ManuREfinery

D7.1.- Project Management Handbook

Circular Bio-based Europe Joint Undertaking

Bio-based Industries Consortium

Co-funded by the European Union

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Grant Agreement Number	101157679
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DISCLAIMER

LIST OF ABBREVIATIONS

ABBREVIATION	FULL NAME
CFS	Certificate on financial statements
DLV	Deliverables
DM	Dissemination Manager
EC	Executive Committee
EM	Exploitation Manager
GA	Grant Agreement
LOP	List of Open Points
ODC	Other Direct Costs
PC	Project Coordinator
PSC	Project Steering Committee
TL	Task Leaders
TM	Technical Manager
WPL	Work Package Leaders

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EXECUTIVE SUMMARY

The Project Management Handbook describes the technical and administrative management procedures of the MANUREFINERY project consortium in terms of project execution, administrative aspects, management structures, communication and collaboration.

The Project Handbook aims to show a clear scheme of communication flows in order to clarify the project management procedures during the project lifetime. After a short introduction in which the WPs and deliverables are listed, along with their responsible, section 2 describes in full the different managerial roles and their activities. Section 3 describes some important managerial procedures and tools, and finally sections 4 and 5 focus on communication and management platform and meetings.

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INTRODUCTION

The Project Management Handbook describes the project policies and rules, and the overall management approach. It comprises internal, technical and administrative management procedures of the ManuREfinery project consortium in terms of project execution, administrative aspects, management structures, communication and collaboration. The Project Handbook will be the basis for managing the project throughout its lifecycle and is an important point of reference for all project members and stakeholders.

1. PROJECT ORGANISATION

Figure 1 shows the management structure of the project:

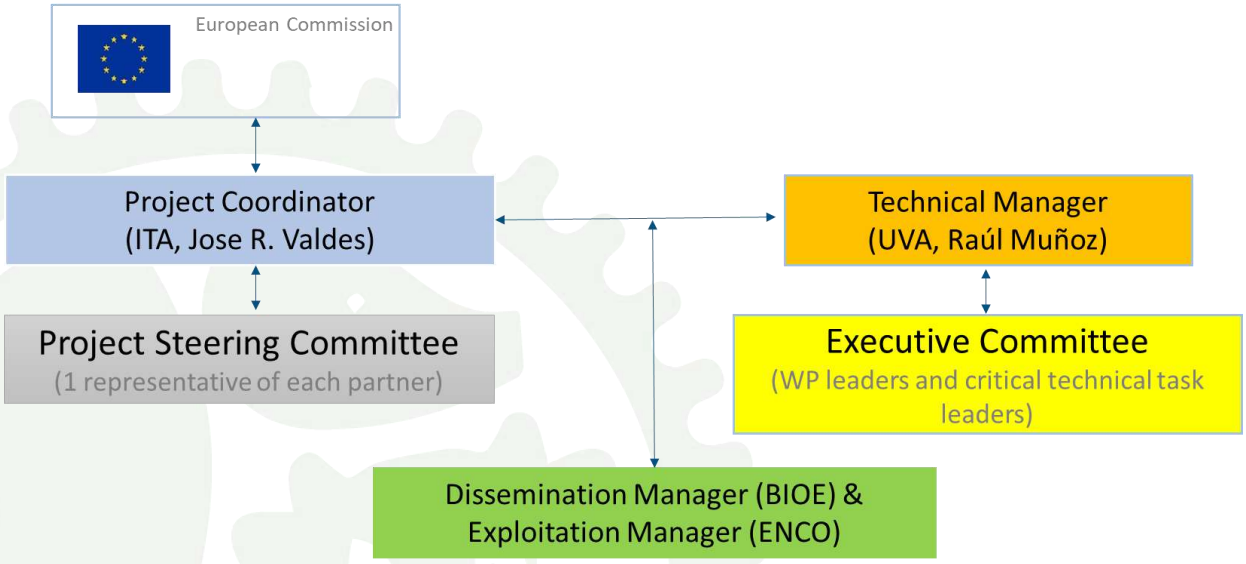

Figure 1. ManuREfinery Management Structure

The various management levels, roles and responsibilities are explained below:

1.1. Project Coordinator (PC)

The PC is the single point of contact between the Executive Committe (EC) and the Consortium and is in charge of the administrative and financial coordination. In this function, the PC signs the Grant Agreement (GA) on behalf of the consortium and coordinates potential updates and amendments of the contractual documents.

The PC is responsible for the following tasks and functions:

- Inform partners of the EC communications & requests.
- Distribution of EC funds.
- Coordinate potential updates and amendments of the GA.
- Organise meetings of the Project Steering Committee (every 6 months).
- Consolidate technical and financial periodic reports for the EC (M18, M36, M48).
- Collation, final check and submission of deliverables and milestone reports.

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- Mediation in conflict resolution and in decision-making.
- Monitor project expenditures (p-ms and costs).
- Set up communication structures (e.g., e-mail lists, internal communication platform).
- Setup of External Advisory Board and organise their participation in meetings & workshops.
- Compile internal technical reports & risk logs.

1.2. Technical Manager (TM)

The TM is responsible for the strategic and technical supervision of all technical activities of the ManuREfinery project by ensuring that they are executed according to the project planning and with high quality. The TM will be in continuous contact with the scientific Work Package Leaders (WPL) and will inform the Project Steering Committee (PSC) and advise on any deficiencies in the technical direction of the project.

The TM is responsible for the following actions:

- Ensure the correct progress of the technical work.
- Day-to-day management of the technical activities and coordination of activities between WPs/valorisation lines/demos.
- Monitor project progress, analyse and approve results, decide on corrective actions.
- Organise meetings of the executive committee (online, every 3 months).
- Inform the PSG about technical progress and advise on any deficiencies.
- Review technical quality and content of deliverables.
- Supervise the risk log and technical progress reports and milestones.
- Monitor the technical delivery of WPs and ensure effective WP interrelation.
- Ensure the delivery of Annual KPI & Impact questionnaire in collaboration with the executive committee.
- Establish and apply quality assurance procedures for the deliverables.

1.3. Project Steering Committee (PSC)

It is composed of one representative of each beneficiary, chaired by the PC, and holding signatory power and/or being authorized to commit their organization to the decisions of the PSC. PSC meetings will be organized by the PC. PSC decisions will be documented, especially in case of contractual consequences for agreements.

The main roles and characteristics of the PSC comprise:

- Main decision-making body of the Consortium that takes major decisions with impact on the project execution.
- Resolve administrative or contractual issues with the EC or within the consortium.
- Meets every six months and on demand of the PC or upon request of the EC or 1/3 of the Members of the PSC.
- Ultimate escalation point for any project problems, e.g., resolution of conflicts, fundamental reorientation of the project.
- Decisions of PSC are expected to be taken by consensus; otherwise, decisions will be taken by majority vote. PSC has a quorum when two third of all beneficiaries (2/3 of the votes) are present. In the event of tie, the vote of the PC will decide.

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1.4. Executive Committee (EC)

The EC is composed by partners in charge of the execution and coordination of the critical technical tasks of the ManuREfinery project. It comprises the WP leaders, line coordinators and unit designers, named as core partners (i.e., UVA, ITA, UZ, COL, BIO2, DET, UG, SYS, UNIF, ENC, BIOE). There are other participants that might be required to join the EC at some point, such as demo site owners/feedstock providers (i.e., AGRO, INT, KIS and DENVER) and CEL. All of them will be coordinated and supervised by the technical manager.

The EC is responsible for the following tasks and functions:

- Meet every 3 months.
- Monitor project progress, analyse and approve results, decide on corrective actions.
- Provide project management support regarding technical, financial and/or exploitation/ dissemination issues.
- Propose changes in work shares and related budget.
- Ensure that all work meets the use case targets.
- Support the coordinator in fulfilling obligations towards the EC.
- Monitor milestones and critical stop/go decision points.
- Decides by simple majority
- Document meetings/decisions on minutes that are made available to all partners.
- Monitoring the project's budget in accordance with the contract and reviewing and proposing budget shifts.

1.4.1. Work Package Leaders (WPLs)

A Work Package Leader (WPL) has been appointed for each individual work package. WPLs will manage and monitor the progress of the tasks of their WP through a continuous intermediation with the Task Leaders. Working groups across work packages will be created on demand during the project execution. The WPL will make WP related decisions and prepare input for the PSC/TM/PC.

The WPLs are responsible for the following actions:

- Coordination, progress monitoring and progress reporting for the tasks within the WPs.
- Review and timely submission of deliverables to TM and PC and send to TM & PC.
- Organize WP meetings at their discretion.
- Monthly update of the List of Open Points (LOP) and risk log of the WP.
- Compile and send WP progress reports to TM.
- WP leaders report to the TM.

At the practical project level, it has been decided that WPs 2 and 3 will be managed by valorisation line. In order to do that, a valorisation line manager has been nominated for each valorisation line: UZ will manage the gas line, ITA the solid line and UVA the liquid line. The valorisation line managers will coordinate and track the progress of the design, construction and commissioning of the lines, in close collaboration with the unit designers & developers (SYS, BIO2, COL, DET, UG), the models & digital twin developers (ITA, UZ), the bio-ingredients evaluator (CEL) and the farm owners (INT, DEN, KIS, AGRO). All the tasks of WPs 2 and 3 can be distributed among the lines: there are some tasks that belong to one line and some tasks that have to be carried out for the three lines.

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Table 1 shows the partners who will carry out the different roles described above.

Table 1: ManuREfinery Management Structure.

ROLE	PARTNER
WP1 leader	UVA
Gas line leader	UZ
Solid line leader	ITA
Liquid line leader	UVA
WP4 leader	UNIFI
WP5 leader	ENCO
WP6 leader	BIOEAST
WP7 leader	ITA

1.4.2. Task Leaders (TLs)

Task leaders are responsible for the planning and execution of their tasks. They must organise task meetings at their discretion, prepare corresponding deliverables and report to the WP/line leader. Table 2 shows the partners that will carry out the tasks.

Table 2: ManuREfinery Task leaders.

ROLE	PARTNER
ITA	T1.1, T1.2, T2.8, T3.4, T4.5, T7.1-T7.4
UVA	T1.3
INEUVO	T1.4, T5.1, T5.3
AGROCESA	T1.5
SYSPRO	T2.1, T2.7, T3.1,
COLSEN	T2.2, T2.4, T3.2,
DETRICON	T2.3
UGENT	T2.5
BIO2CHP	T2.6, T3.3
CELIGNIS	T3.5
UNIFI	T4.1, T4.2
ENCO	T5.2, T5.4, T5.5
BIOEAST	T6.1, T6.2,

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WAGRALIM	T6.3, T6.4, T6.5

1.5. Exploitation Manager (EM)

The EM is responsible for ensuring that all exploitation activities of the project are well directed, of good quality and relevant to the exploitation of the outputs of ManuREfinery. The EM is responsible for the following tasks and functions:

- Responsible for all activities related to the business aspects and results exploitation of the ManuREfinery project.
- Identify funding opportunities for the commercialization of project results.
- Safeguard IPR created during the project.
- Monitor the opportunities for exploitation of the project results.
- Identify barriers to the exploitation of the project results.

1.6. Dissemination Manager (DM)

The DM is responsible for ensuring that all dissemination and training activities of the project are well directed, of good quality and relevant to the target audiences. The DM will report directly to the PC. The DM is responsible for the following actions:

- Responsible for all activities related to the dissemination & communication strategies.
- Develop and approve dissemination materials (website, papers, presentations, leaflets, videos, posts, social media,etc).
- Propose recommendations to stakeholders.
- Establish synergies and collaborations with other relevant projects and initiatives.
- Develop training activities related to outcomes of the project.

1.7. Beneficiaries

The beneficiaries have full responsibility for implementing the action and complying with the Grant Agreement. They have individual financial responsibility and joint liability for technical implementation of the project. Each beneficiary must:

- Keep up to date its administrative info in the electronic register
- Inform the coordinator immediately of any events or circumstances likely to affect significantly or delay the implementation of the action
- Submit to the coordinator in good time financial statements, data for technical reports, any info requested by the JU.

2. PROJECT ORGANISATION

The following periodic reports will be prepared: deliverables, reporting periodic reports (technical and financial), meeting minutes, and LOPs with risk registers. A detailed description of each one is presented in the following sections.

2.1. Deliverables

Deliverables are not objectives of the project, but reports explaining how the different objectives objectives of the project have been achieved and the actions that have been carried out to achieve them. Deliverables will be prepared by the deliverable owner, compiling contributions from the different partners involved (if there is more than one partner involved). They will be reviewed by the WP/line leader and technical manager and conformed by the project coordinator, before the final submission

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by the coordinator via the Funding & Tenders Portal to the European Commission by the due date. Public deliverables are automatically published by the EC.

Every deliverable has a responsible in charge of coordinating the deliverable preparation according to the deliverable table in the DoA. They must be prepared in advance and they should have a limited extension (around 20-50 pages as reference value), and be written with high-quality, following the guidelines for writing & reviewing deliverables that will be issued in the QAP to be submitted in M6.

The deliverables will contain a table on the first page containing the following information:

- Name of the deliverable, as written in the DoA.
- Date, version, dissemination level, authors, etc.
- Acknowledgement of EU funding (Art. 29.4 GA)
- Disclaimer of responsibility (Art. 29.5 GA)
- Revision history.
- Executive summary: 1-2 pages max, describing the main objective, work done and conclusions.
- Header and footer: Deliverable name, version, date, page.
- Abbreviations, glossary, references, etc.

2.2. Periodic Reports

The periodic reports are mandatory technical and financial reports to be submitted to the EC within the 60 days following the end of the reporting periods. They consist of a technical report, the financial statements from each partner and a series of tabs to be filled in SYGMA. The preparation of the technical report is coordinated by the PC, who gathers and consolidates the contribution of the partners and WP leaders, to be filled out in the standard EC technical report template. The financial reports are individual financial statements to be filled out by each beneficiary detailing the eligible costs for each budget category.

The official reporting periods in ManuREfinery are:

- RP1: from month 1 to month 18
- RP2: from month 19 to month 36
- RP3: from month 37 to month 48

The periodic report must be submitted within 60 days following the end of each RP.

2.3. Internal progress reports

In order to keep track of the progress of the technical activities as well as the financial expenditure of the parterns, the following tools will be used:

Cost expenditure update: The PC will ask every 6 months each partner for a summary of the incurred costs: pnumber of person-months spent on each WP, the total personnel costs, and the Other Direct Costs (ODC)s. A simple EXCEL template will be prepared and sent to the partners so that they can fill it out and send an update of the expenses to the PC, who will compile the information and keep track of the project expenses.

List of Open Points (LOPs): In order to keep track of the technical progress of the different activities, a template has been prepared and sent to the three line managers and the WP leaders of WPs 1,4,5, and 6. This LOP should be updated monthly and consolidated by the PC every three months. The LOP should contain all the tasks described in the DoW, and the WP/line leader should deploy under each task all the subtasks necessary for the correct completion of the task. Each subtaks contains

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relevant information to be continously updated such as the start and end dates of the subtask, responsible partner, progress of the task, open points, issues, comments, etc.

The LOP also contains a risk register to be periodically updated. The risk register contains the risks, both those foreseen in the Ga as well as new ones that might appear during the project, their likelihood, impact, occurrence, mitigation actions, etc. The following figures show examples of the LOP and risk register templates.

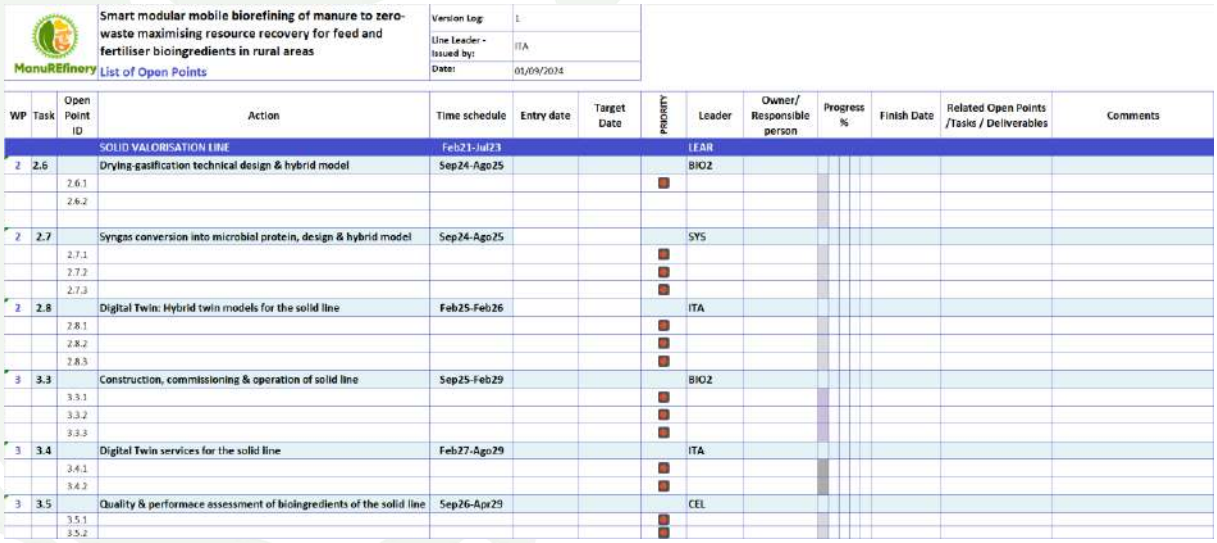
Smart modular mobile biorefining of manure to zero-waste maximising resource recovery for feed and fertiliser bioingredients in rural areas

ManuREfinery List of Open Points

Version Log:	1
WP Leader - Issued by:	UVA
Date:	01/09/2024

WP	Task	Open Point ID	Action	Time schedule	Entry date	Target Date	PRIORITY	Leader	Owner/ Responsible person	Other partners involved	Progress %	Finish Date	Related Open Points /Tasks / Deliverables	Comments
1			Framework, methodology and drivers	Feb21-Jul23				LEAR						
	1.1		Methodological Framework	Sep24-Nov24				ITA						
		1.1.1	Definition of different working groups		01/09/2024	31/10/2024		ITA	P.Gonzalez	ALL			D1.1	
		1.1.2	Map the inputs and outputs (Team alignment maps)		01/09/2024	31/10/2024		ITA	P.Gonzalez	ALL			D1.1	
		1.1.3	Summary of data flow (inputs/outputs)		01/09/2024	25/11/2024		ITA	P.Gonzalez	ALL			D1.1	
		1.1.4	Preparation of D1.1 (M9)		07/11/2024	30/11/2024		ITA	P.Gonzalez	ALL			D1.1	
	1.2		Potential regulatory and societal barriers and SSbD approach	Sep24-May25				ITA						
		1.2.1	PESTLE analysis		24/09/2024	31/03/2025			G. Ibarz	UVA, UGENT, SYS,			D1.2	
		1.2.2	SSbd Framework		21/10/2024	31/03/2025			G. Ibarz	COR, DET, BIO2,			D1.2	
		1.2.3	Preparation of D1.2 (M9)		01/04/2025	30/04/2025			G. Ibarz	AGRO, FERT, CEL, UNIF, INE, IPE, BIDEST			D1.2	
	1.3		Technical requirements	Sep24-May25				UVA						
		1.3.1	Characterization and technical requirements of the gas emission, pig manure and dried digestate	Nov-March 2025	31/10/2024	01/04/2025	✓	UVA	UVA	Inier, Dev, Agro, Kis, Cel, Sys, UVA, BioZ		01/04/2025	D1.3	Information requested to partners for a second time
		1.3.2	Final requirements of the bioingredients	Nov-March 2025	31/10/2024	01/04/2025	✓	UVA	UVA	Agro, Guas, Fert		01/04/2025	D1.3	Information requested to partners for a second time
		1.3.3												
	1.4		Strategies for local deployment in rural areas	Sep24-May25				INE						
		1.4.1												
		1.4.2												
	1.5		Gender dimension	Sep24-May25				ITA		AGRO				
		1.5.1	Review of literature and reports related to gender dimension when designing technologies and engineering.	Sep-Nov 24										
		1.5.2	Review of tasks where gender dimension will be more relevant (WP2). Definition of guidelines and specifications.	Nov24-March25										
		1.5.3	First version of DLV 1.5: "Design for All principles: Gender Dimension in Manurefinery"	March-Apr25										
		1.5.4	Final document submission	Apr-May25										

Figure 2. List of Open Points for WP 1



Smart modular mobile biorefining of manure to zero-waste maximising resource recovery for feed and fertiliser bioingredients in rural areas

ManuREfinery List of Open Points

Version Log:	1
Line Leader - Issued by:	ITA
Date:	01/09/2024

WP	Task	Open Point ID	Action	Time schedule	Entry date	Target Date	PRIORITY	Leader	Owner/ Responsible person	Progress %	Finish Date	Related Open Points /Tasks / Deliverables	Comments
			SOLID VALORISATION LINE	Feb21-Jul23				LEAR					
2	2.6		Drying-gasification technical design & hybrid model	Sep24-Ago25				BIO2					
		2.6.1											
		2.6.2											
2	2.7		Syngas conversion into microbial protein, design & hybrid model	Sep24-Ago25				SYS					
		2.7.1											
		2.7.2											
		2.7.3											
2	2.8		Digital Twin: Hybrid twin models for the solid line	Feb25-Feb26				ITA					
		2.8.1											
		2.8.2											
		2.8.3											
3	3.3		Construction, commissioning & operation of solid line	Sep25-Feb29				BIO2					
		3.3.1											
		3.3.2											
		3.3.3											
3	3.4		Digital Twin services for the solid line	Feb27-Ago29				ITA					
		3.4.1											
		3.4.2											
3	3.5		Quality & performace assessment of bioingredients of the solid line	Sep26-Apr29				CEL					
		3.5.1											
		3.5.2											

Figure 3. List of Open Points for the solid line

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ManuREfinery Risk Register

Version Log: 1
Line leader - Issued by: ITA
Date: 01/09/2024

WP	Risk ID	Risk description	Entry date	Probability [1-9]	Impact [1-9]	Overall Score [1-81]	Risk Level	Leader	Mitigation measures	Owner/ Responsible person	Status	Evaluation	Further action
		SOLID VALORISATION LINE						LEAR		0			
2	R2.1	Scarce and/or poor-quality data available from labscale equipment for building hybrid models of key unit operations. This will hinder appropriate sizing of equipment.		2	5	10	LOW	ITA	Data will be enriched by new experiments at lab and/or information from literature and/or CFD simulations of specific equipment		OPEN		
											Done		
											Pending		
2	R2.2	Uncertainty predicted on performance by DT for one or more valorisation lines is high and potentially difficult to manage		5	5	25	MEDIUM	ITA	DT will be used to re-design the configuration of the valorisation line to improve its control. In addition, improved control strategies will be digitally tested before the start-up of the valorisation line.		Pending		
											Done		
											Pending		
3	R3.5	Problems in gasification interrupt syngas supply to the U-loop reactor for long periods.		2	5	10	LOW		The anaerobic culture will be maintained using a yeast extract-rich mineral salt medium.		Pending		
											Done		
											Pending		
3	R3.6	Microbial contamination of the gas-phase and liquid fermenters.		5	8	40	MEDIUM		Cleaning and re-inoculation of the bioreactor with additional gas and liquid medium filtration modules.		Pending		
											Done		
											Pending		
3	R3.7	One or more technologies do not deliver the expected performance or experience delays in construction.		5	2	10	LOW		Continuous updating status between partners and technical discussion on troubleshooting in technical network.		Pending		
											Done		
											Pending		
3	R3.8	Composition of bioingredients is non-compliant with specifications.		5	5	25	MEDIUM		Improvements in the operation of the technologies to increase purities.		Pending		
											Done		
											Pending		

Figure 4. Risk register

3. IMPORTANT FINANCIAL AND ADMINISTRATIVE ASPECTS

3.1. Eligible costs

Partners must register all costs associated to the project execution. Subject to the Commission's approval of the submitted deliverables and periodic reports, partners will be reimbursed for the following costs:

- Personnel costs
- Travel and subsistence
- Materials
- Equipment (only depreciation during the Project)
- Subcontracting
- Overhead (25% of direct costs minus subcontracting)

Eligible costs must be:

- Actual
- Used for the sole purposes of the project
- Incurred during the duration of the project
- In accordance with the beneficiary's usual accounting and management principles

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- Recorded in the beneficiary's accounting system

3.2. Personnel costs / Time sheets

Only the actual cost of actual hours worked on the project can be charged to the project, with the corresponding justification concerning the involvement in WPs and tasks. The hours worked by the staff involved in the project must be registered in time-sheets (time records), except for personnel working exclusively on the action. In this case, a signed declaration confirming that the persons concerned have worked exclusively on the action is needed. The time records must be dated and signed at least monthly by the working person and supervisor.

The personnel costs are actual, that is, they are calculated as the sum of the cost of each person working in the project. For each person, the cost is calculated as the number of hours worked times the hourly rate for the person. The hourly rate is calculated as:

$$hourly\ rate = \frac{actual\ annual\ gross\ salary}{annual\ working\ hours\ (1720\ by\ default)}$$

The gross salary includes the net salary, the social security contribution, taxes and other obligatory costs.

To calculate the number of p-ms spent on a WP, it is necessary to know the number of hours that make up a person-month. This number is calculated as the annual working hours divided by 12. If the annual working hours of a company are defined, the default number is 1720 hours, or 143 hours per person-month.

3.3. Travel costs

Travel costs are eligible for the personnel of the beneficiaries and also for external experts, if their participation is foreseen in DoA. Travel costs must be in line with beneficiary's usual practices on travel and should be clearly related to the action. **Unforeseen travels out of the EU** are in principle not directly eligible and the PO must be informed about them in order to approve them or not. Justification of the travels and the link and interest to the project should be included in the Periodic Technical Report. The PO can reject them as ineligible if the justification is not satisfactory.

3.4. Materials & Equipment

Consumable materials that are necessary for the project implementation can be purchased during the project and fully charged to it. However, for equipment and assets only the depreciation of the equipment during the project is eleigible (not the full purchase price). The total depreciated equipment costs cannot exceed the equipment's purchase price and the depreciation cannot be spread over a period longer than the equipment's useful life. The use of equipment that has been fully depreciated before the project start cannot be charged to the project. The depreciation costs must be calculated for each reporting period and must account for % use of the equipment in the project. The depreciation of an equipment used in the project is calculated as:

$$\frac{equipment\ cost\ x\ period\ of\ use\ in\ the\ project\ (months\ or\ years)\ x\ \%\ of\ use\ in\ the\ project}{depreciation\ period\ of\ the\ equipment\ (months\ or\ years)}$$

3.5. Subcontracting

Subcontracting refers to the implementation of project tasks described in the DoA that are outsourced by a project partner to an external third party. Services that are necessary for the beneficiaries to implement the work that are outsourced are not considered subcontracting. These are costs that can be reported under the "Other Goods, Works and Services" category.

Subcontracting is only allowed if it is necessary for the action and must be quantified in the estimated budget and described in GA and cannot take place between beneficiaries. In this project only U. Gent has approved subcontracting budget for the pilot

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scale fermentation and extraction system. The addition of subcontracting not foreseen in the GA needs an amendment to the GA.

Subcontracts must be based on best value for money and there must be no conflict of interest. When subcontracting it is usually needed to issue public tenders, ask for three or more offers, or carry out market surveys. The EC usually accepts established commercial agreements.

3.6. Certificate on financial statements (CFS)

This certificate is mandatory for any beneficiary requesting a contribution reaching or exceeding 430,000 euros for actual direct costs. The costs for this obligatory CFS are eligible as "other goods, works or services". These certificates must be submitted together with the final financial report and can be provided by:

- External, qualified auditors in Europe (according to Directive 2006/43/CE).
- Public bodies, secondary and higher education establishments and research organisations may opt for a competent public officer.

3.7. Keeping records & supporting documentation

All documentation related to the project must be kept for a period of 5 years after the final payment.

3.8. Audits and Controls

The Commission/ EU Court of Auditors / OLAF may at any time during the project and up to two years after the end carry out scientific, technological, ethical or financial controls or audits. These controls and audits can be carried out by the Commission/ Court or by outside reviewers or auditors. It is advised that partners:

- Keep records & documents for a period of 5 years after the final payment
- Keep the original documents
- Keep detailed records and other documents:
  - Scientific and technical implementation
  - Costs declared
  - Contracts, subcontracts, invoices, accounting records, etc
  - Personnel time records

4. PROJECT COMMUNICATION AND MANAGEMENT PLATFORM

For communications other than e-mail and to manage the project documents, the consortium will use Microsoft Teams. Microsoft Teams offers one-on-one chat, team chat, team calls (video-calls) and a shared workspace for the various Office applications (e.g. PowerPoint, Word, Excel, Planner, OneNote, SharePoint, etc). The latter feature provides the project team with the option to work natively together, editing shared files.

The figures below show the current appearance of the Microsoft Teams for the project, which consists of several channels (one per WP and line, PSG, EC, etc). Every channel has a chat and a shared workspace. The team in Microsoft Teams was created and is currently maintained by ITA. All other consortium partners have been invited to join as guests. All the partners have already joined the platform and use it on a daily basis.

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Figure 5. ManuREfinery project in Microsoft Teams

5. PROJECT MEETINGS

The project will follow a three-month cycle of co-ordination and follow-up procedures for monitoring progress and responding to changes. The EC will meet at least once every 3 months and the PSC will meet at least once every 6 months. Each task responsible will report regularly to the WP or line leader. Initially the following meeting plan is foreseen:

- Online EC meetings every 3 month, organized by the TM
- Physical PSC meetings every 6 months, 0rganised by the PC
- WP/line and task meetings when necessary, organised by the WP/line or task leader

A short document with the meeting minutes will be issued and uploaded on the corresponding Teams folder by the meeting organiser after the meeting. The minutes should include foreseen actions, responsible partners and deadlines.

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