D9.1

Project Management Plan

Version V1

5th April 2023

Funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Climate, Infrastructure and Environment Executive Agency (CINEA). Neither the European Union nor the granting authority can be held responsible for them.

DELIVERABLE INFORMATION

Deliverable title:	Project Management Plan
Deliverable #:	D9.1
Deliverable Type:	Report
Dissemination level:	Public
WP:	9
Responsible beneficiary:	University of Aveiro
Authored by:	Dionísia Laranjeiro (UAveiro), Ana Lillebø (UAveiro), Patrícia Lito (UAveiro)
Reviewed by:	Eleftheria Kampa (Ecologic), Christoph Schröder (UMA)
Due date	31 March 2023
Submission date:	05 April 2023
Deliverable Status:	Submitted
Citation:	RESTORE4Cs, 2023, *Project Management Plan*. Report D9.1, 23 pp.

PROJECT INFORMATION

Title of the project:	RESTORE4Cs
Instrument:	HORIZON-RIA
Contract Number:	101056782
Project coordinator:	Ana Lillebø (University of Aveiro)
Start of the project:	January 2023
Duration:	36 months

Table of Contents

Executive Summary

The RESTORE4Cs Project Management Plan (PMP) is the main project management document and describes how major aspects of the project are managed, monitored and controlled. It is intended to provide guidance and direction for specific conduct, planning, and control activities such as schedule, efforts, internal communication, reporting procedures and adjustments.

This document describes the organization of the project, the management structure and the responsibilities of each consortium partner, associated with the work packages. The workplan is described, with a task breakdown and dates for all Deliverables and Milestones, centralizing information to control deadlines and responsibilities. Collaboration and internal communication tools are also presented, as well as the project's approach to quality management, risk management and change management.

The PMP complements the project information provided in the Grant Agreement and its Annex I - Description of Action, integrating more detailed procedures to make the cooperation among the partners easier and more efficient.

1. Project organization

1.1 Consortium

The RESTORE4Cs consortium consists of 15 partners, from 9 different countries across the EU (Table 1), mobilising an international and multidisciplinary team of researchers and experts. Each partner brings a diverse set of perspectives, skills, and experiences to RESTORE4Cs, the combination of which allows for a comprehensive, balanced and thorough approach to the project's goals. The list of participants is presented below, with the short names that will identify them throughout the document, the type of organization they are and the country they belong to.

Table 1. RESTORE4Cs Consortium

N.	Participant Org. name	Short name	Type of Org.	Country
1	Universidade de Aveiro (Coordinator)	UAVR	UNI	Portugal
2	Ecologic Institut, gemeinnützige GmbH	Ecologic	SME	Germany
3	Universidad de Málaga	UMA	University	Spain
4	Consiglio Nazionale delle Ricerche	CNR	Public Research Organisation	Italy
5	Fondation Tour du Valat	TdV	NGO	France
6	Universitat de València	UVEG	University	Spain
7	Universitat de Barcelona	UB	University	Spain
8	Wasser Cluster Lunz - University of Vienna	WCL	Public Research Organisation	Austria
9	Remote Sensing Solutions GmbH	RSS	SME	Germany
10	Vertigo Lab	Vertigo Lab	SME	France
11	University of Bucharest	UNIBUC	University	Romania
12	Klaipedos Universitetas	KU	University	Lithuania
13	Secretariat MedWet	MedWet	Intergovernmental	France
14	Università del Salento/LifeWatch ERIC	UNILE	University	Italy
15	Stichting Wageningen Research	WR	University	Netherlands

1.2 Roles and responsibilities

The general structure consists of the **Project Office** that includes the project coordinator, the project manager and administrative staff; the **Steering Committee** that includes the project coordinator, WP leaders and the Case Pilots representatives; the **General Assembly** that

gathers all partners in the consortium, and the **External Expert Advisory Board**. Their roles are defined as follow:

Coordinator

The Coordinator is the official representative of the project to the European Commission, maintaining the communication with the EU Project Officer to provide the necessary information that may be requested, and deal with contractual, administrative, and financial matters and management of conflicts. Other responsibilities include: Follow-up the project activities, monitor compliance of the partners with their obligations; collecting, verifying consistency and submitting reports (periodic and final), deliverables (including financial statements and related certifications) and specific requested documents to the Granting Authority; transmitting documents and information connected with the Project to any other Parties concerned; providing, upon request, the Parties with official copies or originals of documents that are in the sole possession of the Coordinator when such copies or originals are necessary for the Parties to present claims; Manage the risks and contingency plan of the project, eventually proposing corrective and mitigating measures and strategies to the General Assembly; Monitor the expenses and allocation of the budget and coordinate the payments to the partners; Managing the organization of project meetings, project reviews and dissemination events.

Reporting to the Coordinator, a designated administrative and financial manager acts as a contact point for all partners regarding administrative and financial aspects of the project.

General Assembly

The General Assembly is the decision-making body of the consortium for all the issues concerning matters not considered within the Annex I of Grant Agreement and the Consortium Agreement and consists of one representative by each Party. The General Assembly shall have the following decision powers:

- Approve major strategic decisions and the long-term detailed work plan of RESTORE4Cs.
- Approve any requirements for modifications with WPs and monitor progress of plans.
- Review and/or amend the terms in the CA i.e., additions or exclusion of partners.
- Agree upon proposals on defaulting parties.

Workpackage Leader

Responsible for the overall coordination and progress of the WP, scientific and technical content, supervision of the tasks, activities, milestones and related deliverables, and timely submission of all the results from their work packages, as defined in the project work plan. Organizes communication and Work Package Meetings, with task leaders and team members. In these meetings all WP Members come together and have the chance to discuss technical issues, the technical progress of the work being done in the WP, and to deal with any problems that may have arisen. The WP leader analyses the progress, the deviations from and constraints

to the WP activities, and prepares a proposal for an action plan. Prepares periodic reports for the Coordinator and presents the WP conclusions, decisions, results and deliverables at meetings.

Task leader

Responsible for the preparation and timely implementation of the activities in their tasks according to the work plan. Task Leaders may delegate specific sub-tasks to partners without giving up their overall responsibility. They are responsible for interfacing with other tasks and delivering on time results that are needed as input for other tasks. They report to the WP leader on technical progress, and together they take decisions at the task level.

Case Pilots Representatives

The project will carry out six Case Pilots. Each implementation has a coordinator, the Case Pilot Representative, and includes other consortium partners from the Case Pilot country. The six Case Pilots are: Ebro Delta, coordinated by UV; Camargue, coordinated by TdV; Ria de Aveiro, coordinated by UAVR; Oosterschelde/Grevelingen, coordinated by WR; Delta Curonian Lagoon, coordinated by KU; Danube Delta, coordinated by UNIBUC. Each Case Pilot representative is responsible for locally running the activities and events, involving participating partners, to complete the information required by RESTORE4Cs and achieve the objectives defined for the Case Pilots. Case pilot representatives work closely with the WP leaders and task leaders to align their progress with the overall WP and task progress.

Team member

Team members have particular skills required to complete project tasks. Team members perform the allocated tasks, keeping the Task leader informed of their progress as well as any issues that may arise. During the Work package meetings or Task meetings, all members assigned to the tasks will come together and have the chance to discuss technical issues and technical progress.

Steering Committee

The Steering Committee is the supervisory body for the execution of the Project, which shall report to and be accountable to the General Assembly. Composed of all WP leaders, Case Pilots representatives and the Coordinator, Steering Committee shall monitor the effective and efficient implementation of the Project (e.g., dissemination and exploitation plan, agreements on possible changes and adjustments in WPs, budget reallocation, etc.). The Steering Committee is responsible for the proper execution and implementation of the decisions of the General Assembly.

Members are responsible for monitoring the progress of RESTORE4Cs and collect information at least every 6 months on the progress of the Project, examine that information to assess the compliance of the Project with the Consortium Plan and, if necessary, propose modifications of the Consortium Plan to the General Assembly.

Steering Committee has a paramount role in management towards complying with: Open Science across the programme; the integration of the gender dimension into R&I content; do no significant harm principle (DNSH) in line with the European Green Deal objectives; and due diligence regarding the trustworthiness of all AI-based systems/techniques used and developed.

External Expert Advisory Board (EEAB)

The consortium will be supported by an External Advisory Board that gathers established and recognised experts and decision makers from across Europe and internationally. The EEAB shall assist and facilitate the decisions made by the General Assembly.The EEAB will have a paramount role regarding the project pathways towards impact, including the link between policy priorities and the Case Pilots activities; and the measures to maximise impact, both during and after the end of the project. The Coordinator together with the WP leaders and Case Pilots Representatives will prepare, organize, and chair the meetings of the EEAB, draft the action list reports, implement, and follow up on the recommendations made, at all levels of the project. The EEAB meetings will be given special status, as they are of major importance for the successful management and running of the project.

1.3 Governance structure

The General Assembly is the decision-making body and shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out herein. The following decisions shall be taken by the General Assembly:

- Content, finances, and intellectual property rights, as specified in the Consortium Agreement
- Evolution of the consortium, such as entry, suspension or withdraw of a party
- Breach, defaulting party status and litigation
- Appointments, such as the appointment of the Steering Committee members and EEAB members.

The Parties agree to abide by all decisions of the General Assembly, although they may exercise their right of veto.

Decisions at General Assembly meetings

The General Assembly shall not deliberate and decide validly in meetings unless two-thirds (2/3) of its Members are present or represented (quorum). Each partner institution present in the meeting shall have one vote. If the quorum is not reached, the Coordinator shall convene another ordinary meeting within 15 calendar days. If in this meeting the quorum is not reached once more, the Coordinator shall convene an extraordinary meeting which shall be entitled to decide even if less than the quorum of Members is present or represented.

A Party which can show that its own work, time for performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by a decision of the General Assembly may exercise a veto with respect to the corresponding decision or relevant part of the decision. A veto may be submitted up to 15 calendar days after receipt of this information. The decision will be binding after the Coordinator sends a notification to all Members. The Coordinator will keep records of the votes and make them available to the Parties on request.

Decisions without meetings

Any decision may also be taken without a meeting if the Coordinator circulates to all Members of the General Assembly a suggested decision with a deadline for responses of at least 10 calendar days after receipt by a Party and the decision is agreed by 51% of all Parties. The Coordinator shall inform all the Members of the outcome of the vote.

1.4 Conflict Management

The roles of each partner are well defined, to avoid misunderstandings that can occur in the project. However, if conflicts arise, they will be dealt with systematically. Conflict resolution is based on the principle that any problem should be resolved by consent and as close as possible to the source, therefore conflicts at the local level are managed by the people involved (for example, a dispute between the partners involved in a WP should be addressed by that WP team). If this is not possible, a negotiation will be conducted in order to optimize the results and maximize the benefits of all parties involved. If a conflict cannot be resolved at the local level, it will be taken to the Coordinator. For the resolution of conflicts in the technical aspect, the Coordinator may get advice from the SC and/or the EEAB and proposes an alternative. If this is agreed, the problem is solved. If this fails, the issue will be discussed at the next General Assembly.

In the event that the General Assembly identifies a breach by a Party of its obligations under this Consortium Agreement or the Grant Agreement (e.g. improper implementation of the Project), the Coordinator will give formal notice to such Party requiring that such breach will be remedied within 30 calendar days from the date of receipt of the written notice by the Party

If such breach is substantial and is not remedied within that period or is not capable of remedy, the General Assembly may decide to declare the Party to be a Defaulting Party and to decide on the consequences thereof which may include termination of its participation.

1.5 Workplan

The RESTORE4Cs workflow is illustrated in figure 1, showing how expertise and methods from different disciplines (e.g., social and behavioral sciences; natural sciences and engineering) are brought together and integrated in pursuit of the defined objectives:

- **WP1** will set the stage for the project activities, steer the work plan in the policy and user context and draft policy-relevant project conclusions;
- **WP2** will ensure that actors and end users are engaged and actively involved in the co-production process;
- **WP3** will define a conceptual framework and models for WP4-WP6**;**
- **WP4** will assess wetlands current and potential GHG profile (peatlands and floodplains to be expanded from sounder work on the six Case Pilots coastal wetlands and a meta-analysis);
- **WP5** will assess in practice where and how to restore wetland habitats, including cost-benefit analysis, ecosystem services trade-offs, financing options, and the assessment of societal acceptance; both at Case pilots and at macro scale in close interaction with WP6;
- **WP6** will develop upscaling approaches for tools and methodologies and integrate information and knowledge for a status assessment of wetlands, applicable from the six Case Pilots coastal wetlands to pan-European scale, including peatlands and floodplains;
- **WP7** will design and develop resources and an Online Platform and Toolbox for decision support (DSS) to go beyond the lifespan of the project;
- **WP8** will ensure outreach to target groups that will benefit from the results and that EU wide conclusions (upscaling) and tools last beyond the lifespan of the project;
- **WP9** will be devoted to the comprehensive management of the Project, supported by the internal Steering Committee and the EEAB.

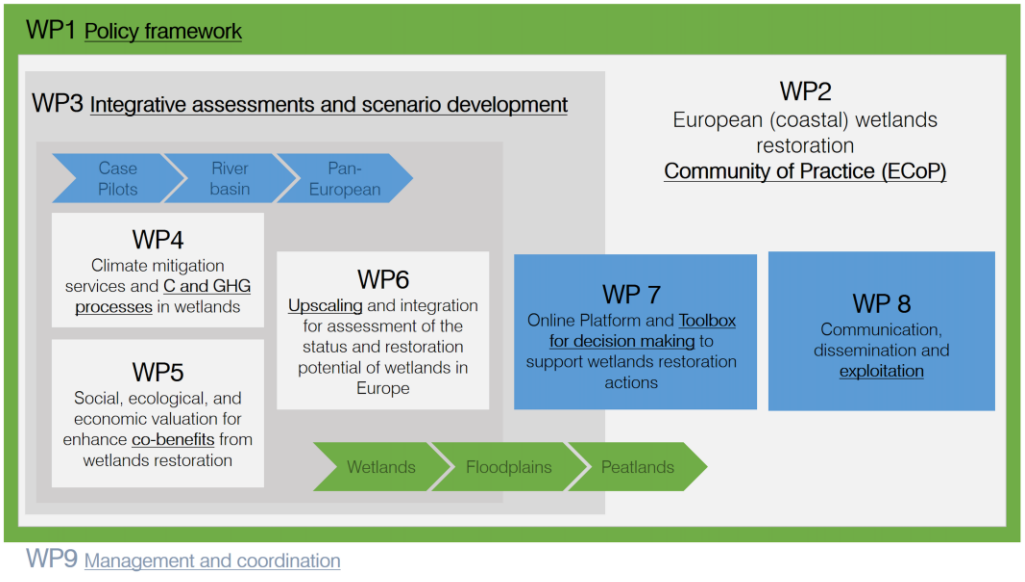

Figure 1 > RESTORE4Cs Workplan

2. Work breakdown

2.1 WP, WP leaders and Task Leaders

The RESTORE4Cs project consists of 9 Work Packages led by 9 partnering institutions, with 37 separated tasks. The comprehensive list of Work Packages and leading institutions is provided below in Table 2.

Table 2. List of WP and Task leaders and participants

WP/TASK	Leader	Participants
WP1 - Policy relevance	**Ecologic**	**UAVR, UMA, CNR, TdV, UVEG, Vertigo Lab, UNIBUC, KU, MedWet, UNILE/LW ERIC, WR**
Task 1.1. - Analysis of and lessons learned from policies relevant to European wetland restoration as climate change mitigation strategy	Ecologic	UAVR, UMA, TdV, UVEG, UNIBUC, KU, WR
Task 1.2 End-user needs for data, information systems, methods, and tools to address and monitor policy targets for wetland restoration and carbon storage	UMA	UAVR, Ecologic, TdV, UVEG, UNIBUC, KU, UNILE/LW ERIC, WR
Task 1.3 RESTORE4Cs policy synthesis and recommendations	MedWet	Ecologic, UMA, CNR, Vertigo Lab
Task 1.4 Roadmap on the use of RESTORE4Cs methods and tools to address key policy targets	Ecologic	UAVR, UMA, CNR, TdV, UNIBUC, MedWet
WP2 - European (coastal) wetlands restoration Community of Practice (ECoP)	**MedWet**	**All partners**
Task 2.1 European Community of Practice co-design and launch plan	MedWet, WR,	All partners
Task 2.2 Exchanges between EU projects and clustering with other Horizon Europe and H2020 projects and LIFE	MedWet, UNIBUC	All partners
Task 2.3 EU/MS level workshops to design the implementation of joint initiatives of the ECoP	MedWet	All partners
WP3 - Integrative assessments and scenario development	**CNR**	**All partners**
Task 3.1 Unified transdisciplinary conceptual framework for the integrative assessment of wetland status and dynamics	CNR	All partners
Task 3.2 Modelling and mapping wetlands performance in adapting to changes	CNR, RSS	All partners
Task 3.3 Scenario development	KU	All partners
WP4 - Climate mitigation services and C and GHG processes in wetlands	**UVEG**	**UAVR, UMA, CNR, TdV, UVEG, UB, WCL, RSS, UNIBUC, KU, UNILE/LW ERIC, WR**

Task 4.1 Literature review for a general overview and context setting	WCL	UAVR, UMA, TdV, UVEG, UB
Task 4.2 Selection of subsites	KU	UAVR, TdV, UVEG, UB, WCL, UNIBUC, WR
Task 4.3 Selection of the proper indicators, and ecological data gathering for the Case Pilots	UB	UAVR, CNR, TdV, UVEG, UB, WCL, UNIBUC, UNILE/LW ERIC, WR
Task 4.4 Confirmation of experimental procedures, and in situ measurements of the C-storage capacity and C-GHG exchanges in Case Pilots, plus sampling for ancillary ecological data	UB	UAVR, CNR, TdV, UVEG, WCL, UNIBUC, KU, UNILE/LW ERIC, WR
Task 4.5 Meta-analysis	UVEG	UAVR, CNR, TdV, UB, WCL, UNIBUC, KU, WR
Task 4.6. Determination of the status and trends of wetland ecological condition and related land use pressures	UVEG	UMA, TdV, UB, WCL, RSS
WP5 - Social, ecologic, and economic valuation for enhanced co-benefits from wetlands restoration	**Vertigo Lab**	**UAVR, Ecologic, UMA, CNR, TdV, UVEG, UB, WCL, Vertigo Lab, UNIBUC, KU, WR**
Task 5.1 Assessment and comparison of the effect of different wetland restoration actions on the C-storage capacity and the GHG exchange balances of wetlands	UVEG	UAVR, CNR, TdV, UB, WCL, Vertigo Lab, UNIBUC, KU, WR
Task 5.2 - Capitalizing the current knowledge for the Assessment and integration of other ecosystem services from the studied wetlands	UAVR	UMA, TdV, UVEG, UB, Vertigo Lab, UNIBUC, KU, WR
Task 5.3 Economic assessment of restored wetlands for the estimation of abatement costs of restoration actions	Vertigo Lab	UAVR, Ecologic, TdV, UVEG, UNIBUC, KU, WR
Task 5.4 Financing schemes	Vertigo Lab, Ecologic	UAVR, TdV, UVEG, UNIBUC, KU, WR
Task 5.5 Social acceptability of restoration actions	CNR	UAVR, CNR, TdV, UVEG, Vertigo Lab, UNIBUC, KU, WR
WP6 - Upscaling and integration for assessment of the status and restoration potential of wetlands in Europe	**UMA**	**UAVR, Ecologic, UMA, CNR, TdV, UVEG, UB, RSS, Vertigo Lab, UNIBUC, KU, UNILE/LW ERIC, WR**
Task 6.1 Upscaling of tools to assess wetland conditions and GHG emissions mitigation capacities	CNR	UAVR, UMA, TdV, UVEG, UB, RSS, Vertigo Lab, KU, UNILE/LW ERIC
Task 6.2 Development and upscaling information layers to assess and monitor wetland status and trends	RSS	UMA, CNR, TdV, UVEG, KU
Task 6.3 Assessment of extent, state and GHG profile of European wetlands wetlands	UMA	UAVR, UVEG, UB, Vertigo Lab, KU
Task 6.4: Spatial assessment of potential areas for wetlands restoration	TdV	UAVR, UMA, CNR, UVEG, KU

Task 6.5. Conceptual generalization of the procedures for other types of wetlands, including floodplains and peatlands	UVEG	UAVR, Ecologic, UMA, CNR, TdV, UB, RSS, Vertigo Lab, UNIBUC, KU, UNILE/LW ERIC, WR
WP7 - Online Platform and Toolbox for decision making to support wetlands restoration actions	**TdV**	**All partners**
Task 7.1 Developing data-repository	UNILE/LW ERIC	UAVR, UMA, TdV, UVEG, UB, RSS, UNIBUC, KU, MedWet, UNILE/LW ERIC, WR
Task 7.2 Develop an interactive online platform	UMA	UAVR, TdV, UVEG, UB, WCL, RSS, Vertigo Lab, KU
Task 7.3 Develop an adaptable and Integrated Toolbox for wetlands restoration actions	TdV	UAVR, Ecologic, UMA, CNR, UVEG, UB, RSS, Vertigo Lab, UNIBUC, KU, MedWet, UNILE/LW ERIC, WR
WP8 - Communication, dissemination, and exploitation	**UNILE/LW ERIC**	**All partners**
Task 8.1 Development and implementation of the Dissemination and Communication Strategy	UNILE/LW ERIC,	All partners
Task 8.2 Dissemination and communication	MedWet, UNILE/LW ERIC,	All partners
Task 8.3 Exploitation/uptake of the results and Sustainability Plan	TdV, UAVR,	All partners
WP9 - Management and Coordination	**UAVR**	**All partners**
Task 9.1 Management structure and Cross WP Coordination	UAVR	All partners
Task 9.2 Consortium management in practice	UAVR	All partners
Task 9.3 Advisory Board meetings	UAVR	All partners
Task 9.4 Steering Committee meetings	UAVR	All partners
Task 9.5 Development and implementation of the data management plan	UAVR, UNILE LW ERIC,	All partners

2.2 Milestones and Deliverables

For a correct tracking of progress, the RESTORE4Cs project adopts a work plan with 23 Milestones and 7 partners as Lead Beneficiaries. A spreadsheet shared in the WP9 folder of the RESTORE4Cs' MS Teams lists all the project milestones, leaders and due dates.

Each WP has deliverables associated with it. It is important throughout the project that all deliverables are completed and submitted on time. The list of deliverables for the 36 months of the project can be consulted in the Grant Agreement, together with the necessary information to facilitate the follow-up of submissions. Sometimes two deliverables have the same name because they represent different versions to be submitted on different dates. If any partner responsible for a Deliverable has a delay, this must be communicated to the

Coordinator, at least 8 weeks in advance, so that the necessary corrective actions can be taken, and the EU Project Officer is kept informed.

3. Internal Communication and Collaboration

3.1 Project meetings

To ensure the best possible communication and collaboration to achieve all the objectives of the project, regular meetings are planned at different levels, and hosted by different partners.

The General Assembly meetings will take place twice a year through the lifetime of the project (Kick-off meeting in M1, intermediate meetings in M6, M12, M18, M24, M30, and Final event in M36). Intermediate meetings take place back-to back with the visit to one of the Case Pilot sites to foster knowledge and experiences exchange between partners. The Coordinator can call extraordinary meetings of the General Assembly, at any time upon request of the Steering Committee or 1/3 of the members of the General Assembly. Attendance by all partners is required. The host partner organises the meeting from a logistical perspective and the meetings are chaired by the Coordinator. Duties include give written notice of the meeting to each Member of the General Assembly, as soon as possible and no later than 45 calendar days preceding an ordinary meeting, and 15 calendar days preceding extraordinary meetings. Minutes and action points will be taken to document discussions and decisions made. The Chair will circulate an agenda not later than 21 days calendar preceding an ordinary meeting, and 15 calendar days preceding extraordinary meetings.

To foster engagement and alignment between WP and Case Pilots activities, the Steering Committee meets every month virtually and annually face to face (back-to-back with General Assembly meetings). The Coordinator can call extraordinary meetings of the Steering Committee, at any time upon request of the any member of the Steering Committee. The Coordinator will chair the Steering Committee meetings, unless decided otherwise by a majority of two-thirds. The Steering Committee shall prepare the meetings, propose decisions and prepare the agenda of the General Assembly. Attendance by all WP leaders is required and in case of unavailability, another WP representative is indicated. In these meetings, the progress of each WP and the work carried out by each partner are presented. Minutes are made with the main achievements and action points for the next four weeks, defining the work until the next meeting.

The External Expert Advisory Board meets three times through the lifetime of the project, back-to-back with the General Assembly meetings at M6, M18 and M30. These meetings will be given special status, as they are of major importance for the successful running of the project.

3.2 Online collaboration platform

In RESTORE4Cs project, the MS Teams is used as a cooperative working environment. MS Teams contains functionalities such as file sharing, collaborative authoring of Office documents, discussion boards, task lists, calendars, wikis, workflows, and calendars.

Using MS Teams enables secure storage for project documentation and digital resources during the entire project. It also reduces the dependency on e-mail for communication and ensures that project history is accessible to any future project members. For example, all the meetings can be recorded and stored in MS Teams for further uses. All members have access to the RESTORE4Cs' MS Teams and access is granted and managed by the Coordinator.

3.3 Contact lists and mailing lists

A project team contact list was created in an excel spreadsheet and shared in MS Teams. Project beneficiaries keep their team's contact list updated regularly. In this list, each member is associated with the WPs, Tasks, Case Pilots in which (s)he participates. Access rights and roles within the project are set based on the information provided in the team contact list.

Several target group-specific mailing lists have been established to address topics and activities relevant to RESTORE4Cs, as well as to circulate important news among members, e.g., contact lists by WP, contact lists by Case Study. A general mailing list will be used for internal communication.

Where e-mails are sent regarding the project, the project name RESTORE4Cs should be the first thing on the e-mail subject line (e.g., 'RESTORE4CS - WP3 Meeting Agenda' rather than WP3 Meeting Agenda. This assists partners involved in multiple projects to quickly identify the relevant emails.

3.4 Conference Calls

Online conferences are scheduled on a regular basis for individual Work Packages or tasks. Prior to a meeting or video conference a calling notice should be issued. The calling notice sets the time and date of the meeting, identifies the attendees who should participate in the meeting, the aims and objectives of the meeting, the agenda and reference to any supporting documentation which should be read prior to the meeting taking place. The responsible for the meeting drafts and shares the agenda via MS Teams or another videoconference software. Participants invited can suggest/add items of interest to the agenda. If a summoned member is unable to attend the meeting, he/she must give advance notice and provide feedback on the relevant items on the agenda.

3.5 Document Repository

In MS Teams, a repository has been created for RESTORE4Cs, following an intuitive organization, where members find: Grant Agreement; Periodic reports; Deliverables, Visual Identity files and templates. Access permissions to different levels of information can be defined in this folder system.

3.6 Project Templates

To ensure consistency in the RESTORE4Cs project when communicating with external stakeholders or interested parties, a set of standard templates for various communications activities has been developed. These templates include:

- Document template, for reports and deliverables, with cover, index, formatting of headers, footers, titles, subtitles, sections, images, tables, references, among others;
- Template for PowerPoint presentation, with options for pages based on text, image, enumerations, graphics and tables;
- Standard logos for the project, with different versions and colours, information on how to use visual ID, layouts for pictures and graphics.

The templates are available for download in RESTORE4Cs' MS Teams.

4. Quality management

4.1 Quality assurance procedure

Quality assurance is the monitoring of specific project results to determine whether the team is performing to relevant quality standards and the identification of actions required to correct unsatisfactory performance. These quality assurance activities consist of process quality reviews followed by recommendations and possible corrective action plans.

The quality assurance is under the responsibility of the Coordinator, with the support and advice of WP leaders and Task leaders, that must check for scientific and technical quality of all deliverables, and the European Commission, through the Project Officer, that may provide advice on any quality issue related to the project. Section 4.3 below describes the deliverable quality check procedure to be followed.

The quality goals for the quality management process include: ensuring that all relevant planning documents, rules and standards are available and that all team members are familiar with them; verify that results are delivered on time; ensure compliance with all relevant standards; follow the Quality Management process described in this Management Plan.

All project participants are involved in the quality assurance procedures. Each member of the project is directly responsible for:

- the quality of the work performed for the tasks under his/her responsibility;
- the identification and implementation of preventive and corrective actions (if needed);
- the identification of necessary improvements to meet the project's expected results.

Project quality management is a continuous improvement process, intended to be cyclically reviewed.

4.2 Document production rules

The RESTORE4Cs project has 29 deliverables that must be organized, written in a clear, effective and exhaustive way, and graphically harmonized as a whole. The Coordinator ensures deliverables' overall structure consistency and timely submission. WP Leaders are responsible for the scientific content. During the project, many documents will be produced, so contributors must use the appropriate template and format, uniform rules of their description, responsibilities, revision plans and revision procedures.

Documents must name the different actors involved in their production, that are: responsible beneficiary, authors, reviewers of the document; partners involved in the activities related to the Deliverable, WP leaders and Task leaders; Project Coordinator.

The document responsible is the person in charge of the production of a document. The production rules and guidelines and the document rules must be applied under his/her responsibility.

4.4 Deliverable monitoring and control

A constant quality check is applied during the production process of the deliverable, to ensure that the quality of deliverables generated meets the requirements of the European Commission. The list of internal reviewers per deliverable is available in a shared folder in MS Teams. The list is selected and updated by the Coordinator together with the Steering Commitee.

The quality control is planned in the following manner:

- Until the fourth week before the deadline, the partner responsible for the Deliverable, in coordination with the Task leader and WP leader, sends a draft version of the document to the Project Coordinator.
- Weeks 4 and 3 - Two internal reviewers already selected are given 2 weeks to review the Deliverable.

- Weeks 2 and 1 - review comments are sent to the Deliverable Leader and revision starts in consultation where needed with WP leader (2 weeks available for revision). This includes final editing, language check by Deliverable Leader and approval by WP leader. Submission to the Coordinator until three days before the deadline. The Coordinator checks if the deliverable meets the formal requirements regarding the file format, naming and versioning schemes.
- Deadline: the .pdf version of the deliverable is generated and submitted in the Participant Portal by the Coordinator.

Figure 2 > Quality control of deliverables

This process aims to ensure that the deliverables meet the following quality aspects:

- The objectives of the deliverable and its contribution to the WP and overall project goals must be clearly stated;
- The relationship with other deliverables must be explained. If it is an improved version of a previous deliverable, the differences must be indicated;
- The content must be cohesive and concise (typically no more than 50-60 pages) and consistent with its description in the DoA, if not, deviations must be explained;
- The deliverable must be a stand-alone document that can be understood without knowledge of the DoA or other deliverables;
- The delivery must not contain any claims that are not proven or supported by references.

After submission of the Deliverable in the Participant Portal, the EC may request changes prior to final approval. The Document Responsible and the WP Leader analyse the request and make the changes. They can consult the coordinator. Changes must be clearly documented in the change history of the document, with a list of significant changes and page numbers, so that the new text can be easily identified. After completion, a new draft version of the Deliverable is submitted for approval. Once the Deliverable is approved by the EC, it is shared on the MS Teams platform. Public Deliverables will be made available in the project website.

Any delays of Deliverables must be communicated in advance to the WP Leader and Coordinator, and plausible explanations must be offered to EC with the upload of the final version.

4.5 Internal reporting

Technical reporting

For efficient project management, the internal reporting is performed **every six months**. WP Leaders report to the Coordinator on the technical progress of their WP. These reports are shared in the MS Teams repository with all members to inform about the progress, changes to work plan and accomplishments. These will also be the basis of WP meetings and periodic reporting towards the EC. The following information must be provided for internal reporting:

- Work performed and main results achieved during that reporting period;
- Details on each WP task, work carried out by each partner involved;
- Progress on ongoing deliverables and milestones;
- Activities, Deliverables and Milestones planned for the following period updated according to progress;
- Critical assessment of the technical progress: deviations from the original plan and proposed measures;
- Communication activities needed around the WP activities;
- Updating risk analysis.

The following indicators will be considered for assessment:

- Compliance with deliverables' deadline;
- Achievement of Milestones;
- Fulfilment of the task schedule;
- Due interaction with other WP;
- Identification of risks and proposal of mitigation measures;
- Progress of costs according to the plan;
- Number of (physical and remote) meetings;
- Number of participants in meetings;
- Minutes/notes from the meetings available;
- Publications by the WP.

Financial Reporting

The internal reporting also includes feedback to the Project Coordinator on budget spending, from all project partners, every 12 months. The RESTORE4Cs Kick-off Meeting held clarification sessions regarding financial issues, providing indications on the requirements for time-record keeping.

Each beneficiary must inform the Coordinator about their relevant incurred costs: Personnel (with the explanation of the work in each WP and Task), subcontracting and other costs necessary to carry out the activities (travel, consumables, equipment etc. per WP and Task), in alignment with the formal EC cost declaration procedure and timing.

The purpose of internal financial reporting is to provide information on usage of allocated Person-Months and related budget spent. The Coordinator may request of each partner, at any moment, information on the time spent on each WP. Costs' control serves for the identification and analysis of possible deviations, adjustments of planning and contingency measures, if necessary.

In case of major deviations in the use of resources by partners, the General Assembly may include a discussion about the re-distribution of resources.

Whenever requested, General Assembly meetings will have time allocated to clarify doubts related to financial matters.

4.6 Periodic reporting to EC

RESTORE4Cs is divided into two Reporting Periods, as specified in the Grant Agreement. Accordingly, the project will deliver two periodic reports:

- 1st periodic report - from M1 to M18
- 2nd periodic report/final report - from 18 to 36

These reports include a technical and financial part, prepared using the template available in the Portal Periodic Reporting tool.

The technical part presents an overview of the action implementation. This part must be of adequate technical quality as it will be the main description of project progress to the EC. It explains the work carried out by the beneficiaries highlighting the progress towards the objectives of the action, milestones and deliverables, as well as dissemination, communication and exploitation of the results. It also justifies any differences between work expected to be carried out in accordance with the Work Plan and that actually carried out. The report is elaborated by the Coordinator with the active contribution of the WPLs and collaboration of the remaining partners.

The financial part includes: the financial statements (individual and consolidated; for all beneficiaries); the explanation on the use of resources; the certificates on the financial statements (CFS). The financial statements must detail the eligible costs and contributions for each budget category and, for the final payment, also the revenues for the action.

Cost statements are under the responsibility of each partner. Periodic financial reports must be completed by each beneficiary, for each reporting period. A draft version of the Individual Financial Statements will be submitted to the Coordinator **at least 4 weeks before** the delivery date, to avoid the existence of possible errors. The Coordinator will ensure all Individual Financial Statements are fulfilled and will submit them to the EC together with the technical and financial reports for each Reporting Period.

The Coordinator can ask partners to correct any errors. This check will only address formal errors and general consistency with the planned budget. In case of divergence from the budget, the Coordinator will alert the partner about possible accounting errors. If there is a large discrepancy between the activities carried out and the use of project resources, the Coordinator will discuss the matter with the partner and may inform the General Assembly.

The technical and financial reporting process must begin before the end of each reporting period. A period of **7 weeks** is planned from the start of writing the report to submission, with interim check dates, to ensure good quality and review of the reports.

The Final Report will be submitted within **60 days** of the end of the last reporting period (M38). The Final report covers the whole project and includes: a final technical report with a summary for publication, and a final financial report with a final summary financial statement created automatically by the system, consolidating the individual financial statements of all beneficiaries, and including the request for payment of the balance.

Review Report

After each Review Meeting held (after the Periodic Report has been submitted), the EC Project Officer will provide the RESTORE4Cs Consortium with a Review Report – a written report encompassing EC Project Officer's feedback and external reviewers' comments and suggestions regarding the progress, as well as the changes to be implemented in the remaining time of the project (if the case).

RESTORE4Cs Consortium will have to address written the comments and suggestions raised in the Review report within 30 days from its reception and send the Review Report Letter to the EC Project Officer. All project partners are expected to actively contribute to the Review Report Letter, by providing Work Package Leaders and Coordinator with the necessary inputs to address the points raised by the external reviewers and Project Officer.

5. Risk management

For the purpose of this document, we define risk as an uncertain event or condition that can have a potential negative impact on the project. At the Grant Agreement, major risk areas have been identified and mitigation measures have been proposed to ensure the successful completion of the project's objectives. Other risks and proposed mitigation measures may be added during the course of the project. For this purpose, an Excel spreadsheet for Risk Registration is shared in the WP9 folder in MS Teams. This list allows partners to register, monitor and evaluate risks, as well as the severity of their consequences, on an ongoing basis. Critical risks and proposed risk-mitigation measures will be thoroughly reviewed and presented in the 1st periodic report in M18.

6. Change management

The main principle of the project is to carry out the activities within the timeline and resources foreseen in the Grant Agreement. Change requests can be used to modify operational policies, processes, plans or procedures, and revise schedule, including changes to the work breakdown structure and requirements from project inception to completion.

During the execution of activities there may be small deviations or changes. These cases will be identified and explained in the description of activities in the corresponding periodic report, as well as the corrective measures to be implemented.

If a project beneficiary wants to propose significant changes or has considerable deviations from the planned work, he must report to the consortium, in writing, proposing the change and explaining the reason and the direct consequences in terms of budget, work program, etc.

As indicated in the Governance Structure (Section 1.3), the General Assembly makes the decision whether or not to go ahead with the change. If the change requires an amendment, the Coordinator will request it to the Project Officer on behalf of the Consortium.

As a general rule, an amendment is required whenever the Grant Agreement or its annexes are modified. In some cases, it is possible to make certain changes without requesting an amendment. In other cases, the change is not guaranteed to be accepted. The change is evaluated by the CE to verify that it does not impact the achievement of the project's objectives.

FINAL REMARKS

The project management plan presented in the document provides a guide to be used by the Project Management Team and the Consortium partners to ensure an understanding of the roles and responsibilities of each member of the consortium in delivering RESTORE4Cs project

through efficient and well managed processes. This document should be used by partners to complement the Grant Agreement and the Consortium Agreement.