GRETA
GREEN
ENERGY
TRANSITION
ACTIONS

D8.8
Update of
Project Management Plan

Prepared by: LUT

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Executive summary

This Project Guidelines and Management Plan is prepared in the context of WP8 – Project coordination (Task 8.2, Project Management) – of the GRETA project under Grant Agreement No. 101022317.

This updated plan specifies management practices and policies and provides a common basis for the partners' collaboration, thus ensuring an efficient implementation of GRETA. It contains the collection of instructions and decisions regarding project management and coordination developed by September 2022 (Month 17 of the project). This living document will be updated as new information becomes available and new decisions are made. Its objective is to provide useful information to all partners about processes, practices and policies that will be followed during the project implementation for decision-making, work planning, communication, document management, deliverables' quality management and reporting purposes.

The first version of this Project Guidelines and Management Plan, D8.2, was delivered in June 2021 (Month 2). This deliverable D8.8, Update of Project Management Plan, contains information and improvements on procedures developed and decided after the submission of D8.2.

The terms and provisions of the EU Grant Agreement and its Annexes and the GRETA Consortium Agreement will prevail in the event of any inconsistency with the guidelines defined in the present plan.

Disclaimer and acknowledgement

The views expressed in this document are the sole responsibility of the authors and do not necessarily reflect the views or position of the European Commission or the European Climate, Infrastructure and Environment Executive Agency. Neither the authors nor the Agency nor the GRETA consortium are responsible for the use which might be made of the information contained in here.

Project information

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Authors (partners)	Annika Wolff (LUT), Helinä Melkas (LUT), Salla Annala (LUT), Gonçalo Mendes (LUT), Kari Heikkinen (LUT)
Reviewers (partners)	Karina Veum (TNO)
Summary (for dissemination)	This plan contains a collection of instructions and decisions regarding project management and coordination. Its objective is to provide useful information to all partners about processes, practices and policies that will be followed during the project implementation for decision-making, work planning, communication, document management, deliverables' quality management and reporting purposes. The first version of this plan (D8.2) was delivered in M2. This updated plan also contains information and improvements on procedures developed and decided after the submission of D8.2.
Keywords	Project management, decision-making, work planning, communication practices, document management, deliverable management, reporting, templates

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0.2	2022-09-06	Second draft
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0.4	2022-09-26	Fourth (final) draft
1.0	2022-09-26	Final version

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Abbreviations and acronyms

CA: Consortium Agreement

CTP: Community Transition Pathway

DoA: Description of Action

EC: European Commission

ECC: Energy Citizenship Contract

E-COM: Executive Committee

EEAB: External Expert Advisory Board

GA: General Assembly

M1–36: Project month

PC: Project Coordinator

WP: Work package

1   Introduction

This Update of the Project Management Plan is prepared in the context of WP8 – Project coordination (Task 8.2, Project Management) – of the GRETA project under Grant Agreement No. 101022317.

The plan has been developed with reference to the following:

- The Grant Agreement signed by the European Commission and all partners.
- The Consortium Agreement signed by all partners.

This plan specifies management practices and policies and provides a common basis for the partners' collaboration, thus ensuring an efficient implementation of GRETA. It contains the collection of instructions and decisions regarding project management and coordination to the extent that they have been developed by September 2022 (Month 17 of the project). This document is an update of the deliverable D8.2 (Project Guidelines and Management Plan). It is a tool for all partners, giving an in-depth and broad understanding of the project's organization and its processes, practices and policies, also with respect to their compliance with the Grant Agreement and the Consortium Agreement.

The present updated version covers the managerial and organizational aspects of GRETA. It is a reference source for all partners, covering day-to-day activities and procedures that will be followed for decision-making, work planning, communication, document management, deliverables' quality management and reporting purposes. References to further information are provided where required. The plan also specifies the standardization of various elements of the project, such as meeting practices, internal communication, document management, project reports and deliverables. Examples of templates to be used for these purposes are provided.

The first version of this plan was delivered in June 2021 (M2). This present version contains updates on information or improvements on procedures developed and decided after the delivery of D8.2, according to the project developments during the first reporting period. The main changes from the previous version are updated information on the Consortium Bodies, notably the External Expert Advisory Board, and updates related to the work plan, project meetings, timeline of events, internal progress reporting and templates.

This plan has been complemented with the other deliverables of WP8, some of which deepen the information provided only briefly in this deliverable (notably D8.3, Quality Assessment Plan and D8.4, Risk Assessment and Mitigation Plan, but also D8.6, Ethics and Privacy Management Plan and D8.7, Knowledge and IPR Management Plan). In addition, Communication and Dissemination related information belongs in WP7 and is therefore not included in this plan. A separate Dissemination and Communication strategy (D7.2) has been prepared within WP7.

The terms and provisions of the EU Grant Agreement and its Annexes and the GRETA Consortium Agreement will prevail in the event of any inconsistency with the guidelines defined in the present plan.

GRETA in a nutshell – "Green Energy Transition Actions" offers new knowledge on how individual citizens can participate in the clean energy transition.

Researchers believe that individual citizens have the power to speed up the process towards a more sustainable future. This is backed by recent EU legislation which has made it possible for individual households and communities to produce, store and sell their own energy. However, little is known about the complex processes steering citizen motivations and willingness to engage in "energy citizenship" behaviours, or the barriers that hamper it. It is unlikely that top-down policies driven by technological evidence and markets alone will motivate citizens to act. That is why GRETA studies the social aspects of the energy transition. The project studies different energy communities in Germany, Italy, the Netherlands, Spain, and Portugal.

GRETA will offer new knowledge on the drivers and factors that affect energy citizenship. It will also create a comprehensive set of guidelines to equip policymakers in advocating for energy citizenship at a European level and internationally. The project runs from 2021 to 2023. It is coordinated by LUT University (LUT, Finland). It involves a multinational array of experts from TNO (The Netherlands), University of Bologna (UNIBO, Italy), Fraunhofer ISI (FhG, Germany), Cleanwatts (CWD, formerly Virtual Power Solutions, VPS, Portugal), Tecnalia (TEC, Spain), GESIS (Germany), and Kaskas Media (KAS, Finland).

GRETA's five objectives

1. To understand who energy citizens are and clarify concepts, definitions, and evolving perspectives on energy citizenship

2. To understand how energy citizens act and interact individually and collectively, within energy communities, and whether or how exclusion from this process happens

3. To develop and test behavioural strategies, approaches and models for facilitating energy citizenship leading to new strategies for achieving decarbonization

4. To realize impact by scaling approaches from local to regional, national, supranational levels leading to generalizing project outputs for further use

5. To improve the policymaking process towards a more favorable governance, policy, political, legal, and financing framework for energy citizenship emergence in the EU

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2 Management structure and decision-making

This section describes GRETA's management structure and decision-making. The general organizational structure and Consortium Bodies and their roles and responsibilities are presented. In addition, decision-making and management of conflicts are briefly explained.

2.1 Organizational structure

GRETA's organizational structure (Figure 1) was designed to facilitate clear, complementary and robust decision-making that covers not only administrative, financial and technical aspects but also knowledge, innovation and other issues. Its general purpose is to allow the project to achieve the outlined objectives on schedule and within the allocated resources, while assuring continuous flow of information with the EC. It is described in greater detail in Section 3.1 of Annex 1, part B, of the Grant Agreement and Section 6 of the Consortium Agreement.

The designed structure provides continual control of each work package, coordination of all project activities and tasks, as well as implementation of quality control mechanisms and risk management. GRETA's Executive Committee (E-COM) and General Assembly (GA), as well as its External Expert Advisory Board (EEAB) will operate from a strategic domain, taking or supporting key decisions that will ultimately steer the project. The WP Leaders and the project's coordination office are responsible for hands-on work and content-based developments. An online communication platform supports management and coordination, allowing document exchange, central database management (e.g. common requirements database), as well as teleconferencing and web conferencing facilities.

This structure is deemed appropriate for a 2.5-year project with a multidisciplinary consortium consisting of 8 partners. The following sections present the main instruments of GRETA's organizational structure.
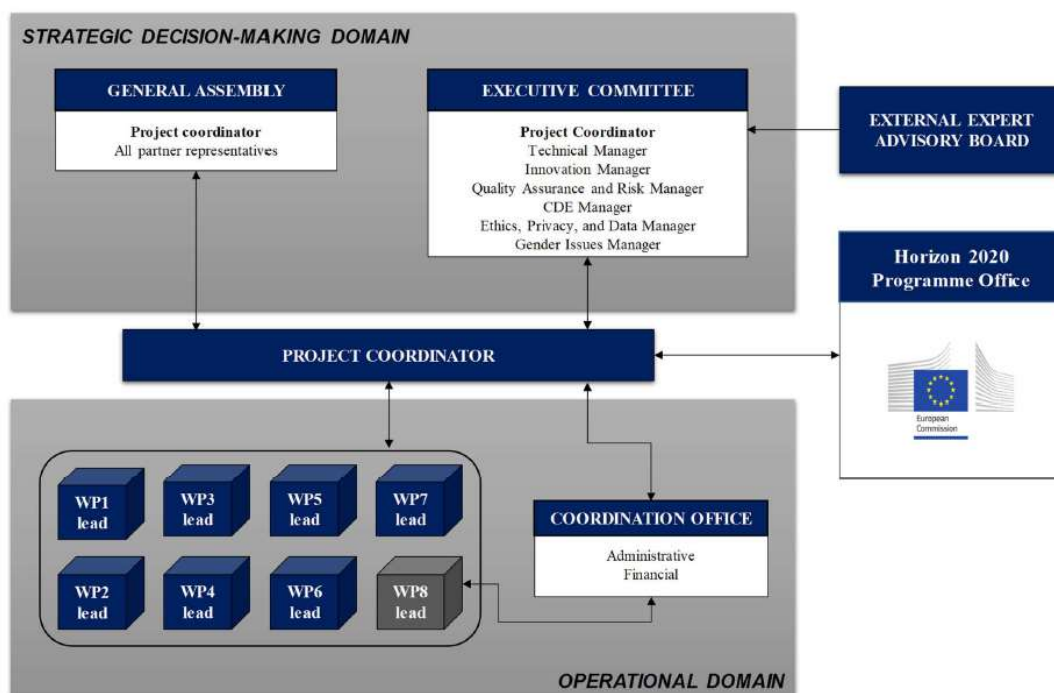
Figure 1. GRETA's organizational structure.

2.2   Consortium Bodies and their roles and responsibilities

The organizational structure comprises the following Consortium Bodies:

- General Assembly as the ultimate decision-making body of the consortium
- Executive Committee as the supervisory body for the execution of the Project, reporting to and being accountable to the General Assembly
- External Expert Advisory Board, providing recommendations and advice as to specific tasks in the project

The Coordinator is the legal entity acting as the intermediary between the Parties and the Funding Authority. The Coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Grant Agreement and the Consortium Agreement.

2.2.1 Project Coordinator (PC)

The PC acts as the focal point for all project activities and as an intermediary actor within the project's organizational structure itself and between the project consortium and the EC. The PC's responsibilities are

- to ensure that the project direction is adhered to
- to maintain regular contact with all the partners
- to interact with the EC on all project matters
- from these interactions, the PC must ensure the project remains relevant in the context of the EC's R&I Programme.

The PC's responsibilities are further described in Section 3.2 of Annex 1, part B, of the Grant Agreement and Section 6.4 of the Consortium Agreement.

The PC will hold regular meetings with the Consortium to coordinate the work, such as the preparation and distribution of project deliverables, and to assess work plan progress. If problems and deviations from the work plan emerge that cannot be solved within the boundaries of the WP, the PC will intervene to pursue alternative solutions, re-assess efforts and redirect resources.

A coordination office with administrative and financial support responsibilities has been established at the PC's headquarters and works directly with them in running day-to-day project activities, taking minor decisions and keeping accurate records of expenditures, resources and timelines. It also serves as GRETA's Secretariat. In addition to their project duties, the PC shall perform as assigned to her by the General Assembly and as described in the Consortium Agreement. GRETA's PC is Associate Professor Annika Wolff, LUT (Professor Helinä Melkas, LUT, was the PC in M1-M16). The PC's wide-ranging and multifold coordination duties and responsibilities are facilitated by the support of an expert managing team, the Executive Committee.

2.2.2 Executive Committee (E-COM)

The Executive Committee consists of the Project Coordinator and an additional team of expert individuals carefully selected from the portfolio of partners in the GRETA consortium in light of their professional recognition. The PC chairs and represents the E-COM before the General Assembly, while the other members of the E-COM are tasked with managing and keeping a record of the developments in specific and complementary areas of the project. Due to their subject matter knowledge, they are able to provide invaluable input to the PC and to support their informed decision-making and further coordination activities. Information on the E-COM is also included in Section 6.3.2 of the Consortium Agreement and Section 3.2 of Annex 1, part B, of the Grant Agreement.

E-COM expert members are not accountable for project coordination responsibilities, but they report to the E-COM chair – the PC, who can delegate tasks to them aimed at better informing future strategic decision-making or at supporting practical activities within the scope of coordination, such as

- preparing meetings with the EC
- preparing deliverables and other types of reporting
- monitoring work package cohesion
- addressing knowledge management and intellectual property rights
- devising dissemination and exploitation plans, etc.

In addition to the General Assembly, the E-COM is closely collaborating with the External Expert Advisory Board.

E-COM members and their roles are shown in Table 1 (as of M17).

Table 1. E-COM members and their roles.

Member	Role
Annika Wolff	Project Coordinator
Arantza Lopez Romo, TEC	Technical Manager
Carlos Montalvo Corral, TNO	Innovation Manager
Kari Heikkinen, LUT	Quality Assurance and Risk Manager
Hanna Talikka, KAS	Communications, Dissemination and Exploitation Manager (including stakeholder engagement)
Jorge Landeck, CWD	Ethics, Privacy and Data Manager
Annika Wolff, LUT	Gender Issues Manager

Role-related information is also given on the

- Innovation manager in Section 3.2.2, Annex 1, part B, of the Grant Agreement
- Ethics, Privacy, and Data Manager in Section 5.1.1.1, Annex 1, part B, of the Grant Agreement
- Gender Issues Manager in Section 1.3.2.5, Annex 1, part B, of the Grant Agreement
- Other roles in the WP descriptions of WP7 and WP8.

The Technical Manager provides support related to energy modeling and other technical topics, in particular. Information related to E-COM members' work may also be found in Articles 33 (Gender Equality), 34 (Ethics) and 39 (Privacy) of the Grant Agreement.

2.2.3 General Assembly (GA)

The General Assembly is the main decision-making body in GRETA's organizational structure. It is composed by representatives of all project partners and chaired by the PC. The PC moderates GA meetings unless decided otherwise by the GA. Any GA decision is binding upon all partners in all project-related matters. The tasks of the GA are as follows:

- project progress review
- ensuring the project remains focused on achieving and delivering its objectives
- coordination and application of measures/procedures for quality control
- resolving technical, administrative or contractual issues
- ensuring the preparation of dissemination and exploitation strategies and agreements for the project results
- resolving risk management issues in cases when the E-COM has not decided on implementation of mitigation measures.

GA members are permanent through the project duration, unless they express the will to abandon it or are removed directly via EC intervention. The GA members (as of

M17) are listed in Table 2. Information on the GA is also included in Section 6.3.1 of the CA and Section 3.2 of Annex 1, part B, of the Grant Agreement.

Table 2. General Assembly members.

Representative	Consortium partner
Annika Wolff	LUT
Karina Veum	TNO
Danila Longo	UNIBO
Anne Kantel	FhG
Lurian Klein	CWD
Hanna Talikka	KAS
Izaskun Jimenez	TEC
Stefan Jünger	GESIS

2.2.4 External Expert Advisory Board (EEAB)

An External Expert Advisory Board was appointed at the beginning of the project (M3-M4). It is steered by the E-COM and consists of key stakeholders and experts in domains that are vital for the project, such as energy systems, energy policy and sustainability; urban innovation and development; public governance; ethics, diversity, data privacy, and IPR; civil society; green mobility, and social and human behavioural aspects. The EEAB's chairperson is Professor Miranda Schreurs of Technical University of Munich, Germany. The other members are listed on the GRETA website on https://projectgreta.eu/project/. Gender balance issues were fully considered in setting up the EEAB.

The EEAB:

- provides recommendations and advice as to specific tasks in the project (e.g. various policy-related activities etc.)
- supports dissemination and communication through their respective networks
- ensures the international impact of the project results and the conformance with international trends.

If necessary, members of the EEAB will be required to sign a non-disclosure agreement before any confidential information is exchanged. The PC is responsible for writing the minutes of EEAB meetings (or delegates that task within the E-COM) and addresses the implementation of EEAB's suggestions together with the GA and the E-COM.

The E-COM members are continuously in touch with the EEAB and seek their advice and involvement in the different activities. EEAB members' collaboration is provided on a voluntary basis and some level of travel and subsistence costs associated to their participation in GRETA-related activities and events may be covered by the project.

EEAB-related issues are further described in Section 6.1 of the Consortium Agreement and Section 3.2 of Annex 1, part B, of the Grant Agreement.

2.2.5 WP Leaders

WP leaders coordinate the work package activities on behalf of the WP-responsible partner in question (Section 3.2 of Annex 1, part B, of the Grant Agreement). The tasks associated to this role are:

- assuring the WP objectives are accomplished
- working closely with Task leaders, other WP participants, and with Leads of interrelated WPs
- reporting proactively to the PC on the progress and achievements of their WP
- communicating with the other members of the E-COM, in their respective management areas.

2.2.6 Consortium Bodies' representation

According to Section 6.2.1 of the Consortium Agreement, Any Party which is a member of a Consortium Body:

- should be present or represented at any meeting
- may appoint a substitute or a proxy by presenting a proxy statement to the chairperson of the General Assembly, in order to attend the meeting and vote, such substitute shall be bound by the non-disclosure obligations such as described in Section 10 of the Consortium Agreement to attend and vote at any meeting; and
- shall participate in a cooperative manner in the meetings.

2.3 Decision-making and management of conflicts

2.3.1 Voting rules, veto rights and minutes of meetings

Voting rules, veto rights and provisions concerning minutes of meetings are given in the Consortium Agreement, as follows:

- Voting rules of the Consortium Bodies are given in Section 6.2.3 of the Consortium Agreement.
- Veto rights of the Consortium Bodies are explained in Section 6.2.4 of the Consortium Agreement.
- Rules concerning minutes of meetings of the Consortium Bodies are given in Section 6.2.5 of the Consortium Agreement.

2.3.2 Decisions of Consortium Bodies

Binding rules for decision processes are defined in the Consortium Agreement, as follows:

- Rules concerning the decisions of the General Assembly are given in Sections 6.2 and 6.3.1 of the Consortium Agreement.

- Rules concerning the decisions of the Executive Committee are given in Sections 6.2 and 6.3.2 of the Consortium Agreement.
- Rules concerning the decisions of the External Expert Advisory Board are given in Section 6.2 of the Consortium Agreement.

Moreover, in Section 3.2.1.7 of Annex 1, part B, of the Grant Agreement, it is stated that aspects related to budget, consortium issues, project milestone timelines and major technical changes are all discussed and voted in the GA. Decisions about minor technical changes concerning only one WP without significant influence on work in other WPs or on the achievement of the project objectives are made by the WP Leader. However, if problems arise, the WP Leader will inform the PC. The PC is the chair of the GA and will initiate votes. The WP Leader will be informed on the outcomes and ensure that WP objectives will be met.

2.3.3 Management of conflicts

Management of conflicts within GRETA is explained in Section 3.2.1.7 of Annex 1, part B, of the Grant Agreement. In case of conflicts, the coordinator can call for an extraordinary project meeting. Appropriate efforts will be undertaken to ensure conflicts are resolved internally. This is expected given that all the consortium partners are experienced and have been successful in collaborative work. In the unlikely situation that a conflict escalates and remains unresolved, an outside mediator will be summoned. The partners agree that the decision of the mediation process is final and thus will be accepted by the consortium. Section 11.8 of the Consortium Agreement contains further provisions on settlement of disputes.

3   Work plan

This section gives an overview of GRETA's work plan including the Work Breakdown Structure, task dependencies, deliverables and forthcoming work planning. The work plan is described in detail in Section 1.3 of Annex 1, part A (such as work package descriptions in Section 1.3.3), and Section 3 of Annex 1, part B, of the Grant Agreement.

3.1   Work Breakdown Structure

GRETA's work plan is divided into eight complementary work packages (WPs) with a duration of 2.5 years. Six of those are content-related. The work package structure is depicted in Figure 2. The WPs' activities and schedules are depicted in the later figures in this section (more details in the Grant Agreement; see above).
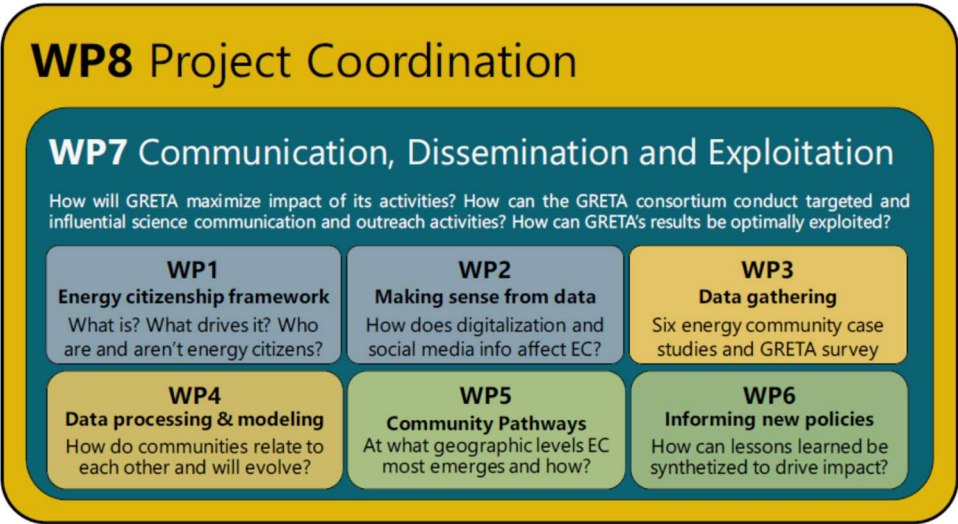

Figure 2. GRETA's work package structure.

GRETA's project timeline, including schedules per task – the Gantt chart – and the corresponding milestones are depicted in Figure 3. The Gantt chart has been updated according to the updates to the work plan (see Section 3.5).

	Lead	Contributors	YEAR 1												YEAR 2												YEAR 3					
			M01	M02	M03	M04	M05	M06	M07	M08	M09	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30
WP1 – Framework to understand and predict energy citizenship emergence	**TNO**																															
T1.1 Structural and dynamic features of Energy Citizenship	TNO	LUT, VPS, FhG, TEC, UNIBO																															
T1.2 Energy citizenship and the emerging just social energy	UNIBO	TNO, LUT, FhG																															
T1.3 Analytical framework for energy citizenship case studies	TNO	LUT, VPS, UNIBO, FhG, TEC																															
T1.4 Energy citizenship framework alignment with GIS modelling and transition pathways approaches	LUT	TNO, UNIBO, TEC, GESIS																															
WP2 – Information sensemaking and sharing within, between, and beyond energy communities	**LUT**																															
T2.1 Current use of energy information within case studies	VPS	LUT, FhG																															
T2.2 Participatory design of community level indicators	LUT	VPS, UNIBO, TNO																															
T2.3 Energy citizen empowerment through energy data	LUT	VPS, UNIBO, FhG																															
WP3 – Data gathering from case studies and multinational citizen consultation	**VPS**																															
T3.1 Background studies	VPS	TNO, UNIBO, FhG, TEC																															
T3.2 Definition of case study specifications and requirements	VPS	TNO, UNIBO, FhG, TEC																															
T3.3 Data gathering from case studies and multinational survey	LUT	VPS, GESIS, TNO, UNIBO, FhG, TEC																															
T3.4 Validation and synthesis of case study data	TNO	UNIBO, FhG, TEC, VPS																															
WP4 – Data processing and Explicit modelling	**TEC**																															
Task 4.1 Data integration and pre-processing	LUT	TEC, TNO, GESIS, FhG, UNIBO, VPS																															
Task 4.2 Definition of the modelling framework	TEC	LUT, GESIS, TNO, UNIBO																															
Task 4.3 Developing and testing energy-related base models at local level	TEC	LUT, UNIBO, GESIS																															
Task 4.4 Developing and testing non-energy-related models at local level	LUT	TNO, TEC, UNIBO, GESIS																															
Task 4.5 Predictive modelling and scenarios definition at local level	LUT	TEC, GESIS, UNIBO																															
Task 4.6 Developing and testing models for spatial analysis at regional, national and supranational levels	GESIS	LUT, TEC, TNO																															
WP5 – Community Transition Pathways for decarbonization across geographical levels	**UNIBO**																															
T5.1 Taxonomy of levels for the emergence of Energy Citizenship	UNIBO	GESIS, TNO																															
T5.2 Cross-level analysis of energy citizenship through a GIS-based tool	GESIS	UNIBO, TEC, FhG																															
T5.3 Energy Citizenship Contracts	UNIBO	TEC, FhG, VPS, TNO																															
T5.4 Assessment of Community Pathways across geographical levels	UNIBO	TEC, GESIS, FhG, TNO																															
WP6 – Synthesis of research results and policy recommendations	**FhG**																															
T6.1 Impact analysis of the policy context for each case study	TNO	FhG, UNIBO, TEC, VPS																															
T6.2 Synthesis and analysis of main results leading to policy recommendations	FhG	LUT, TNO, UNIBO, VPS, GESIS, TEC																															
T6.3 Citizen participation workshops	FhG	UNIBO, TNO, TEC, VPS																															
T6.4 Policymaker workshops	FhG	KAS, UNIBO, LUT																															
WP7 – Communication, Dissemination, Exploitation, and Engagement	**KAS**																															
T7.1 Communication, Dissemination, and Exploitation strategy	KAS	All																															
T7.2 Project identity and communication infrastructure	KAS	All																															
T7.3 Communication and dissemination activities and materials	KAS	All																															
T7.4 Stakeholder engagement and interaction	KAS	All																															
WP8 – Project Coordination	**LUT**																															
T8.1 Definition of key performance indicators (KPIs)	LUT	All																															
T8.2 Project management	LUT	All																															
T8.3 Quality assurance and Risk management	LUT	All																															
T8.4 Data, Ethics, and Privacy management	VPS	GESIS, LUT, UNIBO																															
T8.5 Knowledge and IPR management	TNO	All																															
											MS01									MS02							MS03	MS04				

Figure 3. GRETA's Gantt chart and the corresponding four milestones (updated).

The list of milestones is given in Section 1.3.4 of Annex 1, part 1, of the Grant Agreement.

3.2 Task dependencies

GRETA's key cornerstone stages are shown in the PERT chart in Figure 4:

1. the definition and framing of an energy citizenship emergence framework,
2. the collected data gathering and modelling of energy behaviours and
3. the policy-related activities, with CTP and ECC implementation and policy recommendations co-design.

Figure 4 also shows task interrelations in greater detail, providing an overview of inputs, outputs and dependencies between task families.
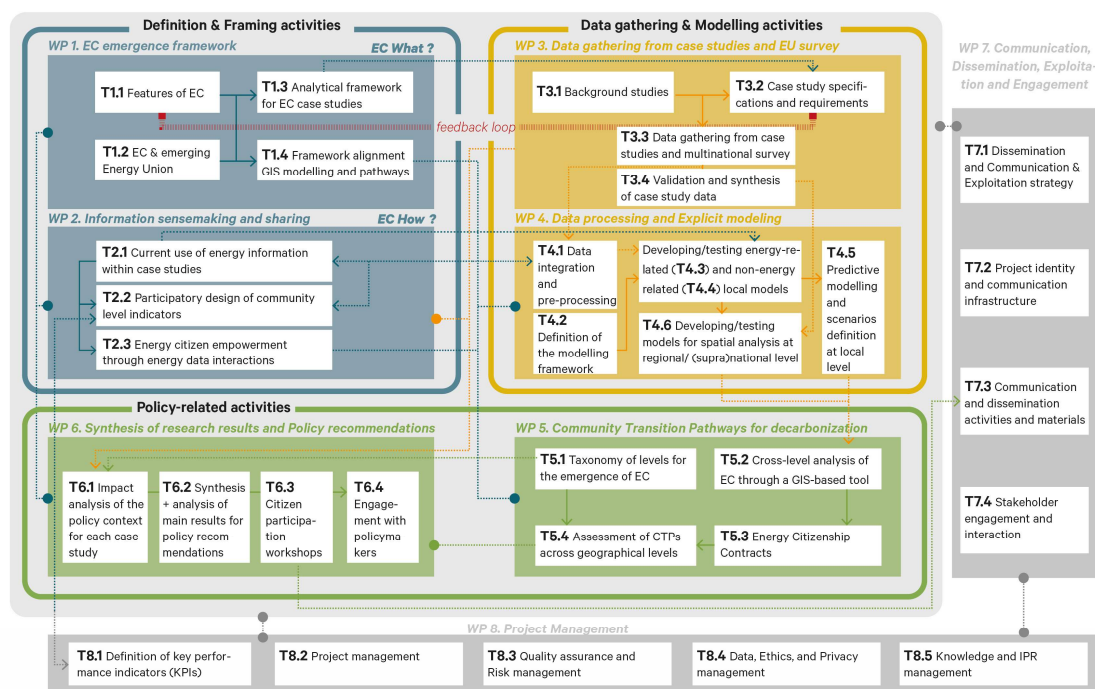
Figure 4. GRETA's PERT chart showing interrelations between tasks (excludes tasks on horizontal activities).

3.3   Information on subtasks

WP7 (Communication, Dissemination, Exploitation, and Engagement) contains subtasks, according to Section 1.3 of Annex 1, part A, of the Grant Agreement, as follows:

- **Task 7.2** Project identity and communication infrastructure (M1:M30) Leader: KAS. Contributors: ALL.
  - o **Subtask 7.2.1:** A project identity will be designed during the first months of the GRETA project.
  - o **Subtask 7.2.2:** A website in English will be established for GRETA at the beginning of the project.
  - o **Subtask 7.2.3:** An e-newsletter will be established for GRETA using a platform such as MailChimp.
  - o **Subtask 7.2.4:** Communication and dissemination in GRETA will be supported by an active social media presence enabled by a social media strategy.
- **Task 7.3.** Communication and dissemination activities and materials (M1:M30) Leader: KAS. Contributors: ALL.
  - o **Subtask 7.3.1:** All consortium partners are committed to reaching out to their respective national media outlets.
  - o **Subtask 7.3.2:** KAS is in charge of both printed and digital promotional materials of GRETA.

- o **Subtask 7.3.3:** Visual materials: KAS is in charge of taking specific brand photographs.
- **Task 7.4.** Stakeholder engagement and interaction (M1:M30) Leader: KAS. Contributors: LUT, CWD, TNO, UNIBO, FhG, TEC.
    - o **Subtask 7.4.1:** A stakeholder engagement framework will be created at the beginning of the project.
    - o **Subtask 7.4.2:** Stakeholder activities linked to GRETA's EEAB. LUT will bear the main responsibility for this subtask.

3.4   Deliverables

Table 3 compiles GRETA's project deliverables, informing also on deliverable type and dissemination level. Table 3 has been updated according to the updates to the work plan (see Section 3.5).

Table 3. GRETA's deliverables (updated).

Deliv. no.	Deliverable name	WP	Lead	Type	Diss. level	Due date
D1.1	Analytical framework with state-of-the art review on current status knowledge on energy citizenship – *GRETA framework for energy citizenship emergence*	WP1	TNO	R	PU	M8
D1.2	Vision document on energy citizenship-based energy union (persons, essays, scenarios, winners and losers of energy transitions)	WP1	UNIBO	R	PU	M8
D1.3	Protocols/guidelines for case study implementations	WP1	TNO	R	CO	M17
D1.4	Protocols/guidelines for model-based and pathways analysis	WP1	LUT	R	CO	M18
D2.1	Understanding the role of Digitalization and Social Media on energy Citizenship	WP2	CWD	R	PU	M8
D2.2	A replicable workshop design template for co-creating Community Level Indicators	WP2	LUT	R	PU	M10
D2.3	A set of community level indicators for six case studies	WP2	LUT	R	PU	M16
D2.4	Design principles for energy interfaces	WP2	LUT	R	PU	M28
D3.1	Case study 1 report: Renewable energy district – Bologna Pilastro-Roveri, Italy	WP3	UNIBO	R	PU	M20
D3.2	Case study 2 report: Natural gas-free neighbourhoods, The Netherlands	WP3	TNO	R	PU	M20
D3.3	Case study 3 report: Coopérnico – Renewable energy-driven cooperative, Portugal	WP3	CWD	R	PU	M20
D3.4	Case study 4 report: UR BEROA – Energy efficiency-driven cooperative, Spain	WP3	TEC	R	PU	M20
D3.5	Case study 5 report: Mobile City game – A virtual community for sustainable mobility in Karlsruhe, Germany	WP3	FhG	R	PU	M20
D3.6	Case study 6 report: Electric autonomous and connected mobility network	WP3	TNO	R	PU	M20
D3.7	Multinational citizen consultation results database	WP3	LUT	OTHER	PU	M17

D4.1	Data integration and pre-processing	WP4	LUT	R	PU	M18
D4.2	Definition of the modelling framework	WP4	TEC	R	PU	M19
D4.3	Energy-related base models at local level	WP4	TEC	OTHER	PU	M22
D4.4	Non-energy related models at local level	WP4	LUT	OTHER	PU	M22
D4.5	Predictive modelling and scenario definition at local level	WP4	LUT	R	PU	M22
D4.6	2D GIS-based models for spatial analysis and scenario definition at regional, national and supranational levels	WP4	GESIS	R	PU	M22
D5.1	Taxonomy of geographical levels and related drivers for energy citizenship emergence	WP5	UNIBO	R	PU	M9
D5.2	Interrelations among different types of citizens in different geographic contexts	WP5	GESIS	R	PU	M15
D5.3	Roadmap for Community Transition Pathways - Guidelines	WP5	UNIBO	R	PU	M20
D5.4	Guidelines on Energy Citizenship Contracts – Definition and implementation	WP5	UNIBO	R	PU	M28
D5.5	Community Transition Pathways assessment across geographical levels	WP5	UNIBO	R	PU	M30
D6.1	Report on the policy context for energy citizenship initiatives	WP6	TNO	R	PU	M20
D6.2	Draft policy recommendations based on results from previous WPs	WP6	FhG	R	PU	M26
D6.3	Report on citizens' input and public commitment to GRETA's policy recommendations	WP6	FhG	R	PU	M30
D6.4	Set of policy briefs with recommendations on energy citizenship emergence in the EU context	WP6	FhG	R	PU	M30
D7.1	Stakeholder engagement framework	WP7	KAS	R	PU	M3
D7.2	Communication, Dissemination and Exploitation Strategy	WP7	KAS	R	PU	M5
D7.3	Project website	WP7	KAS	DEC	PU	M6
D7.4	Periodic communication, dissemination and exploitation report	WP7	KAS	R	PU	M20
D7.5	Final communication, dissemination and exploitation report	WP7	KAS	R	PU	M30
D8.1	Key performance indicators: Definition and Methods	WP8	LUT	R	PU	M3
D8.2	Project Guidelines and Management Plan	WP8	LUT	R	PU	M2
D8.3	Quality Assessment Plan	WP8	LUT	R	PU	M6
D8.4	Risk Assessment and Mitigation Plan	WP8	LUT	R	PU	M4
D8.5	Data Management Plan – DMP	WP8	CWD	R	PU	M6
D8.6	Ethics and Privacy Management Plan	WP8	CWD	R	PU	M6
D8.7	Knowledge and IPR Management Plan	WP8	TNO	R	PU	M6
D8.8	Update of Project Management Plan	WP8	LUT	R	PU	M17

Section 6 of this plan contains further information on the deliverables.

3.5 WP work plans and the project's detailed work plan

Every WP team has prepared a specific WP work plan, to be delivered by the WP leader to the PC, allowing her to monitor comprehensively the status of the activities in GRETA.

The more comprehensive work plan for the entire project is updated on the basis of updates in WP plans, which facilitates the tracking of **what** is done, by **whom,** and **when**. The PC maintains this plan in coordination with the WP leaders. In addition, the essential parts of this more comprehensive work plan have been integrated into the updates of the work plan (Section 3 and Section 4.1.2) of this deliverable D8.8. The WP leaders should periodically (6-monthly) check with the task leaders if they have updated (or will need to update) their work plan.

4 Communication practices and tools

This section describes communication tools and practices of GRETA. They are mainly based on meetings, emails and mailing lists and the project's MS Teams workspace.

4.1 Meetings

Meetings are an important communication tool among partners to monitor and keep track of the work done and of the decisions taken and for the entire Consortium to be updated about the overall project progress. Procedures for managing meetings are described in greater detail in Section 6.2 of the Consortium Agreement.

4.1.1 Procedures for managing meetings of Consortium Bodies

Rules concerning convening meetings of Consortium Bodies are given in Table 4. The chairperson of a Consortium Body shall convene meetings of that Consortium Body.

Table 4. Convening meetings of Consortium Bodies.

Consortium Body	Ordinary meeting	Extraordinary meeting
General Assembly	At least once a year	At any time upon written request of the Executive Committee or 1/3 of the Members of the General Assembly
Executive Committee	At least quarterly	At any time upon written request of any Member of the Executive Committee
External Expert Advisory Board	When needed	At any time upon written request of any Member of the External Expert Advisory Board

Rules concerning giving notice of a meeting of Consortium Bodies are given in Table 5. The chairperson of a Consortium Body shall give notice in writing of a meeting to each Member of that Consortium Body as soon as possible and no later than the minimum number of days preceding the meeting as indicated in Table 5.

Table 5. Notice of a meeting of Consortium Bodies.

Consortium Body	Ordinary meeting	Extraordinary meeting
General Assembly	45 calendar days	15 calendar days
Executive Committee	14 calendar days	7 calendar days
External Expert Advisory Board	7 calendar days	7 calendar days

Rules concerning sending the agenda of Consortium Body meetings are given in Table 6. The chairperson of a Consortium Body shall prepare and send each Member of that Consortium Body a written (original) agenda no later than the minimum number of days preceding the meeting as indicated in Table 6.

Table 6. Sending the agenda of Consortium Bodies.

Consortium Body	Latest date to send the agenda
General Assembly	21 calendar days, 10 calendar days for an extraordinary meeting
Executive Committee	7 calendar days
External Expert Advisory Board	5 calendar days

Rules on adding agenda items and other rules are given in Section 6.2.2 of the Consortium Agreement. For rules on decision-making in meetings, see Section 2.3 of this plan.

As to minutes of meetings of Consortium Bodies, the chairperson of a Consortium Body shall produce written minutes of each meeting which shall be the formal record of all decisions taken. She/he shall send the draft minutes to all Members within 10 calendar days of the meeting. The minutes shall be considered as accepted if, within 15 calendar days from sending, no Member has sent an objection in writing to the chairperson with respect to the accuracy of the draft of the minutes. The chairperson shall send the accepted minutes to all the Members of the Consortium Body and to the Coordinator, who shall safeguard them.

4.1.2 Project meetings

GRETA's timeline of events (Table 7) has been carefully crafted with the aims of integrating project work and avoiding excess travelling and community fatigue among the case study communities. Risks related to the COVID-19 pandemic have also been duly considered. The timeline has been reviewed in M2 and M14 of the project. It will be further updated according to the pandemic situation, inter alia, to ensure that the quality standards of the project and of the consortium are met.

Project workshops and plenary meetings involving all project participants will be organized by the coordinator or another partner if thus agreed in advance. The consortium meets at least twice a year, in person, if possible, in the context of the COVID-19 pandemic. The regular Executive Committee meetings are organized as online meetings. GRETA includes altogether five General Assembly meetings of the consortium and a final workshop. For ensuring cost-efficiency and, when applicable, GAs are coupled with case study visits and other actions in the project, including co-design workshops from WP2, WP5 and technical sessions from WP1. EEAB members may participate if agreed in advance. A number of EEAB members participated in GA2 and GA3.

GRETA's kick-off meeting (KoM) (the first General Assembly meeting) was hosted by LUT in M1 as an online meeting due to COVID-19. The second General Assembly meeting was also arranged as an online meeting due to COVID-19. No case study visit could therefore be arranged. The third General Assembly meeting was arranged in Delft (NL), in a hybrid mode that allowed participation both remotely and in person. In the interest of efficient and transparent project management, an online meeting of the GRETA consortium members is held monthly, from M2, using MS Teams. The purpose of the meeting is to track progress (what has been done [previous month], what will be done [next month]) and to manage risks and issues that cannot be handled internally by a project partner.

It is the responsibility of the WP leaders to organize the WP meetings among the WP team. It is up to the WP leader to decide when and how the meetings take place. The WPs may have joint (with other WPs) or individual meetings depending on WP activities, schedule and progress.

Table 7. GRETA's timeline of events (updated).

YEAR 1	YEAR 2	YEAR 3
• Kick-off meeting (KOM)/GA/Meeting 1 (FI, host LUT, online)	• Meeting/GA 3 (NL, host TNO, hybrid) • Visit by CCAM CS (TNO) • Invite EEAB members (≤5p, online) • 2nd LUT CLI co-design workshop (T2.2) • 2nd Partner workshop (T1.4) by TNO	• Meeting/GA 5 (ES, host TEC) • Visit to UR BEROA CS
• Meeting/GA 2 (IT, host UNIBO, online) • 1st LUT CLI co-design workshop (T2.2) • 1st Partner workshop (T1.3) by TNO • Technical session on CTPs (WP5) by UNIBO • Invite EEAB members (≤5p, online)	• Meeting/GA 4 (PT, host CWD) • Visit to Coopérnico CS by CWD • Invite EEAB members (≤5p) • 1st Project review meeting – EC (travel to Brussels)	• 2nd round of citizen workshops • 2nd Policy workshops (T6.3) coordinated by ISI but taking place in each of the case studies (included in the case study partner budget) • CTP/ECC valid. workshops (T5.3) coordinated by UNIBO, taking place in each of the case studies (included in the case study partner budget) • 2nd UED WS (T2.3) by LUT
	• 1st Round of citizen workshops • 1st policy workshops (T6.3) coordinated by ISI but taking place in each of the case studies (included in the case study partner budget) • CTP intro workshops (T5.3/5.4) coordinated by UNIBO, taking place in each of the case studies (included in the case study partner budget) • 1st User UED WS (T2.3) by LUT	• Final workshop in Brussels • Special session in some EU event or solo at the EC (or online)

Project meetings (online meetings or face-to-face meetings) are organized as follows:

- The initiator of the event informs the participants about the event.
- The preferred date can be organized using the free service on www.doodle.com.
- The initiator collects preferences and sets the date and time of the event.
- The initiator sends an invitation to all the participants with the details of the meeting (place, link, etc.).
- The initiator sends the agenda to all participants 7 calendar days in advance at the latest.
- Participants accept the invitation.

Asynchronous meetings may also be arranged, if appropriate. In the case of an asynchronous meeting, meeting materials are sent to the participants by email or through Teams by the initiator, including instructions on commenting and the commenting time. The participants may have, for example, three working days to comment and approve a decision motion. The asynchronous meeting begins when the message is sent by the initiator and ends by the end of the commenting time (decided in advance). The initiator then informs the participants of the outcome.

Draft minutes of project meetings shall be sent to the participants within 7 calendar days of the meeting. The minutes shall be considered as accepted if, within 5 calendar days from sending, no participant has sent an objection in writing to the chairperson with respect to the accuracy of the draft of the minutes. The chairperson shall upload the accepted minutes on MS Teams (the subfolder of the meeting in question) and inform the participants and the Coordinator.

Section 1.3.5. of Annex 1, part A, of the Grant Agreement contains GRETA's Critical Implementation risks and mitigation actions, including those related to meetings due to possible new outbreaks of COVID-19. GRETA has been designed with the versatility and the budget contingency for accommodating both physical and online meetings, either for regular partner assemblies or participatory activities. If necessary, all physical meetings can switch to fully online mode throughout the project.

4.2   Mailing lists

GRETA's communication takes place mainly through mailing lists. Sending an email to a group ensures that the message is distributed to all emails associated with the group and the message is archived in the group. Documents should be shared in the MS Teams workspace rather than as mail attachments.

Several mailing lists have been created for GRETA (Table 8) by the coordinator. Others can be created for specific purposes, such as WPs' communication. The coordination team can be reached by personal emails. Their contact information as well as information on their responsibilities are available in the MS Teams workspace. This concerns coordination issues such as administrative and financial issues.

Table 8. GRETA's mailing lists.

Group description	Mailing list address	Purpose
All project members	greta@lists.lut.fi	Project management discussions and decisions
General Assembly	greta-ga@lists.lut.fi	Discussions and decisions of the General Assembly
E-COM	greta-ecom@lists.lut.fi	Discussions and decisions of the Executive Committee
EEAB	greta-eeab@lists.lut.fi	Discussions and decisions of the External Expert Advisory Board
Work packages 1-8	WP leader may create a mailing list. The WP channels of the MS Teams workspace may also be used for the communication, as appropriate (the chat).	WP-specific discussions and decisions

Emails are the primary communication tool for important discussions, agreements and contributions between the meetings. Basic instructions for how to use mailing lists are as follows:

- To post to a mailing list/group: an email to the group (for example, for issues concerning the whole consortium, send an email to greta@lists.lut.fi).
- To subscribe to all project members' group or Consortium Bodies' groups: an email to GRETA's project coordination team specifying group and user.
- To unsubscribe from these groups: an email to GRETA's project coordination team.
- WP leaders manage their possible own WP mailing lists.
- Use the word URGENT in the subject if necessary (e.g. when related to deadlines or information for the EC).

Lists with consortium members' contact information are maintained on GRETA's MS Teams workspace. Those also show the recipients of the GA and E-COM groups. A separate list of the EEAB members' contact information is maintained by the Project Coordinator. The mailing lists (other than the WP mailing lists) are also maintained by the Project Coordinator. As the source of information contains sensitive data (such as emails, etc.), anyone can ask anytime to be removed from the contacts list, according to GDPR.

4.3   MS Teams chat

The GRETA consortium uses MS Teams as a chat communication tool. The private environment for the partners is available on an invitation-only basis on:

https://teams.microsoft.com/l/team/19%3ada98e3eb5fd240538807e16d1fd94645%40thread.tacv2/conversations?groupId=0a96776f-ca8e-4df6-bf6b-1a0559e5e363&tenantId=9d97530e-8f27-4137-a2a9-5cb4dcf26f2e

Figure 5 shows an overview of GRETA's MS Teams environment.
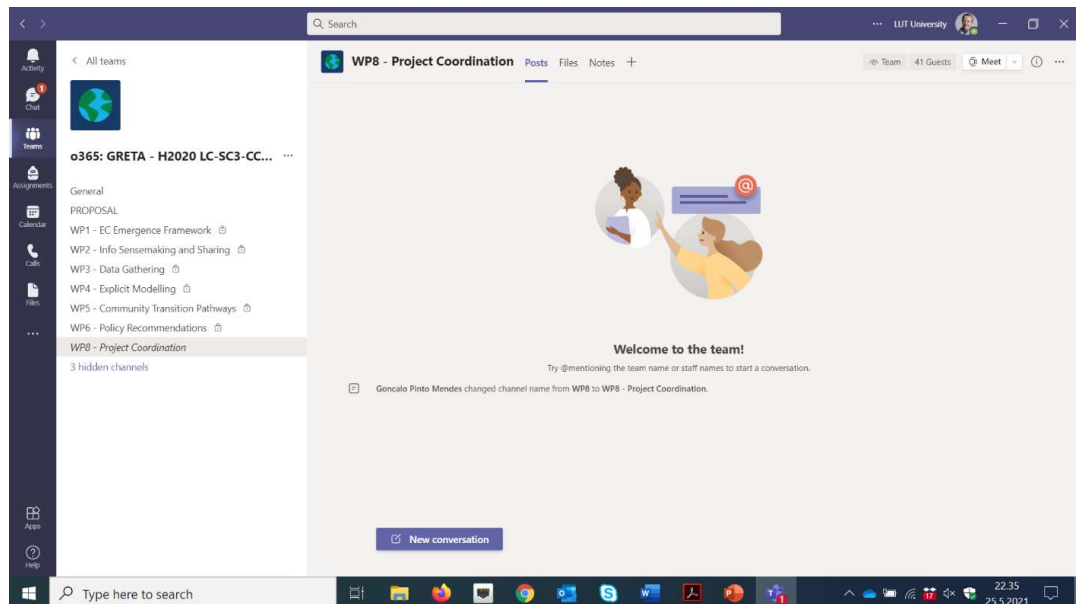
Figure 5. GRETA's MS Teams workspace.

The GRETA partners can interact on MS Teams via direct or group communication in the chat. Group communication is based on channels. The "General" channel has been established for plenary communications, and channels have been enabled for Work Package specific discussions (with limited access) as well as for general Project Management and for Literature. If necessary, the channel structure may evolve during the project to adapt in a flexible way to any specific needs of GRETA that may arise.

5 Document management

This section describes the document management including document repository, document templates and document identification policy of GRETA. The document templates are shown in the Annexes.

5.1 Document repository

GRETA's document repository is based on the MS Teams ecosystem together with the chat communication tool (Section 4.3). The document repository is available for the project partners only (secured access) on:
https://teams.microsoft.com/l/team/19%3ada98e3eb5fd240538807e16d1fd94645%40thread.tacv2/conversations?groupId=0a96776f-ca8e-4df6-bf6b-1a0559e5e363&tenantId=9d97530e-8f27-4137-a2a9-5cb4dcf26f2e

An overview of the document repository is shown in Figure 6.
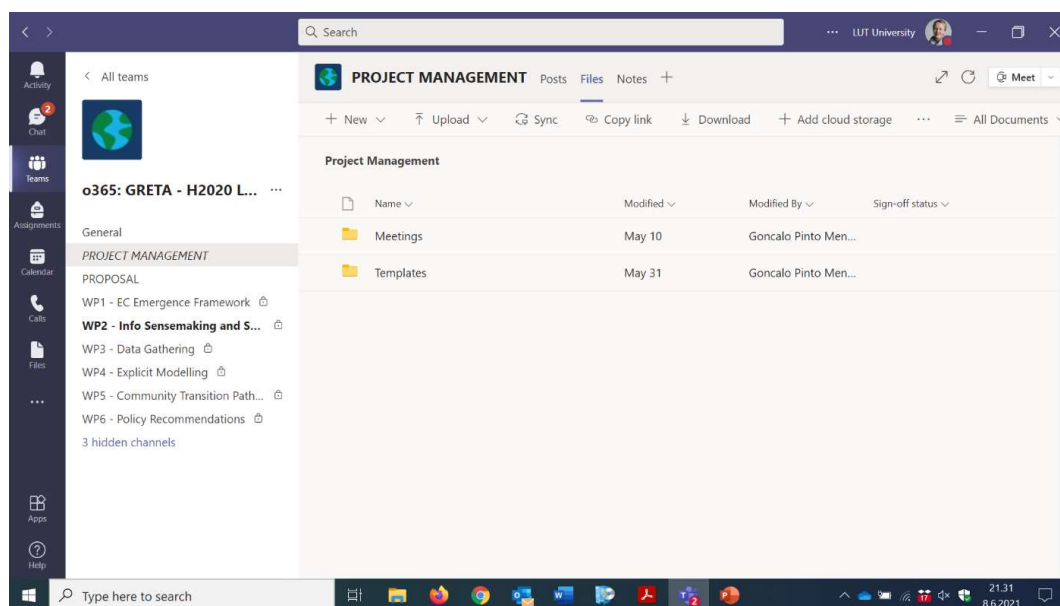
Figure 6. GRETA document repository on MS Teams workspace.

Figure 6 shows the frontpage of the "PROJECT MANAGEMENT" channel with day-to-day working documents such as meeting documents (a folder for each project meeting) and templates. Partners' contacts list is on the "General" channel. All WPs have their own channels (WP1–WP8). WP8 (Project Coordination) channel contains administrative information, such as contractual documents and E-COM and EEAB contacts. WP7 channel contains dedicated communication resources (project logo, press releases, videos, public presentations, brochures and other resources), in addition to any WP7-internal working documents. Submitted deliverables are stored on the Project Coordination channel (WP8).

The internal structure of the repository may evolve during the project, to adapt to any specific needs that may arise, in due time.

5.2   Document templates

Microsoft Office Word, Excel and PowerPoint programs are used for writing and exchanging documentation within GRETA. Project communications such as documents and other resources circulated both internally within the consortium and especially externally for project communication purposes must follow a common corporate image and provide the mandatory legal information about the project, including the reference to the funding programme. Documents with different styles and corporate images shall not be circulated on behalf of the project. Templates have been designed for project communication purposes to harmonize the message and image of GRETA's documentation and communication and to fulfil the legal requirements.

5.2.1 Template for project deliverables

A common template for the project deliverables has been provided (Annex 1 of this plan). This template is originally designed in a Microsoft Office Word format (.docx) since this is the standard for the project documents. Should other formats be needed during the project, the template would be translated in due time. The template has been designed according to the guidelines of the EU Accessibility Directive. The template includes the cover, compulsory information and table of contents, and the common sections to be included in all deliverables, such as Executive Summary. All partners are required to use the template in Annex 1 for the deliverables. The template also includes a number of instructions on how to use it. As to reference systems, each individual partner responsible for deliverables can decide what reference system (e.g. Mendeley) they use. In in-text referencing and reference list, use of the Harvard style is recommended (e.g. https://www.mendeley.com/guides/harvard-citation-guide). Mentioning the page number can be excluded in in-text referencing.

Good practices to be followed for GRETA deliverable editing (by the deliverable leader and all consortium members) are:

- A clear Executive Summary, an Introduction section outlining clearly the purpose and scope, and a Conclusion section are vital.
- The summary must be very clear and exhaustive.
- Objectives must be clear from the beginning.
- The document must be concise; expressing what needs to be said without unnecessary words; avoiding useless lengthening.
- Pay attention to glaring typos, leaving the spell check active and reading once more the document before considering it as consolidated and ready to be checked by an appointed internal reviewer. The review process is guided by the Quality Manager.
- To avoid repeating contents already described in previous Deliverables or in the Grant Agreement, always use references for that purpose.
- Any bibliographic citation must be referenced.

Separate instructions are given in the template for writing the Executive Summary. For the roles and responsibilities during the deliverable preparation process, see Section 6 of this plan.

As to the level of detail required for deliverables and their length, the minimum number of pages is not specified. The recommended maximum number of pages for reports is 50 pages. Appendices should be used for providing additional information beyond the 50 pages. Sometimes deliverables have a "natural length"; the appropriate length may depend on the topic, objective, etc., but typically a concise deliverable is between 30 and 50 pages.

Each deliverable should provide sufficient information to both the EC and the external reviewers to assess the project progress and its results. Very long deliverables may create several problems:

- They don't attract the reader.
- The reader may easily lose sight of the logic, main messages and fundamental concepts.
- Their revision may require a long time and result in more comments that require further revisions.

5.2.2 Templates for meeting agendas and meeting minutes

A common template for the project's meeting agendas has been provided (Annex 2 of this plan). This template is also designed in a Microsoft Office Word format (.docx). The template includes the necessary sections to provide an agenda for different types of meetings (two alternatives).

A common template for the project meeting's minutes has also been provided (Annex 4). This template is also designed in a Microsoft Office Word format (.docx). The template includes the necessary sections to keep record of the list of attendees, discussion and decisions made during the meetings.

5.2.3 Template for presentations

A common template for the project presentations has been provided (Annex 3 of this plan). This template is designed in a Microsoft Office PowerPoint format (.pptx) since this is the standard for the project presentations. The template includes the necessary pattern slides, including cover, index, content and final slides.

5.3   Document identification policy

Proper version naming and numbering of documents circulated among consortium partners is essential for good quality work and to avoid working with old or obsolete document versions. As to filenames, a fixed file naming convention may not cover every situation, but the following guidelines should be observed as far as possible:

- The filename should describe the contents and include the project name 'GRETA', for example, "GRETA_Workshop_LUT_2021-05-24.pptx" for a presentation by LUT at a(n imaginary) workshop on 24 May 2021.
- Filenames for formal deliverables shall contain the deliverable code (written with _) followed by the deliverable name as included in the deliverables table in Annex 1, part A, of the Grant Agreement, for example, "GRETA_D8_2_Project Guidelines and Management Plan".
- If a document is specific to a particular date, this date should be included in the file name in the ISO 8601 form 'yyyy-mm-dd'. For example, the minutes of a WP meeting on 8 June 2021 would be called "GRETA_WP_Minutes_2021-06-08.docx".
- If a document is a template used to collect information from partners, the partner short name should be included in the file name as the suffix, for example "GRETA_Financial report_LUT" for LUT's contribution to a financial report.
- When different versions of a document are used, for example, for deliverables and reports, the version number should be included at the end of the file name. For draft documents, the version number should start at v0.1 and increment in 0.1 steps. Once the document is formally issued, the version should change to v1.0 and then increment in 0.1 steps for minor changes. For a major change, the version will change to v2.0. In filenames, these should be written with _ (for example, v0_1 or v1_0), however.
- When commenting on a document provided by another partner, the file name should be changed to include the initials of the person or short name of the partner making the changes, e.g. "GRETA_D8_2_Project Guidelines and Management Plan_GM.docx" if changes to D8.2 were made by Gonçalo Mendes or "GRETA_D8_2_Project Guidelines and Management Plan_KAS.docx" if changes were made by KAS.
- When suggesting changes to a document, the use of the track changes feature in Word is mandatory to assist the document author/owner.
- Only the original author or owner of a document should increment the version number, i.e., when the author has received and implemented all changes to the first draft version of a deliverable, for example D8.2, it becomes "GRETA_D8_2_Project Guidelines and Management Plan _v0_2.docx".

6   Quality management of deliverables

This section gives an overview of the quality control process of deliverables. Quality management procedures are described in greater detail in D8.3, Quality Assessment Plan.

High quality deliverables and a robust internal Quality Control process are expected by the funder. Article 19 of the Grant Agreement contains provisions on the submission of deliverables. The following procedures are part of GRETA's quality control process and quality assessment that also have an impact on deliverables:

1. Audits (periodically)
2. Deviations and preventive measure management
3. Risk mitigation and contingency management

To guarantee that deliverables are prepared both successfully and with high quality and meeting the objectives, the consortium implements a Quality Procedure before submitting the deliverables to the EC. All draft deliverables undergo an internal review with the consortium partners that ensures the revision of the drafts on the basis of the comments before generating the final version for the EC review and approval.

The GRETA consortium will produce the deliverables listed in Table 3 (Section 3.3) of this plan (and in the original version in Section 1.3.2 of Annex 1, part A, of the Grant Agreement). Deliverables of type "Report" are shared in the project repository for collaborative contributions from partners involved. Most of GRETA's deliverables are reports. When approved by the consortium, according to the process outlined later in this section, the deliverable is submitted to the participant portal for formal approval. These deliverables are prepared using the GRETA deliverable template (Section 5.2.1 and Annex 1 of this plan) that can also be found in the GRETA document repository on MS Teams.

Deliverables of type "Other" (4 deliverables) are as follows: Multinational citizen consultation results database (D3.7), Energy-related base models at local level (D4.3) and Non-energy related models at local level (D4.4). In addition, there is Deliverable D8.5., Data Management Plan – DMP that is of type ORDP: Open Research Data Pilot. With the exception of two deliverables (D1.3, Protocols/guidelines for case study implementations and D1.4, Protocols/guidelines for model-based and pathways analysis), all deliverables are or will be public.

The quality assurance procedures are presented in greater detail in D8.3, Quality Assessment Plan. The steps of the review process are depicted in Figure 7 and as follows:

*   The deliverable should be written using the agreed template (see Section 5.2.1 and Annex 1 of this plan).

- A plan to produce a deliverable and its envisaged structure and contents should be prepared and communicated internally to the partners involved in its writing – early in the process (white box). An outline should be provided by the previous month's monthly meeting (e.g., by the monthly meeting in M19 for a deliverable due in M20).
- The deliverable should be submitted according to the schedule (in time, unless deviations/ amendments take place).
- The reviewer shall respond to the deliverable leader within seven (7) days after receiving the report, with changes and comments indicated using the 'track changes' function. The internal reviewer focuses on the technical content and readability of the documents.
- The deliverable leader checks for presentation, completeness, accordance and accomplishment of the document (also in relation to the DoA) objectives.
- The final version is submitted to the Project Coordinator three (3) days before the EC submission deadline.
- The coordination team (coordination representatives + deliverable leader + internal reviewer) reviews and approves all official deliverables before their submission to the SYGMA platform by the Project Coordinator.
- The Project Coordinator with support from the Quality Manager coordinates the internal document review process to ensure a high quality of deliverables and milestones.

Ensuring quality deliverables

Deliverable leader *can start working on deliverable content as they wish and can use any convenient strategy to accomplish that, but the mode needs to be* **Whitebox**

For internal review
- Responsible person(s) for the deliverable will send the 'complete' version 15 days prior to submission deadline
- Before that all should know the 'live' status of the deliverables to be submitted soon

Always send also to the coordinator

For final check-up
- Reviewer(s) has/have seven (7) days to complete the internal review
- Review to be done directly to the document as comments and/or adding text in the comment mode (track of changes)

Submission to portal
- Responsible person(s) have four (4) days to fix concerns if any
- Coordinator uses the last three (3) days for the coherence and overall quality assurance

Figure 7. GRETA's deliverable quality management procedure.

A reviewer has been assigned for each deliverable. The list of the reviewers is included in D8.3, Quality Assessment Plan.

7 Reporting

This section contains an overview of internal and EC reporting as well as project overviews. Provisions related to the EC reporting and reviews are given in detail in Articles 20 and 22 of the Grant Agreement.

7.1 Internal reporting

7.1.1 Progress reporting

To monitor the progress of the project, internal progress reporting is required by the Project Coordinator. Progress of ongoing tasks is monitored in regular project meetings. A breakdown of planned and upcoming activities within each ongoing task is presented in each project meeting using a 2-slide template, which also includes deviations, delays, risks, and contingency plans. GRETA's Quality Assurance and Risk Manager is responsible for this process, which is aided by detailed WP/task work plans developed by the WP leaders and maintained by the PC in coordination with them (see Section 3.5).

In addition, internal progress monitoring includes periodic updates on the overall status of WPs by the WP leaders. These are provided to the PC every 3 months starting from M6. Each partner contributes, providing details on the progress in their own activities to the respective Task leader and WP leader. The WP leader collects inputs and presents a consolidated version of the status of their WP to the PC. A slide template has been developed for this purpose.

A Word template for continuous reporting has also been provided by the PC. The templates for all WPs are available on GRETA's Teams workspace.

7.1.2 Financial reporting

Internal financial reports to the PC are important for monitoring purposes. In GRETA, four internal financial reports (Excel tables) shall be sent to the PC, for the following periods:

- M1-M9: 1.5.2021-31.1.2022
- M10-M18: 1.2.2022-31.10.2022
- M19-M24: 1.11.2022-30.4.2023
- M25-M30: 1.5.2023-31.10.2023

The goal of this reporting is to prepare in advance for the financial EC reporting, which can at times create unforeseen problems, and avoid complications that could result in an unwanted delay. A template for internal financial reports has been provided by the PC.

7.2 EC reporting

Article 20 of the Grant Agreement contains the rules for reporting. According to Article 20.1, the PC must submit to the Agency (see Article 52) the technical and financial reports set out in this Article. These reports include requests for payment and must be drawn up using the forms and templates provided in the electronic exchange system (see Article 52).

GRETA is divided into the following reporting periods:

- RP1: from month 1 to month 18
- RP2: from month 19 to month 30

The PC provides the necessary templates and further indications in due time to prepare documents and information to be submitted for each one of the reporting periods. The following section gives a very brief overview of the information requested by the EC.

7.2.1 Periodic reports

The coordinator must submit a periodic report within 60 days following the end of each reporting period. The periodic report must include the following:

(a) a 'periodic technical report' containing:

    i.   an explanation of the work carried out by the beneficiaries;

    ii.   an overview of the progress towards the objectives of the action, including milestones and deliverables identified in Annex 1.

    iii.   a summary for publication by the Agency;

    iv.   the answers to the 'questionnaire', covering issues related to the action implementation and the economic and societal impact, notably in the context of the Horizon 2020 key performance indicators and the Horizon 2020 monitoring requirements;

(b) a 'periodic financial report' containing:

    i.   an 'individual financial statement' (see Annex 4) from each beneficiary, for the reporting period concerned.

    ii.   an explanation of the use of resources and the information on subcontracting (see Article 13) and in-kind contributions provided by third parties (see Articles 11 and 12) from each beneficiary, for the reporting period concerned;

    iii.   not applicable;

    iv.   a 'periodic summary financial statement', created automatically by the electronic exchange system, consolidating the individual financial statements for the reporting period concerned and including — except for the last reporting period — the request for interim payment.

All detailed information on the above rules is available in Article 20.3 of the Grant Agreement.

7.2.2 Final report – Request for payment of the balance

In addition to the periodic report for the last reporting period, the coordinator must submit the final report within 60 days following the end of the last reporting period (see Article 20.4 of the Grant Agreement). The final report must include the following:

(a) **a 'final technical report' with a summary for publication containing:**

 i. an overview of the results and their exploitation and dissemination;

 ii. the conclusions on the action, and

 iii. the socio-economic impact of the action;

(b) **a 'final financial report' containing:**

 i. a 'final summary financial statement', created automatically by the electronic exchange system, consolidating the individual financial statements for all reporting periods and including the request for payment of the balance and

 ii. a 'certificate on the financial statements' (drawn up in accordance with Annex 5) for each beneficiary, if it requests a total contribution of EUR 325 000 or more, as reimbursement of actual costs and unit costs calculated on the basis of its usual cost accounting practices (see Article 5.2 and Article 6.2).

For other EC reporting issues, see Article 20 of the Grant Agreement.

7.2.3 Payments

Article 21 of the Grant Agreement contains the provisions on payments and payment arrangements. According to Article 21.1, the following payments will be made to the coordinator: one pre-financing payment; one or more interim payments, on the basis of the request(s) for interim payment (see Article 20), and - one payment of the balance, on the basis of the request for payment of the balance (see Article 20). According to Article 21.7, the coordinator must distribute the payments between the beneficiaries without unjustified delay.

7.3   Project reviews

The PC acts as an intermediary actor between the project consortium and the EC. The PC interacts with the EC on all project matters. The PC is thus in regular contact with the H2020 Project Officer to report on the project's progress in a transparent and practical manner. The contacts occur mainly through emails, phone calls and online meetings. The PC may request the participation of other project partners depending on the subjects to be discussed. In this way, the Project Officer will be able to continuously monitor the performance of GRETA in accordance with Annex 1 of the Grant Agreement.

Article 22 of the Grant Agreement contains provisions on checks, reviews, audits and investigations. According to Article 22.1.2, the Agency or the Commission may — during the implementation of the action or afterwards —carry out reviews on the proper implementation of the action (including assessment of deliverables and reports), compliance with the obligations under the Agreement and continued scientific or technological relevance of the action. Reviews may be started up to two years after the payment of the balance. They will be formally notified to the coordinator or beneficiary concerned and will be considered to have started on the date of the formal notification.

According to the Annotated Model Grant Agreement, reviews normally concern mainly the technical implementation of the action (i.e. its scientific and technological implementation), but may also cover financial and budgetary aspects or compliance with other obligations under the Grant Agreement and may exceptionally also concern issues related to only one specific beneficiary. The project reviews and the related procedure are explained on pages 216–218 of the Annotated Model Grant Agreement.

Contractual Project Reviews are technical reviews carried out by the EC to monitor the performance of the project in accordance with Annex 1 of the Grant Agreement. GRETA's project reviews will take place in M21 (RV1) and M30 (RV2).

8 Risk management

Risk identification and analysis are an important part of the quality control. Procedures for risk management are described in greater detail in Deliverable D8.4, Risk Assessment and Mitigation Plan. This section gives a brief overview from the project management perspective.

Risk management is crucial to achieve GRETA's objectives and ensure success and quality of tasks by ensuring the correct implementation of risk mitigation measures, including the forecasting of potential unknown risks that require special attention for prevention or immediate resolution. From the project management perspective, monitoring of risks is most important. The Project Coordinator needs to monitor if what is done is in line with the final goal defined in the official project documents (the Grant Agreement). Should deviations emerge, corrective actions need to be undertaken to avoid any risk of failure.

Within project management, risks are monitored by, for example, time management, which includes all actions ensuring that the project is carried out in line with the Gantt chart approved by the EC. Should misalignments emerge, the Project Coordinator asks for clarifications from the task leader. If the partner's justifications are not reasonable, a particular corrective action needs to be undertaken.

Risk monitoring is ensured in GRETA in several ways that are described in earlier sections, such as Sections 3.5 and 7.1. For example, each ongoing task is presented in each project meeting, once a month starting from M2, using a 2-slide template, which also includes deviations, delays, risks, and contingency plans.

Section 1.3.5 of Annex 1, part A, of the Grant Agreement contains GRETA's critical implementation risks and mitigation actions. D8.4, Risk Assessment and Mitigation Plan was delivered in M4.

9   Conclusions

This plan specifies management practices and policies of GRETA, and provides a common basis for the partners' collaboration, thus ensuring an efficient implementation of the project. It contains the collection of instructions and decisions regarding project management and coordination developed by M17 of the project.

Its objective is to provide useful information to all partners about processes, practices and policies that are followed during the project implementation, especially with regard to:

- Organizational structure and decision-making
- Work planning including Work Breakdown Structure, task dependencies and production of deliverables
- Communication practices and tools
- Document management
- Deliverables' quality management
- Reporting.

This first version of this plan (D8.2, Project Guidelines and Management Plan) was delivered in M2. This deliverable D8.8, Update of Project Management Plan, contains additional or improved methodologies to ensure correct implementation of GRETA. This deliverable has been accepted in the internal review process.

Annex 1. Deliverable template

Annex 2. Meeting agenda template

Annex 3. Presentation template

Annex 4. Meeting minute template