



IMPETUS

Turning climate commitments into action

Deliverable Report

Project Handbook

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- ¹ PU = Public
CO = Confidential, only for members of the consortium (including the Commission Services)
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Abbreviations

Abbreviation / Acronyms	Description
(A)MGA	(Annotated) Model Grant Agreement
CA	Consortium Agreement
CFS	Certificate of Financial Statement
DSL	Demo Site Leader
EAB	External Advisory Board
EB	Executive Board (WPLs and DSLs)
EC	European Commission
EU	European Union
FP	Framework Programme
GA	Grant Agreement
IPR	Intellectual Property Rights
PB	Project Board
PCT	Project Coordination Team
PC	Project Consortium
RKB	Resilience Knowledge Booster
WP	Work Package
WPL	Work Package Lead



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Executive Summary

This Handbook provides all project partners with an overview of how we will implement the innovative vision of IMPETUS through suitable project procedures. Our vision is to construct a European community of practice working on climate adaptation solutions, a community involving stakeholders at the local, regional and other scales and enabling them to use an ecosystem of cutting-edge IT tools. IMPETUS will crystallise this community around a range of Resilience Knowledge Boosters (RKBs) displayed and tested in widely differing regions across Europe. The main project procedures concern governance and management, project monitoring, reporting, financial management, and more, as set out in the Grant Agreement and Consortium Agreement. The handbook also contains documentation and communication standards to enable effective, timely and transparent communication within the consortium.

A quality plan has been included with the goal of ensuring efficient execution of the project and thus contributing to the production of high-quality project results, providing the beneficiaries a document that indicates procedures and tools for monitoring the project's progress.

This handbook is the third iteration of the first deliverable of the project for reference, and has been revised as needed as structures, procedures etc. change in the course of the project.

1 Introduction and background

1.1 Purpose of the handbook

The handbook is intended for all members of the IMPETUS project and covers the most important aspects of the project including the management and governance structures, project reporting, working practices and risk management. The handbook details operational procedures and provides information resources for high quality operational management of the IMPETUS project, for and by the consortium partners. It covers all processes regarding administrative management, financial aspects, quality processes, risk management etc. of IMPETUS.

To enable clear, accurate and up-to-date communication it contains documentation and communication standards.

The overall management of the project is performed under WP8 Project Management. One of the main objectives of this WP is to *“provide effective management of the partnership, financial and activity planning and reporting, and to ensure a successful completion of the project objectives with high quality results within the agreed time schedule and budget.”*

1.2 Objectives of deliverable

The project handbook provides information, guidelines and tools:

- For the effective management of the partnership, financial and activity planning, execution and reporting
- To ensure successful completion of the project objectives with high-quality results within the agreed time schedule
- To follow Responsible Research and Innovation (RRI) principles
- To set the procedures for Agile management

1.3 Context

This deliverable is complementary to the Grant Agreement (GA) 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 fragments are included in this document where deemed useful to improve understanding of the context or purpose.



Every partner and their team members dedicated to IMPETUS should thoroughly review these documents to ensure the compliance of 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. amount and frequency of deliverables in the WPs, submission deadlines etc.) which will impact activity planning and resource commitment.

In case of apparent or real inconsistencies between these documents, the following order of precedence will be applied:

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

In this line, the present document provides a practical guideline to all IMPETUS partners and members (internal and external) to monitor the state of the project activities and outputs, know the internal quality procedures for IMPETUS reporting and, to have an overview of the financial and administrative procedures. Specifically, this document describes:

- **Project management structures**
This document describes the main roles and responsibilities of the different project members and managerial bodies. Moreover, it includes the decision-making procedures and the involvement of the External Advisory Board (EAB). At operational level, it includes the internal communication channels between the project consortium and the managerial bodies for effective monitoring and Agile project management.
- **Project activities and reporting**
This document 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**
All monitoring (technical and financial) will be described and clearly established at this stage of the project to ensure the suitable and dynamic organisation of the project partners.

1.4 IMPETUS Key data

Table 1: IMPETUS Key Data

Project ref. no.	101037084
Project title	Dynamic Information Management Approach for the Implementation of Climate Resilient Adaptation Packages in European Regions
Project acronym	IMPETUS
Project duration	01.10.2021 – 30.09.2025 (48 months)
Reporting periods	RP1 M18 31.03.2023 RP2 M36 30.09.2024 RP3 M48 30.09.2025 (Final report)
Total costs	EU contribution: 14,872,468.13, Estimated project cost: €16,224,768.85
EC Department/Unit	European Climate, Infrastructure and Environment Executive Agency (CINEA)
Original call	H2020-LC-GD-2020-2



1.5 The consortium

Table 2: Consortium partners

#	Organisation name	Short name	Country
1	EURECAT Research Centre	EUT	ES
2	Nelen & Schuurmans	N&S	NL
3	Kompetenzzentrum Wasser Berlin	KWB	DE
4	National Technical University of Athens	NTUA	GR
5	Accademia Europea di Bolzano	EURAC	IT
6	The Arctic University of Norway	UIT	NO
7	Baltijas Vides Forums	BEF	LV
8	Mediterranean Agronomic Institute of Chania	MAICH	GR
9	Athens University of Economics and Business	AUEB	GR
10	Athens Water Supply and Sewerage Company	EYDAP	GR
11	Hellenic Ministry of Environment and Energy	GSNEW	GR
12	Mantis Business Innovation	MANTIS	GR
13	Departament d'Acció Climàtica, Alimentació i Agenda Rural	DACC	ES
14	Rovira i Virgili University	URV	ES
15	Girona University	UdG	ES
16	Lobelia Earth S.L.	LOB	ES
17	KWR Water Research Institute	KWR	NL
18	Water & Energy Intelligence BV	WEI	NL
19	Senatsverwaltung fuer Umwelt, Verkehr und Klimaschutz	SENUVK	DE
20	Berliner Wasserbetriebe	BWB	DE
21	Global Climate Forum e.V.	GCF	DE
22	MobyGIS	MGIS	IT
23	University of Bern	UBERN	CH
24	Comuni BIM SARCA MINCIO GARDA Consortium	BIM	IT
25	Cantina Toblino (terminated upon own request)	CANT	IT
26	Troms og Finnmark fylkeskommune	TFFK	NO
27	Zemgale Planning Region	ZPR	LV
28	Jelgava Digital Center	JDC-JPOIC	LV
29	THETIS	THETIS	IT
30	Sustainable Development Solutions Network	UNSDSN	FR
31	International Union for Conservation of Nature	IUCN	CH
32	European Science Communication Institute	ESCI	DE
33		FEM	IT

2 IMPETUS Contractual framework

Projects funded under the H2020 programme typically have the following contractual documents:

- EC Grant Agreement (GA)
- Consortium Agreement (CA)

Both documents are available as PDF files in the IMPETUS project [SharePoint](#). IMPETUS partners may contact the coordination and / or management team if they have queries about either document.

The GA must be kept by all partners and should be provided to the auditor in case of an audit to obtain the Certificate of Financial Statement (CFS).

2.1 Grant Agreement (GA)

As a contract between the project coordinating partner (EUT) and the European Union (EU), represented by the European Commission (EC), the GA 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 509-page PDF file is saved on the IMPETUS [SharePoint](#) and is also available in the EU Funding & Tender Opportunities ("Participant Portal") under the Grant management module's document library (My projects>IMPETUS>Manage Project> Document Library):

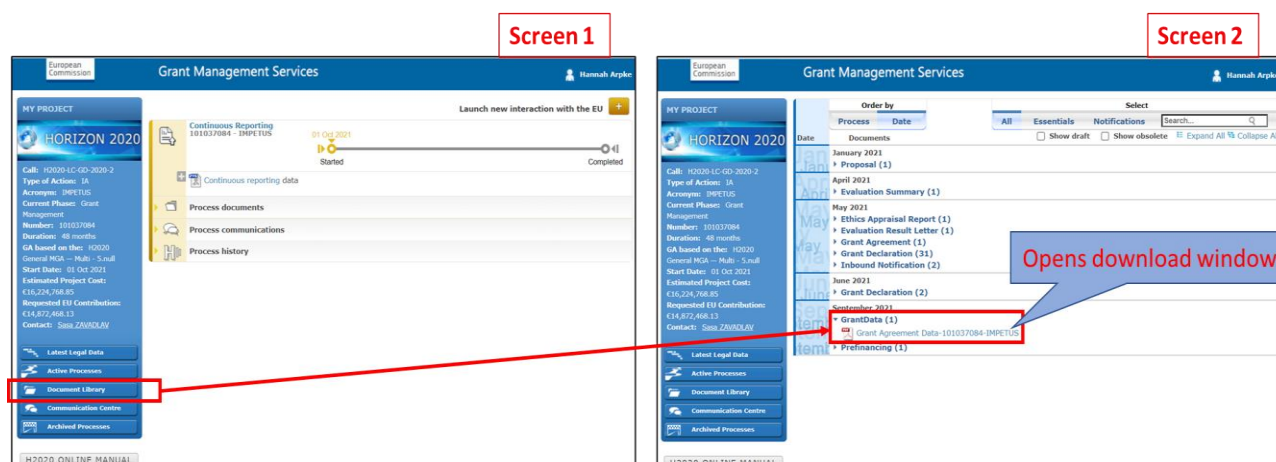


Figure 1: IMPETUS project page in Funding and Tenders Portal

The GA 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. 1-85 of p. 509 of the whole 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. 86-161, Part B pp. 164-433)
- Annex 2: Estimated budget for the action (pp. 434-435)
- 2a Additional information on the estimated budget (pp.435-436)
- Annex 3 Accession forms: containing electronic signatures of all partners pp. (437-467)
- Annex 4: Model for the financial statements - template for reporting, the EC provides these in fillable format in the portal (p. 468)
- Annex 5: Model for the certificate of financial statements (CFS) - templates for 3 documents that are used for the audits to obtain the CFS (pp. 469-493)
- Annex 6: Model for the certificate on the methodology (pp. 494-508)
- Last page with digital seal by the EC (p. 509)

For detailed explanations and examples, an [AMGA – Annotated Model Grant Agreement](#) (version 5.2, 26 June 2019) is available.

2.2 Consortium Agreement (CA)

The [CA](#) is a contract that partners conclude amongst themselves in order 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 GA or the Rules for Participation in H2020 projects.

The IMPETUS CA is based on the DESCA model for H2020 and is adapted to suit the project characteristics. All partners have signed the CA (as of November 1st, 2021).

2.3 Amendments

During the project, circumstances that lead to a request to the EU for an amendment of the Grant Agreement may arise.



Currently EUT is finalising an amendment to accommodate the following changes:

1. Addition of a linked third party
2. Changes of Annex 1 (description of the action)
3. Changes of Annex 2 (estimated budget of the action)
4. Change of the beneficiary/partner short name

All documents related to this process are found in the project [SharePoint](#).

The usual procedure is that the Project Coordination Team (PCT) submits a request to the EC after a decision by the Project Board (PB- see section [3. Governance](#) below). After approval by the EC, the PCT distributes the revised Grant Agreement to the partners, superseding 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 after the requesting partner has plausibly explained the reasons for the changes, then the Project Officer is informed.

3 IMPETUS Governance

Under WP8 the PCT assumes responsibility for the coordination and execution of all administrative and technical management of the project. It provides support to partners in all aspects of project execution and maintaining operationality.

To implement this the PCT will apply a simple yet efficient management structure with clearly defined roles and responsibilities, a transparent decision-making process, clear reporting lines and strong progress monitoring).

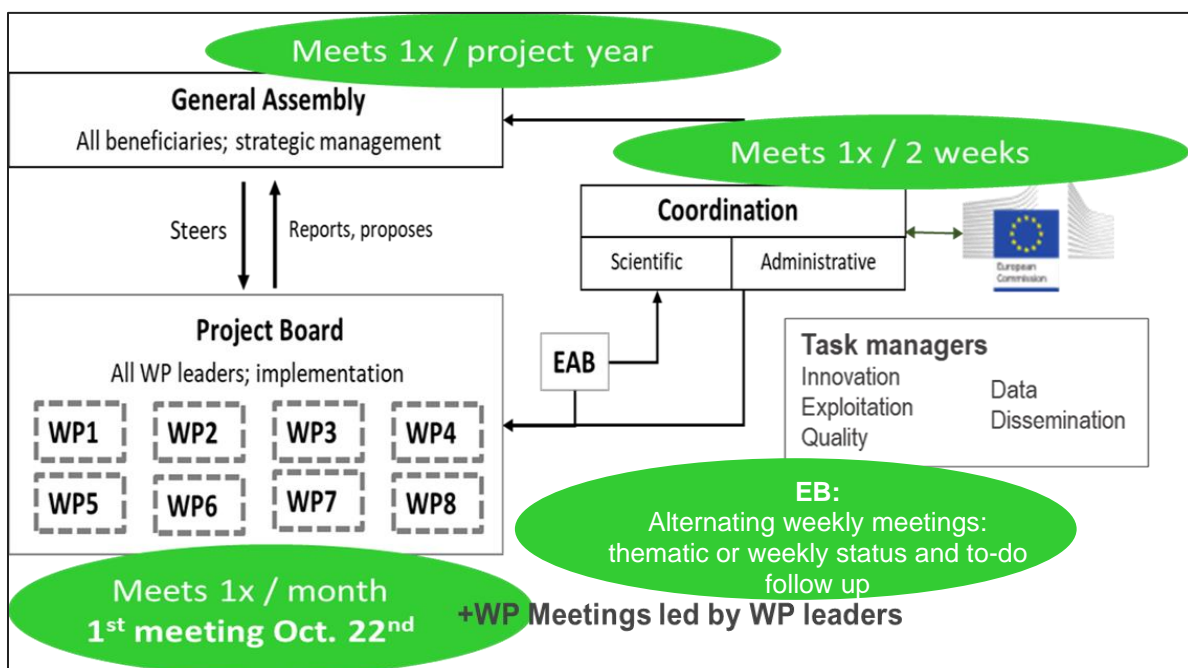


Figure 2: IMPETUS Governance structure (see [IMPETUS Consortium Contact](#) list on the SharePoint for details)

- **General Assembly:** Formed by one representative and one stand-in 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 Board (PB):** 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 PCT. It is the executive board where the progress of the overall project is monitored and managed and decisions to be taken by the General Assembly are prepared.
- **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. It reports to the PB, its responsibility is to ensure the coherence, compliance of contractual obligation, and to implement the decisions of the General Assembly that affect the WP.
- **Project coordinator and coordination team (PCT):** Consists of the technical coordinator, the financial & legal officer and the project coordinator. Working closely together they guarantee the smooth execution of the project as per the GA and the CA.
- **Specific task managers:** Appointed by the Assembly they will ensure appropriate coordination and communication with regards to the transversal activities: innovation, exploitation, quality, data, and dissemination (see [Grant Agreement](#), Section 3.2.5 p. 207)
- **DS Leaders (DSL):** Leading partners who coordinate the activities and partners, including stakeholders, at DS level. They act as a link between the PCT, the PB and the DS level partners.
- **Executive Board (EB):** Composed by the PCT, the WPLs and the DSLs. This group of people meets every two weeks to check the advances on the tasks, identify issues and potential problems, find solutions and track status

3.1 Management structure and procedures

3.1.1 General Assembly

The General Assembly as a unit discusses and decides on issues through its own initiative or at the request of any partner. The PB has a critical role in proposing issues to the General Assembly, presenting pertinent analyses and decision options and checking viability of solutions and proposals. In the General Assembly every partner has an equal vote; a valid decision requires a quorum of at least 2/3 of them present / represented and an approval of at least another 2/3 of valid votes. Decisions of the General Assembly are binding, although some might still require subsequent approval by the EC. As such General Assembly members should have enough seniority to make decisions on behalf of their organisations during meetings. The CA further details these proceedings to ensure a clear and unambiguous operation.

The most common, but not exclusive, items on the agenda of the General Assembly are:

- Control project implementation, status, progress on WPs and tasks, medium and long-term planning, resource status, deliverables and milestones; any necessary decisions to ensure the achievement of the project goals, innovation and result exploitation
- Assess reported risks and opportunities of high impact and priority to decide on response/action, with a particular consideration to ensuring achievement, innovation, exploitation and IPR protection of results
- Oversee cluster activities with projects, stakeholders, thematic experts, associated partners or advisors in particular WPs or tasks throughout the project; nomination / approval of such external collaborators
- Handle consortium issues such as withdrawal, accession, changes of partners; assessment and decision in case of substantial breach of obligations by a partner, need for change of task assignment, budget, EC funding and propose GA amendments when necessary

3.1.2 Project Board (PB)

The PB is made up of the Work Package leads or their designated representative. Its main responsibility is to ensure that the scientific and technical activities of the project are accomplished successfully by organising internal quality assurance through the AGILE methodology. The PB will have monthly meetings (usually online) to discuss progress within and across the WPs and the need for any corrective

measures. The PB treats issues arising in more detail than can be done by the General Assembly such as:

- Discuss and propose solutions in case of foreseeable difficulties in a WP in terms of achieving objectives or deliverables
- Optimise efforts such as harmonisation of activities between and across WPs
- Deal with obstacles and barriers causing delays, in particular if this is likely to affect other dependant WPs
- Assess the need for reallocation of tasks within or among the WPs
- And deal with weak performance or malfunctioning of a partner

The PB decides whether an issue can be tackled internally or needs to be communicated to and decided by the General Assembly or the EC. In the latter cases, the PB will develop a proposal to be communicated to the General Assembly for decision.

3.1.3 Work package leads (WPL)

WPL have been selected because of their technical expertise, experience and their strategic interest in reaching the objectives of their WPs, the output or content of the WP. The WPLs ensure coherence, compliance of contractual obligation, and implement the decisions of the GA affecting the WP.

Their main tasks are to:

- Supervise and assess progress against objectives
- Support team members to keep on track and handle deviations
- Give operative and technical advice
- Make well-reasoned proposals for adjustments and improvements in the work plan.
- Handle conflicts on WP level
- Report breach of obligations of any team member/party supports the PCT and PB for determining severity and remedy of breach

3.1.4 Executive board (EB)

Due to the complex nature of the project implementation and expected impact in the short to medium term it was decided by the PB in January 2023 to start weekly meetings between the WPLs and DSLs to break up the silo that had been forming between WPs and DS. Although the monthly PB meetings ensure communication between WPs, a partner survey showed that DS partners do not feel sufficiently informed about the wider context and or have not been able to request and/or supply information, data, situational analyses.

Introduced in March 2024, a detailed time and activity plan, based on the Gantt-chart is updated by every WPL and DSC and used to monitor results, issues and encourage exchange between WPLs and DSCs.

This specific group meets every week, alternating between WP and DS status updates and follow up on specific action points, and thematic topics suggested by all participants e.g. further conceptualisation of the Human dimension of the RKBs or demonstration of tools generated by WP3 to the DS.

3.1.5 Project coordinator and 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.

- Technical Coordinator (TC): As TC, Josep Pijuan Parra (EUT) focuses on 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 assure the highest scientific and technical quality.
- Project Coordinator (PC): Hannah Arpke (EUT) as PC is the main interface between the consortium and the EC. The PC ensures consistency across work and documents delivered,



promotes knowledge exchange and collaboration. For coherence and accurate sharing of information, the PC chairs both the General Assembly and the Project Board.

- **Project Manager (PM):** Guillem Gonzalez Carrasco (EUT) is the financial & legal officer who advises on and manages all matters related to financial planning, reporting and contractual matters.

3.1.6 Specific task managers

IMPETUS has appointed specific task managers to ensure appropriate coordination and cooperation with the following critical transversal activities:

1. **Innovation Manager (IM), Sandra Casas/ Queralt Plana (EUT):** Coordinates the activities of all partners around Intellectual Property Rights (IPR) and knowledge management, and feasible innovations. The IM will ensure that all the innovation activities within the project reach their target and maximise their impact. The IM is also in charge of both market and technical aspects and of taking the project innovation achievements to a successful implementation and deployment. The IM ensures the management of results and IPR during the project lifetime, under the rules of the Consortium Agreement.
2. **Exploitation Manager (EM), Laura Armayones (EUT)** 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 affairs and potential licence agreements.
3. **Quality Manager (QM), Christos Makropoulos (NTUA):** Responsible for formulating and supervising the execution of a detailed quality control strategy for each project deliverable in accordance with the Grant Agreement. 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.
4. **Data Manager, Josep Pijuan (EUT):** Oversees monitoring throughout the project of any aspects related to ethical, legal and social aspects and data management, including compliance with data policies, including privacy, security and protection of personal and research data.
5. **Dissemination Manager, Gustavo Jacomelli (ESCI):** Ensures that all dissemination activities are planned to address all project stakeholders comprehensively and effectively, thus boosting the project outreach capacity while ensuring there is no breach of confidentiality or secrecy that may put at risk the exploitation of results.

3.2 Agile management

IMPETUS is applying Agile-inspired methodology which is based on breaking up the whole project into small increments that minimise the need for extensive up-front planning and design yet allow close monitoring for fast risk and deviation correction. Work takes place within iterations that involve a cross-functional team whose mission is to provide a working product demonstrated to stakeholders. Feedback from stakeholders is then considered in the next iteration, which increases the number of features of the resulting product. Iterations (called sprints) usually last only several weeks thus allowing the project to include more functionalities after each one.

In order to facilitate overall timely progress monitoring and decision making in all management bodies, the project's technical management focus is put on the result; the process to attain it becomes flexible and adaptable instead of the other way around (waterfall approach). In practice, IMPETUS's proposed innovation management strategy will operate at task and WP level, under the coordination of each WP leader and the technical coordinator.

At the end of the project a deliverable detailing the application of Agile-based management will be generated: D8.4 Handbook to apply Agile methodology in non-IT research projects: how-to and benefits.

4 Communication

4.1 Internal communication

Through the PCT the coordinating partner is responsible for ensuring the management of communication within the consortium. Communications between beneficiaries should be made in person or via e-mail, telephone and/or other suitable virtual communication systems (Teams channels). Communications or decisions on important legal or financial issues must be sent to the PCT first by e-mail and, if applicable, by written confirmation by postal service or courier.

4.1.1 IMPETUS SharePoint

To reduce the volume of e-mail and ensure the availability of up-to-date documentation, the project maintains a secure repository of all project documents and deliverables on a server. Rather than circulate project documents to the partners by email, the project teams upload files on the document repository and inform the partners of their availability for download.

Until further notice, the document repository will be maintained by Eurecat under:

<https://eurecatcloud.sharepoint.com/:f:/r/sites/IMPETUS/Shared%20Documents/IMPETUS%20All%20partners%20and%20WP%20leads?csf=1&web=1&e=4BnCTt>

Based on the contacts list updated in February 2023, the PCT has already granted access to the IMPETUS teams in each partner organisation. At any point during the project duration, partners may request to grant or revoke access for any of their project team members.

This shared repository is based on Microsoft TEAMS services, with channels (=folders) per WP that are synchronised with the SharePoint interface where the files are stored under Eurecat's IT infrastructure. While SharePoint is found to be easier to navigate and oversee, TEAMS offers quick communication channels, including tagging options, ad-hoc calls and separate document sharing that allows partners to discuss and collaborate.

4.1.2 Mailing list

Due to the frequent changes in team composition, responsibilities and expertise at the partner and DS level a mailing list has not been set up, instead, the new version of the contact list (see below) enables filtering and sorting according to specific roles and job titles assigned to the named individuals.

Institutional affiliation				Personal details (free text)			WP involved in (mark with an "X")										Other roles (mark with an "X")						
Institution	ACRONYM	PIC	First name	Last name	Email address	Title/role	1	2	3	4	5	6	7	8	9	WP lead	GA rep 1	GA rep 2	PB memb	Task le	DS coordinate	Bundle manager	Admin
1 FUNDACIO EURECAT	EUT	928030235	Hannah	Arpke	hannah.arpke@eurecat.org	Coordinator	X	X	X	X	X	X	X	X	X	X			X	X			
1 FUNDACIO EURECAT	EUT	928030235	Josep	Pijuan	Josep.pijuan@eurecat.org	Technical coordinator, PI	X	X	X	X	X	X	X	X	X	X			X				
1 FUNDACIO EURECAT	EUT	928030235	Guillem	Gonzalez	guillem.gonzalez@eurecat.org	Financial management										X							X
1 FUNDACIO EURECAT	EUT	928030235	Laura	Armayones	laura.armayones@eurecat.org	Innovation consultancy										X	X			X			
1 FUNDACIO EURECAT	EUT	928030235	Marc	Arana	marc.arana@eurecat.org	Innovation consultancy														X			
1 FUNDACIO EURECAT	EUT	928030235	Queret	Piana	queret.piana@eurecat.org	Researcher										X					X	X	
1 FUNDACIO EURECAT	EUT	928030235	Sandra	Casas	sandra.casas@eurecat.org	PI										X							
1 FUNDACIO EURECAT	EUT	928030235	Xavier	Domingo	xavier.domingo@eurecat.org	Unit head, A&I																	
1 FUNDACIO EURECAT	EUT	928030235	Gonzalo	Vilella	gonzalo.vilella@eurecat.org	Researcher										X				X			
1 FUNDACIO EURECAT	EUT	928030235	Jordi	Omrubia	jordi.omrubia@eurecat.org	Researcher										X							
1 FUNDACIO EURECAT	EUT	928030235	Ian	Palacin	ian.palacin@eurecat.org	Researcher														X			
1 FUNDACIO EURECAT	EUT	928030235	Idan	Cester	idan.cester@eurecat.org	Researcher										(X)							
2 Helen & Schuurmans B.V.	NBS	990715111	Martine	Rotink	martine.rotink@helen-schuurmans.nl	Unit head, WAS										X							
2 Helen & Schuurmans B.V.	NBS	990715111	Joop	van Lierhout	joop.vanlierhout@helen-schuurmans.nl	Demotee lead Atlantic	X	X	X	X	X	X	X	X	X	X					X		
2 Helen & Schuurmans B.V.	NBS	990715111	Jan Maarten	Verbrue	janmaarten.verbrue@helen-schuurmans.nl	Researcher										X							
3 Kompetenzentrum Wasser Berlin	KWB	998307123	Rabe	pochen	pochen.rabe@kompetenz-wasser.de	Financial management																	
3 Kompetenzentrum Wasser Berlin	KWB	998307123	Jochen	Rabe	pochen.rabe@kompetenz-wasser.de	Managing director										X							
3 Kompetenzentrum Wasser Berlin	KWB	998307123	Ulla	Bross	ulla.bross@kompetenz-wasser.de	Research group lead		X	X	X	X	X	X	X	X	X				X			(X)
3 Kompetenzentrum Wasser Berlin	KWB	998307123	Andreas	Matzinger	andreas.matzinger@kompetenz-wasser.de	Research group lead, Stand												(X)					
3 Kompetenzentrum Wasser Berlin	KWB	998307123	Daniel	Wicke	Daniel.Wicke@kompetenz-wasser.de	Researcher		X	X	X	X	X	X	X	X	(X)				X	(X)	X	X
3 Kompetenzentrum Wasser Berlin	KWB	998307123	Sandra	Bausch	sandra.bausch@kompetenz-wasser.de	Researcher		X	X	X	X	X	X	X	X	X				X	(X)		X
3 Kompetenzentrum Wasser Berlin	KWB	998307123	Michael	Rustler	michael.rustler@kompetenz-wasser.de	Stavrou																	
3 Kompetenzentrum Wasser Berlin	KWB	998307123	Moritz	Lemke-Oser	moritz.lemke@kompetenz-wasser.de	Communication										X							
3 Kompetenzentrum Wasser Berlin	KWB	998307123	Tobias	Evel	tobias.evel@kompetenz-wasser.de	Financial management										X							

Figure 3: Contact list with detailed filtering function using "X"

4.1.3 Meetings and record keeping

As outlined in Section 3 and figure 2, the different governance and management bodies of IMPETUS meet regularly to ensure that communication is transparent, accurate and up-to-date. As part of project quality management, meetings are well prepared, documented and followed-up.



Table 3: IMPETUS governance and meetings

Entity	Participants	Frequency and approx. dates	Lead
General Assembly Meeting	Assembly members (1-2 rep./ partner)	1x/ year, at the latest every October (see below)	EUT
Project Board	All WP leads/ their representatives	Monthly	EUT
Coordination Team	Josep, Guillem, Hannah, Queralt	Bi-weekly 30-60 minutes, as needed	EUT
WPL + DSC	All WP leads and DS coordinators	Weekly	EUT
Work Packages	All technical WPs	Regular scheduled meetings	WP Leads

Apart from General Assembly meetings, in-person meetings will occur only for critical phases, when demo or on-site development is more efficient than remote work, and where personal exchange and discussion, especially among different WPs or partners, is expected to add value to project progress and decisions. Following the gradual normalisation after the COVID-19 pandemic online meetings via TEAMS for all groups and governing bodies have become standard. Costs for travel and accommodation to participate in meetings should be covered by each partner's own budget.

Table 4: IMPETUS General Assembly meeting schedule

Entity/ Meeting Type	Date (Month)	Location	Host or responsible
Kick-off Meeting (KOM) (= 1 st General Assembly Meeting)	22.-23.10.2021 (M1)	Online	EUT
2 nd General Assembly Meeting	October 2022 (M12)	Barcelona	EUT
3 rd General Assembly Meeting and clustering meeting with sister project ARSINOE	October 2023 (M24)	Utrecht	EUT and KWR
4 th General Assembly Meeting	October 2024 (M36)	Berlin	KWB
5 th General Assembly Meeting - Review and project closing	Early September 2025 (M48)	TBD	TBD

Extraordinary meetings of any sort (i.e., technical, coordination, workshop, etc.) may be and are organised to suit the needs of the project. These can be held in person or by virtual means. Records of all ordinary meetings will be kept as short meeting minutes, with a focus on action points. Where possible, video recordings of virtual meetings will be created, however only if all participants consent to the recording, storage and sharing of the recording.

4.2 External communication

4.2.1 Outreach and Dissemination

H2020 brings a general obligation to promote the action and disseminate results (Articles 29 and 38 of the [Grant Agreement](#)).



There is also a specific and strong requirement regarding the open access mandate for scientific publications and research data, as well as the visibility of the EC funding. In the proposal stage, partners set aside budget under other direct costs and services to fund open access publications.

IMPETUS will take appropriate measures to engage with the public and the media about the project and to highlight the financial support of the Union. Under the leadership of ESCI, who is in charge of WP7, measures that were already drafted in the technical Annex of the Grant Agreement (Part B, Section 2.5. Measures to maximise impact), has been further developed and detailed in D7.1 and updated as D7.2 in November 2022, it is executed and monitored throughout the project lifetime.

Apart from written or graphic material, public engagement includes activities such as open days, lectures to lay public, school activities etc. that also form an important part of communication activities that the EC likes to see.

The general principle is that any beneficiary can publish the results (previously “foreground”) that they possess, provided it does not compromise or breach the confidentiality agreements and provisions in the GA (Article 36) and CA (Section 10: Non-disclosure of information).

The draft text of scientific publications and conference papers should be shared with all involved beneficiaries at least 7 days before submission. Any of those beneficiaries may raise objections within 5 days. The beneficiary objecting to a publication must show that its legitimate interests will suffer disproportionately great harm and shall include a request for necessary modifications.

Whenever possible, external publications should be joint publications between projects beneficiaries. References to published articles will be stored in the document repository.

A separate excel file of all publications and dissemination activities will be kept as a living document. This document is stored in IMPETUS document repository. Each partner must add publications and dissemination through the WP leader responsible for dissemination and the PCT.

Before any promotional material is published, ESCI will ask for the approval of the PCT. This will minimise the risk of communicating incorrect information and will also ensure that the communication contents do not breach the level of confidentiality.

For official IMPETUS press releases, approval will be required from the PCT. Press releases from the partners will be under their responsibility though it is recommended to inform ESCI about them.

For journalistic articles and interviews, only the organisations or persons mentioned in the publications will be required to approve or to fact-check the content. No official approval from the consortium is foreseen. These publications have a journalistic approach and interference by interested parties would be counterproductive for the distribution success.

No approval is needed for social media posts done by ESCI on the Twitter or LinkedIn pages.

In the case of scientific papers, approval is needed from the PB and will be discussed in the PB meetings

4.2.2 Sister projects and REGILIENCE

IMPETUS is part of a cluster of flagship projects under the EU Mission Climate Adaptation and Green Deal: [ARSINOE](#) and [TransformAr](#) are fellow Innovation Action projects and [REGILIENCE](#) is a Coordination and Support Action (CSA) project that seeks synergies for impact, presents bundled communication about activities and results, and aims to draw out long-term policy impact recommendations. As a cluster of closely related projects we can jointly address issues, devise concepts and activities which can leverage the impact of all 4 projects.

As such, IMPETUS PCT and WP leads will be asked to provide additional information, feedback or attend meetings relating to their activities, results, impact at all levels - be it technical, at local stakeholder level or for EU level policy advocacy. These requests will flow through the PCT, once contact has been established the communication can continue as desired either through the PCT or at partner level.



4.2.3 Funding visibility and disclaimer

All publications and dissemination materials produced by the project need to include a proper acknowledgement of the European Commission's contribution. When displayed in association with a logo, the European Commission's flag, should be given appropriate prominence.

Any dissemination of results, in any form, including electronic, must display the EC emblem and the following text:

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No. 101037084

For all publications, the following acknowledgement phrase is compulsory:

The research leading to these results has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No. 101037084 IMPETUS project

Any dissemination activity by the beneficiaries about the project, in whatever form and in or by whatever medium, must specify that it reflects only the author's views and that the European Union is not liable for any use that may be made of the information contained therein.

This [presentation/publication/etc] reflects only the author's views and the European Community is not liable for any use that may be made of the information contained herein.

4.3 High-resolution emblems and logos



High resolution EU emblems can be found here:
http://europa.eu/european-union/about-eu/symbols/flag_en



Figure 4: IMPETUS Logo

High-resolution IMPETUS logos are available in the SharePoint document repository under the folder: WP7-Communication and Dissemination / Visual identity.

Partner logos and the EU flag logo are available in the SharePoint document repository under the folder: WP7-Communication and Dissemination / Logos

4.3.1 Public deliverables

As set out in the templates, all public deliverables include space in the cover pages for compulsory disclaimers and Creative Commons licensing information. The author of the public deliverable is free to select the most convenient CC licence, depending on the desired level of use restriction (e.g., attribution, derivate, commercial use, sharing, etc.)

For more information on the Creative Commons licences, please go to: <http://creativecommons.org/licenses/?lang=en>. See example below:

This document reflects only the author's views and the European Community is not liable for any use that may be made of the information contained herein. All logos, trademarks, images, and brand names used herein are the property of their respective owners. Images used are for illustration purposes only.
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4.4 Etiquette

To keep communication and documentation clear, up-to-date and uncluttered, all members are asked to follow some basic rules:

4.4.1 Contact and mailing list

The list should normally not be used to distribute documents as attachments. This will keep the mailboxes of each partner and data traffic in general as small as possible. If documents must be distributed, partners should proceed as mentioned in 4.1.1 and send an email to the list or relevant partners, attaching only the link to the document in the SharePoint.

4.4.2 Collaborative space

Every partner is responsible for uploading material intended for sharing with some or all other partners of the consortium into the IMPETUS collaborative space.

Based on the contact list, members are invited to the collaborative space, the PCT requests partners to regularly check and adjust the list of members from their respective organisations. Note that keeping neat repository subscriptions avoids potential confidentiality issues and breaches.

Files should be uploaded and saved into the correct and relevant folders: if there is no suitable folder, one should be created, and partners or relevant WP members informed by email with a link to the file. All file and folder names should be short, pertinent and contain the date of the upload. The PCT will perform regular purges of the repository: files and folders that do not appear informative, current or seem redundant or random will be deleted.

4.4.3 Templates

Our communications partner ESCI has created templates that should be used exclusively. If there is a need for a specific format / purpose / audience, contact ESCI.

- Deliverable reports
- Milestone Notice of Achievement
- Interim Reports
- Meeting Minutes
- PowerPoint presentations
- Posters for conferences and other scientific/ peer audiences

Reports for the EC, such as the periodic report and financial reports, will follow the structure set by the EC and made available by the PCT once the templates become available in the EC Funding and Tender Portal.

4.4.4 Dissemination and publications

For the sake of collaborative and transparent partnership, all tenets set out in [subsection 4.2.1](#) of this handbook should be kept in mind.

For more on overall quality management please refer to [section 8](#).



5 Reporting

The IMPETUS project work plan is detailed in the Description of the Action (DoA), Annex 1 of the [Grant Agreement](#). All Work packages, tasks, deliverables and resources to be spent during the project are defined in the DoA (See [Annex 4](#) for Gantt Chart). Progress of the project is monitored and assessed in terms of timeliness and adherence to the budget and allocated PM for the achievement of milestones, deliverables and reports.

All overview tables are also available in the [EC Funding and Tender Portal](#) ("Participant Portal") My projects>IMPETUS>Manage Project> Continuous Reporting Data under the respective tabs.

Table 5: IMPETUS reporting procedure and schedule

Type of report	To WP lead for review	To technical coord. for review	To PCT	Upload into PP
Financial interim report	N/A	4 weeks before deadline	1 week before deadline	N/A
Periodic (Technical and Financial)	6 weeks before deadline	3 weeks before deadline	1 week before deadline	Trial upload 5 days before deadline
Dissemination/ Communication reports	4 weeks before final deadline	3 weeks before deadline	1 week before deadline	Ongoing, trial upload 3 days before deadline

The PCT will upload/ submit to the EC via the Funding and Tenders Portal after reviewing and checking each report according to the following criteria:

- Completeness
- Accuracy
- Relevance
- Depth
- Adherence to template
- Scientific acknowledgment

(See [section 8-](#) Quality management for details)

5.1 Milestones

Most milestones are directly linked to corresponding deliverable reports (DRs) as a means of verification and are merely ticked off as achieved in the portal. If there is no corresponding report, a written record of the achievement will be kept as an alternative. This is done using the template mentioned in [subsection 4.5](#). Even if there is a deliverable report available, depending on the nature of the milestone it is encouraged to cross-reference the related DR if there is one.

See [Annex 2](#) for the Milestones table

5.2 Deliverables

Deliverables are usually reports, demonstrators (prototypes) or other tangible outputs such as websites or audio-visual material. For deliverables that do not require a formal report (e.g. the demonstrators) the PCT will ask for a brief deliverable report that can be uploaded into the F&T portal.

1. Deliverable reports are usually written by WP leads or a task lead appointed by the WP lead.
2. 1-2 reviewers can be chosen by the authors based on expertise, but should not be directly involved in the task execution.
3. Ideally, if 2 reviewers are chosen, one is internal to the author's organisation and the second one from another partner organisation



4. Reviewers can be other WP leads, but to ease the workload of the WPs it is recommended that they delegate within their project teams, or the author selects another suitable reviewer

Table 6: IMPETUS deliverable procedure and schedule

Latest timepoint to present a structure/ table of contents to the PCT	Choose reviewers and update deliverable monitoring list	Latest timepoint to start drafting V1	V1 to chosen reviewer(s) for comments, clarification etc.	V2 To Quality Manager (IMPETUS Quality Manager: Christos Makropoulus, NTUA (cmakro@mail.ntua.gr)	V3 To PCT for final check, cross-referencing with DoA etc.	Final Version uploaded by coordinator into F&T portal
6 weeks before final deadline	6 weeks before final deadline	4 weeks before final deadline	3 weeks before final deadline	2 weeks before final deadline	1 week before final deadline	On day before deadline

Nevertheless, WP leads are encouraged to start collecting input, drafting a structure, delegating tasks and setting internal deadlines etc. as early as they see fit according to the complexity of the deliverable topic treated.

The review process is guided by a set of criteria and questions; details are found on SharePoint under [IMPETUS Deliverables SOP FINAL](#)

For further information see [Annex 3](#) for the deliverables overview table, and the detailed [Deliverables Monitoring List.xlsx](#) in SharePoint.

5.3 Project periodic reporting

IMPETUS has three official reporting periods, and a technical review will be carried out in or around M18. The completion of the reports is a contractual obligation and a joint responsibility of all partners who are obliged to account for all technical and financial activities, results, outputs and deviations to the EC for each reporting period and at the end of the project in M48.

Reporting Period 1 (RP1) **M18** 01.10.2021 - 31.03.2023
 Inofficial report (technical) **M27**, 01.04.2023- 31.12.2023, due 31.01.2024
 Reporting Period 2 (RP2) **M36** 01.04.2023 - 30.09.2024
 Reporting Period 3 (RP3) **M48** 01.10.2024 - 30.09.2025 (Final Report)

Furthermore, every 9 months an internal financial report will be presented by every partner to the PCT using excel templates. This is to enable partners to and the PCT to monitor expenses and catch mistakes or erroneous reporting before too much time has elapsed.

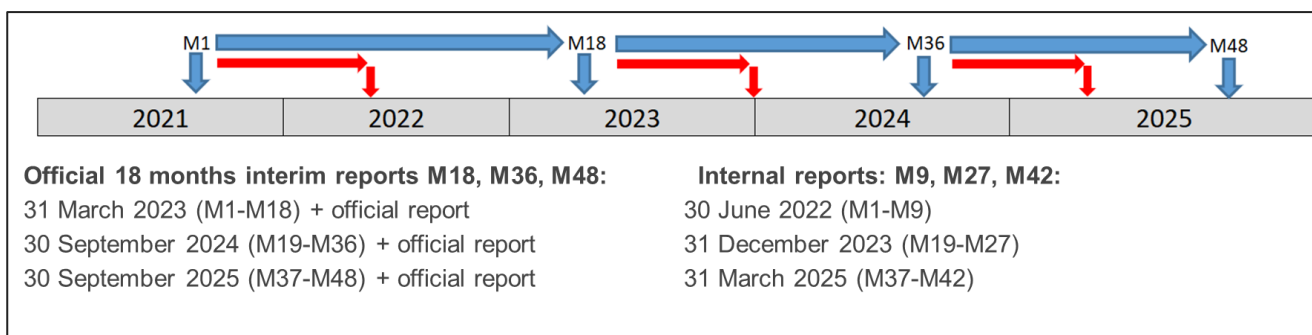


Figure 5: IMPETUS Reporting Calendar

5.3.1 Reporting template

At the end of each reporting period the EC “unlocks” the periodic reporting interface in the [EC Funding and Tender Portal](#) (“Participant Portal” under *My projects>IMPETUS>Manage Project>Periodic Reporting Data*). Under that, a MS Word template for the technical report and an interactive interface for the financial reporting will become available / activated.

The template is designed to capture the entire project technical reporting; the PCT will send out an adapted template for each WP to be drafted fully by every WP lead with input from the respective task leads.

Coordinated by the PCT, there are 60 days to draft, review and finalise the technical, narrative reports and the financial reports. The PCT requests that partners start drafting their respective WPs at least 4 weeks prior to the start of the 60day period (=end of reporting period), it is therefore advised to start gathering and finalising information for the reports well within the respective reporting period.

5.3.2 Activity reports

The activity reports account for all technical and managerial activities carried out during the respective reporting period.

The required inputs are the following:

- Each partner must provide a description of all activities carried out during the period in each of the work packages / tasks in which it is involved. Reporting issues and risks detected during the project implementation (technical risks, IPR issues, etc.) is also a must. The issues and risk reporting can be done at any stage of the project implementation. To that end, the PCT will set a Risk Log to register and follow-up project risks at any point during the project implementation. The risks reported in the Risk Log will be referenced in the periodic report.
- The activity report will include the reporting of efforts invested in each work package. In the activity report efforts will be reported in person-months. Please note that the amount of person months declared in the activity report must be consistent with the hours (personnel costs) reported in the financial statements and the timesheets. Information on how to calculate person months is in section 6.1.
- WP leaders will be requested to check partners’ inputs to their respective WPs and to produce a sound and cohesive introduction detailing main achievements / progress during the period. WP leaders will be requested to be particularly attentive to any irregular or extraordinary input (either as activity described or effort reported). Any deviations from the work plan must be very well explained and, where applicable, appropriate mitigating actions must be taken to remedy the situation.
- The technical coordinator will assess the overall quality of the report and the inputs, and ensure that it provides an intelligible, comprehensive and accurate vision of the project progress towards technical and market objectives, including setbacks and risks where applicable.
- The PCT will provide an overall account of managerial activities, including financial monitoring of the project, resources spent, etc.

5.3.3 Internal reporting and financial statement

The project has set 3 interim internal reporting periods (M1-M9, M19-27 M37-M42), along with the reporting periods described above, for which financial activity will be reported. The purpose of this internal reporting is to allow for project progress monitoring and to catch budget deviations and erroneous practices ahead of the official reporting times.



The financial statement for H2020 projects is 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 by applying the H2020 funding rules.

In this template, partners will be able to report their direct costs (personnel, equipment, consumables etc.), and calculate the requested contribution for each period.

The final financial reporting, due after the end of the project, will be prepared and signed electronically by each partner and submitted via the Research Participant Portal.

This section ties in directly with Sections 6.3 and 6.4 and should be viewed as complementary

5.3.3.1 Effort vs personnel costs

For each of the activity and financial reports, partners will be requested to provide information on the efforts invested in the project and the personnel costs this effort stands for.

Efforts

When it comes to the activity reports, the efforts spent in the project will be reported in **Person Months (PM)**. A PM is typically the average productive hours (i.e. excluding sickness, courses, vacations, etc) per month per person (full-time) for the organisation (usually ranging from 140 to 160 hours, depending on country and type of organisation). E.g. If during a given reporting period a project team has invested (collectively) 480 hours in a given task, this would translate into 3 PMs of effort invested in an organisation with an average of 160 productive hours per month.

Personnel costs

These efforts should be translated into costs for the Financial Statement. The common base of calculation is the number of hours, which should be consistent in both reports and the time recording system implemented (i.e. Timesheets). The financial statement must include a breakdown of the PMs collectively invested by statement by person and hourly cost rate in order to calculate the actual personnel costs these efforts stand for.

*The 480 hours invested collectively by the team consists of: 80 hours of Senior Researcher 1 at an X hourly cost rate; 150 hours of a Junior researcher at a Y hourly cost rate and 250 hours of a PhD candidate at a Z hourly cost rate. **The sum of the hours invested by each of the persons will add 480 hours (3PMs) and the personnel cost will be obtained by multiplying the hours invested times the hourly cost rate.***

The template for financial statement is available in SharePoint: [Documents > IMPETUS All Partners and WP Leads > Reporting \(DRs, MS, Internal, EC\) > Internal Reports](#)

5.3.3.2 Timesheets

All partners who have allocated staff and PM to the project are legally obliged to keep up-to-date, plausible and accurate time records. Generally a printable Excel table with the following minimum requirements is enough:

- Title and number of the action, as specified in the GA
- Beneficiary's full name, as specified in the GA
- Date and signature of the staff member
- Number of hours worked for the action in the period covered
- Supervisor's full name and signature
- Related Action tasks or work packages of Annex 1 of GA, to which the person has contributed through the reported working hours.

If a staff member is working 100% for the project a letter certifying this will be sufficient. We will provide a template if needed. Please bear in mind that one letter is required per reporting period, and the declaration must be dated and countersigned for acceptance by the person concerned and his/her supervisor.

The template for financial statement is available in SharePoint: [Documents > IMPETUS All Partners and WP Leads > Reporting \(DRs, MS, Internal, EC\) > Internal Reports](#)



- Certified electronic signature
- Documented and secure process for managing user rights and an auditable log of all electronic transactions.

[illegible]

Figure 6: Example of a timesheet

5.3.4 Audit certificates

For further information, visit the Reference Documents section of the Research & Innovation Participant Portal. Guidance documents related to the audit certificate are available at: [Checks, audits, reviews & investigations - Online Manual - Funding Tenders Opportunities \(europa.eu\)](#)

5.4 EC reviews

EC reviews will be organised by the PCT to present the project results to the EC and their independent experts. This enables the EC to monitor the project and to ensure that contractual obligations are fulfilled. Additionally, future projects plans are discussed and agreed within such a meeting.

The IMPETUS project will have one technical review meeting. The EC Project Officer may request to have the review meeting remotely or face to face, either in any of the partner's venues or carried out in Brussels at the EC's dependencies. In any case, attendance of partners will be decided by the Project officer.

Table 7: Project review schedule

Review number	Tentative timing	Venue	Comments
RV 1	June 2023 (M21)	Online	1st intermediate project review
RV 2	December 2024 (M29)	Online	2nd intermediate project review
RV 3	September 2025 (M48)	TBD	Final project review

6 Financial management

6.1 Reimbursement rates and funding scheme

Projects funded under the H2020 programme observe certain financial rules. Typically, the EC grants funding by applying a reimbursement rates model applied to the total eligible costs of the project. The eligible costs of the project build up the project budget, and are composed of direct costs and indirect costs.

- **Direct costs** are all those eligible costs which can be attributed directly to the project and are identified by the beneficiaries as such, in accordance with its accounting principles and its usual internal rules. Here a non- exhaustive list of possible direct costs: personnel (both permanent and temporary,), travel and subsistence, equipment, consumable, subcontracting.
- **Indirect costs** are all those eligible costs which cannot be identified by the beneficiaries as being directly attributed to the project, but which can be identified and justified by its accounting system as being incurred in direct relationship with the eligible direct costs attributed to the project. Indirect costs, also called overheads, are all the structural and support costs of an administrative, technical and logistical nature which are cross-cutting for the operation of the beneficiaries' body's various activities and cannot therefore be attributed in full to the project. H2020 establishes a universal 25% flat rate over total direct costs (except subcontracting) for calculating the indirect costs of the project.

The European Commission's reimbursement of costs cannot exceed the upper funding limit. The different upper funding limits depend on the type of beneficiary (see table overleaf).

Table 8: Type of action and EC funding

Type of beneficiary	Non-profit	Profit
Research and Innovation Action (RIA)	100%	100%
Innovation Actions (IA) → IMPETUS	100%	70%
Coordination & Support Actions (CSA)	100%	100%



6.2 Budget

Table 9: IMPETUS budget

Budget per partner						
	Personnel	Other	Total Direct Costs	Indirect	Total Costs	EC Contribution
EUT	868.500,00 €	524.000,00 €	1.392.500,00 €	348.125,00 €	1.740.625,00 €	1.740.625,00 €
N&S	630.000,00 €	143.300,00 €	773.300,00 €	193.325,00 €	966.625,00 €	676.637,50 €
KWB	666.600,00 €	135.800,00 €	802.400,00 €	200.600,00 €	1.003.000,00 €	1.003.000,00 €
NTUA	413.896,00 €	194.800,00 €	608.696,00 €	152.174,00 €	760.870,00 €	760.870,00 €
EURAC	508.800,00 €	90.300,00 €	599.100,00 €	149.775,00 €	748.875,00 €	748.875,00 €
UIT	714.600,00 €	415.800,00 €	1.130.400,00 €	282.600,00 €	1.413.000,00 €	1.413.000,00 €
BEF	215.180,00 €	41.800,00 €	256.980,00 €	64.245,00 €	321.225,00 €	321.225,00 €
MAICH	152.000,00 €	33.400,00 €	185.400,00 €	46.350,00 €	231.750,00 €	231.750,00 €
AUEB	234.178,00 €	23.400,00 €	257.578,00 €	64.394,50 €	321.972,50 €	321.972,50 €
EYDAP	145.000,00 €	115.400,00 €	260.400,00 €	65.100,00 €	325.500,00 €	227.850,00 €
GSNEW	110.000,00 €	55.400,00 €	165.400,00 €	41.350,00 €	206.750,00 €	206.750,00 €
MANTIS	180.000,00 €	15.400,00 €	195.400,00 €	48.850,00 €	244.250,00 €	170.975,00 €
DTES	126.198,00 €	55.400,00 €	181.598,00 €	45.399,50 €	226.997,50 €	226.997,50 €
URV	80.960,00 €	22.400,00 €	103.360,00 €	25.840,00 €	129.200,00 €	129.200,00 €
UDG	126.000,00 €	20.400,00 €	146.400,00 €	36.600,00 €	183.000,00 €	183.000,00 €
LOB	391.500,00 €	20.800,00 €	412.300,00 €	103.075,00 €	515.375,00 €	360.762,50 €
KWR	501.500,00 €	28.400,00 €	529.900,00 €	132.475,00 €	662.375,00 €	463.662,50 €
WEI	300.000,00 €	48.400,00 €	348.400,00 €	87.100,00 €	435.500,00 €	304.850,00 €
SenUVK	323.400,00 €	59.400,00 €	382.800,00 €	95.700,00 €	478.500,00 €	478.500,00 €
BWB	165.375,00 €	45.400,00 €	210.775,00 €	52.693,75 €	263.468,75 €	184.428,13 €
GCF	507.500,00 €	64.100,00 €	571.600,00 €	142.900,00 €	714.500,00 €	714.500,00 €
MGIS	245.840,00 €	27.400,00 €	273.240,00 €	68.310,00 €	341.550,00 €	239.085,00 €
UBERN	104.000,00 €	19.400,00 €	123.400,00 €	30.850,00 €	154.250,00 €	154.250,00 €
BIM	108.000,00 €	22.900,00 €	130.900,00 €	32.725,00 €	163.625,00 €	163.625,00 €
CANT	108.000,00 €	137.900,00 €	245.900,00 €	61.475,00 €	307.375,00 €	215.162,50 €
TFFK	399.000,00 €	391.900,00 €	790.900,00 €	197.725,00 €	988.625,00 €	988.625,00 €
ZPR	180.000,00 €	169.400,00 €	349.400,00 €	87.350,00 €	436.750,00 €	436.750,00 €
JPOIC	96.000,00 €	132.400,00 €	228.400,00 €	57.100,00 €	285.500,00 €	285.500,00 €
THETIS	341.120,00 €	15.400,00 €	356.520,00 €	89.130,00 €	445.650,00 €	311.955,00 €
UNSDSN	139.200,00 €	60.400,00 €	199.600,00 €	49.900,00 €	249.500,00 €	249.500,00 €
IUCN	135.668,00 €	35.400,00 €	171.068,00 €	42.767,00 €	213.835,00 €	213.835,00 €
ESCI	446.400,00 €	149.400,00 €	595.800,00 €	148.950,00 €	744.750,00 €	744.750,00 €
	9.664.415,00 €	3.315.400,00 €	12.979.815,00 €	3.244.953,75 €	16.224.768,75 €	14.872.468,13 €

6.2.1 IMPETUS direct costs

Any deviation on the costs will have to be communicated to the PCT and, depending on the amounts or reasons, explicit agreement from the PO will have to be sought.

The estimated budget breakdown of the project may be adjusted by transfers of amounts between beneficiaries or between budget categories (or both). This does not require an amendment according to Article 55, if the action is implemented as described in Annex 1 of the GA.

The beneficiaries may not, however, add costs relating to subcontracts not provided for in Annex 1 of the GA, unless such additional subcontracts are approved in accordance with Article 13 of the GA.

6.3 Cost eligibility

In order to be considered for reimbursement, costs incurred by the beneficiaries in the course of the project must satisfy the eligibility criteria laid down in the GA.

This section ties in directly with [Section 5.3 Project Reporting](#) and should be viewed as complementary.

In order to be eligible, costs must be:

- **Actually incurred (actual costs).** That means that they must be real and not estimated, budgeted or imputed. Where actual costs are not available at the time of establishment of the

certificate on the financial statements, the closest possible estimate can be declared as actual if this conforms with the accounting principles of the beneficiary. This must be mentioned in the financial statement.

- **Incurred by the beneficiary.** That means that supporting documents proving the payment of the costs by the beneficiaries must be kept for all costs and for up to five years after the end of the project.
- **Incurred during the duration of the project**, except for costs incurred in relation to final reports as well as certificates on the financial statements, which may be incurred during the period of up to 60 days after the end of the project (or the date of termination whichever is earlier)
- Determined according to the usual accounting and management principles and practices of the beneficiary identifiable and verifiable. That means that beneficiaries cannot create specific accounting principles for H2020 projects.
- Used for the sole purpose of achieving the objectives of the project and its expected results, in a manner consistent with the principles of economy, efficiency and effectiveness recorded in the accounts of the beneficiary.

The eligible costs are either **direct** or **indirect**.

In the following sections, brief explanations of the relevant cost items in the IMPETUS project are commented in an indicative way. For further information on the eligible and ineligible costs please check the IMPETUS Grant Agreement (Article 6- Eligible and ineligible costs, p.15). You may also check the Annotated Model Grant Agreement, with elucidation notes for further details and clarifications.

6.4 Direct Costs

6.4.1 Personnel costs

Personnel costs are eligible if they are related to personnel working for the beneficiary under an employment contract (or equivalent appointing act) and assigned to the action. They must be limited to salaries (including during parental leave), social security contributions, taxes and other costs included in the remuneration, if they arise from national law or the employment contract (or equivalent appointing act).

Staff of the project must:

- Be directly hired by the beneficiary in accordance with its national legislation,
- Work under the sole technical supervision and responsibility of the latter, and
- Be remunerated in accordance with the normal practices of the beneficiary.

Costs related to parental leave for persons who are directly carrying out the project are eligible costs, in proportion to the time dedicated to the project, provided that they are mandatory under national law. Based on the “actually incurred” rule, only the hours worked on the project can be charged. Working time to be charged must therefore be recorded throughout the duration of the project by any reasonable means. The complete time recording system should enable reconciliation of total hours in cases where personnel work on several projects during the same period. Participants may use their own institution's timesheets provided they give sufficient information.

6.4.1.1 Additional remuneration

Generally, payment of bonuses that are not an employer's obligation arising from the national regulation relating to labour law or even from the employment contract and that are within its discretion may not be considered as part of normal remuneration, even though identified as a payment on the payroll, and their eligibility may be questioned (in particular with respect to the criterion of necessity for carrying out the project).

However, H2020 allows non-profit legal entities to declare as personnel costs additional remuneration for personnel assigned to the action (including payments based on supplementary contracts regardless of their nature), if:



- a. It is part of the beneficiary's usual remuneration practices and is paid in a consistent manner whenever the same kind of work or expertise is required.

The criteria used to calculate the supplementary payments are objective and generally applied by the beneficiary, regardless of the source of funding used.

The limit of this additional payment is € 8.000 if the person works full time exclusively to the project.

6.4.1.2 Consultants

Partners can charge to the project the hours of consultants - costs for natural persons working under a direct contract - in an H2020 project, if the following cumulative criteria are fulfilled:

- (a) The person works under the beneficiary's instructions and, unless otherwise agreed with the beneficiary, on the beneficiary's premises;
- (b) The result of the work carried out belongs to the beneficiary, and
- (c) The costs are not significantly different from those for personnel performing similar tasks under an employment contract with the beneficiary.

Costs of personnel seconded by a third party against payment: this option is available only for ANT UK and it has been approved in the DoA. As stated in Art. 11, the Commission may approve in-kind contributions not set out in Annex 1 (DoA) without amendment (see Article 55), if:

- they are specifically justified in the periodic technical report and
- their use does not entail changes to the agreement which would call into question the decision awarding the grant or breach the principle of equal treatment of applicants.

Costs of owners of beneficiaries that are small and medium-sized enterprises ('SME owners') who are working on the action and who do not receive a salary are eligible personnel costs, if they correspond to the amount per unit set out in Annex 2 multiplied by the number of actual hours worked on the action.

6.4.2 Travel and subsistence

This budget category covers travel costs and related subsistence allowances (including all related duties, taxes and charges that the beneficiary has paid, if including them is part of the usual practices for travel (e.g. non-deductible VAT; see Article 6.5)). Travel and subsistence costs may relate to the personnel of the beneficiaries as well as to external experts that participate in the action on an ad hoc basis (e.g. attending specific meetings), if the experts' participation is envisaged in Annex 1. In this case, the beneficiary may reimburse the experts or handle the travel arrangements itself (and be invoiced directly). There is no distinction between travelling in or outside of Europe.

Again, eligibility conditions are:

- Travel costs must be declared as actual costs, incurred during the project lifetime (against receipts, or usual per diem amount paid by the beneficiary)
- The travel must be necessary for the action (e.g., to present a paper explaining the results of a conference)
- Be in line with the beneficiary's usual practices on travel.

6.4.3 Equipment costs: depreciation costs of equipment, infrastructure or other assets

Depreciation costs of equipment are eligible if:

- They are declared as actual costs, incurred during the project lifetime, are necessary for the action and linked to it
- They have been purchased in accordance with Article 10.1.1 of the Grant Agreement



- They can be written off in accordance with the beneficiary's usual accounting practices and with international accounting standards
- The depreciable amount (purchase price) of an asset is allocated on a systematic basis over its useful life (i.e., the period during which the asset is expected to be usable)
- The depreciated equipment costs do not exceed the equipment's purchase price
- The depreciation is not spread over a period longer than the equipment's useful life

Note that common office equipment (i.e. computers, laptops and software) will be problematic and may be rejected.

6.4.4 Other direct costs

This budget category covers any goods and services that were purchased for the action (or contributed in-kind against payment), including:

- Costs for consumables and supplies (e.g. raw materials, scientific publications needed for the action, etc.)
- Dissemination costs (including open access during the action) and conference fees for presenting project-related research
- Costs related to intellectual property rights (IPR) (including costs to protect the results or royalties paid for access rights needed to implement the action)
- Costs for certificates of financial statements (CFS) and certificates of methodology (unless unnecessary, for instance because the EU contribution is less than EUR 325.000) or the certificate was submitted not for the final report but before).
- Translation costs (if translation is necessary for the action's implementation, is justified, etc.)

6.4.5 Ineligible costs

Article 6.5 of the Grant Agreement list the ineligible costs of the project:

(a) Costs that do not comply with the conditions set out above (Article 6.1 to 6.4), in particular:

- Costs related to return on capital
- Debt and debt service charges
- Provisions for future losses or debts
- Interest owed
- Doubtful debts
- Currency exchange losses
- Bank costs charged by the beneficiary's bank for transfers from the Commission
- Excessive or reckless expenditure
- Deductible VAT
- Costs incurred during suspension of the implementation of the action (see Article 49)

(b) Costs declared under another EU or Euratom grant (including grants awarded by a Member State and financed by the EU or Euratom budget and grants awarded by bodies other than the Commission for the purpose of implementing the EU or Euratom budget); in particular, indirect costs if the beneficiary is already receiving an operating grant financed by the EU or Euratom budget in the same period.

6.5 Indirect costs model

H2020 established a universal flat-rate of 25% of eligible direct costs, excluding:

- Costs of subcontracting
- Costs of in-kind contributions provided by third parties which are not used on the beneficiary's premises.

The financial statement template will auto-calculate the amount of indirect costs for each party.



6.6 Payments by the EC and distribution

The contract specifies a maximum EC contribution to the project. According to the GA, the maximum EC contribution to be received by the IMPETUS project is EUR14,872,468.13.

The EC issues the payments to the coordinating partner. The coordinating partner is responsible for receiving and ensuring the distribution of the community financial contribution in accordance with the provisions in the GA and the CA.

All partners have provided and verified their bank account information. Whenever changes regarding this bank account information occur on the partner's side the coordinating partner must be informed immediately and the concerned partner must fill out, stamp and sign the bank account form and send it back to the PCT. The template for the bank account form is available from the PCT, a TEAMS call may be set up to finalise the verification.

By a system of periodic advance payments (pre-financing) a permanent positive cash flow is guaranteed, giving great financial certainty to the consortium.

Since IMPETUS has three reporting periods, the project will have four payment processes: the pre-financing, interim payment, a second pre-financing and the final balance payment.

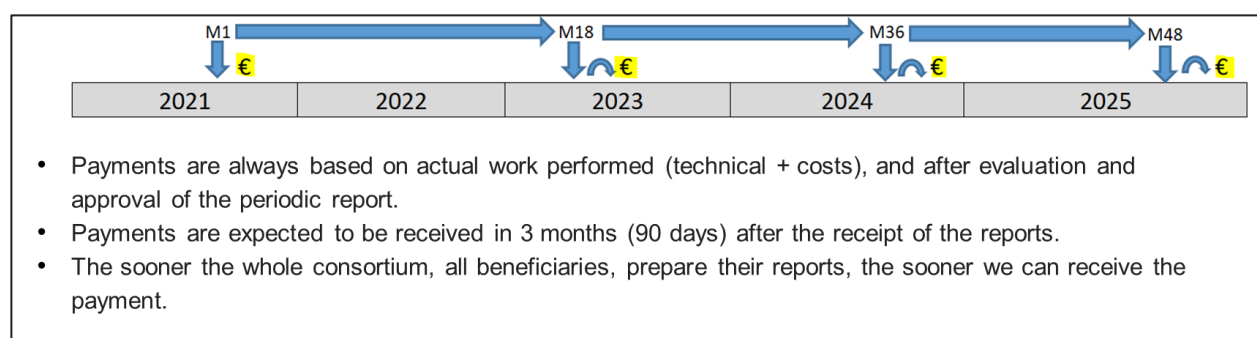


Figure 7: Payment schedule EC

6.6.1 First pre-financing

At the beginning of the project, the EC issues a first payment (pre-financing) to ensure the necessary cash flow for carrying out project activities.

Article 21.2 of the GA states that the amount of the pre-financing issued to the IMPETUS project is 7.187.863,84 €, 55% of the total maximum EC contribution to the project. Please see the following table for details:

Table 10: IMPETUS prefinancing rates October 2021

Acronym	Budget	Reimbursement	EU Contribution	Pre-financing
EUT	1.740.625,00	100,00%	1.740.625,00	841.244,06
N&S	966.625,00	70,00%	676.637,50	327.018,90
KWB	1.003.000,00	100,00%	1.003.000,00	484.749,90
NTUA	760.870,00	100,00%	760.870,00	367.728,47
EURAC	748.875,00	100,00%	748.875,00	361.931,29
UIT	1.413.000,00	100,00%	1.413.000,00	682.902,90
BEF	321.225,00	100,00%	321.225,00	155.248,04
MAICH	231.750,00	100,00%	231.750,00	112.004,78
AUEB	321.972,50	100,00%	321.972,50	155.609,31
EYDAP	325.500,00	70,00%	227.850,00	110.119,91
GSNEW	206.750,00	100,00%	206.750,00	99.922,28
MANTIS	244.250,00	70,00%	170.975,00	82.632,22
DTES	226.997,50	100,00%	226.997,50	109.707,89
URV	129.200,00	100,00%	129.200,00	62.442,36
UDG	183.000,00	100,00%	183.000,00	88.443,90
LOB	515.375,00	70,00%	360.762,50	174.356,52
KWR	662.375,00	70,00%	463.662,50	224.088,09
WEI	435.500,00	70,00%	304.850,00	147.334,01
SenUVK	478.500,00	100,00%	478.500,00	231.259,05
BWB	263.468,75	70,00%	184.428,13	89.134,11
GCF	714.500,00	100,00%	714.500,00	345.317,85
MGIS	341.550,00	70,00%	239.085,00	115.549,78
UBERN	154.250,00	100,00%	154.250,00	74.549,03
BIM	163.625,00	100,00%	163.625,00	79.079,96
CANT	307.375,00	70,00%	215.162,50	103.988,04
TFFK	988.625,00	100,00%	988.625,00	477.802,46
ZPR	436.750,00	100,00%	436.750,00	211.081,28
JPOIC	285.500,00	100,00%	285.500,00	137.982,15
THETIS	445.650,00	70,00%	311.955,00	150.767,85
UNSDSN	249.500,00	100,00%	249.500,00	120.583,35
IUCN	213.835,00	100,00%	213.835,00	103.346,46
ESCI	744.750,00	100,00%	744.750,00	359.937,68
TOTAL	16.224.768,75		14.872.468,13 	7.187.863,84

Partners are responsible for the forwarding of the payments to their third parties (as for their technical execution).

Partners should consider that the pre-financing remains the property of the European Union until the final payment. If, at the time of final payment, the total amount already paid proves to be higher than the EC contribution accepted, the EC has the right to recover the difference.

The first pre-financing for the first period is transmitted to the coordinating partner within 30 days of entry into force of the GA. The PCT has the obligation to disburse the pre-financing among project partners that have signed the Annex 3 -Accession forms within 30 days.

6.6.2 Second pre-financing instalment

Interim payment amounts will be distributed according to the costs reported and accepted by the Funding Authority and according to the total interim payment received by the Coordinator. Interim payment received from the Funding Authority will be paid in full to parties according to the costs accepted by the Funding Authority for the relevant period. The amount of the second instalment is capped to 85% of the respective Total Fund Authority Contribution of each Party (10% retention and the 5% Guarantee Fund).

Payments are expected to be received up to 90 days **after the submission and approval of the periodic reports.**

The remaining pre-financing will be distributed upon submission of the Periodic Report of the 1st reporting period to the Funding Authority. The amount of the second pre-financing issued to the IMPETUS project is EUR 2142351.73 € of the total maximum EC contribution to the project.

6.6.3 Final payment

A final payment will be issued to all parties after the successful conclusion of the project, calculated as the difference between the amount already paid to the Party as pre-financing and interim payments and the total eligible costs of the Party as defined in the Consortium Budget. Only those eligible costs approved by the Commission, and paid to the Project Coordinator, will be reimbursed. The final payment will also include the payment of the 10% retention and the Guarantee Fund and the 5% Guarantee Fund.

7 Risk management

7.1 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 1.3.5 of the GA](#) (pp. 155-158 of 509)

Taking 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 materialise. Risk management should be systematic and not based on chance. It is about proactive identification, assessment and control of risks that might affect the delivery of the project's objectives.

Risk management is a continual 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.

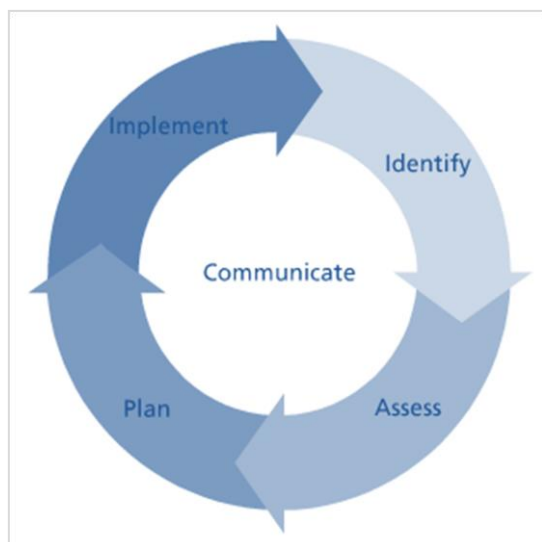


Figure 8: PRINCE2 Risk Management 5 steps

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 Figure 7).

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

The **risk management strategy**, based on PRINCE2 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.

- Tools and techniques: As mentioned above the IMPETUS risk management approach is built upon Project Management standard PRINCE2. It assesses any potential negative or positive risk by its cause, likelihood, impact, timing, and the choice of response.
- Risk Register: The risks identified at the time of the proposal submission are found in the [“Critical Risks”](#) tab in the Funding and Tender portal of the EU. An ongoing risk register,

[“IMPETUS Risk Assessment Table”](#), is stored as an excel file on the project SharePoint, it consists of two sheets: “Risks identified during the proposal stage” and “Risks identified in M1-6”. WP leads will be asked to update the table every 4-6 months.

- For each entry in the risk register, the following fields should be recorded:
 - Risk # (according to F&T portal)
 - Description of Risk Risk Type / Risk Assessment
 - WP #
 - Identified by (Name and Institution)
 - Risk Management Measures: PM – preventive measures, CA – corrective actions
 - Date of last evaluation (DD.MM.YYYY)
 - Did the risk materialise (Y/N)
 - Please provide a short update of the risk: (e.g.: What happened, Why is it (not) relevant at the moment, etc.)
 - Did you apply risk mitigation measures? (Y/N)
 - If you applied risk mitigation measures, describe which and how
 - If the risk-mitigation measures couldn't be applied/weren't applied, please explain why.
- The risk register will be shown at each review meeting with the EC.

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

7.1.1 Responsibilities

Any kind of dispute shall be solved firstly by the involved partners. Should the conflict persist then it may reach the General Assembly or, if necessary, even the European Commission. The coordinator has a central role to prevent cases of conflict or, alternatively, to mediate.

The PCT, in particular the technical coordinator, is responsible for keeping the risk register accessible to all IMPETUS members through the project repository. Prompted by the technical coordinator, partners are responsible for keeping it updated. It is a good practice to appoint one individual as responsible for monitoring each identified risk. In that sense, Work Package Leaders as supervisors of the progress of work within their WP are responsible to report any new risk detected to the coordinator and suggest actions to tackle it. The moment for risk assessment and management is any of the progress report. Even though any identification of new risks must be communicated immediately to the coordinator.

8 Quality management

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 deliverables 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 it is monitoring and reporting on the achievements of the project objectives. It provides valuable inputs to support a successful project monitoring and steering, including quality assurance and control, efficient project management within contractual rules and deadlines, active communication with the European Commission and addressing of potential problems and implement adjustments to processes, tasks and activities where necessary. The technical manager of the project, with the aid of the PCT, will implement the quality assurance procedures. Nonetheless, 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 systematically corrective actions or contingency plans, 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) being a handbook for every member of the project consortium to conduct their project activities at high-quality levels.

8.1 Document production

The project provides templates with a standard visual image, to assist clear communication and comprehension, these are available in [SharePoint](#).

The following are the main guidelines for use in partner communication, documentation, reporting, and deliverable production.

8.1.1 Reports and deliverables

Reports and deliverables will be produced in MS Word: working drafts and editable working copies will be supplied to partners as Word documents. After the review of a deliverable, the author will send the final version in Word format. The PCT will revise the final documents and submit the final PDF file.

The final PDF version will also be made available to partners and will be regarded as the definitive version of the report or deliverable.

- Reports and deliverables have a consistently styled cover sheet and structure (all fields MUST be filled in), based on the template. All pages should be numbered, and the document identification number should be included in the header. All reports and deliverables should carry the IMPETUS logo and the EU emblem.
- Financial statement (Annex 4 of the Grant Agreement): the customised financial statement template is provided by the PCT in a Microsoft Excel file, using the template of the EC.

Any other financial reports or numerical records produced for electronic circulation between the project partners or submission to the EC should be prepared using Microsoft Excel.

- Presentations: the PCT provides templates for project presentations in order to facilitate their production as well as to guarantee the consistency and quality of the IMPETUS image.

In case of doubt about the use of a template, proposals for improvements or new templates, please contact the PCT.

See [Section 5](#) for specific details.

Deliverables should be conceived according to the objectives and the target audience. The following three key questions should be determined by the responsible for each deliverable:

- What is the purpose of the deliverable?
- Who is the target audience?
- What is the best way to convey the information?

8.2 Quality assurance of work and results

All work and results of IMPETUS (PU and CO) will undergo a Quality Assurance (QA) procedure, as follows:

1. WP leaders are responsible for the arrangements and logistics for the QA process and its supervision (contacting reviewers, meeting deadlines, etc.).
2. Reviewers will be selected by deliverable leader as early as possible.

3. Reviewers' comments should be addressed before the deliverable can be considered final. Thus, the author(s) of the deliverable should send the reviewed/revised document to the reviewers for a final acceptance of the document.
4. With the approval of the reviewers, the final document will be submitted to the Coordinator for the final check and the delivery of the Deliverable to the EC services.

8.2.1 Quality monitoring of work

To monitor and coordinate the implementation of the action, the PCT will arrange monthly PB meetings with all WP leaders to discuss progress of the WPs, if there is any deviation from the scheduled plan or any problem that arises during the execution. After the meetings, the coordinator will prepare the report with the minutes of the meeting.

8.2.2 Quality criteria for internal review

Continuous progress assessment, close follow-up of work, consistent use of corporate tools, etc. are fundamental for innate quality of work. Another important base is a strict and sincere reviewing process for the project's output, of deliverables, regardless of their categorisation as 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 comprehensibility 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 (visual identity).
- Scientific acknowledgment: the project output must convey suitable scientific citations.

A **review checklist** has been created by the PCT:

Item to be checked	Yes	No	If not, action to be taken (Who, what and by when)
<i>Does the DR follow the template provided? (Structure, headings, style guide etc.)</i>			
<i>Does the document show that all the partners involved contributed actively in describing the content of the Deliverable?</i>			
<i>Are the outputs of the deliverable useful for the work to be done in the following project activities?</i>			
<i>Are the background, concept and objectives of the deliverable clearly explained?</i>			
<i>Is the methodology clearly explained?</i>			
<i>Does the work and results described solve the objectives defined?</i>			

Are indicators such as KPIs defined/included?			
Does the DR cover all the work of the task in scope, completeness and quality as described in the WP?			
Does the deliverable prove achievement of any project milestone or other means of verification? If yes, please provide a clear cross reference.			
Should the deliverable be updated in the future and is this indicated?			
Is there a glossary for acronyms, are all acronyms defined using the proper terminology?			
Is language used in the document appropriate for the target group? (Including gender-inclusive language, correct English writing, comprehensible for non-experts etc.)			
In conclusion, is the deliverable of sufficient quality to be submitted?			

Figure 9: Quality review table

8.2.3 Schedule and assignment for quality control on deliverables

Every deliverable is to be revised by 1, at most 2 partners, not authoring the document or otherwise 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.

See [Section 5](#), table 5 for details

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

The coordinator is responsible for uploading the final version of the deliverable to the correct location in the project repository and into the European Commission platform. All deliverables must be approved by the coordinator before being submitted to the EC. The coordinator is the ultimate responsible for all deliverables towards the European Commission.

All deliverables that are reports must be produced using the deliverables template IMPETUS/H2020, which is developed by WP8 and made available in the internal area of IMPETUS (SharePoint).

8.2.4 Deliverable amendment requests

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

8.2.5 Delay in deliverables

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



The coordinator immediately informs the PO of any event affecting or delaying the implementation of the project.

After reception of the reports the 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.

The 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. Any reports and deliverables due for one reporting period that are submitted late will be evaluated together with the reports and deliverables of the next reporting period.



Annex 1: IMPETUS consortium partners and members

Due to the large number of project partners and their respective teams, the list is not included here. Please refer to the [Master contact list](#) on SharePoint. The list is updated on a monthly basis.



Annex 2: IMPETUS Milestones

MS #	Title	Lead partner	Deadline
1	IMPETUS launched	EUT	31 Jan 2022
2	IMPETUS foundations	EUT	31 May 2022
3	Resilience Knowledge Booster design	EUT	30 Sep 2022
4	Paving the way for exploitation	EUT	31 Mar 2023
5	Resilience Knowledge Booster in operation	EUT	30 Sep 2023
6	Demo-sites demonstrations	KWB	31 Mar 2024
7	IMPETUS adaptation pathways	EUT	30 Sep 2024
8	Finalisation of Demo-Sites demonstrations	KWB	31 Mar 2025
9	IMPETUS Innovation Packages, validation and closing	EUT	30 Sep 2025



Annex 3: IMPETUS Deliverables

IMPETUS Deliverables, Ethics, DMP						
WP No.	Del Rel. No.	Title	Lead	Nature	Dissemination Level	Deadline
WP1	D1.1	Stakeholder mapping and engagement plan	KWR	Report	Public	30 Sep 2022
WP1	D1.2	Co-creation process in Demo-Site	KWR	Report	Public	30 Sep 2023
WP1	D1.3	Assessment of the capacities of multi-level policy and governance institutions	EUT	Report	Public	30 Sep 2022
WP1	D1.4	Results of the assessment of the multi-level policy and governance capacities	EUT	Report	Public	30 Sep 2025
WP1	D1.5	Co-creation process in Demo-site v2	EUT	Report	Public	30 Sep 2025
WP2	D2.1	Design strategy of the digital dimension of RKBs	UiT	Report	Public	30 Sep 2022
WP2	D2.2	Semantic Context Broker tool	EUT	Other	Public	30 Nov 2022
WP2	D2.3	Data quality, trustworthy and transparency ecosystem	EUT	Other	Public	31 May 2023
WP2	D2.4	Data fusion and AI driven innovations for RKBs	EUT	Other	Public	30 Sep 2024
WP2	D2.5	High and advanced visualisation to facilitate stakeholder's engagement and co-creation	UiT	Other	Public	30 Sep 2024
WP2	D2.6	Federated Knowledge Strategy	UiT	Other	Public	30 Sep 2024
WP2	D2.7	Semantic Context Broker tool v2	EUT	Other	Public	31 Mar 2024
WP3	D3.1	Metrics for climate change vulnerability, resilience and adaptation	KWR	Report	Public	31 May 2022
WP3	D3.2	Online climate change 'hot-spots' prioritisation module	NTUA	Other	Confidential, Partners and EC only	30 Sep 2022
WP3	D3.3	Methodology for resilience assessment of key systems	NTUA	Report	Public	30 Sep 2023
WP3	D3.4	The Regional Climate Resilience Footprint Tool	KWR	Other	Confidential, Partners and EC only	30 Sep 2023
WP3	D3.5	Integrative systemic risk analyses and management framework	NTUA	Report	Public	31 Mar 2025
WP3	D3.6	Risk Factor Registry	EUT	Other	Confidential, Partners and EC only	31 Mar 2025
WP3	D3.7	Risk and Emerging problems Inference Engine	MAICH	Other	Confidential, Partners and EC only	31 Mar 2025
WP3	D3.8	Dynamic Contingency Response tool	MAICH	Other	Confidential, Partners and EC only	31 Mar 2025



WP3	D3.9	Methodology for Building adaptive capacity into the adaptation pathways	NTUA	Report	Public	31 Mar 2025
WP4	D4.1	Assessment of baseline conditions of DSs	KWB	Report	Public	31 Mar 2022
WP4	D4.2	Enabling rapid and far reaching change through NBS implementation	EUT	Report	Public	31 Mar 2025
WP4	D4.3	Enabling rapid and far reaching change by Innovative technologies implementation	KWB	Report	Public	31 Mar 2025
WP4	D4.4	Enabling rapid and far reaching change by Financing and Insurance	AUEB	Report	Public	31 Mar 2025
WP4	D4.5	Enabling rapid and far reaching change by Governance Models, Awareness and behavioural change	EURAC	Report	Public	31 Mar 2025
WP5	D5.1	Design criteria and methodology for Regional Adaptation Pathways	UiT	Report	Public	31 Jul 2023
WP5	D5.2	Regional Adaptation Pathways	UiT	Report	Public	30 Sep 2024
WP5	D5.3	IP for adaptation and resilience	UiT	Report	Public	30 Sep 2025
WP5	D5.4	Evaluation of regional Innovation Packages	UiT	Report	Public	30 Sep 2025
WP6	D6.1	Guidelines for decision-makers for business opportunities, financing mechanisms and policy and market instruments	GCF	Report	Public	31 Mar 2023
WP6	D6.2	Market perspectives report	GCF	Report	Public	31 Mar 2023
WP6	D6.3	Adaptive exploitation plans	EUT	Report	Confidential, Partners and EC only	31 Mar 2023
WP6	D6.4	Guidelines for decision-makers for business opportunities, financing mechanisms and policy and market instruments v2	GCF	Report	Public	30 Sep 2024
WP6	D6.5	Guidelines for decision-makers for business opportunities, financing mechanisms and policy and market instruments v3	GCF	Report	Public	30 Sep 2025
WP6	D6.6	Market perspectives report v2	GCF	Report	Public	30 Sep 2024
WP6	D6.7	Market perspectives report v3	GCF	Report	Public	30 Sep 2025
WP6	D6.8	Adaptive exploitation plans v2	EUT	Report	Confidential, Partners and EC only	30 Sep 2024
WP6	D6.9	Adaptive exploitation plans v3	EUT	Report	Confidential, Partners and EC only	30 Sep 2025
WP6	D6.10	Policy briefings about bussiness opportunities	GCF	Report	Public	31 Mar 2025



WP7	D7.1	Framework for communication, collaboration, and dissemination	ESCI	Report	Public	31 Jan 2022
WP7	D7.2	Updated framework for communication, collaboration and dissemination	ESCI	Report	Public	30 Nov 2022
WP7	D7.3	Interim report on editorial, video and visual content and distribution	ESCI	Report	Public	31 Mar 2023
WP7	D7.4	Interim report on lean learning, knowledge building & results transfer	ESCI	Report	Public	31 Mar 2023
WP7	D7.5	Innovative communication and dissemination actions to build resilience – DS	ESCI	Report	Public	31 Mar 2025
WP7	D7.6	Final report on editorial, video and visual content and distribution	ESCI	Report	Public	30 Sep 2025
WP7	D7.7	Final report on lean learning, knowledge building & results transfer	ESCI	Report	Public	30 Sep 2025
WP7	D7.8	Updated framework for communication, collaboration and dissemination v2	ESCI	Report	Public	30 Sep 2024
WP7	D7.9	Updated framework for communication, collaboration and dissemination v3	ESCI	Report	Public	30 Sep 2025
WP7	D7.10	IMPETUS website	ESCI	Websites, patents filing, etc.	Public	31 Dec 2021
WP7	D7.11	Interim report on editorial, video and visual content and distribution v2	ESCI	Report	Public	30 Sep 2024
WP7	D7.12	Interim report on lean learning, knowledge building & results transfer v2	ESCI	Report	Public	30 Sep 2024
WP7	D7.13	IMPETUS multi-sided platform	EUT	Other	Public	30 Sep 2024
WP7	D7.14	Report of synergies with relevant EU project initiatives	EUT	Report	Public	30 Sep 2025
WP8	D8.1	Project Handbook	EUT	Report	Public	31 Dec 2021
WP8	D8.2	Responsible Research Management Report	EUT	Report	Public	30 Sep 2025
WP8	D8.3	Data Management Plan	EUT	ORDP: Open Research Data Pilot	Public	31 Dec 2021
WP8	D8.4	Handbook to apply Agile methodology in non-IT research projects: how-to and benefits	EUT	Report	Public	30 Sep 2025
WP8	D8.5	IPR management report	EUT	Report	Confidential, Partners and EC only	30 Sep 2023
WP8	D8.6	Data Management Plan v2	EUT	ORDP: Open Research Data Pilot	Public	31 Mar 2023



WP8	D8.7	Data Management Plan v3	EUT	ORDP: Open Research Data Pilot	Public	30 Sep 2024
WP8	D8.8	Data Management Plan v4	EUT	ORDP: Open Research Data Pilot	Public	30 Sep 2025
WP8	D8.9	IPR management report v2	EUT	Report	Confidential, Partners and EC only	30 Sep 2025
WP8	D8.10	Governance Meeting Minutes	EUT	Report	Confidential, Partners and EC only	30 Jun 2023
WP8	D8.11	Governance Meeting Minutes v2	EUT	Report	Confidential, Partners and EC only	31 Jan 2025
WP8	D8.12	Governance Meeting Minutes v3	EUT	Report	Confidential, Partners and EC only	30 Sep 2025
WP8	D8.13	Project Handbook v2	EUT	Report	Public	31 Mar 2023
WP8	D8.14	Project Handbook v3	EUT	Report	Public	30 Sep 2024



Annex 4: IMPETUS Gantt Chart

