



Funded by the
European Union



**Life
Reptes**

Renewable bio-hydrogen production technologies from lignocellulosic waste and sewage sludge co-fermentation

LIFE Project Number:	101074329
Deliverable Nº:	D1.1
Title:	Project Management Guidelines
Action:	WP1 – Task 1.3
Responsible Partner(s):	Depuración de Aguas del Mediterráneo SL (DAM)
Author(s):	Silvia Doñate (DAM) Clara Bretas (DAM) Desi Esclapez (DAM)
Collaborator(s)/reviewer(s):	Plàcid Madramany (CRIB) Paz Gómez(AINIA) Shaghayegh Mehdizadeh / Pablo Roda (GENIA)
Date:	23/01/2023

DISSEMINATION LEVEL		
PU	Public	X
PP	Restricted to the other programme participants (including the Commission Services)	
RE	Restricted to a group specified by the consortium (including the Commission Services)	
CO	Confidential, only for members of the consortium (including the Commission Services)	



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



Table of contents

1. Executive Summary	4
2. Introduction	5
2.1 Purpose and scope of the Project Management	5
2.2 Structure of the document	6
3. Project organization	7
3.1 External	7
3.2 Direction	8
3.3 Execution	9
4. Decision-Making procedure	12
4.1 Voting rules, quorum and veto rights	12
4.2 Conflict resolution	12
5. Changes management	13
5.1 Amendments	13
6. Periodic reporting and Progress monitoring	16
6.1 Reporting calendar	16
6.2 Internal reports	17
6.3 Continuous & Periodic reports	17
6.3.1 Structure of the period report	17
6.3.2 Preparation and submission of the continuous and the periodic report	17
7. Financial Management	19
7.1 Financial reports	19
8. Document Management	21
8.1 Format	21
8.2 Codification of documents	21
8.3 Examples	22
8.4 Availability and storage	22
8.5 Deliverables review process	22
9. Communication	25
9.1 Internal Communication	25
9.2 External Communication	26
9.3 Communication with CINEA	27
10. Conclusion	28

1. Executive Summary

The LIFE REPTES Project Management Guidelines describe the management and quality control procedures of the project LIFE REPTES, with Grant Agreement nr. 101074329, which are meant to facilitate co-operation within the consortium and ensure the quality of the work carried out.

This document has the purpose of providing a set of practical guidelines to the LIFE REPTES consortium in relation to the project technical and financial management. Moreover, it sets up the working procedures and rules, means of communication, control, and other management procedures.

The recommendations it contains, if used with some discipline, will reduce the project overhead and may, therefore, be considered crucial for the overall success of the project. Also, these rules will ensure comply with the obligations detailed in the Grant Agreement nr. 101074329 signed between the Lead Beneficiary, Depuración de Aguas del Mediterráneo SL (DAM), and the European Climate, Infrastructure and Environment Executive Agency (CINEA).

These Project Management Guidelines are a complement to all other key documents that the coordination team should have read and have accessed while the project is running: the Grant Agreement (GA) and its Annexes, the Annotated Model Grant Agreement – EU Funding Programmes 2021-2027 and the Consortium Agreement.

2. Introduction

2.1 Purpose and scope of the Project Management

The main objectives of the project management are to set-up the LIFE REPTES management structure, to provide technical and administrative assistance to the coordinator (DAM) and partners, to provide financial and contractual management of the consortium and the related contractual documents and to negotiate any necessary changes to these agreements during the project.

The LIFE REPTES management structure is designed to reach the following objectives:

- Ensure the timely and qualitative achievement of the project results through administrative coordination.
- Ensure the quality control of the project results and the risk management of the project as a whole as well as to monitor continuous evaluation procedures of the project.
- Guarantee the cooperation among the partners and most especially the agreement and compliance with the LIFE programme rules GA.
- Coordinate at the consortium level the activities of the consortium.
- Provide decision making, quality control and conflict resolution mechanisms to support the project consortium and its evolution.
- Provide the timely and efficient administrative and financial coordination of the project and the compliance with contractual commitments.
- Maintain the required reporting activities towards the European Climate, Infrastructure and Environment Executive Agency (CINEA).

The LIFE REPTES management is based on several principles which are important in an organisational collaboration:

- The LIFE REPTES partners are collaborating to achieve a common objective, share experience and know-how, and develop results with complementary skills.
- Work must be organised and planned in a result-driven way. Common planning must hence be a reference for everybody and must always be up to date.
- The collaboration between participants is based on consensus and joint decision making, involving different levels of decision-makers in various domains (strategic, technical, financial, and administrative). The rules for such decision making need to be clear.
- The effectiveness of meetings is absolutely critical to the progress of work. An inconclusive meeting can cause serious delays, risks and costs.

In an inter-organisational collaborative project such as LIFE REPTES, procedures are defined to facilitate operations and management of the project. Their objectives are not to create management tasks with a heavy structure, but to give to each partner simple tools, allowing all activities to be managed properly.

2.2 Structure of the document

The Project Management Guidelines provide guidelines concerning:

Project Organisation: There are several bodies governing the different aspects of the project. The structure is organized in external, direction and execution bodies.

Decision-making procedure: Some rules on conflict resolution and voting are specified.

Changes management: In order to complete the project according to the established level of quality, some changes and adjustments might be necessary throughout the project life. The rules to proceed are developed in this document.

Periodic Reporting and progress monitoring: CINEA will monitor the progress of the project through periodic reports, deliverables and project reviews. Besides, internal progress reports will be implemented through six-month reports which will consist of update on the resource consumption information. The information provided will be used to detect eventual deviations by comparing actual and planned resources.

Financial management: A set of financial rules applicable to LIFE REPTES will be summarized.

Document management: During the lifetime of the project, many documents will be produced, and some simple rules should be followed in order to facilitate the management of this production. Responsibilities of documents are specified in this plan, as well as other general rules of formats and instructions on the level of confidentiality of the documents.

Communication: Three different kinds of communication are distinguished: internal, external and towards the Executive Agency.

This document has been prepared following principles of the ISO 9000 standard. In its most basic form this standard requires a consortium to:

- Say what you do: have documented procedures for the work affecting product or service quality.
- Do what you say: carry out the work in accordance with the written procedures.
- Have the records to prove it: show documented proof of compliance to auditors, providing objective evidence.

By describing what is actually done, writing it down and then seeing how it can be improved, many of the requirements of ISO 9000 can be met. In addition, there are few additional activities which the standard requires:

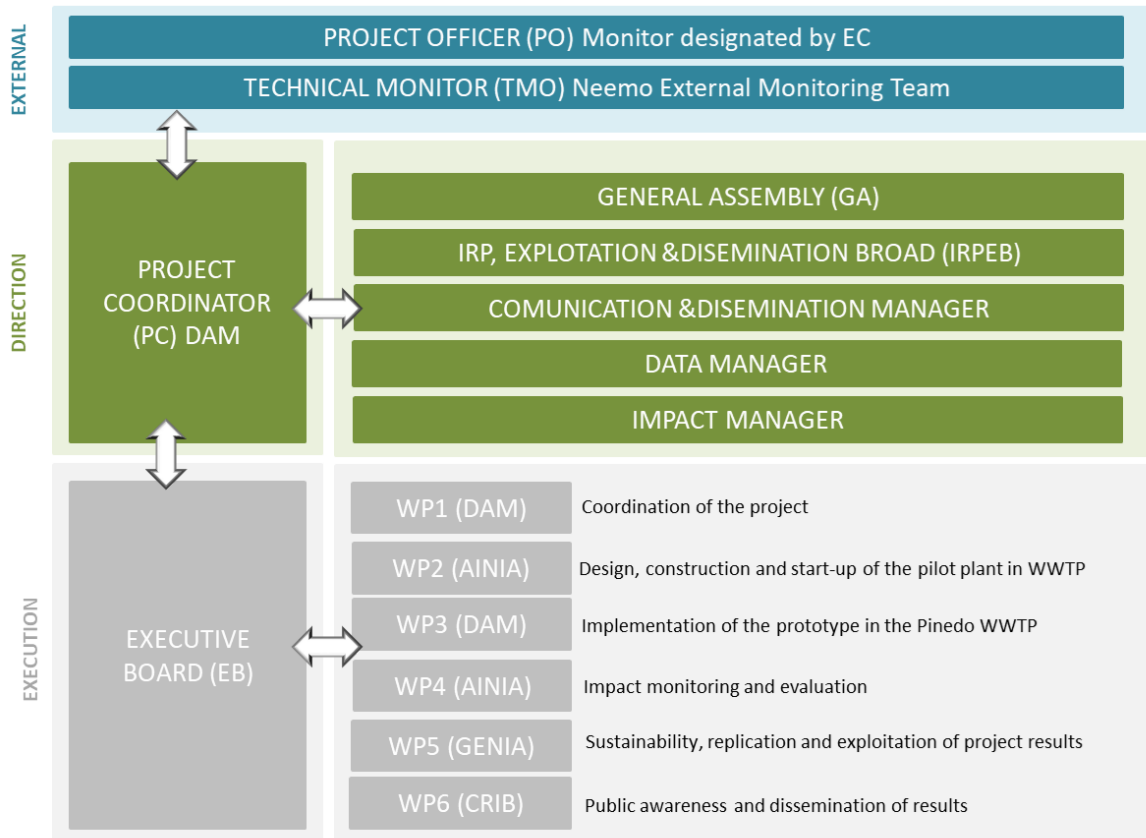
- A defined organisational structure with clear responsibilities.
- Internal Quality Assurance (QA).
- Management review through regular meetings.

The Project Coordinator (PC) is responsible for the adherence to the QA procedures set out for the project, through the fulfilment of the review procedures explained in the document.

3. Project organization

The LIFE REPTES Project is based on a management structure able to deal with its internal management and with the complexity of dealing with different actors involved in the project execution and which is specified in detail in the Consortium Agreement and Grant Agreement.

The organisation of the project management covers various aspects: strategic, technical and daily business issues:



3.1 External

Project Officer (PO): This person has been designed by the European Commission to monitor the proper execution of the project and accompany the consortium throughout the project implementation, being the main contact for any matters regarding the Grant Agreement and reporting. For the LIFE REPTES the person assigned is Julien Tami (Julien.TAMI@ec.europa.eu).

Technical Monitor (TMO): National expert part of the External Monitoring Team (EMT) that supports CINEA’s monitoring and communication of the LIFE programme and acts as a bridge with the beneficiaries in the national language. The TMO will provide guidance to the project and help to spot potential problems before they arise. For the LIFE REPTES the person assigned is Pepa Diamantopoulos Fernández (josefa.diamantopoulos@neemo.eu)

3.2 Direction

Project Coordinator (PC): The coordinating organization (DAM) shall be the intermediary between the Partners and the Granting Authority. This profile performs or supervises all tasks assigned to the project management and chairs the General Assembly, the Executive Board, the Work Package Committee and the IRP, Exploitation & Dissemination Board meetings.

The coordinator organizes the meetings according to the calendar of meetings, prepares the agenda and writes and distributes the minutes. The minutes, including decisions made during the reported meetings, will be considered valid after formal approval of all the parties.

The Coordinator shall not enlarge its role beyond the tasks specified in the Consortium Agreement and in the Grant Agreement. In particular, the coordinator is responsible for:

- Monitoring compliance of the partners with their obligations.
- Collecting, reviewing and submitting reports and all other deliverables (including financial statements and related certification) to CINEA.
- Preparing the agenda of General Assembly and Executive Board meetings, chairing the meetings when relevant, preparing the minutes and monitoring the implementation of decisions taken at meetings.
- Transmitting documents and information connected with the project, to and between Work Package Leaders and any other Partners concerned.
- Administering the community financial contribution and fulfilling the financial tasks.
- Providing, upon request, the Parties with official copies or originals of documents that are in the sole possession of the Coordinator, when such copies or originals are necessary for the Parties to present claims.
- If one or more of the Parties are late in submission of any deliverable, the Coordinator may nevertheless submit the other Parties' Project deliverables and all other documents required by the Grant Agreement to the Granting Authority in time.
- The Coordinator shall not be entitled to act or to make legally binding declarations on behalf of any other Party or of the consortium, unless explicitly stated otherwise in the Grant Agreement or this Consortium Agreement.

General Assembly (GA): The General Assembly is the ultimate decision-making body of the consortium. The GA shall meet at least once a year and shall consist of one representative of each Partner. The coordinator will chair the meetings of the GA. The GA shall be in charge of both the overall direction and major decisions within the Project. The GA shall decide any major issue, with particular regard to the following items:

- Review and/or amendment of the Consortium Agreement
- Proposals to the Commission regarding the Contract
- Entry of new partners into the project
- Termination of a defaulting partner and related measures
- Changes of the Coordinator or Work Package Leaders and Executive Board members
- Changes in the Work Plan, corrective actions when deviations from the initial planning occur, including changes in the allocation of the project resources
- Final approval of activity reports to the Commission
- All proposals received from the Executive Board

Decisions regarding the entry of new partners or termination of defaulting partners shall be taken unanimously. Measures will be decided upon consensus whenever possible. When consensus cannot be reached, the decision will be reached through voting. Each member of the consortium shall have one vote. Decisions shall be taken by a majority of 2/3 of the votes present or represented. The GA cannot take decisions unless a majority of two-thirds of the votes and 50 % of the Partners are present or represented. A Partner, whose scope of work, intellectual property rights or obtained Access Rights are or might be affected, may veto such decisions. Such veto shall be duly justified.

The operational procedures of the General Assembly are described in the Consortium Agreement.

IPR, Dissemination & Exploitation Board (IPREB): The IPR, Dissemination & Exploitation Board will be chaired by an expert from DAM, and the rest of members will be key persons on the respective organisations deeply involved in the innovation and IPR generation and protection of key technologies for their own companies. The IPREB will have the responsibility to support the Consortium on IPR issues, chosen as the leaders of the Key Exploitable Results (KER). It will propose the IPR Policy and the Action Plan for the Exploitation of project results to the EB and GA. The IPREB will be responsible to prepare, monitor and update the list of exploitable results and Innovations that will be used to monitor the progress and achievements of the project and to assess the Plan for Use and Dissemination of the Foreground (PUDF, including both the Dissemination and Exploitation Plan). The IPREB will look for increasing the IP protection and ownership measures awareness, assimilation and implementation, supported by training and workshops given by the IPR helpdesk and other EC support services that might be considered deemed.

Communication and Dissemination Manager: Plàcid Madramany (CRIB)

Data Manager: Silvia Doñate (DAM), Paz Gómez /Gracia Silvestre (AINIA)

Impact Manager: Shaghayegh Mehdizadeh / Pablo Roda (GENIA)

3.3 Execution

Executive Board (EB): The Executive Board shall consist of the coordinator and all the Work Package Leaders to be appointed by the GA. The EB is the supervisory body for the execution of the project and should report and be accountable to the General Assembly. The EB shall meet at least twice a year and shall, in particular, be responsible for:

- Reviewing the execution of tasks, allocation and use of resources, production of deliverables in each Work Package, as reported by respective Work Package Leaders.
- To analyse the status of the risks reported by each Work Package committee and accept or reject the contingency actions suggested.
- Supporting the Coordinator in preparing meetings with the Commission and supplying related data and deliverables.
- Establishing Activity Reports to be submitted to the Commission.

- Making proposals to the General Assembly upon changes in the Work Plan, corrective actions when deviations from the initial planning are observed and changes in the allocation of the resources.
- Making a proposal to the General Assembly to suspend or terminate possible parts of the Project or to terminate all or part of the Contract, or to request the Commission to terminate the participation of one or more Partners.
- Reviewing and decide in case of default by a Partner and propose remedial actions to be taken to the General Assembly.
- Making proposals to the General Assembly for the review and/or amendment of the terms of the Contract and the Consortium Agreement.
- Carrying out all decisions made by the General Assembly.

Work Package Leaders (WPL) & Work Package Committee (WPC): The information flow within each WP and between the WPs will be coordinated by appointed WPL. The flat structure with the agreed WPL will give a clear view of the ongoing work and, thus, facilitate the decision-making process and speed up implementation of necessary changes as well as the dissemination of achieved results.

The Work Package Committee (WPC) shall normally meet every 6 months and shall be composed of all Work Package Leaders and chaired by the Coordinator.

The chairperson of a WPC shall be the appointed WPL.

The WPLs of the technical WPs have major contributions in their Work Packages. The WPL shall, together with the WPC, be responsible for:

- Coordinating, on a day-to-day basis, the progress of the technical work within the WP.
- Timely delivering reports and WP results to the Executive Board.
- Proposing to the Executive Board changes to Consortium Plan, including corrective actions when deviations from the initial planning are observed and changes in the allocation of the project resources.
- Making proposals to the Executive Board for the admission of new WP Partners.
- Alerting the Executive Board and the Coordinator in case of delay in the performance of the Work-Package or in case of breach of responsibilities of any WP Partner.
- Analysing and documenting, at the request of the Executive Board, a presumed breach of responsibilities of a Partner under the Work Package and preparing a proposal for remedial actions to the EB
- Deciding upon any exchange of tasks and related budgets between WP Partners when such exchange has no impact beyond the scope of the Work Package and its budget
- To revise and register the status of the specific risks of each Work Package and suggest contingency actions.

The project Work Package Leaders are the following ones:

Work Package	Leader
WP1. Coordination of the Project	1. DAM
WP2. Design, construction and start-up of the REPTES demo plant in WWTP	2. AINIA
WP3. Implementation of the prototype at Pinedo WWTP	1. DAM
WP4. Impact monitoring and evaluation	2. AINIA
WP5. Business and Exploitation Plan	3. GENIA
WP6. Public awareness and dissemination of results	4. CRIB

4. Decision-Making procedure

Decisions of low level will normally be taken by the responsible partners based on the description of work to be performed, as stated in the Grant Agreement, the Consortium Agreement, and the annexes.

In case there is a dispute between two or more partners, an agreement will be sought by informal communication. In case no agreement is reached, the conflict resolution procedure will be resorted to as explained in the Consortium Agreement.

4.1 Voting rules, quorum and veto rights

Each partner will be represented in the General Assembly and shall have one vote of equal value. A member that can prove that tasks assigned, time for performance, costs, liabilities, intellectual property rights or other legitimate interests could be severely affected by a decision of the General Assembly may exercise a veto with respect to the corresponding decision or relevant part of the decision.

In case this occurs, the members will make every effort to solve the veto's cause, to the general satisfaction of all of all its members. A party may not veto decisions relating to its identification as a defaulting party. The defaulting party may not veto decisions relating to its participation and termination of activities in the consortium or the consequences of them.

4.2 Conflict resolution

The consortium foresees two levels for conflict resolution: the first level is within a Work Package; the second level represents a conflict escalation within the General Assembly (strategic issues).

The resolution will depend on its origin:

- Conflicts related to resource allocation or contractual terms: will be treated directly at General Assembly level.
- Technical, technological or activity related issues: the first attempt will be to resolve them at Work Package Leader (WPL) level, where the leader will mediate. In case the resolution affects the work plan and/or expected results, the WPL will inform the Executive Board. When no agreement can be reached, the Project Coordinator will mediate and when no agreement can be reached, the conflict resolution will be referred to the General Assembly.

The General Assembly will decide by a simple majority vote; each member will hold one vote and the Project Coordinator (PC), if necessary, will have the quality vote. For serious and urgent matters, the PC can call an extraordinary coordination meeting. All disputes or differences arising in connection with the project which cannot be settled within the consortium shall be first resolved by mediation and finally by arbitration in Brussels, as detailed in the Consortium Agreement.

5. Changes management

If any changes to the project shall occur, actions and/or procedures are necessary. In order to complete the project according to the established schedule and work plan, the General Assembly will decide which adjustments have to be made. In case adjustments are needed on the Actions, the Work Package Leader will inform and advise the Executive Board, about any operational, financial or administrative matters.

The Executive Board will inform the General Assembly of any deviation. Any member of the General Assembly has the right to raise at any moment the issue of necessary changes for the project as a whole.

If the changes are approved by the General Assembly, the Project Coordinator will then inform CINEA about the adjustments the consortium wishes to make, to obtain approval of the changes proposed.

When the intended changes differ substantially from the initial plans, the Grant Agreement will need to be updated by means of an amendment. The procedure to submit an amendment is further explained in section 5.1.

5.1 Amendments

An amendment to the agreement represents a substantial change to the Grant Agreement originally approved by CINEA. The amendment cannot modify the general objective of a project nor increase the maximum contribution. Non-substantial changes can be accepted by simplified procedure.

Relevant articles in the Model Grant Agreement

- Article 39 -Amendment states conditions and procedure for amendments
- Article 5.5 –Budget flexibility: budget shifts between beneficiaries and budget categories is allowed without amendment (if it does not imply significant changes in the description of the action in annex 1)
- Amendment always needed for changes to the budget category for volunteers, categories with lump sums, categories with budget ceilings (e.g. financial support to third parties) always require an amendment
- Addition of amounts for subcontracts not provided for in Annex 1 either require an amendment or simplified approval

The following are considered as **substantial changes that requires an amendment**:

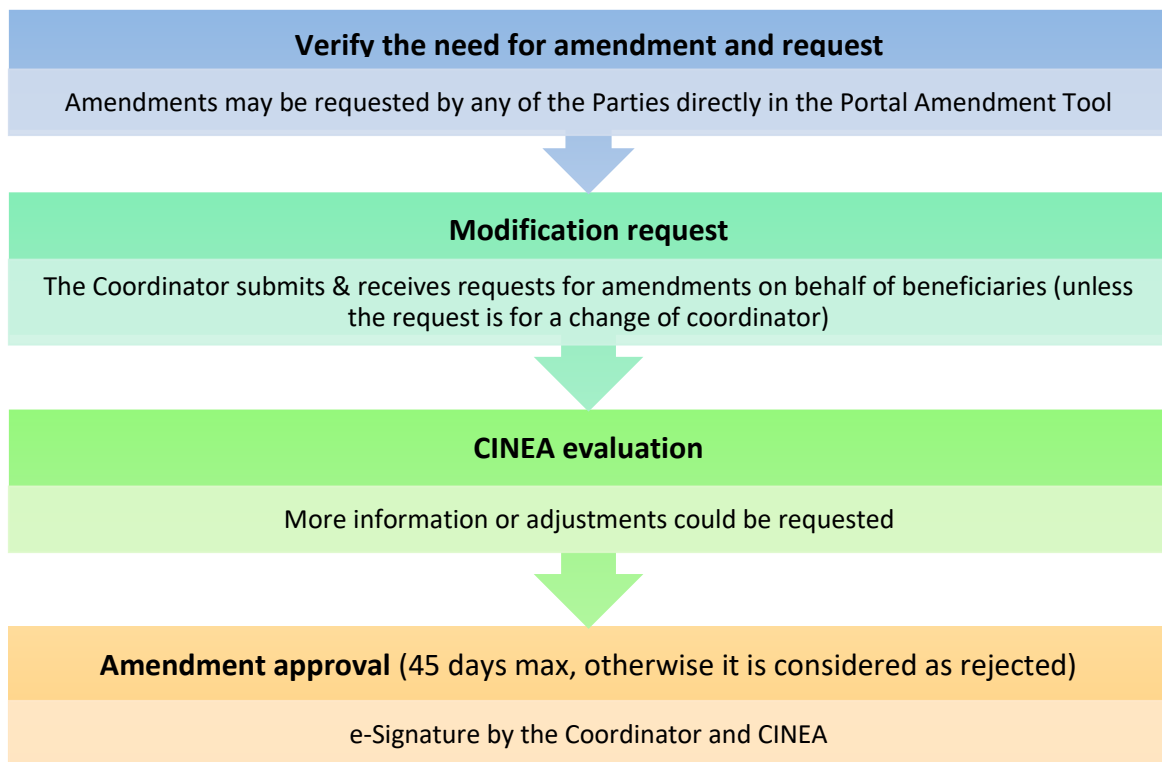
- Change in partnership: amendment as only beneficiaries can claim costs
- Change in reporting periods/duration/EU contribution: amendment as GA is modified (Datasheet)
- Changes to an essential aspect of the project, e.g. change of technology, change of habitats/species targeted, change of target groups, subcontracting instead of doing yourself... which could call into question the initial award of the grant

- New strand of work which was not foreseen in the proposal, but becomes necessary and represents a significant part of the project
- Budget shifts between beneficiaries and budget categories that imply significant changes in the description of the action in annex 1
- Changes that would result in exceeding the threshold (30%) for the “limited” subcontracting (if that clause is applicable to your GA see article 6.2.b)

The budget breakdown may be adjusted — without an amendment — by transfers (between participants and budget categories), as long as this does not imply any substantive or important change to the Description of the Action.

The coordinator should contact the granting authority (via Funding & Tenders Portal Message), if they intend to amend the grant to change a specific purchase of service assessed during proposal evaluation or to introduce a new specific purchase of service during the action implementation.

The official request for an amendment must be done in 3 steps:



In the following lines this procedure of requesting an amendment is explained:

- The beneficiary will launch the amendment preparation in the Funding & Tender opportunities portal, after clicking the “Actions” button in the project and going to “Manage Project”. Then, the beneficiary can access to the “launch a new interaction with the EU” and select “Request for Amendment”. Once you have launched the request, the amendment is automatically assigned a reference number.
- Then, according to the Grant Agreement data modified, the system will select the relevant amendment type, providing an overview of the modifications entered, and list

the compulsory supporting documents. The amendment request formally consists of two documents: The Amendment core and the Amendment request letter.

- After all these steps, the preparation of the amendment will be ready for review by the Coordinator Contact person (Lock for review) and to submit to the CINEA officer for informal review. After any necessary adjustment, finally, the PO accepts the amendment request and the coordinator PLSIGN must e-sign on behalf of the consortium.
- The EU services have 45 calendar days to access the request and the possibility to extend this deadline. If the amendment is accepted, the document will be signed by CINEA and the Grant Agreement data is updated in the system accordingly.
- If the amendment serves for the purpose of the withdrawal from the consortium by a beneficiary, the beneficiary has to deliver its input at the final report. If no technical information is delivered, they will be considered not to have contributed to the project. Therefore, they will not get any funds from the EC.
- If an amendment is started at the same time as a payment is requested, the payment will be suspended until the amendment is solved.

6. Periodic reporting and Progress monitoring

The reporting will be used to track project progress and identify rapidly problems and encountered risks, in order to enforce pro-active and preventive management. It will also help to address the requirements for the external reporting and to meet the short contractual deadlines.

Reporting will gather information on:

- Main activities carried out during the period
- Status of milestones and deliverables
- Problems encountered
- Dissemination activities during the period
- Resource consumption
- Results achieved
- Meetings attended, etc.

6.1 Reporting calendar

The progress and achievements of the LIFE REPTES project will be assessed through:

1. Internal Reports, which will be elaborated every six months and will be used by DAM to track the project's progress and identify rapidly problems and risks, in order to enforce pro-active management. It will also help to address the requirements for the external reporting and to meet the short contractual deadlines.
2. Period report (official reporting), which will be submitted to the Commission (Mid-Term Report -M18 and Final Report-M42).
3. Monthly update to the External Monitoring Team on project implementation according to the Programme rules.

The complete calendar of reporting during the life of LIFE REPTES is as follows:

	Financial Reporting							
	Type	From		To		Excel Reception	Results	Declaration in F&T Portal (Deadline)
IR1	Internal	M0	01/08/2022	M6	31/01/2023	28/02/2023	15/03/2023	
IR2	Internal			M12	31/07/2023	31/08/2023	15/09/2023	
RP#1	Official			M18	31/01/2024	29/02/2024	15/03/2024	31/03/2024
IR3	Internal	M19	01/02/2024	M24	31/07/2024	31/08/2024	15/09/2024	
IR4	Internal			M30	31/01/2025	28/02/2025	15/03/2025	
IR5	Internal			M36	31/07/2025	31/08/2025	15/09/2025	
RP#2 (FR)	Official			M42	31/01/2026	28/02/2026	15/03/2026	31/03/2026

6.2 Internal reports

Each Project Partner will be requested to provide resource consumption reports every six months through a given template. The declaration of incurred costs will be tracked per Work Package and Cost Category.

The DoA contains the initial planning for the total project duration. The Person Months (PM) allocated in every task have been translated into the provisional planning of their resource consumption per semester, with regards to the timeline of the specific tasks a partner is involved in. The actual costs will be compared to the budget plan and the resource consumption will thereby be controlled.

The template to be used, prepared by the Project Coordinator, will contain tables for collecting the data on PMs, name of person involved, Description of Action and EURO spent over the last 6 months period. The Project Coordinator will copy these figures into a budget follow-up file for each period and consolidate the figures at the integrated project level.

6.3 Continuous & Periodic reports

6.3.1 Structure of the period report

The periodic report must be submitted by the coordinator within 60 days following the end of each Reporting Period. It contains the periodic technical and financial reports:

- The technical part includes an overview of the action implementation, and it must be prepared using the template available in the Portal Periodic Reporting tool.
- The financial part of the additional prefinancing report includes a statement on the use of the previous prefinancing payment. The financial part of the periodic report includes:
 - the financial statements (individual and consolidated, for all beneficiaries/affiliated entities) and
 - the explanation on the use of resources.

6.3.2 Preparation and submission of the continuous and the periodic report

- Continuous reporting** functionality in the Funding & Tender Opportunities Portal: it is activated at the time the project starts and it is continuously open for the beneficiaries to submit deliverables, to report on progress in achieving milestones, to follow up of critical risks, ethics issues, publications, communication activities, and the answers to the questionnaire on horizontal issues. It will be the **part A of the Periodic Report**.
- Periodic reporting** functionality in the Funding & Tender Opportunities Portal: following the end of each reporting period, the functionality of periodic reporting in the Funding & Tender Opportunities Portal will be activated.

While the periodic reporting session is open in the electronic exchange system:

- Each participant will be able to complete online their own Financial Statement (and the financial report of their Affiliated Entities, if any) including the explanations on the use of resources;
- The project coordinator will be able to upload **the Part B of the periodic technical report** as a pdf document (containing the explanation of the work carried out and the overview of the progress as well as an explanation on deviations from the DOA) and include the financial statement of each partner into the report.

When the project coordinator submits the periodic report, the IT tool will capture the information from the continuous reporting module in order to generate the Part A of the periodic technical report. The IT tool will consolidate the individual financial statements and it will automatically generate the report with explanations of the use of resources and the periodic summary financial statements, which corresponds to the request for payment.

The periodic technical report will be 'locked for review' by the coordinator before its submission. Make sure the information in the continuous reporting module is up-to-dated before the periodic report is 'locked for review'. Updates entered after this step will be included in the periodic report of the following period.

7. Financial Management

The following section sets out a number of financial rules applicable to EC funded projects and which apply to LIFE REPTES.

Actual Costs: LIFE REPTES is a cost-sharing contract, which is based on the actual costs incurred for the work under the project. No estimated, budgeted or imputed rates are allowed. Neither the Coordinator nor partner beneficiaries can make any kind of financial profit from their participation in this project. The amounts that have been negotiated for the technical annex are only estimates and, as such, they cannot be claimed as actual costs. The fact that CINEA will make periodic payments for the costs claimed does not mean that these costs have been accepted. Costs can be considered as definitively accepted only after the final review of the Project Officer.

Indirect costs identification: The EC will consider, as a general rule, 7% of the eligible direct costs (categories A-D, except volunteers' costs and exempted specific cost categories, if any).

Timesheets: Time worked for the beneficiary under the action must be supported by declarations signed monthly by the given person and the supervisor, unless another reliable time-record system is in place. The actual number of hours spent on the project must be stated in the periodic reports and in the financial statements. The absence of timesheets will make it impossible for the European Commission to contribute to the costs claimed for labour.

Justification of Costs: All the documentation to support and justify the costs reported must be kept in order and made available for possible checks, reviews, audits, investigations, litigation or other pursuits of claims under the Agreement.

The beneficiaries must keep the original documents. Digital and digitalised documents are considered originals if they are authorised by the applicable national law.

7.1 Financial reports

Within the LIFE REPTES project, two financial reports will be submitted to CINEA after M18 and M42. The official financial reports (Financial Statements) will be submitted by the Project Coordinator via F&T portal on behalf of the project consortium, to declare the costs incurred during the reporting period.

The Financial Statement describes the cost declarations and it contains information such as:

- Information about the Beneficiary;
- The declaration of costs;
- The declaration of receipts;
- The declaration of cost details (cost, explanation, work package);
- The requested EC contribution.

For this purpose, partners will fill the financial monitoring tool periodically, every six months, and send it to the Project Coordinator for carrying out a review to ensure the proper financial reporting according to the Annex I and II of the Grant Agreement and Programme rules.

This process is further organized in the following tasks:

1. Each partner's LEAR will nominate a person authorized (FSIGN) to sign the Financial Statement in the "My organizations" tab, through the "Actions" icon and then clicking on "Edit roles" (F&T Portal).
2. Each Beneficiary fills its corresponding Financial Statement.
3. Once the partner's Financial Statement has been created and completed on F&T portal, the FSIGN electronically signs and submits the Financial Statement to the Project Coordinator.

These actions must be performed within the 30 following days after the closure of the corresponding reporting period.

4. The Project Coordinator reviews the Financial Statement and may reject it if some incorrections are detected.
5. Once corrected, the beneficiary sends again the Financial Statement to the Project Coordinator.
6. Once all the Financial Statements from beneficiaries are approved by the Project Coordinator, the coordinator submits all the information from the consortium to the European Commission.

Actions 4, 5, and 6 must be performed within the 30 following days after the reception of the first draft of the Financial Statement. Deadline for submission of reporting period is 60 days after closure of reporting period.

7. After submission to the Commission, the Financial Statements will be available on the F&T Portal to be downloaded.
8. The Commission will review the report and ask for clarifications and/or reject some expenses. In that case, each beneficiary must correct the information following Commission's suggestions and send the corrected Financial Statement to the Project Coordinator, who will review it and send it again to the Commission.

Finally, and after the reception of the final reports and the corresponding approvals from the Commission, the payment is expected to be delivered to the Project Coordinator within 90 days after closure of reporting period. The Project Coordinator will then proceed to the payments to each beneficiary.

8. Document Management

Documentation stands for the set of files related to the work carried out under the LIFE REPTES Workplan by the project consortium.

Documentation will not be limited but should follow agreements reached in the project meetings in formal communications or at least in bilateral meetings between partners. Circulation of documentation will be defined in the same manner.

The documentation will be intended to be used internally to the consortium and following the dissemination rules stated by the Grant Agreement with CINEA.

8.1 Format

Documentation will be circulated in formats compatible with: **MS Office 365**.

Preferably the above-mentioned software should be used on its generation.

Language used for official written documents and all the reporting will be English. As well, Spanish will be the official working language for the partnership, coming all the project partners from Spain.

8.2 Codification of documents

The codification of documents tries to clearly identify a relevant set of information: the type of documentation, the deliverable it contributes to, author/responsible and version.

Files will be identified according to the following structure:

Identification_ filename_ author_ version.extension

Where:

- Identification: A code that will identify the direct destination of the information included. Below are shown the considered codes.

AGENDA	Agendas of the different project meetings (further comments by e-mail with no codification needed, only reply mechanisms)
MINUTES	Minutes of the different project meetings (further comments by e-mail with no codification needed, unless otherwise considered).
DLxxxx	Information belonging to direct work in the deliverable xxxx
PRx	Contributions to Periodic Report x (including financial statements)
PUB	Documentation addressed to direct dissemination/publication
REPTES	General documentation not specifically linked to any DL or WP, but in the framework of the project.

- *FILENAME*: Non-restricted name. Just what the author considers a logical name. Only one rule will be stated: assembled versions (both intermediate and final) of DLs and PRs will not have name.
- *AUTHOR*: Participant short name as it appears in the Description of Work of the Grant Agreement. Consolidated PRs will not state author, as they will be responsibility of the coordinator. Codes are shown below.
- *VERSION*: Two-digit code identification the document version:

Intermediate versions	01 to 09
Final versions	deF
Further modifications to final versions	deF 01 to 99

8.3 Examples

Final version of DL 1.1:	DL1.1_REPTES_CT_deF.doc
Intermediate version of DL 2.2:	DL2.2_REPTES_CT_04.doc
Periodic Report 2 (first version):	PR2_REPTES_CT_01.doc
Periodic Report 2 (final version):	PR2_REPTES_CT_deF.doc
Consolidated PR2:	PR2_deF.doc

8.4 Availability and storage

Official documents (DLxxx_, PRx_, AGENDA_, Minutes_) will have for a limited period its latest two versions available through the Google drive repository. The coordinator will keep in its internal records these two versions.

8.5 Deliverables review process

All Project Deliverables prepared in LIFE REPTES will be coordinated by the corresponding Work Package Leader (WPL). All partners involved will provide their own contribution following the general indications of the WPL, in accordance with the distribution of the specific tasks. Each Project Partner shall ensure in quantitative and qualitative terms, the delivery of the planned project activities, deliverables and other results. For a timely accomplishment of calendar of deliverables according to the Grant Agreement, the Project Coordinator will put in place a system of alerts and reminders addressing the partner in charge. First e-mail of alert will be sent to the responsible of the deliverable with at least 30 days of anticipation.

All deliverables prepared in LIFE REPTES, before being submitted to CINEA, must undergo an official review by the Project Coordinator. This review process is further organized in the following tasks:

- The central Deliverables (reports, files, tools...) of the project will be forwarded in draft form to the other partners participating in the task after the 1st alert (30 days prior to the deadline).
- The Deliverable draft will be forwarded to the Project Coordinator within the deadline indicated in Work Plan.
- Upon revision, iterations between the reviewers and the responsible of the Deliverable might be required to produce a final version internally approved for submission.
- Finally, the Project Coordinator approves the deliverable and submits it to the European Commission through the Funding & Tender Opportunities Portal. One sample of each developed material shall be stored at the Project Coordinator's premises for control and audit purposes.

Deliverables and results, especially studies and analyses, produced during project implementation will be granted Access Rights according to the procedure described in the Consortium Agreement (Article 9).

Deliverables which contain classified information must be submitted according to special procedures agreed with the CINEA.

In case one or more deliverable targets are not successfully reached, adequate corrective measures are put in place to ensure the project performance as well as to minimise the impact at the Programme level following the procedures specified in the Programme Manual.

Table 1: List of Deliverables

The delivery date may change after discussion with PO.

Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D1.1	Project Management Guidelines	WP1	1 - DAM	R — Document, report	PU - Public	6
D1.2	Risk management guidelines and monitoring report	WP1	1 - DAM	R — Document, report	PU - Public	42
D2.1	Definitive operational parameters of the REPTES technology to the rice straw and the sewage sludge of Pinedo WWTP.	WP2	2 - AINIA	R — Document, report	SEN - Sensitive	4
D2.2	REPTES demo plant design project	WP2	3 - GENIA	R — Document, report	SEN - Sensitive	6
D2.3	Video of the construction of the REPTES demo plant	WP2	3 - GENIA	DEC — Websites, patent filings, videos, etc	SEN - Sensitive	10
D2.4	Operational and maintenance guidelines of the REPTES demo plant	WP2	1 - DAM	R — Document, report	SEN - Sensitive	13
D3.1	Interim report on the implementation of LIFE REPTES demonstration prototype al Pinedo WWTP.	WP3	3 - GENIA	R — Document, report	SEN - Sensitive	26
D3.2	Final report on the implementation of LIFE REPTES demonstration prototype al Pinedo WWTP.	WP3	1 - DAM	R — Document, report	SEN - Sensitive	42
D4.1	Report on the national GHG emissions from rice straw management	WP4	2 - AINIA	R — Document, report	PU - Public	9
D4.2	Report on initial KPIs	WP4	1 - DAM	R — Document, report	PU - Public	9
D4.3	Report on TEA and LCSA methodology	WP4	2 - AINIA	R — Document, report	PU - Public	12
D4.4	Final report on TEA and LCSA.	WP4	2 - AINIA	R — Document, report	SEN - Sensitive	42
D4.5	Final report on KPIs	WP4	1 - DAM	R — Document, report	PU - Public	42
D5.1	Life REPTES Business & Exploitation Plan	WP5	3 - GENIA	R — Document, report	SEN - Sensitive	30
D5.2	REPTES-tool	WP5	3 - GENIA	R — Document, report	PU - Public	36
D5.3	Report on the study of replication in different real scenarios	WP5	3 - GENIA	R — Document, report	PU - Public	42
D6.1	Communication Plan	WP6	4 - CRIB	R — Document, report	PU - Public	4
D6.2	Specific section in the website of each partner	WP6	4 - CRIB	DEC — Websites, patent filings, videos, etc	PU - Public	6
D6.3	Report on the dissemination activities	WP6	4 - CRIB	R — Document, report	PU - Public	42
D6.4	After-life plan	WP6	1 - DAM	R — Document, report	PU - Public	42

9. Communication

9.1 Internal Communication

Internal communication refers to the process of information exchange done by the partners of LIFE REPTES between themselves and with the subcontractors in the framework of the project.

Although the main decisions should be taken within Project meetings, through the daily internal communication a high amount of project tracking is done. Therefore, procedures for the registration of the communications are defined.

Communication must be traceable. Therefore, channels in which evidence remains will be used for most of the communications.

Who should contact whom?

The general rules to decide whom to contact depend on the matter in question. These rules are written as if the e-mail will be the preferred communication method:

- 1- Questions related to work to be carried out within a Work Package (or for several WPs as a joint task) should be addressed to the WPL. Other Project Partners should be included only when deemed necessary.
Emails with large distribution lists should be avoided in order to prevent confusion and unnecessary burden of communications.
- 2- Questions related to specific issues of a task force should be sent to all the partners involved in the task, to allow tracking of the exchange.
- 3- Matters of general relevance to the project should be sent to the Project Coordinator.

The Project Coordinator is the only person allowed to act as a link between the consortium and the Project Officer, with the only exception of specific claims on the Project Coordinator.

Communication channels

Although other channels may be used, only “traceable” communications will be taken into account in the scope of the procedure. Informal day-to day communication will be conducted by:

- e-mail (please use “LIFE REPTES” as a reference on subject field).
- Telephone
- Videoconference (to discuss particular issues, via Microsoft Teams or Zoom).
- Website workplace
- Google drive to upload all documentation in the cloud.

Since other communication channels keep no evidence of the communication, communications through the above-mentioned channels will be encouraged.

Meetings

Collaboration is dependent on good communication and encouraging empathy at all levels. Partners communicate better if they have met each other in person. Therefore, a series of meetings will be held during the project execution. It is shown below a foreseen meetings table with the estimated dates:

Responsible	Location	Month	Meeting relevance
DAM	DAM office in Paterna (Valencia, Spain)	M1	KoM (GA, WPC and EB meetings)
AINIA	AINIA facilities in Paterna (Valencia, Spain)	M6	WPC and EB meeting
GENIA	GENIA facilities in Valencia (Spain)	M12	GA, WPC and EB meetings
DAM	Pinedo WWTP, Valencia (Spain)	M18	WPC and EB meeting
CRIB	CRIB office in Alzira (Valencia, Spain)	M24	GA, WPC and EB meetings
GENIA	GENIA facilities in Valencia (Spain)	M30	WPC and EB meeting
AINIA	AINIA facilities in Paterna (Valencia, Spain)	M36	GA, WPC and EB meetings
DAM	DAM office in Paterna (Valencia, Spain)	M42	Closure meeting (GA, WPC and EB meetings)

9.2 External Communication

The task force on public awareness and dissemination will design and execute a Communication Plan (D6.3) in order to create external awareness and commitment with the activities of the project. They will also be in charge of producing and communicating the specific outputs for outreach strategies:

- Creation of the dissemination materials, such as leaflets or briefings for the different target groups.
- Specific section on the website of each beneficiary for LIFE REPTES: An attractive specific section will be created for LIFE REPTES with different thematic tabs that report on the project, objectives, budget, partners, progress and results, as well as information related to the same problem, solutions, links to other pages of interest, own agenda and external events etc., with special emphasis on the dissemination of LIFE and interaction with other LIFE projects. This specific section will be maintained for 5 years after the completion of the project in the website of each beneficiary. Project website: Specific section in the website of each partner
- Organisation of events and attendance to international research conferences.
- Social Media: LIFE REPTES will be actively promoted on social media such as LinkedIn, Twitter, Facebook, Instagram, YouTube, etc. in order to ensure a strong social media presence. It is also encouraged the use of hashtags (#LIFEprogramme, #LIFEproject, etc.) to achieve more engagement.

All partners will use shared communication tools to ensure a striking and common project promotion. The following logo has been created in order best to suit the different layouts of the documents of the project:



It is crucial that Project Partners use the following EU logos in all documents resulting from the project activities:



Moreover, it must indicate the following disclaimer (translated into local languages where appropriate):

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

Moreover, an After-LIFE plan will be drafted together with the final report to show the situation at the end of the project and setting future objectives.

9.3 Communication with CINEA

The channels to be used are:

- The Funding & Tender Opportunities Portal – Grant Management System:
 - Formal communication (can be created by Coordination contact & Participant contacts): it shall be used for correspondence requiring acknowledgement of receipt (to dispatch replies to formal notifications from CINEA, to communicate on events with impact in the action and whenever the Grants Agreement clearly stipulates so).
 - Informal communication on a specific process
- Although informal, some communications Consortium - CINEA will be via the Grant Management System Messaging Facility, to have them stored in the system. The facility can be used only by the Coordinator.
- "Traditional" communication through email and telephone.

10. Conclusion

As mentioned above, a certain level of rigour when using these guidelines will reduce overhead, ease the management work for all partners and increase the efficiency and quality of the work carried out in the project. All persons involved in LIFE REPTES project tasks should understand and use these rules, standards and recommendations specified hereafter. In addition, with LIFE REPTES being a long-term project, the individuals involved in project may change during the project lifetime. Clear procedures will assist newcomers joining the project and help them to become quickly operational.

The present document should be considered as a complement to all other important documents which should be used for reference while the project is running: the Grant Agreement and its Annexes, the Annotated Model Grant Agreement – EU Funding Programmes 2021-2027 and the Consortium Agreement.

Renewable bio-hydrogen production technologies from lignocellulosic waste and sewage sludge co-fermentation



COORDINATOR

Clara Bretas

clara.bretas@dam-aguas.es

This project received funding from LIFE programme under grant agreement N° 101074329.