are the Prefinancing (48,33%), and two Interim payments. Lastly, there will be a Final payment and Balance payment that would include the 10% retention and the 5% withhold of the Mutual Insurance Mechanism, that are withheld by the Commission until the final payment.

All Payments, except the first one, must be based on Actual Costs declared by each beneficiary (including affiliated entities).

Payment schedule

Pre-financing: **48,33%** of EU contribution.

Interim payments M18 and M36. 15% EU contribution withheld by the Commission (retention 10% + 5% Mutual Insurance Mechanism) until the final payment M48.

Figure 5 Payment Schedule during the project

6. Documents: Reports and Deliverables

6.1. Project calendar

All the project deliverables and milestones due during the three reporting periods, namely the 1st reporting period (RP) (M1-M18), the 2nd RP (M19-M36), and the 3rd and final RP (M37-M48), are marked in the project Gantt chart available in the Annex 11. The summary of the deliverables due at the end of each RP period is provided below:

Table 6 Summary of deliverables distribution per reporting period

Reporting Period (RP)	Duration	No. of deliverables
RP 1 - January 2024 – June 2025	18 months	12
RP2 - July 2025 – December 2026	18 months	12
RP3 - January 2027 – December 2027	12 months	12

6.2. Document preparation

RECREATE has developed word and PowerPoint templates with a standard visual image, to assist clear communication and comprehension. These are available in the project repository at: Communication Materials and Templates

6.3. Reports and Deliverables

Reports and Deliverables will be produced in Microsoft Word (or compatible): working drafts and editable working copies will be supplied to partners as Word documents by the author. After the peer review of a deliverable, the author will send the final version in Word format to the Project Coordinator. The PC will revise the final documents and submit the final PDF file to the EC participant portal. The final PDF version will also be made available to partners and will be regarded as the definitive version of the Report or Deliverable. In case specific deliverables need to be updated during the project lifetime, they may be reopened and resubmitted if agreed upon individually with EC.

Partners must be aware that the EC may Approve, Reject or Suspend any of the documents created in the framework of the project and partners must cooperate in the amendment and improvement of the documents following the EC's recommendations.

- **Reports and Deliverables** have a consistently styled cover sheet and structure (all fields MUST be filled in), based on the template available in the shared folder [Word Template](#). A snapshot of the deliverable template is available in Annex 4. To summarize:
  - All pages should be numbered, and the document identification number should be included in the footer.
  - All reports and deliverables should carry the logos of RECREATE and the EU emblem.
  - The executive summary should be a standalone document of 2 to 3 pages, that can be understandable by external readers who are not necessarily aware of the project.
  - The conclusion should include the summary of findings in the deliverable, the summarised information that is still missing and in which task or deliverable it will be addressed, and the next steps expected with and after this deliverable.

The detailed structure and instructions are given within the deliverable template.

- **Financial Statement (Annex 4 of the Grant Agreement):** The customised financial statement template is provided by the PC in a Microsoft Excel file, using the model of the European Commission.

- Any other Financial Reports or numerical records produced for electronic circulation between the project partners or to the EC should be prepared using Microsoft Excel.

- **PowerPoint Presentations:** The communication partner ICLEI has created a specific template for project presentations to facilitate their production by the partners as well as to guarantee the consistency and quality of the visual image of RECREATE. The presentation slide template is available in the shared folder [PowerPoint Template.](#)

In case of any doubt about the use of a template, proposal for improvements or new templates applying the RECREATE visual identity, partners must contact the Project Coordinator and the Communication & Dissemination Manager.

6.4. File naming and versions

For the naming and versioning of RECREATE documents (if not otherwise specified) the following guidelines apply: ***Name_of_the_file_yyyymmdd_VXX.doc / pdf / xls...***

It is recommended to choose a clear and descriptive document name. Example: For a document with the title: Case Study definition (V3), Date of creation: February 10, 2024, the suggested file name is the following: ***Case_Study_definition_20240210_V3.doc***

For **Datasets** generated in the project, the following structure for naming is proposed to make data more findable and identifiable: ***RECREATE_Data_WPx_Tx.y_Name_Vx.extension***

For project **Deliverable** development, the use of the following naming structure is mandatory:

*- **RECREATE_Dn.n_Title_Vx.doc, with n and x numbers***

e.g.: RECREATE_D.7.1_Project handbook and Quality Plan_V1.0.docx

For draft or interim documents, the following numbering should be used: version _V0.1, _V0.2, _V1.1, _V1.2 etc.

Final documents should use _V1.0, _V2.0 etc.

e.g. If a deliverable submitted to the EC for the first time is called _V1.0, and if it needs to be reopened, new draft versions will be called _V1.1, _V1.2, etc. Then the second version that is submitted to the EC will be called _V2.0. If this version needs to be reopened, new draft versions will be called _V2.1, _V2.2 etc. A third version that is submitted to the EC will be called _V3.0, etc.

Deliverables must follow the template available at SharePoint: RECREATE_Deliverable Template_20240307_final.docx

Final deliverables submitted must be included in the folder 05- DELIVERABLES inside the respective WP folders, under a sub-folder 'FINAL'.

7. Quality standards and procedures

This section defines the general approach to quality assurance and the procedures to be followed for partner documentation, deliverable production, and software development. The main goals of the quality plan procedures are:

- To produce high-quality deliverable on time and to specification, in accordance with the Work Plan
- To identify any possible risks, or deviations from the Work Plan at an early stage
- To take any necessary remedial actions as soon as possible

Following the project quality plan is an important task throughout the project, as is monitoring and reporting on the achievements of the project objectives. It provides valuable inputs to support successful project monitoring and steering, including quality assurance and control, efficient project management within contractual rules and deadlines, active communication with the EC and addressing of potential problems and implement adjustments to processes, tasks, and activities where necessary. The TC, with the aid of the PCT, will implement the quality assurance procedures. Nevertheless, quality assurance is the joint responsibility of all partners and will be applied at all levels of the project's activities. A major goal is to ensure the detection of errors and deviations as early as possible in the project's life cycle. This will enable the consortium to apply corrective actions or contingency plans systematically, if necessary.

This section serves two purposes: (i) establishing a framework for the PCT to effectively carry out all management activities and monitor the project to identify current and future risks and avoid negative effects; and (ii) serving as a handbook for every member of the project consortium to conduct their project activities at high-quality level.

7.1. Quality Management

Quality assurance is the joint responsibility of all partners and will be applied at all levels of the project. This task is led by the TC with the support of all WP leaders, as members of the PMB.

The TC, supported by PMB members, is responsible for implementing a scheme for continuous monitoring of WPs and evaluation of project deliverables, with respect to agreed quality criteria for WPs and R&D activities. The PMB will continuously improve the quality of the deliverables in terms of accuracy, timeliness, and respect of format. It will ensure that the objectives are met with the quality standard requirements and will perform a biannual evaluation coinciding with the General Assembly meetings, to ensure compliance with established policies described in this section.

Continuous progress assessment, close follow-up of work, corporate tools, etc. are fundamental building and technical excellence, expected objectives, coherence with prior/following work, technical viability, and value for exploitation. Aspects such as comprehension for non-experts shall be further considered for publishable summaries of deliverables, as well as gender-inclusive language.

The quality of each deliverable submitted is internally reviewed by at least the WPL, the internal reviewer(s), the TC, and the PC. Final versions of each deliverable and report should be jointly approved by the WPL associated with them, the TC, and the PC.

As a rule, the Quality Manager (QM) selects the internal reviewers for each deliverable in consultation with the responsible WPL. The reviewers are nominated from partners who are not directly involved in the execution of the task(s) related to the deliverable to avoid conflict of interest. In case of deliverables related to tasks where all the partners are involved, the QM will consult the PC and PMB to decide upon the reviewers.

In case one partner is responsible for a deliverable which integrates the work of other partners, the review of the document by the other parties shall be made before sending the completed deliverable to the WPL.

In case the result of one deliverable is needed by another partner responsible for a related task / deliverable, this related partner may revise the deliverable before it is submitted.

The PC shall submit all deliverables directly to the EC within the deliverable date stated in Annex I – DoA. The PC is also responsible for uploading the final version of the deliverable to the Horizon Europe portal and the project site (SharePoint) before the deadline.

7.2. Quality Monitoring

To monitor and coordinate the implementation of the project, the PC has set a monthly PCT internal meetings to discuss any deviation or any issue occurred during the execution considering technical and administrative aspects.

Also, the PCT has arranged monthly PMB meetings with all WPLs to discuss the progress of the WPs, and if there are any deviations from the scheduled plan or any problem that arises during the execution. After virtual meetings, the PC and the TC will prepare the report with the minutes of the meetings.

Before any consortium meetings and on a bi-monthly basis, each WP-task leader is requested to report to PC and TC the work carried out under each task, any relevant indicator, problem and risks occurring during the period by filling the "RECREATE Quality Monitoring Template" (See in Annex 7).

Each WPL has set regular monthly meetings among task leaders involved in their WP. However, the frequency can be adjusted depending on the timeline planned.

Each partner organizing these meetings is responsible for sending notes after the meeting.

7.3. Quality Criteria for Internal Review

High quality must be inherent to the project's work. Continuous progress assessment, close follow-up of work, consistent use of corporate tools, etc. are therefore fundamental for innate quality of work. Another important basis is the strict and sincere reviewing process of the project's output, in particular deliverables, regardless of their classification level, e.g., public/confidential/classified.

The quality review process must follow objective criteria regarding scientific and technical excellence, expected objectives, coherence with prior/following work and value for exploitation. Aspects such as comprehension for non-experts shall be further taken into consideration, in particular for publishable summaries of deliverables.

- Completeness: Content must address all aspects related to the purpose but avoid redundancy of information.
- Accuracy: Content must be reliable; conclusions must match results produced and take account of any assumptions made or restrictions imposed.
- Relevance: Content must be focused on the key issues.
- Depth: Content must have adequate depth but must nevertheless be presented in a concise manner.
- Adherence to template: The project output must be uniform in appearance and structure (corporate image/identity).
- Scientific acknowledgment: The project output must display the suitable scientific citation.

A Quality checklist for deliverable reviewers has been created by the PCT: RECREATE_Quality checklist for reviewers.xlsx (See also in Annex 8).

It is recommended to add a copy of this checklist filled by reviewers to the reviewed deliverable as an Annex.

7.4. Review procedure and timing

Every deliverable is to be revised by at least two partners not authoring the document or otherwise not directly involved in its production. The reviewers will be assigned according to the following criteria (Type R = Reports):

- Partner(s) that use and rely on the content, e.g. managing the following steps in the task or WP or using the results to achieve their own objectives.
- Partner(s) that are strategically interested in this piece of work, e.g. for exploitation.
- A mutually agreed upon internal expert because of the technical value he/she can contribute through revision.

Note: All deliverables of different types (P = Prototype, D = Demonstrator, O = Other), should be accompanied by a report to be reviewed which complies with the rules defined here for Deliverable type R.

The following table should be used to provide, for any deliverable, the version number, the author implementing the version, the date of the revision and a brief description of changes. The table should be used to approve a document (See Table 7). Each WP involved in the deliverable should fill out this approval procedure. The Version numbers might vary depending on the interactions with the deliverable.

Table 7 Document history and approvals control table.

Version	Date	Author/Reviewer	Document history/approvals
1.0	YYYY-MM-DD	Author(s)	First version
2.0	YYYY-MM-DD	Internal Reviewer 1	Peer review 1
3.0	YYYY-MM-DD	Internal Reviewer 2	Peer review 2
4.0	YYYY-MM-DD	Deliverable leader	Final complete version
5.0	YYYY-MM-DD	Work Package Leader and Technical Coordinator	Validation
6.0	YYYY-MM-DD	Project Coordinator	Submission

Once a deliverable is approved, the final pdf version should be referenced and electronically filed in the shared RECREATE project site (SharePoint).

To ensure the submission of high-quality deliverables and according to the contractual deadlines, a Quality Assurance Procedure (QAP) will be implemented (See **Error! Reference source not found.**) during the project. The PC and the TC have the authority to enforce this procedure. All deliverables must follow the QAP to guarantee the quality and on time submission. It is mandatory to put the PC and the TC in copy at each step of the following procedure:

- **Step 1:** the responsible lead author shares the first draft to internal reviewers (not later than four weeks before the deadline) in the SharePoint. Reviewers send their comments to the author in accordance with the guidelines.
- **Step 2:** The author incorporates the necessary changes to the document and sends the deliverable to the WPL and the PMB for checking and approval (no later than two weeks before the deadline). All partners may provide feedback to the author on the final version. Necessary changes are integrated in coordination between the WP leader and the main responsible author. Non-responses from any partner are regarded as agreement.
- **Step 3:** The author generates a final version, and this final version is submitted to the Project Coordination team (one week before the deadline).
- **Step 4:** The PC checks the format and forwards the final version to the GA.
- **Final Step - Submission to the EC by Coordinator.**

The PC is overall responsible for the adequate intra consortium distribution of the final versions.

Time (weeks)

≤ 4   ≤ 2   ≤1   *Delivery Date*

| **1st draft** sent to internal review + changes | **2nd draft** review by WP+PMB+ changes | **3rd draft** review by PC + minor changes | PC checks format & submit **final version** | PC distributes **final version** |
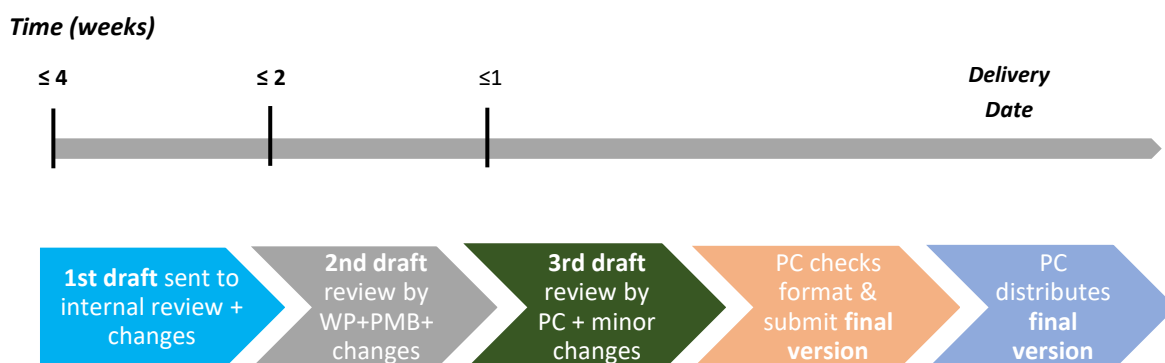
Figure 6 Quality Assurance procedure

Be aware that the external reviewer(s) should be able to understand the full content of the deliverable with regard to the context of the project, linking the information to the DoA WPs and Tasks.

7.5.   Deliverable amendment requests

Partners must be aware that the EC may Approve, Reject or Suspend any of the documents created in the framework of the project and partners must cooperate in the amendment and improvement of the documents following the EC's recommendations and submission within the agreed time. The requirements of the EC will be considered within the document and how they have been addressed will be reported upon by adding a new section below the document history table.

In case specific deliverables need to be updated during the project lifetime, they may be reopened and resubmitted if agreed individually with the EC.

The PCT manages any amendment requested by the EC and the potential project external reviewers. The amendment itself must be carried out by the authors responsible for the deliverable.

7.6.   Delay in deliverables

Deliverables identified in Annex I of the Grant Agreement shall be submitted as foreseen therein.

The PC shall immediately inform the EC of any event affecting or delaying the implementation of the project.

Upon reception of the reports, EC may suspend the time limit if one or more of the reports or appropriate deliverables have not been supplied or are not complete, or if some clarification or additional information is needed.

EC may proceed in part with an interim payment if some reports or deliverables are not submitted as required, or only partially or conditionally approved. The reports and deliverables due for one reporting period which are submitted late will be evaluated together with the reports and deliverables of the next reporting period.

8. Project monitoring and risk management

8.1. Work breakdown structure per task

The project schedule per task aims to be a useful and agile tool to monitor the progress of the project. For this, all WPLs oversee the completion of an initial template of "Work Breakdown Schedule per task".

Each WP Leader (with the input of the respective Task leaders) is responsible for building their own "WP Plan Monitor" document based on the template delivered in this document.

The "Work Breakdown Schedule per task" includes:

- **Split of task into subtasks** in a Work Breakdown structure.
- **Schedule per each subtask** (start and end/deadline) [when relevant].
- **Responsible partner** per subtask and involved **partners with relevant contributions.**
- **Related deliverable and milestone** [when relevant].
- **Dependencies on other tasks** (e.g., results to be transferred to another task and/or inputs from another task's results) [when relevant].
- **Target Indicator** [when relevant].
- **Review and assessment of the risk register**, analyse and propose an action plan on materialised or imminent risks, deviations, and emerged opportunities.

Since the work plan can vary over time due to different factors, the WP Plan Monitor will be reviewed and updated periodically. Updates and changes can be discussed in the Project Management Board meetings and the excel template will be updated according to the outcomes of these meetings.

Each WP leader will be responsible for monitoring the Work Breakdown Structure progress according to the quality procedures, with the aim of:

- Updating the status of all the WP tasks,
- Helping the task leaders to overcome impediments and establishing contingency plans for deviations,
- Planning the review meetings at the end of each sprint and transfer results and information to other WPs.

The breakdown structure per task is currently ongoing and is coordinated by the WPL. One file per WP has been prepared and found on each WP folder at the Project SharePoint. An example of the template can be found in Annex 12.

8.2. Operation Monitoring at WP level

Each WPL is responsible for organizing monthly meetings with task leaders to evaluate work and objective progress according to the task breakdown. The WPLs are required to organize monthly (minimum) or bi-weekly meetings with their respective task leaders and other contributing partners to track the progress of all the tasks in a continuous manner.

The WPLs will report the progress of their tasks, any risks identified, mitigation strategies, and update on the related deliverables and milestones to the PC during the monthly PMB meeting. Every 6 months

coinciding with the internal project reporting cycle, WPLs will be asked to review the task timeline and milestones and develop a WP work plan for the next 6 months with timescale.

8.3.　Operation Monitoring at PMB level

The WPL report on their WP progress on work and objectives, innovation and IPR aspects, risk issues, possible ethical concerns, and proposal for planning next steps in each PMB meeting. WP leaders will be responsible for keeping each of the relevant registries up to date, including the IPR and results register to identify any potentially exploitable or publishable result, and document its innovative nature, verification of TRL, IPR and ownership aspects including a central inventory list of any IPR used and/or brought into the project's work and therefore results. A risk register is put in place to inform detected risks, mitigation and countering measures, and opportunities.

In all this reporting and management, it is fundamental that progress is evaluated against both the effort and financial resources planned for each task, and the factual and verifiable milestones. Resource and finance monitoring starts with a detailed task-level effort and resource plan for all the project duration. All partners will be requested to deliver this during the first months of the project.

This internal planning will be serving as baseline to detect methodical deficits, deviations and mismatches during project execution with respect to WP and task operations. Periodic check points will be established every nine-months through an internal financial reporting process in which partners will declare efforts and resources incurred during the period and be discussed during WP meetings and PMB meetings. Further similar internal reports can be conducted on an as needed basis. For the latter, project progress towards objectives will be assessed against a list of milestones.

8.4.　Project meetings

Rules and operational procedures for the General Assembly meetings are described in the CA at Section 6.3.

Meetings must be well prepared, documented and followed-up on. Especially on WP level, virtual meetings (phone, teleconferences or video calls using MS Teams or similar IT platform) will be frequent.

A checklist for the organization of meetings is summarised below:

- Organizer - Hosting partner will:
  - Arrange meeting's logistics: book appropriate meeting rooms, arrange catering, etc.
  - Provide information on how to get to the meeting venue, recommend accommodation, etc.
  - Request and collect registration forms from the attendees.
  - Prepare badges for attendee identification.
  - Collect attendee signatures and share them with the Coordinating Beneficiary.

A press release will be provided after the meeting. Press releases, once written, will be circulated to all consortium partners to be reviewed, following the procedures to preserve confidentiality in publications. Press releases can be translated into partner´s local languages and used as best befitting each partner (e.g. uploaded to a corporate website, sent to the media, published in social networks…).

8.4.1. Organisation of technical meetings

Technical meetings, such as WP monthly meetings, will be scheduled around a specific task or WP, as required according to project implementation. More specifically, every month there will be a WP meeting organised by the WP Leader.

As soon as any partner identifies the need for a technical meeting with part of the members of the consortium, such partner will inform the WP Leader, or if necessary, the PC, and will send them the agenda at least 10 days beforehand so they can evaluate the need to join the meeting.

The organizing party will oversee producing the minutes of the meeting using the template available in the SharePoint (refer to Annex 5) that will be sent to the attendees for review, within 15 calendar days of the meeting. The minutes shall be considered as accepted if, within 15 calendar days from circulation date no Party has sent an objection to the organizing party with respect to the accuracy of the draft minutes by written notice.

The organizing party or the hosting partner shall report to the PC on the main conclusions/decisions and actions to be taken after the meeting. The organizing party is also responsible for uploading the approved minutes to the SharePoint.

Reporting on the technical meetings is necessary to monitor the progress of the project. Technical meetings are also considered an indicator of project management.

8.4.3. Calendar and Structure

When the nature or complexity of the topics to be discussed are deemed to be appropriate and there is no need for face-to-face meetings, then teleconferences using Microsoft Teams or any other videoconferencing tools used by the project partners can be scheduled instead, following the same procedures as for face-to-face technical meetings. The organising party can decide to hold an online or a face-to-face meeting according to the project needs and budget.

Physical meetings shall be considered for critical phases, when demo or on-site development is more efficient than isolated work, and where personal exchange and discussion, especially among different WPs or partners, is expected to provide significantly better progress in work.

The monthly planned meetings of PMB and WP will be organized virtually by default. Physical meetings are envisaged for in-depth discussions or technical aspects that require on-site placement. Two General Assemblies are planned every year coinciding with the end of internal (every 6 months) and contractual reporting periods (M18, M36, and M48). Based on consensus among the partners during the project kick off meeting, the GAs shall be convened by default as physical meetings, and online or hybrid format maybe considered in particular for extraordinary meetings.

The following table summarises this organisation for the meetings schedule:

Table 8 Project Meetings schedule.

Body	Frequency	Indicative Calendar	Promoter/reporter
WP Team	Periodically as established by the individual WP	To be set up by each WPL	WP Leader and in coherence with work plan

Body	Frequency	Indicative Calendar	Promoter/reporter
Project Management Team	Monthly	To be set by PC	Agenda and minutes from the PC; minutes revised by the participants
General Assembly	"Kick-off" Assembly at entry into for the GA and GA every 6 months approx. (at least 1 annual meeting before the end of each reporting period)	M1, M6, M12, M18, M24, M30, M36, M42, M48	Agenda and minutes from the PC; minutes revised by the participants
Exploitation & Dissemination Committee	Upon consortium needs/justified cases, e.g. match with milestones, deliverables; priori to GA or Review	To be determined	Agenda and minutes from the Exploitation, Dissemination & Communication Managers; minutes revised by participants

8.4.5. Meeting minutes

The physical meeting minutes should include a list of participants for each day of the meeting with the signatures of all those present at the meeting. The list of participants and the signatures are the responsibility of the organiser of the face – to – face meeting. A copy of the list of participants should be sent to the PC after the meeting.

The organiser of the meeting should have the template of the minutes ready and available in the shared repository. The main notetaker will be assigned before the meeting; additionally, all participants will have the possibility to contribute to the minutes directly, in real time. The meeting minutes should also include a list of Meeting Action Points listing the: a) action; b) concerned WPs; c) partner/person in charge and d) deadlines.

Formal minutes are mandatory also for online meetings. A screenshot of the participants lists will be kept instead of the signatures of all those present at the online meeting.

8.5.   Project monitoring tools and Key Performance indicators (KPIs)

The Coordination team has prepared specific tools for the monitoring of the project activities, to be used by the PC, the PMB, task leaders and any partner of RECREATE.

The following tools are available on the project SharePoint:

- RECREATE Project Progress Monitoring includes registers (deliverables, milestones, risks, etc.)
- RECREATE Project Progress Monitoring (KPIs) specific to KPIs monitoring
- The work breakdown structure per task (See an example for WP1 in Annex 12)
- Financial control tools (Refer Annex 3)

- Milestones Register (Refer Annex 10)
- Templates aligned with the platforms specified in the DMP (Data Management Plan) for storing the data generated and collected during the project's development. These templates will serve as monitoring tools for the DMP, facilitating the description and tracking of data, and will be presented following the first version of the DMP, D7.2
- Other templates that might be developed during the project execution.

The progress of each WP and the effectiveness of activity of the WP Team will be assessed by the PC against several KPIs, considering technical, economic and organization aspects. The definition of KPIs have carefully considered the expected results and the EC requirements and avoided overly broad result statements.

There are two main levels of KPIs:

- The project KPIs related to the project targeted results (e.g.: technical achievements, expected outcomes, expected impact, dissemination/exploitation, etc.)
- The management KPIs for the coordination and monitoring of the consortium activities, progress, and performance (see Table 9).

Both KPIs are registered in the RECREATE Project progress monitoring dashboard available in the shared repository: PR23-0444_RECREATE Project Progress Monitoring_29022024.xlsx

The management KPIs below will be used for project internal coordination and monitoring: Periodic activity reports will report on these indicators to assess that the all-encompassing process of providing evidence that quality related activities in the project are being performed effectively or, where necessary, to implement corrective actions.

Table 9 RECREATE main management KPIs.

	Description	Means of verification	Target
TIMELINESS	Timely initiation, planning, execution and closing of all tasks	Indicators of progress set up in each WP	Minimal deviation from GA planned
	Timely submission of all project deliverables, milestones, and reports	Deliverables and reports log	Minimal deviation from GA planned
QUALITY & EFFICIENCY	Implementation of meetings scheduled	Meeting minutes (GA, technical, others)	100% meeting minutes traceable
	Consortium involvement, common vision, and satisfaction levels	Meeting minutes, contributions to discussions, reports and deliverables, consortium interactions and communication flows	100% partners and PC committed in the project activities, minimal conflicts and disputes

Description	Means of verification	Target
Strategic Decision Making and implementation of mitigation / contingency plans	Risk register, milestones, decisions & changes register, time between risk/mitigation	100% risks mitigated and managed, 100% decisions adequately made, in due time and traceable
Project results performance: Achievement of all project KPIs	KPIs dashboard	Minimal deviation from GA planned
Implementation of deliverable quality process	History of versions, review template filled	100% deliverables reviewed by the quality process
Approval of deliverables by EU	Deliverable log, revision protocol of the deliverables by EC	100% deliverables approved at the first iteration
Interactions with ecosystem: sister projects, clusters of strategic projects and EAB	Meeting minutes, common documents and actions released	At least 3 common actions/outputs with other projects, 3 meetings with EAB
ECONOMY Overall efforts dedicated by each partner against forecasted for the whole project	Internal Financial reports every 6 months	Minimal deviation from GA planned budget
Progress of costs against the forecasted for the WP in the whole project	Internal Financial reports every 9 months	Minimal deviation from GA planned budget
ETHICS Consideration of all ethical aspects, such as social issues, inclusiveness, gender, environment, safety, privacy etc.	Minutes of General Assembly meetings	100% potential ethical issues anticipated and managed

Decisions and changes register: apart from the milestones and deliverables logs and the Project Performance Dashboard, the consortium will register all main decisions and changes that are relevant to the project. This log will be included within the Milestones register (see a snapshot in Annex 10).

8.6.   Risk management

In the context of this handbook, risk management means risks to project execution and activities that were identified during the proposal stage and have been included in Table "Critical risks & risk management strategy" of the DoA (Annex 1 Part A pp. 35 of 37).

Taking on risks in projects is inevitable since projects are enablers of change during their execution. Normally, changes introduce uncertainty and hence bring the possibility for some risk to materialize. Risk management should be systematic and not based on chance. It is about the proactive identification, assessment and control of risks that might affect the delivery of the project's objectives.

Risk management is a continuous activity performed throughout the life of the project. Without an ongoing and effective risk management procedure it is not possible to ensure that the project is able to meet its objectives and therefore to determine whether it is worthwhile for it to continue.
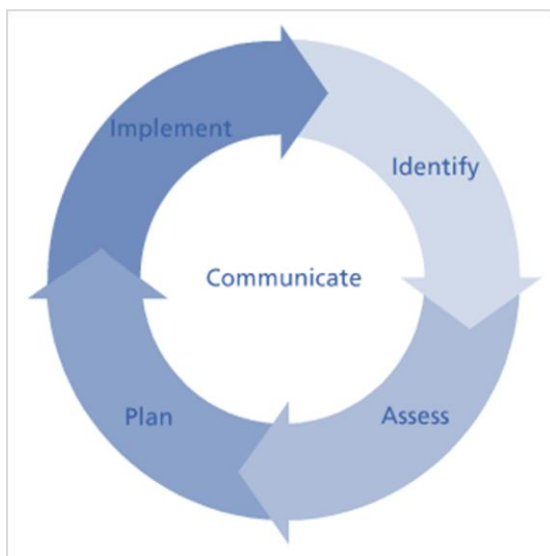
Figure 7 PRINCE2 Risk Management on 5 steps

Risk management is the systematic application of procedures to the tasks of identifying and assessing risks, and then planning and implementing risk responses. This provides a disciplined environment for proactive decision making, as risks need to be identified, assessed, and controlled (see **Error! Reference source not found.**).

As such the purpose of the REACREATE risk management strategy is to identify, assess and control uncertainty and, as a result, improve the ability of the project to succeed.

The r**isk management strategy,** based on PRINCE2[1] Risk Management principles, describes the tools, techniques and specific rules for risk management that should be applied, as well as the responsibilities in terms of a risk management effective procedure development.

The aim is to support better decision making through a good understanding of risks – their causes, likelihood, impact, timing, and the choice of responses to them. Hereinafter, RECREATE includes the list of main risks associated to its activities, evaluating the likelihood and severity for each described risk:

- **Likelihood:** Estimated probability that the risk will materialize. Low (L), Medium (M), High (H).
- **Severity:** Potential impact of the risk in the project implementation: Low-Not Significant (L): risks that can affect success indicators of a Task. The Task leader will manage the risk and the work package leaders informed; Medium- Consequence (M): Risks that can seriously affect the success indicators of a particular WP. The WP leader manages risk, the PC is informed, and the risk escalates to the PMB; High-Critical (H): risks that can seriously affect the success indicators of the whole project. The Project Coordinator manages the risk, which will be escalated to the Project Officer level if needed.

Risk register: An ongoing risk register is stored as an excel sheet in the RECREATE Project Progress Monitoring file on the project SharePoint. WPL will be asked to update the table every 4-6 months. See an example of the information tracked in Annex 9.

Once a new risk is identified, entries are made on the Risk Register. The risk register will be shown at each review meeting with the EC. For each entry in the Risk Register, the following fields should be recorded:

- Risk Number
- Risk Description
- Work Package
- Uncertainty
- Cause-Risk Effect
- Risk Degree
- Proposed Preventive Measure
- Proposed Correction Action
- Description of Corrective/Contingency Actions Implemented
- Response
- Status
- Resolution

Risk management activities: RECREATE Risk Management is implemented in WP7 as a continuous process managing risk throughout the entire lifecycle of the project. The risk monitoring is conducted at Project Management level as well as at the WP and partner level, by the following means:

- **Project management risks** will be monitored and discussed by the PMB in the physical board meetings and online conferences. Here, general organisation, all aspects of collaboration, potential conflicts, implementation of the work plan, etc. in all WPs are regularly monitored.

- **Technical risks** will be monitored and discussed in the technical management, again in the physical and virtual PMB meetings. Here in particular, the match of requirements and technical process is monitored, and procedures and collaboration are discussed and aligned.

- **Other risks** will be monitored and discussed by the Project Management Board.

Reporting and Timing: To keep track and adjust the risk management to the actual project status, the Periodic Reports delivered to EC will include a Risk Assessment Report.

Roles and responsibilities: The Risk Assessment process is built into the structure of the project at the overall Project Management Level (WPL, GA, CA) as well as the work package (milestones defined for each work package, well-defined responsibilities) and partner level (efficient communication and reporting channels, well-defined commitments).

The PC and the TC are responsible for the Risk Management Strategy. Any kind of impact to the original planning must be communicated by the responsible partner to the corresponding WP Leader and to the PC. The PC and the corresponding WPL decide on the risk owner and the risk executor for each risk, with the risk owner being responsible for managing the risk, and the risk executor the person that will execute the actions undertaken in response to the risk.

The risk owner presents a proposal on alternatives and the contingency plan to solve the problem. The Technical Coordinator and the WPL approve or reject the risk owner's proposal. If rejected, the risk owner shall present a new proposal until it is approved. The Technical Coordinator is responsible for keeping the Risk Register updated and accessible to all RECREATE members through the project Repository. The Project Coordinator is responsible for monitoring the Risk Management in the Project Management Board, concretely in the physical board meetings and online conferences. Any new risk detected must be reported to the WPL and Technical Coordinator and added into the Risk Register. And in case a new risk is given a "High" probability and impact, it must be reported to the Project Management Board.

Risk tolerance: Any risk identified in the Risk Register needs to be monitored and addressed as soon as it is detected during the lifespan of the project.

The PCT reserves the right to add, modify or delete risk categories if needed.

8.7. Conflict Management and Resolution of Disputes

The project CA identifies clear responsibilities and practical governance structure for the smooth execution of the project. In case of any conflicts or disputes among partners, the CA foresees a straightforward approach allowing the PC to settle with the affected partner(s) in an amicable manner and within a realistic time limit to overcome such breach (refer to section 11.8). The CA likewise includes provisions to veto decisions of the General Assembly, publications, or other actions (e.g. access rights, licensing) that might adversely affect a partner's legitimate interests (refer to section 6.3.5). At last instance, in case of severe dispute which, notwithstanding all effort and benevolence, cannot be resolved inside the consortium, an external arbitrary institution will be adducted as stated in the Consortium Agreement.

9. Ethics Management

9.1. Ethics aspects relevant for RECREATE

Based on an initial analysis during the proposal stage and as identified in the Ethics Summary Report (ESR) during the proposal evaluation, the following three aspects have been identified as relevant for RECREATE. The consortium must ensure that all these ethics issues related to activities in the grant are addressed in compliance with ethical principles, the applicable international and national law, and the provisions set out in the Grant Agreement.

1. Involvement of humans in research and related data protection, in relation to the Stakeholder engagement and co-creation activities, especially the establishment and operation of the RECREATE Community of Practice.
2. Environment, health, and safety related to the research in the four regional CS, with special attention to human health risks.

3. AI ethics in relation to AI algorithms within the Smart Water Management Platform for policy making, to ensure the adherence to the Ethics Guidelines for Trustworthy AI[2].

Ethics Management is covered in the WP8 Ethics Requirement, led by the coordinator EUT with participation of all partners. An initial blueprint for the management of all potential ethical issues as identified in the ESR and any other issue that may arise during the project execution is provided in the Deliverable 8.1 submitted in M1. Further updates to deliverable D8.1 at the end of each reporting period, namely D8.2, D8.3, and D8.4, respectively, will cover in detail the scientific and responsible management of the above mentioned three ethics aspect relevant to the project. In this section, a summary of the same from D8.1 is provided as a reference.

9.2. Ethics Manager and Ethics Board of RECREATE

9.2.1. Appointment of Ethics Manager

To ensure that all relevant ethics aspects are identified and managed properly during the project, a specific role of an Ethics Manager has been identified in the governance structure of the project. This role has been identified and responsibilities defined in 'Section 6 – Governance Structure' of the Consortium Agreement (CA) signed by all the partners. The EM shall report to and be accountable to the General Assembly (GA) to ensure efficient implementation and best possible results. Based on the consensus among the consortium partners, a senior scientist, Dr. Irene Jubany working at the Sustainability unit of Eurecat (EUT) has been appointed as the Ethics Manager of RECREATE.

9.2.1. Ethics Board

To complement the expertise of the Ethics Manager, based on consensus with the PMB an 'Ethics Board' (EB) for the project has been established. The EB will be headed by the EM, who will be supported by three Ethics Advisors (EA), one each from one of the WP leaders of the project. The EAs do not participate in the day-to-day activities of the project to reduce any possible 'conflict of interest' and to maintain objectivity in their role. During the first month of the project, based on feedback and confirmation from the WP leaders, the following experts working in the consortium partner organisations have been nominated as Ethics Advisors (EA) to serve in the EB and support the Ethics Manager during the project phase.

1. **Maria Carmen Calvo (EUT)** – Ethics Advisor 1 – Legal aspects
2. **Tobias Evel (KWB)** - Ethics Advisor 2 – Human involvement and personal data aspects
3. **Dimitris Kalogeras (NTUA)** - Ethics Advisor 3 – AI ethics aspects.

The overall structure of the Ethics Board, members and their role are summarised in *Figure 8* below.

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[2] https://digital-strategy.ec.europa.eu/en/library/ethics-guidelines-trustworthy-ai
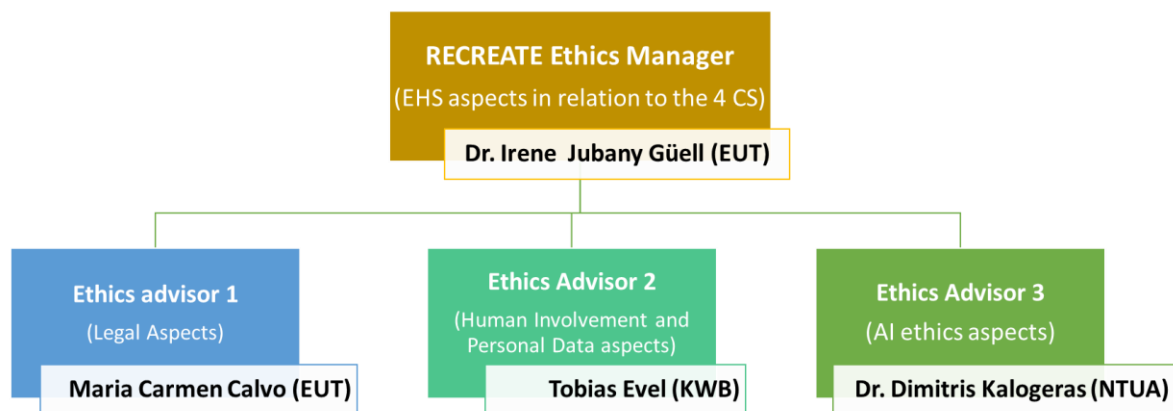
Figure 8 RECREATE Ethics Board structure.

The EB will meet with the PMB every 4 months under the direction of the EM to review the management of any identified ethical issues in the project. The periodic findings of the EB will be consolidated by the EM and submitted as periodic reports to the PC, who will include it in the consecutive ethics requirements deliverables D8.2, D8.3, and D8.4.

9.3. Human involvement and Data protection

The relevant ethical issues in this aspect are from the involvement of humans in research activities and related data protection in the following WPs:

- Related to the Stakeholder engagement and co-creation activities planned in WP2. In these activities, stakeholders at the case study level will be involved for requirements gathering and validation of results through workshops, personal interviews, and other activities in which personal information might be handled. To facilitate participation and/or to prepare such workshops, online questionnaires and polls might be issued. They will serve to capture emerging needs, requirements, and scenarios, considering the constantly evolving socio-political context.
- Stakeholder engagement activities for testing and validation of tools and solutions in WP4 and WP5 involving the four case study partners and their stakeholders.
- Related to the different Dissemination and Communications activities planned in WP6.

This ethics aspect will be specifically addressed in the task '*T7.4 Data Management*' in WP7 led by the EUT and supported by all partners. A Data Manager from EUT has been appointed for the project as described in section 3.2 *RECREATE Management Roles* who will be responsible for the development and implementation of the ethical guidelines and procedures during research activities to ensure that data subjects and data owners remain in control of their personal data and subsequent use, and that data is processed within the RECREATE project in compliance of GDPR - General Data Protection Regulation (Regulation (EU) 2016/679) which concerns issues related to the protection of natural persons with regard to the processing of personal data and on the free movement of such data and

repealing Directive 95/46/EC. This ethics issue will be addressed in detail in deliverable D7.2 Initial Data Management Plan due in month 6 and the consecutive deliverables D7.3 and D7.5 due in month 24 and month 48 respectively.

9.4. Environment, Health, and Safety

The relevant environment, health, and safety (EHS) issues is mainly related to the research conducted in the four regional case studies (CS) in WP5. Concrete EHS measures will be established at the beginning of the demonstration period with the coordination of the Ethic Board and the CS leaders within WP5 and will be listed in *D.5.1. Initial Roadmap for the implementation and monitoring of actions at the Case Studies* (due in month 6). In this deliverable, the framework to minimize the environmental and health safety issues in the pilots will be described. The EHS perspective will be then addressed in the subsequent deliverables of WP5: in *D.5.2 Updated Roadmap and implementation and monitoring of actions at the Case Studies* (due in M18/M36/M48) for following up the actions proposed in D.5.1., and in *D.5.3 Report on the validation of the solutions for all the Case Studies and recommendations at EU level for best practices* (due in M48), where recommendations on future EHS to be considered when scaling up RECREATE's demonstration, based on the experience of the four CS, will be included. Special attention will be paid to human health risks that could be linked to the pilot demonstration and future implementation of the water reclamation schemes demonstrated in the project.

Human health risk derived from indirect potable reuse will be specifically considered in WP1 and will be used for the Ethic Board's assessment so to produce recommendations on how to implement the results at a larger scale. Risk assessment recommendations will also be included in the Open Framework created at M36 (D1.5).

9.5. Artificial Intelligence

During the development of the project, RECREATE will ensure the AI systems employed in WP3 adhere to the Ethics Guidelines for Trustworthy AI[2], as outlined by the European Commission. The ethical issues relevant to AI in the context of the RECREATE project include:

i. **Fairness and Bias:** Ensuring that AI systems are fair and unbiased, and taking steps to prevent discrimination based on factors such as race, gender, and socioeconomic status.
ii. **Transparency:** Being upfront about how AI systems work and providing users with visibility into overall system behaviour. This includes ensuring that users understand how their data is being used and protected.
iii. **Privacy:** Addressing the critical consideration of privacy for ethical AI, ensuring that personal data is protected and used in a responsible manner.
iv. **Algorithmic Injustice and Discrimination:** Mitigating the risk of algorithmic injustice and discrimination in AI systems.
v. **Accountability:** Holding AI systems accountable for their decisions and ensuring that there are measures in place to address any ethical concerns that may arise.

vi. **Unintended Harms:** Identifying and mitigating potential unintended harms caused by AI systems, and implementing processes to monitor and address any ethical impacts once the system is in production.

The adherence to all AI ethical requirements will be covered in depth in the deliverable *D3.1 System architecture blueprint, service requirements and data management plan* due in M18. It will also be covered in the *Data Management Plan* deliverables D7.2, D7.3 and D7.5 linked to the task 7.4 Data Management led by EUT.

The RECREATE project consortium partners have a strong experience in the conduct of ethically sound research in compliance with ethics and data protection legislation and directives at the national and EU level, respect for international conventions and guidelines, and their own institutional requirements. They will be supported by the Ethics Board headed by the Ethics Manager who will periodically evaluate the management of the relevant ethics issues in the project. In addition to the relevant deliverables mentioned in this section where the management approach for all the three ethics issues identified will be reported, a periodic update on the Ethics requirements from the Ethics Manager will be provided in the WP8 deliverables *OEI - Requirement No. 2, 3, and 4* due in M18, M36, and M48 respectively.

Conclusion

D7.1 Project Handbook and Quality Plan is a document developed by the PC to be used by all partners during the RECREATE project lifetime. Its aim is to guide all partners in the preparation of deliverables and periodic reports, technical and financial reporting, internal and external communication protocols, and the implementation of all WPs and tasks. It also describes the process and templates for monitoring of the project progress, milestones, risks, ethics, and contingency plans, and the governance structure and decision-making processes in RECREATE.

The objective of the deliverable is to contribute to an efficient execution of the project and to the production of high-quality project results by providing a document that contains all relevant project management procedures and tools to all partners.

This document will be a live document during the project's lifetime, and its contents and links to templates may be updated as needed.

ANNEX 1: RECREATE Collaborative Platform

The main objectives of setting up a collaborative online platform are: 1) Facilitate the exchange of information within the whole consortium reducing the dependence on email communication; 2) Provide a platform to work in a collaborative and horizontal manner through an open access of information to all partners; 3) Track history of changes of the documents allowing to recover previous versions; and 4) To facilitate the collaborative work on documents and presentations during the project.

Microsoft Teams (linked to a Microsoft SharePoint) has been chosen as the appropriate collaborative online tool considering the needs of the consortium, the functionalities offered by the tool and the availability within the consortium. The project coordinator EUT, has setup this platform and invited all the partner members involved in the project.

A1.1 Microsoft SharePoint, collaborative platform of RECREATE

SharePoint is a web-based collaborative platform that integrates with Microsoft Office. It is a secure place to store, organize, share, and access information from any device. The users can connect to the SharePoint through a web browser such as Microsoft Edge, Internet Explorer, Google Chrome, or Mozilla Firefox or download the mobile application to connect from their mobile devices.

A1.2 Accessing the platform

The PC has invited all members of the consortium to a Microsoft Teams 'Group' which is linked to the SharePoint site where all the project information is stored and managed.
The direct access to the platform is: General - PR23_0444_RECREATE
The members of the consortium have been organised in two roles depending on the level of rights (e.g. access, edition…): a) "Owners" (coordinator) and b) "Members" (rest of the partners). Access has been given to all members who were officially confirmed to be working in the project by each project partner. New members can be added in the future as the project advances based on their implications of the different tasks.

> **!Important NOTE**: In some cases where the institutional email address doesn't work well in the RECREATE SharePoint, the user needs to use an alternative email address to log in SharePoint. If any user has issues accessing the platform, they are required to inform the PC to resolve the issue.

A1.3 Structure of the SharePoint site

EUT uses Microsoft Office as its internal server which already contains the SharePoint application. This has allowed the PC to create the RECREATE online platform according to an internally agreed content structure that can be easily modified according to the project development and future partner's needs. Please find below the proposed structure for the SharePoint:

Folder [Responsible partner]	Contents of the folder
01-ADMINSTRATIVE [EURECAT]	Official contracts with EC and between consortium members FOLDERS

Folder [Responsible partner]	Contents of the folder
	Grant Agreement Consortium Agreement Other agreements (NDAs with EAB, etc.)
02-COORDINATION [EURECAT]	Related to WP7, Task 7.1 Project Management Plan, Task 7.2 Scientific and Risk monitoring, and Task 7.4 Data Management FOLDERS: - EC Guidelines (financial, branding, EC communications) - Management tools for progress follow-up (milestones approval, risk analysis, Work Breakdown Structure, Project progress monitoring tool) - Project Management Plan and Handbook - Budget and Gantt Chart - Data management
03-MEETINGS [EURECAT]	One folder per consortium meeting or other meetings: FOLDERS: Mx_name_date SUBFOLDERS: - Agenda - Minutes - Organization: Logistics, Attendees lists, Signatures... - Photos - Presentations
04-EXECUTION [WP LEADERS]	One folder per WP for working documents and file sharing. FOLDERS: - WP1-8_<name> - SUBFOLDERS: Tx.x_<name>
05-COMMUNICATION & DISSEMINATION [EURECAT, ICLEI, adelphi]	Dissemination templates, materials, and events Management file in the root folder with an updated list of the communication and dissemination events performed or planned per partner: (Excel_file) Dissemination_monitoring FOLDERS: Templates (word, ppts, poster) Branding: Logos (Logo Project i logos partners), Visual Identity manual Dissemination material (brochure, leaflet, flyers, posters, roll up, web content? Press releases) Pictures

Folder [Responsible partner]	Contents of the folder
	Videos Events and Presentations (including organized Workshops) Scientific publications
06-DELIVERABLES [DELIVERABLE LEADERS]	One folder for every WP with sub-folders for every deliverable within them. FOLDER: WP1-8<name> Sub-folders: Dx.x_<name> - Working folder – where the involved partners can work collaboratively in the deliverables. - Document/file on the root folder with final version in .docx, .pdf, and any other format (software).
07-REPORTING [EURECAT]	TWO FOLDERS Internal Reporting – with subfolders for each internal reporting period (M6, M12, M24, M30, M42) Contractual reports to EC - Sub-folders: - EC reporting templates - Period 1 reporting_M1-M18 - Period 2 reporting_M19-M36 - Period 3 reporting_M37-M48

NOTE: This table reflects the initial organisation of the "Documents Tree" but might be modified as required during the project execution

ANNEX 2: Technical Report Template

Available in the SharePoint, RECREATE_RP_template.docx
Quick view of content (t*o be used by PCT and all contributors)*

Deliverable Information Sheet

Version	Date	Author	Document history/approvals
1	2024-01-22	xyv (EUT)	Draft version created
2			
3			
4			
5			

Executive Summary Section

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Table of Contents

List of Abbreviations

CoP	Community of Practice
AI	Artificial Intelligence
DoA	Description of the Action
EHS	Environment Health and Safety
ESR	Ethics Summary Report
GA	Grant Agreement
WP	Work Package

ANNEX 3: Financial control tools and templates

Cost claim - Use of resources

Project Title:	RECREATE
Contract No.:	GA 101136593
Type of Action:	...
Date of reporting period:	30/06/2024
Beneficiary:	
Legal Status (Profit - Non profit):	
Average days per month	17,92

Monthly working days calculated following the EC's recommendations (215 days/12 months). If you prefer using any of the alternative calculation methods, please updat...

For more information about costs eligibility and calculation, please check the Annotated Model Grant Agreement:
https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/agа_en.pdf

Calculation

Calculation of personnel costs in official reports:

Personnel costs = Day-equivalents × Daily rate

Recommendation: Calculation of personnel costs in interim reports:
For smoother management, you can use an estimated daily rate per person, eg annual daily rate to avoid recalculating the daily rate for each interim reporting period.

Calculation of day-equivalents worked in the action: It is the sum of the day-equivalents actually worked for the action, rounded to the nearest halfday, and recorded in the monthly declarations or in your time-recording system.

Further information on eligibility conditions and calculations: Annotated Model Grant Agreement. Art.6.2.A

A. Personnel costs (Actual costs)

Person (please anonymize names to avoid transfer or sensitive data)	WP	Type of Personnel	Day-equivalents worked in the action (rounded up or down to the nearest...)	Daily Personnel Rate (1)	Personnel Amount
				-	-

| Total personnel (A1, A2, A3) | - |
| Total personnel costs (actual costs) | 0,00 |

Subcontracts concerning the implementation of action tasks; they imply the implementation of specific tasks which are part of the action and are described in Annex 1.
The direct costs of subcontracting will not be taken into account for the application of the indirect costs flat rate.
If the action is not described in Annex 1, this cost will be declared as "Other costs"

Further information on eligibility conditions and calculations: Annotated Model Grant Agreement. Art.6.2.B

B. Subcontracting costs

Description	WP	Amount
		- €

| Total Subcontracting | - € |

Travel costs and related subsistence allowances (including related duties, taxes and charges such as non-deductible value added tax (VAT) paid by the beneficiary) are eligible if they are in line with the beneficiary's usual practices on travel.

Please, detail meeting, place, date, number of travelers, type of costs (transport or accommodation)

Further information on eligibility conditions and calculations: Annotated Model Grant Agreement. Art.6.2.C

C1.Travel and subsistence

Name of meeting	Name of attendees	Travel dates	Description	WP	Amount
					- €

| Total Travel and subsistence | - € |

Purchases of equipment, infrastructure or other assets used for the action must be declared as depreciation costs, calculated on the basis of the costs actually incurred and written off in accordance with international accounting standards and the beneficiary's usual accounting practices. Only the portion of the costs that corresponds to the rate of actual use for the action during the action duration can be taken into account.
Costs for renting or leasing equipment, infrastructure or other assets are also eligible, if they do not exceed the depreciation costs of similar equipment, infrastructure or assets and do not include any financing fees
Further information on eligibility conditions and calculations: Annotated Model Grant

C2. Equipment

Description	Purchase Value	Total depreciation period (number of months)	Period allocated to the project (number of months)	%Allocation to Project	WP	Amount
	- €	-	-	0%		- €

| Total Equipment | - € |

C3. Other goods, works and services

Work package No	Work package title	Days worked	Person-months	A. Personnel costs	B. Subcontracting costs	C1.Travel & subsistence	C2.Equipment	C3.Other goods and services	D1. Financial support to third parties	D2. Internally invoiced goods and services	Total	Work package No
WP1		0	-	-	-	-	-	-	-	-	-	WP1
WP2		0	-	-	-	-	-	-	-	-	-	WP2
WP3		0	-	-	-	-	-	-	-	-	-	WP3
WP4		0	-	-	-	-	-	-	-	-	-	WP4
WP5		0	-	-	-	-	-	-	-	-	-	WP5
WP6		0	-	-	-	-	-	-	-	-	-	WP6
WP7		0	-	-	-	-	-	-	-	-	-	WP7
WP8		0	-	-	-	-	-	-	-	-	-	WP8
WP9		0	-	-	-	-	-	-	-	-	-	WP9
WP10		0	-	-	-	-	-	-	-	-	-	WP10
WP11		0	-	-	-	-	-	-	-	-	-	WP11
WP12		0	-	-	-	-	-	-	-	-	-	WP12
WP13		0	-	-	-	-	-	-	-	-	-	WP13
Total		0	-	-	-	-	-	-	-	-	-	

Budget in ECAS form

A. Direct personnel costs		B. Subcontracting costs	C. Purchase costs			D. Other cost categories		E. Indirect costs	Total costs	EU Contribution		
A1. Employees (or equivalent) A2. Natural persons under direct contract A3. Seconded persons	A4. SME owners and natual person beneficiaries	B. Subcontracting costs	C1. Travel and subsistence	C2. Equipment	C3. Other goods, works and services	D.1 Financial support to third parties	D.2 Internally invoiced goods and services			Reimbursment rate	Maximum EU Contribution	Requested contribution
Actual	Unit (usual accounting practices)	Unit costs	Actual	Actual	Actual	Actual	Unit (usual accounting practices)	Flat-rate (25%)				
-	-	-	-	-	-	-	-	-	-	100%	-	-

ANNEX 4: Deliverable Template

Available in the SharePoint, RECREATE_Word Template_20240307_final.docx
Quick view of content (t*o be used by all Deliverable Leaders)*

ANNEX 5: Meetings minutes template

Available in the SharePoint, RECREATE_Meeting Minutes Template_20240307.docx
Quick view of content (t*o be used by all participants)*

ANNEX 6: Power Point Template

Available in the SharePoint, PowerPoint Template
Quick view of content (t*o be used by all participants)*

ANNEX 7: Quality Monitoring Template

Available in the SharePoint, RECREATE_Quality Monitoring Tool.docx
Quick view of content (t*o be used by all participants)*

Quality Monitoring Tool

WP:	Nº x	Title:		
WP leader:				
Project month:				

Obj#	Status			

Task	Status		Partners involvement	

Deliverable	Quality checked?	Submitted?	On time?	Approved by EC?

Mx	Achieved/not achieved	Comments

RECREATE Project Progress Monitoring (KPIs).xlsx)

KPIx	OK/not OK	Comments

....

Risk#x	Happened/likely to happen?	Contingency plan	Status

With other WPs	
With External Advisory Board	
With sister projects / relevant projects	

Strengths	
Opportunities for improvements	

ANNEX 8: Quality check for deliverables and reports

Available in the SharePoint, RECREATE_Quality checklist for reviewers.xlsx
Quick view of content (t*o be used by PCT and all reviewers)*

	Items to be checked	Yes	No	In case Not, Action to Apply *(who, what and when)*	Not Applicable	Author's response
Relevance / Methodology	Are the ideas and objectives of the deliverable clearly defined? Do they match with the description of the deliverable and related tasks given in the Annex 1 of the Grant Agreement (part A and B)?					
	Is the deliverable context well explained? (where it is located within the workplan, which tasks/WPs/deliverables have fed this deliverable, which tasks/WPs/deliverables it will feed in the next steps)					
	Is the methodology followed clearly defined?					
	Is the Executive Summary a standalone document, summarising the deliverable efficiently and setting its context, being understandable by any external reader?					
	Are the conclusions clearly showing potential open findings if any, and how they will be closed?					
	Are relevant ethical issues well addressed? (non-discrimination, safety, security, environmental impact, social aspects etc.)					
	If the deliverable is delayed, is the delay and contingency measures clearly justified?					
Quality of content	Does the deliverable show and justify adequately that any project KPI has been achieved?					

	Does the deliverable show and justify adequately that any project Milestone has been achieved?						
	Does the document show that all the partners involved contributed actively in describing the content of the Deliverable?						
	When relevant, do you consider that external work has been sufficiently considered? (e.g. synergies with sister projects, other relevant projects, inputs gathered from an External Advisoy Board etc.)						
	Are the messages, keywords and other strategic concepts coherent and in line with RECREATE strategy and key messages?						
	Transferability: Can the information contained in the deliverable be easily used in subsequent or parallel project activities?						
Presentation / Layout / Spelling / Format	Check acronym list, spelling, literature list, referencing of tables and figures in the text. Check if figures and tables are readable and relevant for understanding the text.						
	Is the text readable, in comprehensive language, short and clear?						
	Is the general format meeting the template and procedures explained in D1.1 Project Management Plan & Handbook? (structure, fonts, first pages, table of contents, titles etc.)						
	Is language used in the document appropriate for the target group? (Including gender-inclusive language, correct English writing, comprehensive by non-experts, etc.)						

As a conclusion, is the deliverable of enough quality to be submitted? Any other suggestions for improvements?	•Fully accepted •Accepted with comments •Accepted with reservation •Rejected unless modified as suggested

ANNEX 9: Risk register

Available in the SharePoint, RECREATE_Project Progress Monitoring.docx
Quick view of content (t*o be used by PCT and all WPL)*

Risk No	Risk Description	Work Package	Uncertainty are	Cause-Risk-Effect	Risk Degree	Proposed Preventive Measures	Proposed Correction Actions	Description of corrective/contingency actions	Responsible	Status	Resolution
1	Willingness of stakeholders to remain engaged and active Level/Impact: Low/Medium	WP5, WP6, WP2		Risk description	Low	A dedicated CS lead with excellent local networks has been identified, and partners have excellent contacts and networks at multiple governance levels from international, national, and regional, which will assist in engaging newcomers. The engagement strategy (WP2), supported by dissemination and communication efforts (WP6), is designed by partners with extensive stakeholder engagement experience and is tailored to ensure commitment and engagement throughout the project.	Reasons for low participation will be analysed in the co-creation activities and assessed in terms of acceptability and capacity (WP2), as will the inclusion of new actors.			Open	Explain how the risk ended
2	Lack of interoperability Level/Impact: Medium/ Medium	WP3		Risk description	Medium	Prepare documentation explaining the platform's communication protocol and access to data.	The possible limitations of each RECREATE_WT developer in understanding the system's documentation or in using the proposed protocols will be analysed and resolved				
3	Data and access control breach Level/Impact: Low/High	WP3		Risk description	Low	Implementation of authentication and authorisation access tokens.	Periodic unitary tests will be performed in the APIs to ensure data privacy				
4	Data and other relevant sources are not appropriate to in quality and quantity to apply all methods and tools Level/Impact: Medium/Medium	WP4, WP5, WP3		Risk description	Medium	The CS descriptions were prepared with the active participation and consensus of involved partners. The parties involved have committed to sharing regional data and interacting with the tool.	If a CS provides or produces less data than expected, additional data in collaboration with stakeholders and sources will be collected.				

ANNEX 10: Milestones register

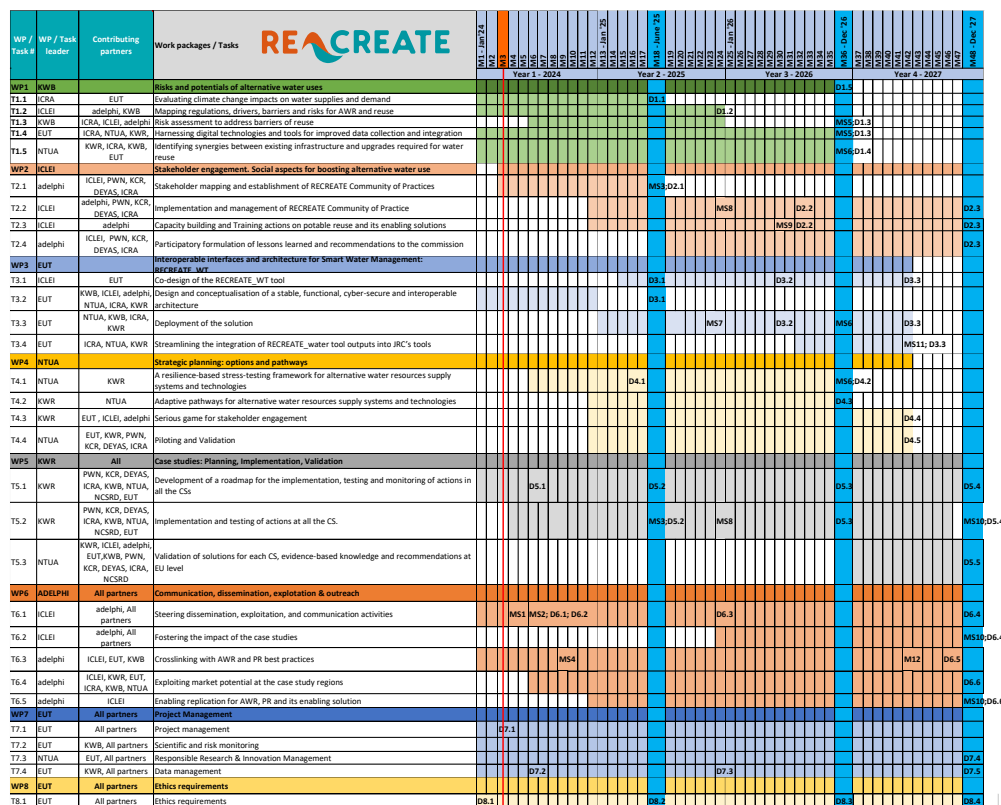Available in the SharePoint, RECREATE_Project Progress Monitoring.docx
Quick view of content (to be used by PCT and responsible partners)

Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Month	Status	Comments
1	Visual identity	WP6	ICLEI	Logo and templates created (linked to D6.1 – M6)	M4		
2	Project website	WP6	ICLEI	Project website live (D6.2 – M6)	M6		
3	Community of Practice are established at each case study region	WP2,WP5	KWR	Community of Practice defined (list of participants) (linked to D2.1 – M18)	M18		
4	Exchange between projects established	WP6	ADELPHI	Common platform for exchange among projects is established	M9		
5	Implementation of digital strategies into risk management	WP1	KWB	Risk management options using digital strategies and tools (linked to D1.3 – M36)	M36		
6	Initial design plan for upgrading existing infrastructure for potable reuse	WP1,WP4,WP3	NTUA	Design plan report for upgrading existing infrastructure for potable reuse (linked to D4.2 – M36)	M36		
7	Design conceptualisation and first RECREATE_WT platform prototype	WP3	EUT	RECREATE_WT platform prototype	M23		
8	Methodology for stakeholder engagement implemented	WP2,WP5	ADELPHI	1 CoP general meetings coordinated and 2 WG meetings implemented at each CS region	M24		
9	Implemented training activities	WP2	ICLEI	1 set of training materials and webinar recordings uploaded to UrbanByNature YouTube channel, and disseminated online	M30		
10	Lessons learnt from CS	WP6,WP5	ADELPHI	Report on the lessons learnt (linked to D5.4 – M48 and D6.4 – M48)	M48		
11	Final release of the RECREATE_WT platform	WP3	EUT	Final RECREATE_WT platform	M42		
12	Collaboration in clustering activities with AWARD and MARCLAIMED projects	WP6	EUT	Participate in a clustering event organized by any one of the three projects	M42		

Annex 11: RECREATE Gantt

For easy access, the Gantt chart is available in the [Project progress monitoring](#) tool in the SharePoint. A screenshot of the same is provided here.

WP / Task #	WP / Task leader	Contributing partners	Work packages / Tasks	Year 1 - 2024	Year 2 - 2025	Year 3 - 2026	Year 4 - 2027
WP1	KWB		Risks and potentials of alternative water uses				D1.5
T1.1	ICRA	EUT	Evaluating climate change impacts on water supplies and demand	D1.1			
T1.2	ICLEI	adelphi, KWB	Mapping regulations, drivers, barriers and risks for AWR and reuse		D1.2		
T1.3	KWB	ICRA, ICLEI, adelphi	Risk assessment to address barriers of reuse			MS5;D1.3	
T1.4	EUT	ICRA, NTUA, KWR,	Harnessing digital technologies and tools for improved data collection and integration			MS5;D1.3	
T1.5	NTUA	KWR, ICRA, KWB, EUT	Identifying synergies between existing infrastructure and upgrades required for water reuse			MS6;D1.4	
WP2	ICLEI		Stakeholder engagement. Social aspects for boosting alternative water use				
T2.1	adelphi	ICLEI, PWN, KCR, DEYAS, ICRA	Stakeholder mapping and establishment of RECREATE Community of Practices		MS3;D2.1		
T2.2	ICLEI	adelphi, PWN, KCR, DEYAS, ICRA	Implementation and management of RECREATE Community of Practice		MS8	D2.2	D2.3
T2.3	ICLEI	adelphi	Capacity building and Training actions on potable reuse and its enabling solutions		MS9 D2.2		D2.3
T2.4	adelphi	ICLEI, PWN, KCR, DEYAS, ICRA	Participatory formulation of lessons learned and recommendations to the commission				D2.3
WP3	EUT		Interoperable interfaces and architecture for Smart Water Management: RECREATE_WT				
T3.1	ICLEI	EUT	Co-design of the RECREATE_WT tool	D3.1	D3.2	D3.3	
T3.2	EUT	KWB, ICLEI, adelphi, NTUA, ICRA, KWR	Design and conceptualisation of a stable, functional, cyber-secure and interoperable architecture	D3.1			
T3.3	EUT	NTUA, KWB, ICRA, KWR	Deployment of the solution		MS7 D3.2	MS6 D3.3	
T3.4	EUT	ICRA, NTUA, KWR	Streamlining the integration of RECREATE_water tool outputs into JRC's tools			MS11; D3.3	
WP4	NTUA		Strategic planning: options and pathways				
T4.1	NTUA	KWR	A resilience-based stress-testing framework for alternative water resources supply systems and technologies		D4.1	MS6;D4.2	
T4.2	KWR	NTUA	Adaptive pathways for alternative water resources supply systems and technologies			D4.3	
T4.3	KWR	EUT , ICLEI, adelphi	Serious game for stakeholder engagement			D4.4	
T4.4	NTUA	EUT, KWR, PWN, KCR, DEYAS, ICRA	Piloting and Validation			D4.5	
WP5	KWR	All	Case studies: Planning, Implementation, Validation				
T5.1	KWR	PWN, KCR, DEYAS, ICRA, KWB, NTUA, NCSRD, EUT	Development of a roadmap for the implementation, testing and monitoring of actions in all the CSs	D5.1	D5.2	D5.3	D5.4
T5.2	KWR	PWN, KCR, DEYAS, ICRA, KWB, NTUA, NCSRD, EUT	Implementation and testing of actions at all the CS.		MS3;D5.2 MS8	D5.3	MS10;D5.4
T5.3	NTUA	KWR, ICLEI, adelphi, EUT,KWB, PWN, KCR, DEYAS, ICRA, NCSRD	Validation of solutions for each CS, evidence-based knowledge and recommendations at EU level				D5.5
WP6	ADELPHI	All partners	Communication, dissemination, exploitation & outreach				
T6.1	ICLEI	adelphi, All partners	Steering dissemination, exploitation, and communication activities	MS1 MS2; D6.1; D6.2	D6.3		D6.4
T6.2	ICLEI	adelphi, All partners	Fostering the impact of the case studies				MS10;D6.4
T6.3	adelphi	ICLEI, EUT, KWB	Crosslinking with AWR and PR best practices	MS4		M12 D6.5	
T6.4	adelphi	ICLEI, KWR, EUT, ICRA, KWB, NTUA	Exploiting market potential at the case study regions				D6.6
T6.5	adelphi	ICLEI	Enabling replication for AWR, PR and its enabling solution				MS10;D6.6
WP7	EUT	All partners	Project Management				
T7.1	EUT	All partners	Project management	D7.1			
T7.2	EUT	KWB, All partners	Scientific and risk monitoring				
T7.3	NTUA	EUT, All partners	Responsible Research & Innovation Management				D7.4
T7.4	EUT	KWR, All partners	Data management	D7.2	D7.3		D7.5
WP8	EUT	All partners	Ethics requirements				
T8.1	EUT	All partners	Ethics requirements	D8.1	D8.2	D8.3	D8.4

Annex 12: WP Gantt

Available in the SharePoint, under the respective WP folders in the folder 03- EXECUTION
Quick view of content (to be used by WP and Task leaders)

WP / Task #	WP / Task leader	Contributing partners	Work packages / Tasks	Timeline (M1–M48)	Milestones / Deliverables
WP1	KWB		Risks and potentials of alternative water uses	Year 1–4	D1.5 (M36)
T1.1	ICRA	EUT	Evaluating climate change impacts on water supplies and demand		D1.1 (M18)
T1.1.1					
T1.1.2					
T1.2	ICLEI	adelphi, KWB	Mapping regulations, drivers, barriers and risks for AWR and reuse		D1.2
T1.3	KWB	ICRA, ICLEI, adelphi	Risk assessment to address barriers of reuse		MS5, D1.3
T1.4	EUT	ICRA, NTUA, KWR,	Harnessing digital technologies and tools for improved data collection and integration		MS5, D1.3
T1.5	NTUA	KWR, ICRA, KWB, EUT	Identifying synergies between existing infrastructure and upgrades required for water reuse		MS6, D1.4

In case of any questions, please contact:

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