



Integrated NBS-based Urban Planning Methodology for Enhancing the Health and Well-being of Citizens

D11.2

Quality Assurance Plan

WP11 – Project Coordination and Management



This project has received funding from the European Union's Horizon 2020 Research and Innovation Program under grant agreement No 869448. The contents of this publication are the sole responsibility of the authors and can in no way be taken to reflect the views of the European Commission.



Lead Contributor	Eftychios Protopapadakis (NTUA)
Other Contributors	Eftychios Protopapadakis, Emmanuel Sardis, Anastasios Douamis (NTUA)
Reviewers	Ranko Bozovic (ENPL), Cedo Maksimovic (ICL)

Due Date	M5, 31 Jan. 2021
Delivery Date	31 Jan. 2021
Type	Report
Dissemination Level	Public (PU)
Keywords	Quality,, Assurance, Plan, Horizon 2020, Project Management, Deliverables, Risks, Dissemination,

Document History

Version	Date	Description	Comments	Edited by
0.1	15/01/2021	First internal version	Request for partners' input	Eftychios Protopapadakis, Ioannis Kavouras (NTUA)
0.2	21/01/2021	Second draft version		Eftychios Protopapadakis, Ioannis Kavouras, Mpampis Zafeiropoulos (NTUA)
0.5	23/01/2021	Third version	Request for review	Emmanuel Sardis, Manthos Bimpas (NTUA)
0.6	28/01/2021	Review process	Review	Ranko Bozovic (ENPL), Cedo Maksimovic (ICL)
1.0	31/01/2021	Final version	Final document	Eftychios Protopapadakis, Emmanuel Sardis, Anastasios Douamis, (NTUA)



Legal Disclaimer

This document reflects only the views of the author(s). Neither the Innovation and Networks Executive Agency (INEA) nor the European Commission is in any way responsible for any use that may be made of the information it contains. The information in this document is provided “as is”, and no guarantee or warranty is given that the information is fit for any particular purpose. The above referenced consortium members shall have no liability for damages of any kind including without limitation direct, special, indirect, or consequential damages that may result from the use of these materials subject to any liability which is mandatory due to applicable law.

This document and the information contained within may not be copied, used, or disclosed, entirely or partially, outside of the euPOLIS consortium without prior permission of the project partners in written form.

© 2021 by euPOLIS Consortium.

Table of Contents

Table of Contents	4
Executive Summary	6
List of Figures	7
List of Tables.....	7
List of Acronyms / Abbreviations	9
Glossary of Terms	12
1. Introduction	13
2. Project Management	14
2.1 Project's Management Structure	14
2.2 Project Coordinator (PC).....	14
2.3 Technical Manager (TM)	15
2.4 Innovation – Exploitation Manager (IEM).....	15
2.4.1 Innovation Management	15
2.5 Dissemination and Communication Manager (DCM)	15
2.6 Quality Manager (QM).....	15
2.7 Technical Committee (TC).....	16
2.8 Work Package Leader (WPL)	16
2.8.1 Task Leader.....	16
2.8.2 Deliverable Leader.....	16
2.9 Other roles supporting the Coordination	17
2.9.1 Financial Control Office (FCO)	17
2.9.2 External Relations (ER).....	17
2.9.3 Help Desk Secretariat (HDS).....	17
2.9.4 Ethics Board (EB).....	17
2.9.5 Advisory Board (AB).....	17
3. Communication and Contribution among Partners	20
3.1 Communication of the consortium	20
3.1.1 Mailing Lists.....	20
3.1.2 Meetings	22
3.1.3 Best practices	23
4. Decision process and information flow	25
4.1 Decision Process	25
4.2 Conflict Resolution.....	25
5. Contributions	26
5.1 Consortium as a whole	26

6.	Management of Deliverables and other Project Items	29
6.1	Document Edition	29
6.2	Deliverables handling process.....	30
6.3	Roles.....	31
6.3.1	Deliverable Leader	31
6.3.2	Deliverable Contributor	31
6.3.3	Deliverable Peer Reviewer	31
6.4	Deliverable Approval and Quality Management.....	34
6.5	Supporting Tools and Artefacts	35
6.5.1	Online Repository (SharePoint)	35
6.5.1.1	Calendar (SharePoint).....	35
6.5.1.2	Office 365 (SharePoint).....	35
6.5.2	GitHub and/or GitLab	36
6.5.3	Templates.....	36
6.6	Key Performance Indicators (KPIs) and Evaluation	36
7.	Reporting	38
7.1	Continuous reporting.....	38
7.2	Periodic reporting	39
7.3	Internal reporting	40
8.	Dissemination, Communication and Collaboration Activities.....	41
8.1	Web dissemination	41
8.2	Social media	42
8.3	E-newsletter	42
8.4	Press Releases and Media Coverage	42
8.5	Rules for publications	42
8.6	Scientific dissemination	43
8.7	Collaboration with other EU projects and initiatives	43
9.	Risk Management	44
9.1	Roles and responsibilities	44
9.2	Risk Management Plan	45
10.	Consortium Agreement (CA).....	55
11.	IPR management	55
12.	Ethics and Societal Impact	55
13.	Conclusions	57



Executive Summary

The Deliverable D11.2 “Quality Assurance Plan” developed within “WP11 – Project Coordination and Management” provides a single point of reference on the quality assurance processes that will govern the course of the euPOLIS project. This deliverable defines the project organization, procedures, roles and responsibilities related to the quality control and quality assurance activities, that will be carried out during the forty eight months duration of the project. It describes how the project will execute its day-to-day activities, from a quality perspective, and ensures that standards, processes, and procedures are defined and their execution is continuously monitored, corrected when necessary and improved.

Additionally, it exposes the proposed risk management approach of the project for managing and controlling of all the project possible risks. Moreover, its skeleton organization addresses the roles and responsibilities of the consortium members, the risk identification per task, per activity, as well as risk assessment and mitigation plans.

This document is based on the terms and conditions established in the euPOLIS Grant Agreement (GA) and its Annexes, as well as in the Consortium Agreement (CA). The use of the present guidelines can ensure better collaboration among the consortium partners. This deliverable is to be used by all the project partners in order to ensure project implementation according to the Gantt chart, quality assurance of project processes and outputs, following EU rules of research and innovations outcomes reporting, and protect the consortium from possible deviations from the project objectives and aims.



List of Figures

Figure 1: euPOLIS management structure	14
Figure 2: Conflict resolution procedure in euPOLIS	26
Figure 3. Deliverable Handling Process	31
Figure 4. euPOLIS SharePoint Documents repository	35
Figure 5. An example of euPOLIS SharePoint Calendar (December 2020)	36
Figure 6. EU portal for continuous reporting	38
Figure 7. EU portal for continuous reporting for euPOLIS deliverables	39
Figure 8. euPOLIS risks manipulation	45
Figure 9. Categories of the euPOLIS risks impact	46

List of Tables

Table 1. Partners Names Abbreviations	9
Table 2. Abbreviations	10
Table 3. Glossary of terms	12
Table 4. euPOLIS Advisory Board members	18
Table 5. EuPOLIS Partners roles	18
Table 6. euPOLIS SIA Members	19
Table 7. euPOLIS distribution mailing lists.....	20
Table 8. euPOLIS face to face meetings.....	23
Table 9. euPOLIS telco meetings	24
Table 10. euPOLIS's Partners' Expertise	26
Table 11. Document Edition (Cheat Sheet)	29
Table 12. euPOLIS deliverables' reviewers	32
Table 13. Rules for publications	43
Table 14. WP1 Ethics requirements, risks and mitigation strategies.....	46
Table 15. WP2 Stakeholders and communities' engagement and benchmarking, risks and mitigation strategies	47
Table 16. WP3 Gap analysis, requirements and solutions identification for cities, risks and mitigation strategies	47
Table 17. WP4 public health and well-being with related social and behavioural aspects, risks and mitigation strategies.....	47
Table 18. WP5 technologies to support development of NBS in the cities, risks and mitigation strategies	50
Table 19. WP6 Design and development of the euPOLIS Solutions and implementation plan, risks and mitigation strategies.....	51
Table 20. WP7 deployment of the NBS and monitoring solutions in the cities, risks and mitigation strategies..	51



Table 21. WP8 Evaluation of the euPOLIS solutions, training and capacity building, risks and mitigation strategies.....	52
Table 22. WP9 Communication, dissemination and standardization activities, risks and mitigation strategies..	52
Table 23. WP10 Exploitation activities, route to the market and project sustainability, risks and mitigation strategies.....	53
Table 24. WP11 Project coordination and management, risks and mitigation strategies	54

List of Acronyms / Abbreviations

Table 1. Partners Names Abbreviations

Acronyms /Abbreviations	Explanation
AMPHI	Amphi International Aps
BioAssist	Bioassist Sa
BIOPOLUS	Biopolus Intezet Nonprofit Zrt.
byspektrum	Byspektrum Ivs
CDP WW Europe	Cdp Worldwide (Europe) Gemeinnutzige GmbH
CITY OF LODZ	Lodz-Miasto Na Prawach Powiatu
City of PALERMO	Comune Di Palermo
City of PIRAEUS	Dimos Peiraia
Demos Lemesou	Dimos Lemesos
EnPlus	Enplus
ERCE PAN	Europejskie Regionalne Centrum Ekohydrologii Polskiej Akademii Nauk
FCEBG	Faculty Of Civil Engineering
FENGXI NEW CITY	Fengxi New City Development And Construction (Group) Co Ltd Xixian New Area Shaanxi Province
GEOSYSTEMS	Geosystems Hellas It Kai Efarmogesgeopliroforiakon Systimaton Anonimetaireia
GLM	Gladsaxe Kommune
GRAD BEOGRAD	Grad Beograd
GT	Grad Trebinje
Imperial	Imperial College Of Science Technology And Medicine
Mikser	Mikser Udruzenje
NTUA	National Technical University Of Athens

PLEGMA LABS	Plegma Labs Technologikes Lyseis Anonymos Etairia
RG	Resilience Guard GmbH
RISA	Risa Sicherheitsanalysen GmbH
Sentio Labs	Sentio Labs Monoprosopi Ike
UNIANDES	Universidad De Los Andes Fundacion
UNIWARSAW	Uniwersytet Warszawski
vfi	Vertical Farm Institute

Table 2. Abbreviations

Acronyms /Abbreviations	Explanation
AB	Advisory Board
CA	Consortium Agreement
CDs	Communicable Diseases
CFREU	The EU Charter on Fundamental Rights
DCM	Dissemination and Communication Manager
DL	Deliverable Leader
DPO	Data Protection Officer
EB	Ethics Board
ECHR	The European Convention for the Protection of Human Rights and Fundamental Freedoms
ER	External Relations

ES	EcoSystems
FCO	Financial Control Office
GA	Grant Agreement
HDS	Help Desk Secretariat
IEM	Innovation and Exploitation Manager
KPIs	Key Performance Indicators
PC	Project Coordinator
PCT	Project Coordination Team
PO	Project Officer
QAP	Quality Assurance Plan
QM	Quality Manager
TC	Technical Committee
TM	Technical Manager
TS	Task Leader
WP	Work Package
WPL	Word Package Leader

Glossary of Terms

Table 3. Glossary of terms

Term	Explanation
Open Access, Green Open Access, Gold Open Access	Publications are freely available online to all at no cost and with limited restrictions with regards reuse. Gold Open Access is where an author publishes their article in an online open access journal, making it freely accessible right from the moment they are first published, while Green Open Access, also referred to as self-archiving, is where an author publishes their article in any journal and then self-archives a copy in a freely accessible institutional or specialist online archive known as a repository, or on a website.
Peer-reviewed publications	refer to publications that have been evaluated by peers, i.e. other scholars. The dominant type of peer-reviewed scientific publication is the journal article, for which open access is mandatory in Horizon 2020. In addition, however, beneficiaries are strongly encouraged to provide open access to other types of scientific publications, some of which may, in some cases, not be peer-reviewed, including monographs, books, conference proceedings and grey literature (informally published written material not controlled by scientific publishers, e.g. reports).

1. Introduction

This deliverable, titled: D11.2 “Quality Assurance Plan”, describes the adopted Quality Assurance Plan (QAP), emphasizing on the quality procedures and indicators pertaining to Work Packages, Tasks, Deliverables, Milestones, etc. of the original project plan. The QAP includes a top-level description of the quality assurance methodology, and the organisational and procedural means for achieving it. Also risk management plans for each WP have been developed.

The deliverable covers the best practices and the procedures for the following project management activities:

- a) Project management,
- b) Communication and contribution among partners,
- c) Management of deliverables and other project outcomes (including deliverables development and submission processes),
- d) Reporting (financial and activity), and
- e) Risk management plan.

The core of this document contains a first release of procedures, guidelines and tools to support euPOLIS related procedures. The processes and the guidelines described in this deliverable are in a mature state and have been proved successful in other projects. However, as time passes, used procedures and tools may require for some minor modifications and adaptations. Therefore, this document will be revised if required, and the consortium will be notified about the changes in due time.

The document is structured in five main sections, which correspond to each of the activities listed above. Each section is structured differently but is always organised along four main topics: a) General description of the activity and purpose, b) Associated procedure(s): who does what and when, c) Best guidelines, practices, and other specific considerations, and d) Tools supporting the described procedures.

2. Project Management

2.1 Project's Management Structure

Project's management structure considers both the complexity and the effort required to encompass management of knowledge, innovative and sustainable activities, intellectual property, coordination, and exploitation. Figure 1 depicts an overview of the management structure of the euPOLIS project.

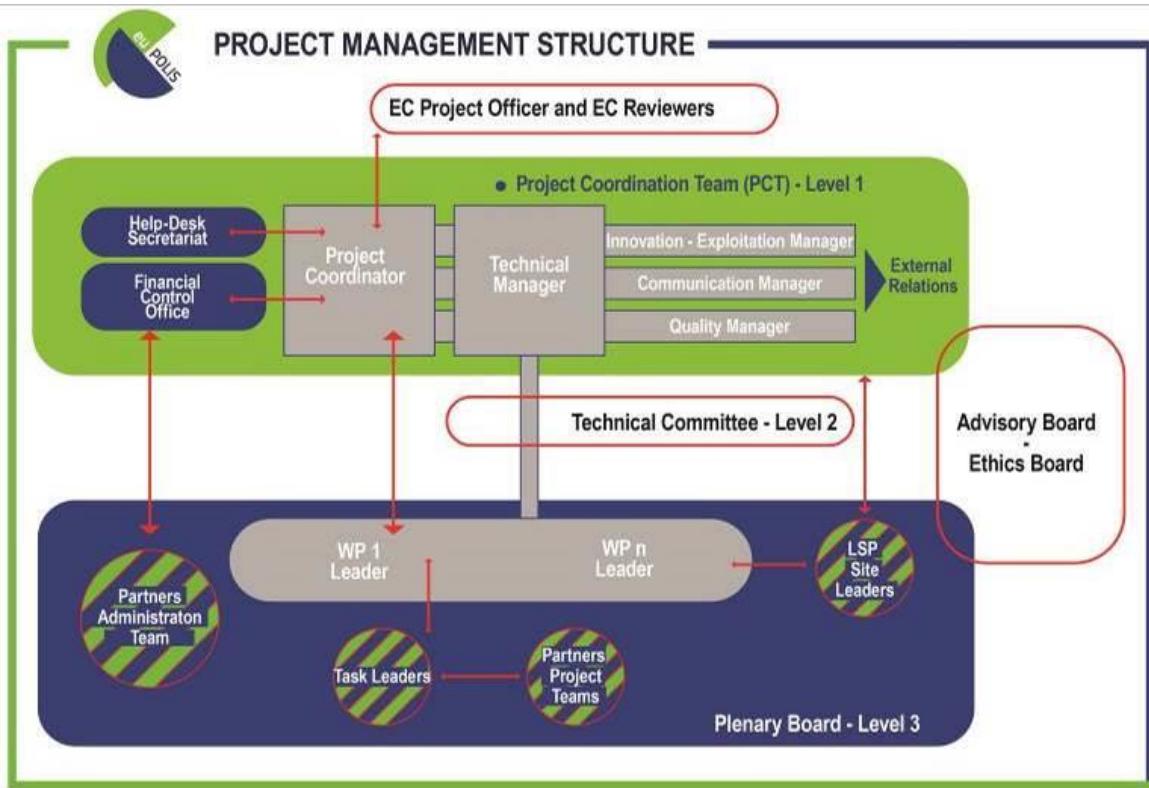


Figure 1: euPOLIS management structure

2.2 Project Coordinator (PC)

Generally, the **Project Coordination Team (PCT)** shall be responsible for the planning, execution and controlling of the project. More specifically the PCT encompasses the following activities: (a) Administration and scientific coordination activities, (b) Implementation of all action plans, (c) Establishing a budget and schedule-controlling system, (d) Implementation of a quality assurance system, (e) Providing clear guidance on Intellectual Property issues, (f) Developing and maintaining a communication and reporting attitude, and (g) Creation of efficient team structures to minimize the number of meetings while being flexible.

The PCT is constituted by the **Project Coordinator (PC)**, whose role is to be responsible for the overall management, communication, and coordination of the project. A special emphasis is to assure in accordance with the WP Leaders the overall integration of the single WPs and, also, to chair the TC. The PC proposes strategic orientations to consortium members and ensures fluid communication with the European Project Officer. Any information regarding to project will be

propagated to PO only through the PC, who acts as a proxy between euPOLIS partners and EU. The details of the tasks and responsibilities assigned to the PC are described in the Grant Agreement and the Consortium Agreement (CA).

2.3 Technical Manager (TM)

Technical Manager (TM) will ensure that the scientific and technological objectives of the project are met. The TM will cooperate closely with the WP Leaders towards successfully concluding all the technical/technological development, integration and support tasks envisaged in the euPOLIS work-plan.

2.4 Innovation – Exploitation Manager (IEM)

Innovation and Exploitation Manager (IEM) manages the execution of the overall exploitation plan of the project and supports the partners in setting up their individual business plans, in order to exploit the results of euPOLIS. The IEM will also ensure the partners assess opportunities for applying for patents or declaring copyrights.

2.4.1 Innovation Management

In order to successfully implement euPOLIS creative ideas, an Innovation Management process is required to pave the way from concept description to prototype development and finally to market. The focus of Innovation Management will allow responding to opportunities during the project's lifetime and use its creative efforts, to introduce novel policies in the framework of improving the overall improvement, of the RI resilience against extremes.

euPOLIS will follow an open innovation approach, which includes cross-industry workshops, collaboration with external organisations and projects and full chain of actors presented in the process. In such approach, members of the consortium collaborate extensively in their innovation process between them, as well as involve other stakeholders. Open innovation will help to gain access to important complementary and will embrace to harvest ideas from many sources. The challenges of this approach such as finding suitable partners, developing relational capabilities, and protecting and dividing property rights will be overcome by complementary expertise of the consortium partners, by developing relations with policy and regulatory agendas, as well as Support and Implementation Alliance (SIA) and the Advisory Board (AB).

2.5 Dissemination and Communication Manager (DCM)

Dissemination and Communication Manager (DCM) along with the PC will monitor and coordinate communication and dissemination activities. The DCM will work closely with the IEM and the PC to achieve a balance between dissemination and exploitation taking into account IPR. For further details please refer to D9.3, D9.4, D9.5 which correspond to 'Dissemination and Communication Plan' versions one to three prospectively.

A regular monthly meeting has been scheduled every first Wednesday. Through this meeting each partner will report for his/her dissemination activities, summarizing and providing a whole view of euPOLIS dissemination and communication implemented actions.

2.6 Quality Manager (QM)

Quality Manager (QM) will be responsible for the implementation of the quality procedures determined in the Quality Plan (QP) described in this deliverable and the verification of the project results. Main responsibilities include the development of the QP, the monitoring of the

implementation of the quality procedures along the project duration, the review of the deliverables and initiating actions, reporting to the PC, when needed.

2.7 Technical Committee (TC)

The **Technical Committee (TC)** is the project's technology driving force and is led by the TM. TC members are permanent for the project duration, except if they wish to leave the TC themselves, or because of EU newly imposed regulations. The TC is in charge of supervising the project technological progress/achievements and submitting proposals to the Coordinator and PB upon all relevant technical issues such as: redirection of technical work in a WP, major transfer of resources across WPs or Partners (over 10%), technological choices, changes in time plans substitution or exclusion of an existing Partner, resolution of conflict between different technological WPs. All TC members will have a single vote. In case of equal votes, the vote of the TM shall be the decisive one. This Group will meet once every three months following the project status and needs.

This group meets once every week and provides the status of the technical work done in each active work packages. It schedules the next activities of the TC and evaluates the performance against the key performance indicators and described project objectives/milestones.

2.8 Work Package Leader (WPL)

Each **Word Package Leader (WPL)** leader is responsible for the management of the corresponding work package. They are supported by the leaders of embodied tasks. Main responsibilities of a WPL can be:

- (a) the coordination of the technical work of the WP
- (b) plan, coordinate and harmonize the deliverable content
- (c) monitor the progress of the work in the corresponding WP
- (d) report to the PC about technical progress in activity and progress reports
- (e) provide both detailed theoretical knowledge and analysis of the most important technologies
- (f) organize WP meetings
- (g) coordinate the WP input/output from/to supporting partners and external parties
- (h) maintain communication to the related work package
- (i) support the IEM in definition and implementation of the Innovation Strategy and Plan, and
- (j) support the DCM in the definition and implementation of the Communication Strategy and Plan.

2.8.1 Task Leader

Each **Task Leader (TL)** is responsible of the management of his/her tasks similar to the work package leaders. Task Leader reports to WPL.

2.8.2 Deliverable Leader

Each **Deliverable Leader (DL)** is responsible of the management of his/her deliverables similar to the work package leaders (see Section 6.3 for more information).

2.9 Other roles supporting the Coordination

2.9.1 Financial Control Office (FCO)

This service will monitor the Annual Cost Statements, and the PMs/expenditures on a 6-month basis and provide feedback to the partner, the PC, and the QM. It will use a software for scheduling and reporting and will train its staff to meet all WU requirements.

2.9.2 External Relations (ER)

This is an independent service, administered by the dissemination manager, that will receive all external requests (i.e. questions on project concept and results through the Internet, relation to the Press and the Media), including follow-up of concentration activities with other projects and of activities of relevant standardizations bodies and International Fora.

2.9.3 Help Desk Secretariat (HDS)

Experienced staff from the PC will be able to provide feedback to partners upon request, concerning several project administrative issues such as Timesheets, Quarterly reports, Cost Statements, allowable costs, etc. Clear guidelines on these issues will be provided at the start of the project and will be revised, when necessary.

2.9.4 Ethics Board (EB)

Ethics Board main task is to guarantee that all contractual, legal, ethical, and gender equality issues related to the project research are carefully considered and any relevant conventions are respected. This will be consisted of an expert in Ethics (assigned by the PC) and at least one expert member of the demo site leaders to supervise the overall ethical and legal framework for all kind of activities to take place in the framework of the project.

2.9.5 Advisory Board (AB)

In order to maximize user influence on project developments at all levels, an Advisory Board (AB) has been set up. The following members of the AB have been secured (some of them have signed a letter of support).

In conclusion, and in order to present the above roles mapped on partners of euPOLIS consortium, the following table represents their responsibilities.

Table 4. euPOLIS Advisory Board members

Domain	Name	Institution	Country	Position
City Planning	Claudia Herasme	New York City Department, of city planning	US	Chief Urban Designer
Consulting/Property Development	Francois Berthiere	Bouygues Immobilier	FR	Chairman and CEO
NBS/Energy/Economy	Yufeng Yang	Asian Development Bank	CN	Energy & Economy Advisor
Water Infrastructures	Jianzhong YU	Tus Water Group	CN	Chairman
City Planning/Gender Issues	Eva Kail	Urban Planning Group of the City of Vienna	AU	Gender Expert
Urban Biodiversity	Dr. Ina Saumel	Technical University Berlin	DE	Department of Ecology
Remote Sensing	DR. Michele Crosetto	Centre Tecnologic de Telecommunications de Catalunya	ES	Head of the Remote Sensing Department

Table 5. EuPOLIS Partners roles

Management Role/Category	Responsible Partners
Project Coordinator (PC)	NTUA
Project Coordinator Team (PCT)	NTUA, ICL, IEM, GSH, DCM, MIKS,
Technical Manager (TM)	ICL
Technical Committee (TC)	ICL, (WP Leaders- WPL)
Work Package Leader (WPL)	ICL, FCEBG, NTUA, ENPL, AMPHI, RG, MIKS, GSH
Innovation - Exploitation Manager (IEM)	GSH
Dissemination and Communication Manager (DCM)	DCM, MIKS
Quality Manager (QM)	NTUA
Financial Control Office (FCO)	NTUA
External Relationships (ER)	MIKSER
Help Desk Secretariat (HDS)	NTUA
Ethical Board (EB)	NTUA according to the submitted Deliverable D1.1
Advisory Board (AB)	Table -3

The project will be supported by the Support and Implementation Alliance (SIA), which is an alliance of stakeholders interested in providing support to the euPOLIS project and benefited by adopting a novel planning system for their future projects (or for their corporate strategy). The following members have already officially accepted to join euPOLIS.

Table 6. euPOLIS SIA Members

Domain	Institution	Country
Environment	VEOLIA Recherche & Innovation SNC	FR
Water Infrastructures/ Investment	TUS-Water Group limited	CN
Architecture/Urban Planning	Njiric and Arhitekti	HR
Design/Engineering/Consulting	IWA Consalt d.o.o.	RS
Sustainable Water Management	Wasser Hannover Zentrum	DE
Urbanism/Architecture	Ingegneri Architetti	IT
Environment	REC Regional Environmental Center for Central and Eastern Europe	HU
Municipality/Local Government	City of Graz Senate – Environment Department/Department for Women and Gender Equality	AT



3. Communication and Contribution among Partners

Emails and voice-call communication are the traditional means for communication. Additional means to facilitate internal communication and collaboration among the members of the consortium were considered: (a) **project distribution mailing lists**, and (b) **meetings** (due to COVID-19 only audio-visual meetings are allowed).

The contribution section describes the consortium as a whole and Table 10 (page 26) includes information about the contribution of each partner in the euPOLIS project, as defined in the Grand Agreement.

3.1 Communication of the consortium

The Information flow within euPOLIS will be ensured by the exchange of the internal technical and business documents, the notification of relevant new publications in literature, or by the standard bodies and the reports from external meetings. All technical documentation will be exchangeable in electronic format, according to a set of guidelines that have been described in the QP (guidelines for naming and classification) in below sections. A web project document repository (SharePoint¹) has already been made by NTUA team. Telephone and fax can be used for urgent needs only. Urgent correspondence over e-mail will be sent with a request for explicit acknowledge. Ordinary mail will be used for strictly formal correspondence, i.e. when executing signatures are required. Adherence to the agreed communications standards will be enforced by the PC and the QM.

3.1.1 Mailing Lists

Except from the communication methods described above and using experience from other projects, a mailing list management system can help all members of the consortium to address their questions and proposals to the right member(s). The below table describes the distribution of mailing lists.

Table 7. euPOLIS distribution mailing lists

Mailing List Name	Distribution List Address	Description
eupolis_all	eupolis_all@lists.ntua.gr	The list contains the main contact persons, per organization, in euPOLIS project.
eupolis_wp1	eupolis_wp1@lists.ntua.gr	The list contains the wp1 contact persons, per organization, in euPOLIS project.
eupolis_wp2	eupolis_wp2@lists.ntua.gr	The list facilitates the communication among participants while working on WP2, Stakeholders and communities' engagement and benchmarking.
eupolis_wp3	eupolis_wp3@lists.ntua.gr	The list facilitates the communication among participants while working on WP3, Gap analysis, Requirements and Solutions identification for cities.

¹ <https://www.microsoft.com/el-gr/microsoft-365/sharepoint/collaboration>



eupolis_wp4	eupolis_wp4@lists.ntua.gr	The list facilitates the communication among participants while working on WP4, Public Health and Well-being with related Social and Behavioural aspects.
eupolis_wp5	eupolis_wp5@lists.ntua.gr	The list facilitates the communication among participants while working on WP5, Technologies to support development of NBS in the cities.
eupolis_wp6	eupolis_wp6@lists.ntua.gr	The list facilitates the communication among participants while working on WP6, Design and Development of the euPOLIS solutions and implementation plan.
eupolis_wp7	eupolis_wp7@lists.ntua.gr	The list facilitates the communication among participants while working on WP7, Deployment of the NBS and Monitoring Solutions in the cities.
eupolis_wp8	eupolis_wp8@lists.ntua.gr	The list facilitates the communication among participants while working on WP8, Evaluation of the euPOLIS solutions, Training and Capacity Building.
eupolis_wp9	eupolis_wp9@lists.ntua.gr	The list facilitates the communication among participants while working on WP9, Communication, Dissemination and Standardisation Activities.
eupolis_wp10	eupolis_wp10@lists.ntua.gr	The list facilitates the communication among participants while working on WP10, Exploitation Activities, Route to the Market and Project Sustainability.
eupolis_wp11	eupolis_wp11@lists.ntua.gr	The list facilitates the communication among participants while working on WP11 project coordination and management.

A set of safety mechanisms are applied:

- A non-list member can send a mail to any list, but it will not be delivered until the list moderator(s) approve it.
- Un-subscription from a list is possible either automatically or by informing the moderator(s).
- Mailing lists members are updated frequently, according to WP needs.

Also, the following rules aim at ensuring a certain level of efficiency in the communication through project mailing lists system:

- The questions and comments needs be relevant to the focus of the discussion group. Paragraphs and messages need to be as short as possible and to the point.
- Forwarding or re-posting messages needs not to be changed. If the message is a personal message, it is advised asking for permission first.

- For any disagreement between two or more (but few) members of a list, it is advised to discuss using private messaging, rather than sending messages to the list. If the debate reaches to a point on which the whole group might have some interest, then a summary mail suffice. Also, if the disagreement can't be solved and it might have an impact to the deliverable, Conflict Resolution section explains the proper way of solution.

3.1.2 Meetings

The project meetings can be categorized according to the following categories:

- *Kick-off meeting* for planning the initial work for each WP. Their scope is to serve, to debate, and discuss the relevant topics, to address ongoing activities and to plan the work for the subsequent period with all project partners and EU representatives as participants.
- *WP progress meetings* will be held to monitor and verify the work progress of their respective WP. These meetings will help update project status on a regular week basis, as well as having the opportunity to discuss technical, operational and administrative issues on a timely fashion. Main participants are the PCT, TM, TC, and the involved partners in the WP tasks.
- *WPs coordination meetings*, between the leaders of each WP. These meetings are scheduled according on the current needs. Typically they run weekly.
- *Dissemination meetings*, where the entire consortium will meet to discuss the results achieved during the event and share the knowledge with the community. These are performed once per month.
- *Clustering meetings*, for organizing and evaluating the activities during these meetings for euPOLIS cities scenarios. Involved are the PCT and TM committee, the cities representatives in euPOLIS and the external participants. Clustering meetings may occur within cities members if necessary, their results are published to the euPOLIS consortium.
- *Project review meetings*, based on Grant Agreement for project evaluation between euPOLIS consortium and EC representatives and external reviewers. These will be appointed by the Project Officer, who will evaluate the project execution and progress towards the objectives declared in the DoW.

The PCT will meet every four to six months to monitor project progress, WP meetings will also be realised every three or four months, in most cases combined with PCT meetings, or organized workshops (either in WP2 or in the exploitation workshops). WP meetings may take place whenever required through telco. All face to face meetings arrangements initiated by partners will be communicated to the PCT in advance, which will undertake to optimise the timing and location of meetings, by organising more than one meeting in parallel, thus minimizing travel costs.

Due to COVID-19 pandemic era and as long as the danger about the Public Health is high, based on current situation in EU cities, currently face to face meetings cannot be achieved (exceptions can be occurred for meetings in organisation level, if local measures permit it and strictly using the appropriate security measures) at least for the first year of the project. Then related face to face meetings according on GA and project schedule will be performed. However, technology provides a solution to this problem without affecting the consortium and the project progress. The consortium

is using Microsoft Teams² for organising online audio-visual meetings (e.g. PowerPoint presentations, discussions about deliverables, kick-off meetings, workshops, etc.). As already the project is running in M5, the partners have been coordinated to perform the teleconferences following the below schedule:

- **Every six months** a digital plenary meeting of euPOLIS consortium is performed.
- **Every week**, the WP leaders will meet for short strategic discussions about the project and technical, research, and dissemination issues. In case that any of the WP leaders cannot join (due to a last-minute commitment), then the PC will try to fix the telco, either the week before, or the week after (on the same day and time).
- **Every week the WP Leader** can organize teleconferences for achieving and control the WP progress and objectives. Task leaders may also ask for a meeting with the collaboration of the WP leaders.

Microsoft SharePoint and Teams will be the basic platforms for files/data exchange (e.g., slides, documents, etc.) and teleconferences respectively. At the end of each meeting the organizing party must provide a short report (minutes) including: i) discussed points, ii) actions decided and iii) date and topic of the event. This information will be uploaded to SharePoint repository, either under consortium meetings, or under WPs related activities, as reference for the whole consortium members.

In conclusion, all consortium members should note that the Meetings frequency, their duration and structure will be constantly evaluated and changed according to project requirements, should any issue, or risk arise during the project lifetime.

3.1.3 Best practices

The following table provides a compile series of guidelines and best practices for both organizers and participants in teleconferences and face to face meetings that will enhance the consortium cooperation and giving fruitful outcomes.

Table 8. euPOLIS face to face meetings

Entities organizing the face to face meeting	Entities participating in the meeting
Arrange workshop rooms, equipment and Catering	Identify the title and scope of the meeting, the duration and the preferred dates on which the workshop runs well in advance (at least 1 month) to the PC
Make available a document summarizing most important logistic information (location of meeting room, suggested hotels nearby, how to get to the building, etc.) in the corresponding event folder in the project repository	Define the optimum number and identification of participants, prepare the agenda and making sure that meeting venue, time and agenda are distributed to participants in advance (minimum 1 month).

² <https://www.microsoft.com/el-gr/microsoft-teams/group-chat-software>

Liaise with session participants and making sure that advance registration for the session is complete	Present an overview of the project/activity in the beginning of the meeting and prepare a final wrap up at the end summarizing conclusions and action points agreed during the meeting in all sessions.
Make sure that workshop material (e.g. booklet, sheets and pens) are adequately present	Preside over all session presentations and discussions, and drawing session conclusions.
Make sure time schedule is respected during the sessions/presentations	Ensuring the taking of minutes and put the final version of minutes in the corresponding event folder in the project repository, using the corresponding template
Contribute to the comfort of the participants (explain where to find toilets, telephones, fax machines, internet, connection, refreshments, banks and shops, etc.)	Create a short map of ...everything

Table 9. euPOLIS telco meetings

Entities organizing the telco call	Entities participating in the telco call
Inform participants well in advance about the date and time of the telco call, access web links or access codes, and nicknames	Let the corresponding mailing list know when you cannot make it.
Inform the participants about the agenda of the telco call, one day before	Brief someone else about any concerns you should be clearing for others.
Ensure that all participants receive the necessary documents for the telco such as agendas reports, and outline documents in good time.	Be punctual and try to keep to the allocated time.
Introduce the participants to each other	Limit the discussion to the relevant issues for that telco conference
Whenever possible use web share tools for sharing documents either online (share screen) or offline (project SharePoint repository).	Provide comments and revision to the circulated minutes within the time frame and in the form indicated by the organizer, ideally at the end of the telco session.
Name a date for the next telco call if Applicable, or propose using a voting facility (such as doodle poll) afterwards.	Collect online their preferences
Ensure that all participants receive a copy of the minutes. Use the template created for such purpose, and ask from participants to comment them if needed	Upload them online and discuss them as much as possible before leaving the meeting

4. Decision process and information flow

Project and quality management activities will ensure the proper implementation of the project plan and the satisfaction of its objectives. The following sections describe the plans and activities needed for the smooth and effective evolution of the project across its lifecycle.

4.1 Decision Process

Decisions will normally be taken by the responsible team member, and organization bodies based on what is stated in the CA, the GA and the QP and the individual WP, or Task plans. In case there is a dispute between two or more team members, an escalation procedure must be followed, as presented in Conflict Resolution section.

4.2 Conflict Resolution

In euPOLIS, the consortium will have to agree on and develop technical, scientific, and commercial ideas and issues. Usually, agreement will be reached first by informal contact, followed by official confirmation via e-mail, letter or agreed minutes. For important issues, the agreement may take the form of a short report signed by the responsible decision-makers. Non-technical factors, e.g., resource allocation and contractual terms, will need to be agreed and documented in writing. Technical issues/conflicts within given contractual commitments that do not involve a change of contract, budget and/or resources/ overall focus will be discussed/solved on the WP level first. If the decision being taken is unacceptable to partners found in the minority positions, the resolution of the conflict will be escalated, according to the path as shown in Figure **Error! Reference source not found..**

- First, the implementation team will inform the WPL for the conflict occurred.
- The WP leader will organize the WP team meeting and the issue will be discussed. In case of disagreement the team will inform the WPL who will inform the PCT. The latter will contact with the responsible persons and will try to resolve the conflict.
- The PCT will meet with the relevant parties to discuss the conflict. If no agreement occurs the issue will go to the TC that will have the authority for the final decision. The final decision must be accepted by all parties.

The most prominent decisions (e.g. re-allocation of project resources) will be made by the Plenary Board by majority vote. The consortium agreement defines the details. Any conflict, which impacts on organisational, technical, or administrative issues, is discussed and solved by majority and, if necessary, by the Plenary Board partners. In case of an important impact to the CSA scope, plan, or contractual obligations, the proposal for implementing the change is submitted to the Project Officer for final approval.

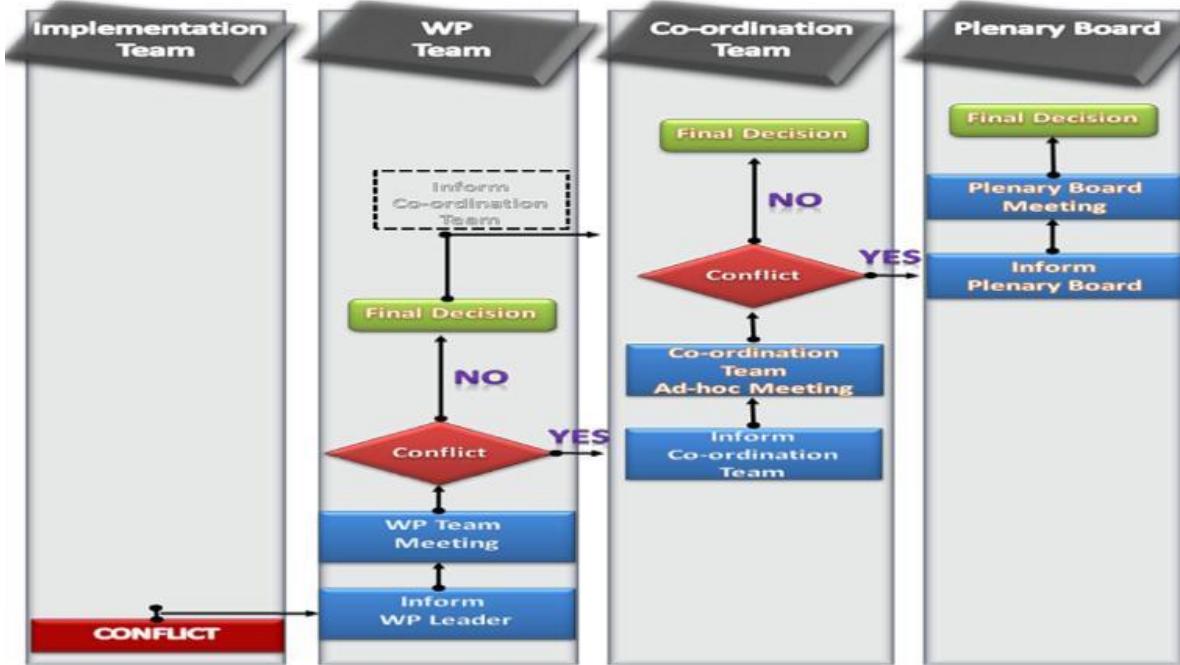


Figure 2: Conflict resolution procedure in euPOLIS

5. Contributions

5.1 Consortium as a whole

The euPOLIS consortium consists of organisations and experts with extensive backgrounds in research and innovation developments but also in the business domain i.e full-scale implementation of the innovative solutions, including Urban, Spatial and Environmental Planning, PH and WB, NBS implementations, Civil, Urban Water, Landscape, Environmental and Energy Engineering, Monitoring/Big Data and ICT. Responsibilities of each partner were assigned according to proven expertise and the competences needed to conduct the project activities. Partners' main contributions to the project are summarised to the following table.

Table 10. euPOLIS's Partners' Expertise

Partner	Main contributions to euPOLIS
NTUA	Project Coordinator; WP5 leader, contributing mostly dealing with the data analysis, Task 8.1 leadership, contribution to urban lab with UWOT, optimization and resource recycling. Innovations in mentoring and coaching.
UNIWARSAW	Designing, testing and developing socio-behavioural measures and research methodology. Dissemination activities among academics and practitioners. Creation of guidelines and implementation of participatory processes on the ground level in all euPOLIS cases.
FCEBG	Leadership in WP4, Task 4.1 and Task 8.3, developing innovative PH&WB indicators, providing support for assessing synergies with different NBSs using urban water and environmental modelling and monitoring

AMPHI	Co-working with Gladsaxe municipality by providing know-how and expertise on NBS planning and implementation, set up baseline information, co- design and identification of indicators, collection of data for multicriterial analysis. WP7 leader. Responsible for implementation and monitoring of the NBS demo project in Gladsaxe and their commercialisation.
ERCE PAN	Designing, testing and developing ecohydrological NBS, data and knowledge gathering, socio-ecological measures and research approach, development of NBS impact assessment methodology. Dissemination activities among students, academics and practitioners. Supporting the City of Lodz for the demonstration activities.
vfi	Energy Design – conceptual development, function- and space programme setup for urban VF, 3D- development directly connected with graphic algorithm for climate analysis (next to lux for PPFD, PAR and DLI) and energy analysis and energy concept-development.
GEOSYSTEMS	Designing, testing and developing GIS and RS activities for monitoring the environmental impact of the NBS implementation on time. Creation of guidelines and stimulate the strategy to exploit the results, contribute to the Market Analysis and BP and co-design the EuPOLIS Roadmap.
Imperial	Urban Water and Environmental Planning, Modelling and Management Integrated BG/NBS interactions, customization of tools for planning; (b) Contribution to demo sites development and planning. (c) Key liaison between EU and Chinese consortia.
BIOPOLUS	Collaboration in the case studies, mostly regarding urban metabolism, WWTP and urban farming. Contribution in upscaling the euPOLIS model, and developing a business plan.
RISA	WP5-Leader. Responsible for the development and deployment of the DMS to all case studies Data Analytics and Big Data
RG	WP6 – Leader. Responsible for the data management, the standardization and training activities of the project.
CDP WW	Dissemination of results and findings through academic and cities network, including over 750 local governments globally and many key partners.
EnPlus	WP6 Leader responsible for the design of NBS, main contribution in WP2 and WP3 on stakeholders participatory planning, contribution in implementation process (WP7) and business activation process.
BioAssist	BIO will extend the existing HeartAround app, as well as integrate with the euPOLIS platform. New functions will be added related to the mental and affective condition of the user (emotion recognition) and other that will come for the user requirement analysis.
Sentio Labs	Adaptation, enhancement and validation of the Feel sensor according to the euPOLIS specific requirements; modification and alignment of the Feel platform for optimal interference with the users; integration with other components; active participation in the design and development of the monitoring system used for the assessment of the NBS interventions.



byspektrum	Responsible for the design of NBS and development of scalable NBS constructions contributing to WP7 implementation process and WP10 business activation process.
Mikser	WP9 Leader, responsible for the Communication and active engagement and the project Branding.
PLEGMA	Leader of Tasks 5.5 (Communication and networking solutions) and 7.4 (Data Acquisition and Handling), as well as responsible for the project website
UNIADES	CEE will participate -except for supporting the city of Bogotá to develop: the analysis of the city area, the identification of the community's needs and the training of relevant stakeholders in the implementation of euPOLIS solutions.

6. Management of Deliverables and other Project Items

In the section the **Management of Deliverables and other Project Items** will be described. This includes:

- Document Edition (which programs can be used for writing the documents, the appropriate language(s) for the documents, the nomenclature, and the templates)
- Deliverable Production (the workflow a deliverable must follow from early till final stages)
- Roles (introduces new roles that have not described in Section 2)
- Supporting Tools and Artefacts (online repository, upload methods/rules, etc.)
- Key Performance Indicators (KPIs) and Evaluation (describe the KPIs of the euPOLIS as defined in Grand Agreement)

6.1 Document Edition

In below Table 11 some basic rules for the document edition are summarized.

Table 11. Document Edition (Cheat Sheet)

#	Rules	Exceptions
Editing Suite Tools	Documents: Microsoft Word 365 Presentations: Microsoft PowerPoint 365 Spreadsheets: Microsoft Excel 365	<p>Different editing tools (such as Google Docs, Sheets, Slides of LibreOffice) can be used under the following conditions:</p> <p>Deliverable editor must use the euPOLIS template supplied and agree with contributors in advance.</p> <p>Deliverable editor must provide the templates for the new format.</p> <p>If a contributor does not use the selected not-official editing tool/format, the deliverable editor is responsible for integrating these contributions provided in the official editing format/tool.</p>
Language	English (US) or English (UK)	
Nomenclature	Date_DocName_Status_Version_Partner Date: When the document was first created. DocName: The name of the document. Status: draft, final Version: The current version of the	For non-deliverable documents these rules might be relaxed. However, it's advised to try to stick with this rule as much as possible.

	<p>document.</p> <p>Partner: The leader partner for the document.</p> <p>Mandatory for deliverable documents.</p>	<p>E.g.:</p> <p>20201221_WP11_D11_2_Quality_Assurance_Plan_v01_NTUA.docx</p>
Templates	<p>Deliverable template in Word.</p> <p>Agenda and Minutes template in Word.</p> <p>Presentation template in Word.</p> <p>Deliverable review template in Word.</p> <p>Reporting template in Word.</p>	Other templates created using other editing tools/format, should be also made available in the Templates folder in repository (e.g. SharePoint).

6.2 Deliverables handling process

In order to submit to the EC only documents of the highest quality level possible, each deliverable needs to go through a couple of review stages. Figure 3 depicts the flowchart of deliverable handling process. The next steps describe how a deliverable should be created.

According to the above schema the process includes the below steps:

1. At least two months before due date the **Deliverable Leader (DL)** will remind the partners involved about the deliverable. In the best case scenario, the processing of deliverable will begin that time.
2. The DL will request and gather feedback frequently, in this two months period, from the partners involved.
3. If there are any problems, then the DL will report them to TL and he must report it to WPL. If the problem is solved, then the WPL gives instructions to the DL about the solution. In case the problem cannot be solved then the WPL will inform the PC and he will contact and agree with the **Project Officer (PO)** about a solution and if needed, they will extend the deadline.
4. In case of any delays the DL is responsible to inform the PC and he will contact and agree with the PO and they decide about the extension of the deadline. In case of no delays DL will inform the QM, TM and PC at least fifteen days before due date and they will send the document to the peer review.

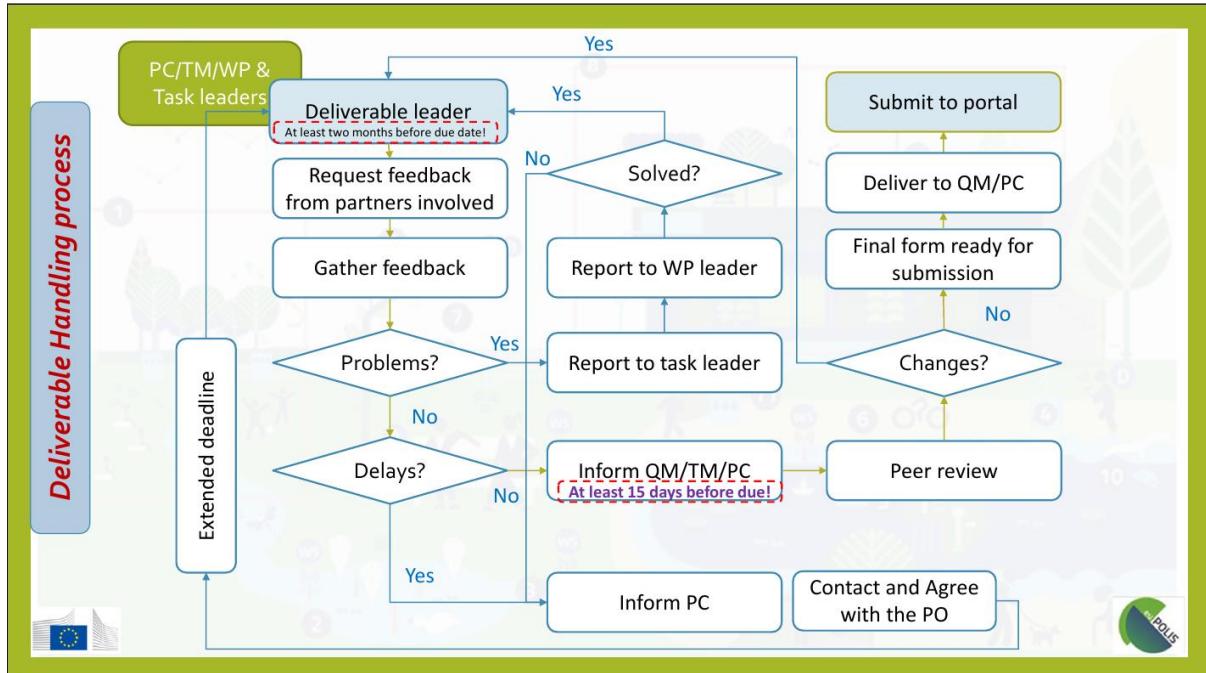


Figure 3. Deliverable Handling Process

5. Peer review will decide if changes are needed. In case of changes, he will inform the DL, who is responsible to inform the partners involved and solve them (steps 1 to 4 will be repeated in the remaining time with extended deadlines if needed).
6. When the peer review detects no changes then the document is ready for submission (final form) from the PC, in European participants' portal web site.
7. The final step included the delivery of the document to QM and PC for submission.

6.3 Roles

The following are the roles participating in the production process of deliverables:

6.3.1 Deliverable Leader

Deliverable Leader is the main editor and leads the deliverable production process, being the responsible for the submission of a high-quality deliverable in due time. The leader is also the main contact point in the other roles, being in charge of uploading the document to the right location in the project repository (SharePoint) and of notifying the peer reviewer, approval and quality manager whenever the document is ready for the next step in the deliverable production process.

6.3.2 Deliverable Contributor

Deliverable Contributor participates in the production of a part of the deliverable attributed by DL, by contributing with content and supporting the leader in producing a high-quality deliverable, addressing reviewers' comments and requests.

6.3.3 Deliverable Peer Reviewer

Deliverable Peer Reviewer must not be a direct contributor to be deliverable and is responsible for

carefully reviewing the content of the deliverable, ensuring the deliverable objectives are met, from a scientific/technical point of view, but also the overall review objectives are fulfilled by the deliverable. Ideally, should have a special interest in the topic covered by the deliverable (e.g. a related WP/task leader). A proof-reading is expected by the peer reviewer as well.

The peer reviewer must fill in the review report (using the template created for that purpose) in due time. Comments can be also provided in the document using Microsoft Word features such as track-changes or review comments. The peer reviewer must upload the deliverable document (with comments) and the review report to the project repository and notify the deliverable leader accordingly. In our case, each deliverable will be reviewed by two partners. Table 12 provides the details over the reviewers for each deliverable.

Table 12. euPOLIS deliverables' reviewers

Del. I.D.	Title	Reviewer 1	Reviewer 2
D1.1	POPD – Requirement No. 2	NTUA	RISA
D2.1	Stakeholders engagement plan and guidelines	ICL	ENPL
D2.2	Report on the local site analysis report and list of relevant issues/problems and resources (version 1)	CEE	BPL
D2.3	Report on the local site analysis report and list of relevant issues/problems and resources (version 2)	VFI	AMPHI
D2.4	Report on the euPOLIS approach effectiveness (version 1)	GLM	PIR
D2.5	Report on the euPOLIS approach effectiveness (version 2)	BEOG	LODZ
D2.6	Report on the euPOLIS approach effectiveness (version 3)	FENX	ERU
D3.1	Report on the local demonstration case studies analysis	PAL	LIM
D3.2	Baseline status and indicators identification	ERCE	MIKS
D3.3	euPOLIS Project Requirements	BYSP	CDP
D3.4	Specifications of the euPOLIS' Case Studies	FCEBG	ISS
D4.1	Report on the multidimensional set of indicators for the assessment of NBS impacts on PH and WB as well as social sustainability aspects of the local communities	BIOAS	SENT
D4.2	Report on cultural, social, economic and environmental impacts of NBS	RG	NTUA
D4.3	Guidelines for participatory processes tailored to local needs and context	PLEG	RISA
D5.1	Technical Specifications of euPOLIS modules	ENPL	GSH
D5.2	HeartAround monitoring platform	SENT	ICL
D5.3	MyFeel monitoring platform	BIOAS	ISS
D5.4	Data Management System	SENT	BIOAS
D5.5	Networking Solutions	RISA	GSH
D5.6	Metabolism-based NBS Planning and Simulation Toolkit	ERCE	AMPHI

D5.7	Improved Visualisation Module	NTUA	BPL
D6.1	The city requirements and resources translated to GDPM	NTUA	ERCE
D6.2	Implementation framework for the developed NBS	BYSP	CEE
D7.1	Report on Scheme Reviews and Value Engineering (version 1)	NTUA	ICL
D7.2	Report on Scheme Reviews and Value Engineering (version 2)	ENPL	FCEBG
D7.3	Building of the euPOLIS' NBS interventions to the demonstration sites	TREB	CEE
D7.4	Implementation of the Monitoring of PH & WB economic, social and cultural tangible and non tangible benefits to the demonstration sites.	MIKS	RG
D7.5	Data Acquisition and Handling	ISS	CDP
D8.1	Report on the performance assessment metrics, framework & certification	BEOG	GLM
D8.2	Learning from past experience	NTUA	LODZ
D8.3	Report on Evaluation and Validation Assessment	PAL	LIM
D8.4	Report on Capacity Building (version 1)	CDP	MIKS
D8.5	Report on Capacity Building (version 2)	ISS	NTUA
D8.6	Community guide and set of mentoring sessions for replication to other cities	PIR	CEE
D9.1	Corporate identity and general templates for dissemination material	NTUA	PLEG
D9.2	Project Website	NTUA	RG
D9.3	Dissemination and Communication Plan (version 1)	NTUA	ICL
D9.4	Dissemination and Communication Plan (version 2)	ERCE	FCEBG
D9.5	Dissemination and Communication Plan (version 3)	RISA	PLEG
D9.6	Communication, Dissemination and Exploitation Report (version 1)	CDP	GSH
D9.7	Communication, Dissemination and Exploitation Report (version 2)	ICL	ENPL
D9.8	Communication, Dissemination and Exploitation Report (version 3)	VFI	BYSP
D9.9	Annual Magazine issued (version 1)	ERCE	BIOAS
D9.10	Annual Magazine issued (version 2)	ISS	SENT
D9.11	Annual Magazine issued (version 3)	FCEBG	CDP
D9.12	Report on Standards and Liaison Activities with relevant organisations (version 1)	CEE	ICL
D9.13	Report on Standards and Liaison Activities with relevant organisations (version 2)	ERCE	ISS
D9.14	Report on clustering activities	MIKS	CDP
D9.15	Common Action Plan on clustering activities	FENGX	ERU
D9.16	Policy report on clustering activities	ENPL	CDP
D9.17	Final Clustering Report	FCEBG	RG

D10.1	Exploitation Strategy (version 1)	SENT	BPL
D10.2	Exploitation Strategy (version 2)	BIOAS	BYSP
D10.3	Exploitation Strategy (version 3)	RISA	AMPHI
D10.4	Market Analysis and Business Plan	RG	VFI
D10.5	Workshop Documentation	ICL	MIKS
D10.6	EuPOLIS Roadmap	NTUA	ERCE
D11.1	Project toolbox	RISA	RG
D11.2	Quality Assurance Plan	ICL	ENPL
D11.3	Data Management Plan	NTUA	ISS
D11.4	Societal impact report (version 1)	FCEBG	MIKS
D11.5	Societal impact report (version 2)	RG	CDP
D11.6	Quality Assurance Report (version 1)	PLEG	BPL
D11.7	Quality Assurance Report (version 2)	RISA	ERCE

6.4 Deliverable Approval and Quality Management

The approval process consists in ensuring that the comments/requests in the peer review report have been indeed addressed by the deliverable leader/contributors, keeping in touch with the peer reviewer if necessary. The DL must update the corresponding sections in the review report (following the template created for that purpose) in due time.

Deliverable quality check is performed in the last round of proof-reading, to find and correct typographical errors and mistakes in grammar, style, spelling and layout that the modifications done when addressing review comments and requests may have introduced. The content of each deliverable report depends on the type of provided information. As a general principle, the responsibility for the content of each deliverable report is always with the author(s). Nevertheless, the reports should always meet a set of quality criteria, as described below:

- ✓ Completeness, information provided in the deliverable report must be reliable and must correspond with reality. This means that all background information used in the reports should be appropriately supported by references. Foreground information should be supplied in a clear fashion such that misinterpretation will be avoided.
- ✓ Accuracy, information should be focused on the key issues and be written in a fashion that takes into consideration the scope of the specific research work and its target audience.
- ✓ Relevance, all information used should be provided to the depth needed for the purpose of the reports, according to the project and programme objectives.
- ✓ Appearance and structure, although different contributions from different partners will be consolidated and merged in one document, it is important that reports are prepared with uniform appearance and structure. Consortium will use the templates provided in the SharePoint related folder for all project outcomes reporting purposes.
- ✓ Punctuality, the report should be released on time.

The deliverable leader will update and finalize the document and its .pdf version in order the documents to be uploaded in euPOLIS internal repository and in parallel in EU official portal. The DL will inform the PC by email to proceed with deliverable uploading to ECAS.

6.5 Supporting Tools and Artefacts

6.5.1 Online Repository (SharePoint)

The euPOLIS official repository is an instance of SharePoint, a web-based collaborative platform that integrates with Microsoft Office. SharePoint provides a safe, secure, and compliant file synchronization. Access is restricted to project partners. Figure 4 depicts the *Documents* section of euPOLIS SharePoint repository.

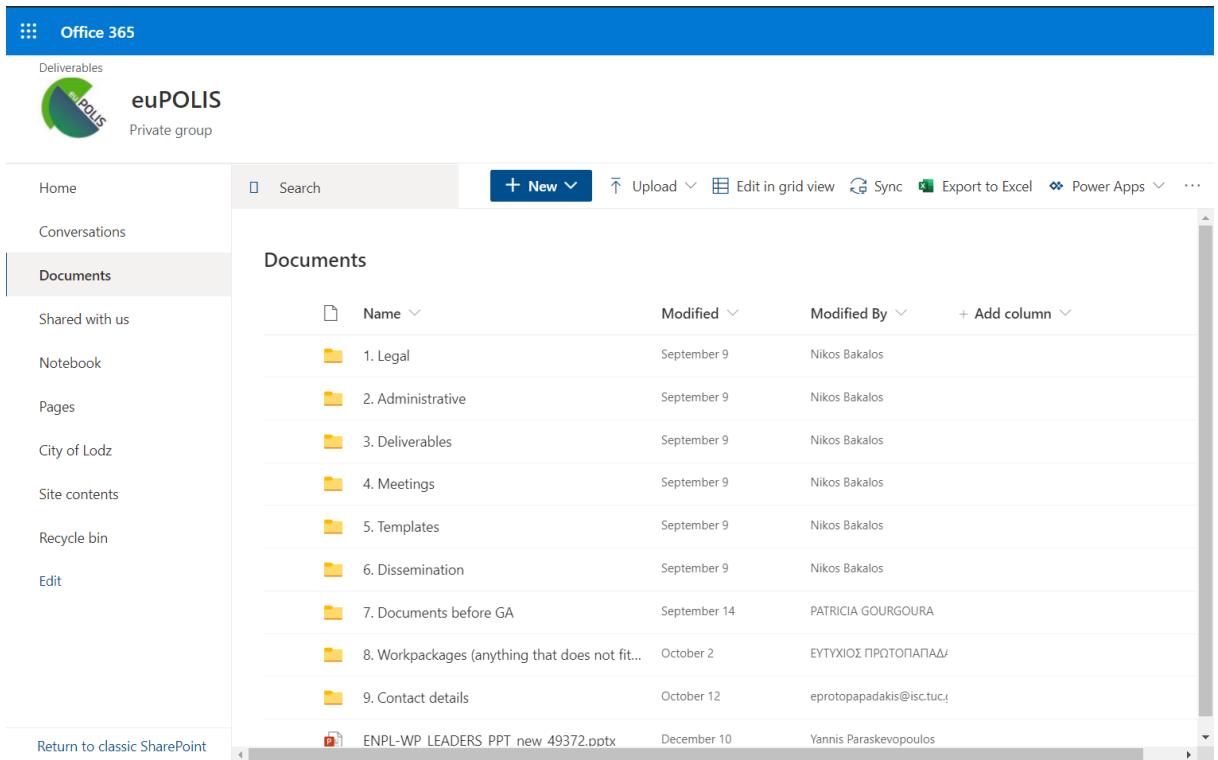
In addition to the file management and synchronization functionality, the project also provides some other useful features:

6.5.1.1 Calendar (SharePoint)

The SharePoint has its own build in Calendar which can be found at *Site Contents*. In reality the SharePoint calendar is an *Event List* file type. Figure 5 depicts a snapshot of December 2020 Calendar.

6.5.1.2 Office 365 (SharePoint)

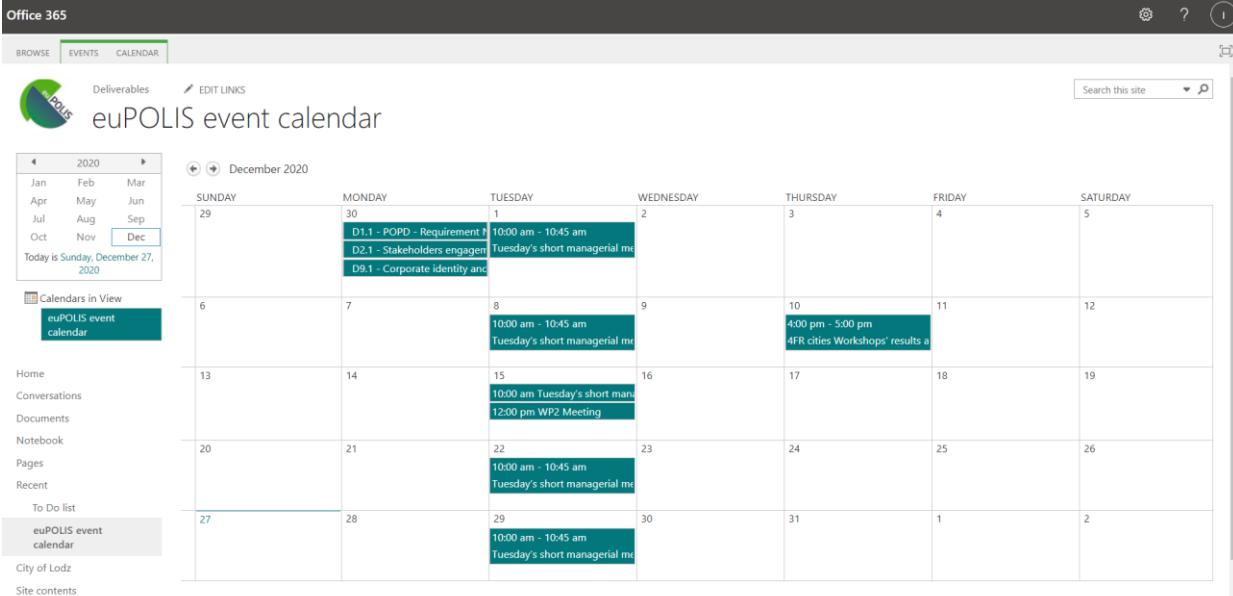
The SharePoint is fully compatible with Microsoft Office 365. Especially Microsoft Office files can be opened and edited inside SharePoint repository using the build in feature.



The screenshot shows the SharePoint 'Documents' list. The left navigation bar includes 'Home', 'Conversations', 'Documents' (which is selected), 'Shared with us', 'Notebook', 'Pages', 'City of Lodz', 'Site contents', 'Recycle bin', 'Edit', and 'Return to classic SharePoint'. The top navigation bar includes 'Office 365', 'Deliverables', 'euPOLIS' (Private group), 'Search', '+ New', 'Upload', 'Edit in grid view', 'Sync', 'Export to Excel', 'Power Apps', and more. The main area displays a table of documents with columns: Name, Modified, Modified By, and Add column. The documents listed are:

Name	Modified	Modified By
1. Legal	September 9	Nikos Bakalos
2. Administrative	September 9	Nikos Bakalos
3. Deliverables	September 9	Nikos Bakalos
4. Meetings	September 9	Nikos Bakalos
5. Templates	September 9	Nikos Bakalos
6. Dissemination	September 9	Nikos Bakalos
7. Documents before GA	September 14	PATRICIA GOURGOURA
8. Workpackages (anything that does not fit...)	October 2	ΕΥΤΥΧΙΟΣ ΠΡΩΤΟΠΑΠΑΔΗ
9. Contact details	October 12	errotopapadakis@isc.tuc.gr
ENPL-WP LEADERS PPT new 49372.pptx	December 10	Yannis Paraskevopoulos

Figure 4. euPOLIS SharePoint Documents repository



The screenshot shows a SharePoint calendar for December 2020. The calendar grid displays dates from Sunday, December 29, to Saturday, January 4. Several events are listed in the days of the week:

- Sunday, Dec 29:** None
- Monday, Dec 30:** D1.1 - POPD - Requirement meeting (10:00 am - 10:45 am), D2.1 - Stakeholders engagement (10:00 am - 10:45 am), D9.1 - Corporate identity and branding (10:00 am - 10:45 am)
- Tuesday, Dec 1:** Tuesday's short managerial meeting (10:00 am - 10:45 am)
- Wednesday, Dec 2:** None
- Thursday, Dec 3:** None
- Friday, Dec 4:** None
- Saturday, Dec 5:** None
- Sunday, Dec 6:** None
- Monday, Dec 7:** None
- Tuesday, Dec 8:** 10:00 am - 10:45 am (Tuesday's short managerial meeting), 12:00 pm WP2 Meeting
- Wednesday, Dec 9:** None
- Thursday, Dec 10:** 4:00 pm - 5:00 pm (4FR cities Workshops' results analysis)
- Friday, Dec 11:** None
- Saturday, Dec 12:** None
- Sunday, Dec 13:** None
- Monday, Dec 14:** None
- Tuesday, Dec 15:** 10:00 am Tuesday's short managerial meeting, 12:00 pm WP2 Meeting
- Wednesday, Dec 16:** None
- Thursday, Dec 17:** None
- Friday, Dec 18:** None
- Saturday, Dec 19:** None
- Sunday, Dec 20:** None
- Monday, Dec 21:** None
- Tuesday, Dec 22:** 10:00 am - 10:45 am (Tuesday's short managerial meeting)
- Wednesday, Dec 23:** None
- Thursday, Dec 24:** None
- Friday, Dec 25:** None
- Saturday, Dec 26:** None
- Sunday, Dec 27:** Today is Sunday, December 27, 2020
- Monday, Dec 28:** None
- Tuesday, Dec 29:** 10:00 am - 10:45 am (Tuesday's short managerial meeting)
- Wednesday, Dec 30:** None
- Thursday, Dec 31:** None
- Friday, Dec 1:** None
- Saturday, Dec 2:** None

Figure 5. An example of euPOLIS SharePoint Calendar (December 2020)

6.5.2 GitHub and/or GitLab

In case of necessity the consortium will decide to use either GitHub³, or GitLab⁴ as an online repository for code sharing. The code repositories can be either private or public (depends on the usage of the code).

6.5.3 Templates

There is a set of document templates that project partners must use. The templates are defined in WP9 Task 9.1. More precise, some of the created templates are for letters, posters, power point presentations, deliverables, minutes, business cards, etc.

6.6 Key Performance Indicators (KPIs) and Evaluation

The Key Performance Indicators (KPIs) and Evaluations as defined for the euPOLIS project are described as follows:

- KPI_1 – Psychological and physiological responses, psycho-emotional states:** Optimization of relevant psychophysiological parameters among users of re-designed public space, including the reduction of stress, depression and anxiety levels;
- KPI_2 – Health indicators related to physical activity (leisure activities including e.g. walking, running, cycling, skateboarding) 1:** New activities related to an intervention, e.g., running in the new park, strolling along the new pedestrian street, etc.; Increased number

³ <https://github.com/>

⁴ <https://about.gitlab.com/>

and share of people involved in physical activity in the re-designed space, duration and diversity of indoor/outdoor physical activities;

- **KPI_3 – Health indicators related to improvements of local conditions:** Reducing the risk factors and number of incidence of non-communicable diseases (NCDs) and/or communicable diseases (CDs) through maintaining lower levels of noise and air pollution, moderate air temperature, and offer exposure to a microflora in physiological range;
- **KPI_4 – Enhancement of social cohesion and cultural particularity through ensuring sense of security and inclusion for all (with focus on gender and age equality as well as newcomers integration) allowing for the strengthening of exploratory and socializing/culture behaviours among users:** Increased use of public space – both during the day and in the evenings; Increased presence of women, children, senior citizens and disabled persons as well as newcomers/migrants; Higher generational, gender and ethnic diversity visible in public spaces; New group activities engaging previously non-active community members; Significant number of local inhabitants (target > 200) taking part in project activities; Increased engagement of citizens and local authorities during the participatory processes;
- **KPI_5 – Sense of place and place attachment among users:** Data from quantitative and qualitative studies showing an increased positive emotional attachment to the neighbourhood as well as re-designed public space; Increase feeling of responsibility and ownership among community members; Increased sense of pride of being part of local community;
- **KPI_6 – Density and strength of local community ties:** Higher trust in local community members; New forms of neighbourly exchange, neighbourhood engagement and cooperation; Emergence of local leaders and social entrepreneurs; Increased feeling of community efficacy;
- **KPI_7 – Number of planned natural systems:** Quantified improvements of local conditions by implemented NBS such as microclimate control (measurable improvements in local outdoor microclimate conditions; of kWh of energy saved through HI effect reduction);
- **KPI_8 – Significant improvement of habitat, biodiversity, resilience, EcoSystems (ES) in case studies:** The list of Regenerated ES and resulting effects; 30% improvement of ecological status at each case study; The list of resilience measures and their expected results, € savings in case of weather extremes;
- **KPI_9 – List of activated/implemented business models:** Number of new marketable products and/or new business initiatives, such as urban farms, food coops, social entrepreneurship, start-ups (>5 new products and >3 new businesses); Number of businesses that master and adopt new BGS paradigm and tools (>5 new trained);
- **KPI_10 – Deployed communication/dissemination activities:** Number of other cities or corporations involved through technology adoption and implementation alliance in “paradigm shift” capacity building (>3 additional cities in Europe and >5 international); Number of people involved in participatory processes; Size of audience of project-related meetings, conference panels; Number of website visits and downloads of prepared guides and reports.

The above KPIs are also used in defining the indicator of impacts of NBS on PH and WB.

7. Reporting

As a contractual obligation, reporting to European commission is achieved using the Participant Portal. Three types of reporting are available: a) continuous reporting with EU, b) periodic reporting with EU and c) internal reporting for the consortium.

7.1 Continuous reporting

Continuous reporting is performed during the consortium members in following ways, through deliverables and dissemination activities per month. In addition continuous reporting of euPOLIS dissemination achievements will be published on project web site. The consortium will continuously report through EU portal its progress. It is continuously open for the beneficiaries to submit deliverables, to report on progress in achieving milestones, to answer to the questionnaire on different issues as soon as their own data are available.

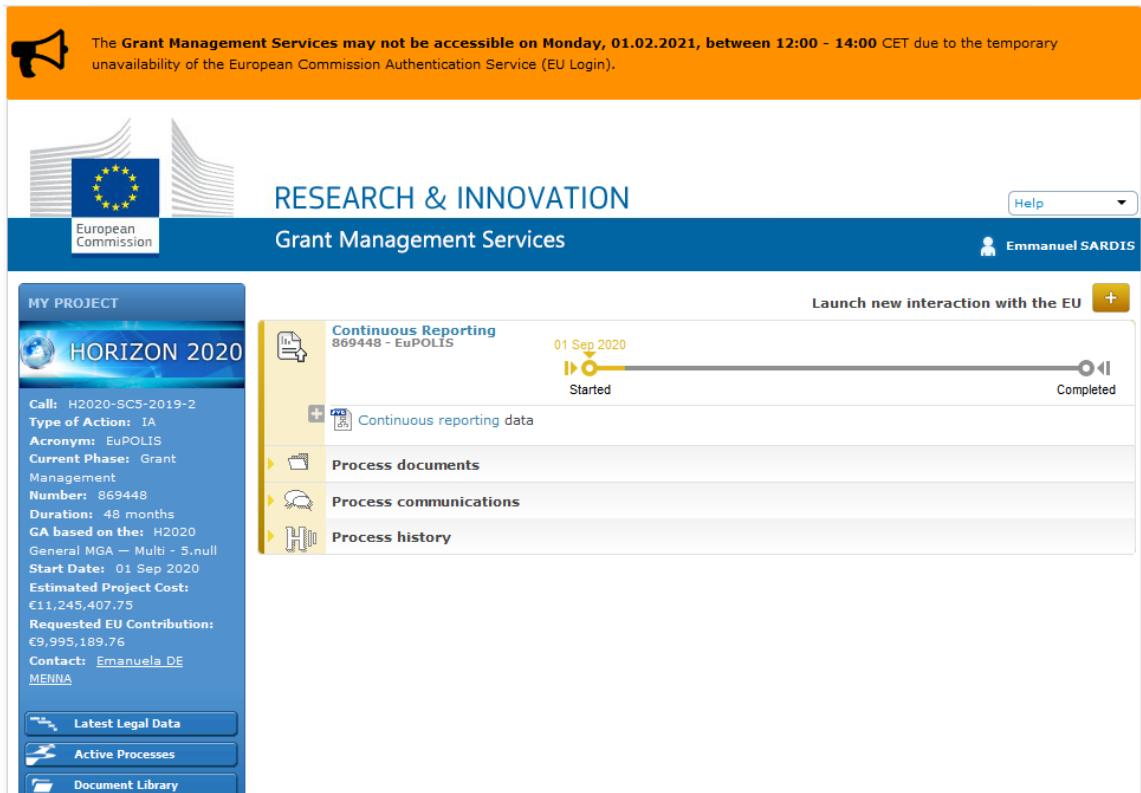


Figure 6. EU portal for continuous reporting

WP Nc	Del Re	Del N	Title	Description	Lead	Nature	Dissem	Est. Del.	Rev. Due	Receipt	Approval	Status	Submission
WP1	D1.1	D1	POPD - Requirement	The beneficiary must check if special derogation... [link]	NTL	Ethic	Confir	30 Nov	18 Dec		Pending	[link]	
WP2	D2.1	D2	Stakeholders engage	The euPOLIS' strategy and methodology for stake... [link]	RG	Repor	Public	30 Nov	08 Jan		Pending	[link]	
WP2	D2.2	D3	Report on the local	Following local workshops between the cities' ... [link]	Imp	Repor	Public	28 Feb			Pending	[link]	
WP2	D2.3	D4	Report on the local	Following local workshops between the cities' ... [link]	Imp	Repor	Public	31 Aug			Pending	[link]	
WP2	D2.4	D5	Report on the euPO	periodic progress reports from the stakeholders... [link]	Imp	Repor	Public	31 Aug			Pending	[link]	
WP2	D2.5	D6	Report on the euPO	periodic progress reports from the stakeholders... [link]	Imp	Repor	Public	31 Aug			Pending	[link]	
WP2	D2.6	D7	Report on the euPO	periodic progress reports from the stakeholders... [link]	Imp	Repor	Public	31 Aug			Pending	[link]	
WP3	D3.1	D8	Report on the local	This report will summarise all the sites conditi... [link]	Imp	Repor	Public	30 Apr			Pending	[link]	
WP3	D3.2	D9	Baseline status and i	For all demonstration sites, specific GDPM draf... [link]	EnP	Repor	Public	31 Jul 2			Pending	[link]	
WP3	D3.3	D10	euPOLIS Project Rec	Detailed catalogue of project requirements and ... [link]	Imp	Repor	Confir	31 Aug			Pending	[link]	
WP3	D3.4	D60	Specifications of the	This deliverable includes specifications of euP... [link]	Imp	Repor	Confir	30 Jun			Pending	[link]	
WP4	D4.1	D11	Report on the multi	The outcomes of Task 4.1 regarding the feabil... [link]	FCE	Repor	Public	28 Feb			Pending	[link]	
WP4	D4.2	D12	Report on cultural,	Analytical report including the description of ... [link]	UNI	Repor	Public	28 Feb			Pending	[link]	
WP4	D4.3	D13	Guidelines for partic	This report comes as a direct outcome of the ac... [link]	NTL	Repor	Public	31 Aug			Pending	[link]	
WP5	D5.1	D14	Technical Specificat	Report as emanating from Task 5.1, regarding th... [link]	NTL	Repor	Confir	31 Oct			Pending	[link]	

Figure 7. EU portal for continuous reporting for euPOLIS deliverables

For the Scientific publications, all publications must include the statement that the results were generated with the assistance of EU financial support (Article 38.1.2, GA). The consortium will report joint publications by:

- public & private project participants
- private/public project participants with public/private organisations, outside the consortium (if related to the project).

For these publications the consortium will ensure open access (free, online access for any user) to all peer-reviewed publications relating to your results (Article 29.2, GA).

Finally the consortium will provide open access to other types of scientific publications, some of which may, in some cases, not be peer-reviewed, including monographs, books, conference proceedings and grey literature (informally published written material not controlled by scientific publishers, e.g. reports).

Dissemination and communication activities will list only activities directly linked to the project, and the type of audience reached.

7.2 Periodic reporting

Periodic reporting session is open only during reporting period and can be found under Manage Project → Periodic Reporting. The euPOLIS project has three reporting periods:

- **First interim report:** covers months 1-18 (01/09/2020 – 28/02/2022)
- **Second interim report:** covers months 19-36 (01/03/2022 – 31/08/2023)
- **Final report:** covers months 37-48 (01/09/2023 – 31/08/2024)

Consortium must provide a separate summary for each periodic report (just update the summary for

the previous period). The required sub-tables should contain the following

- Summary of the context and overall objectives of the action
- Work performed from the beginning of the action to the end of the period covered by the report and main results achieved so far
- Progress beyond the state of the art and expected potential impact (including the socio-economic impact and the wider societal implications of the action so far)
- Address (URL) of the action's public website

The quality requirements that the reporting should follow are

- The summary must be suitable for direct publication by the Commission,
- easily understandable by a general audience preferably not longer than 7,480 characters (roughly 2 pages), with no confidential data.
- It must be a "stand-alone" text - no references to other parts of the report, only to publicly available information.

7.3 Internal reporting

In euPOLIS project a secondary, Internal reporting process is adopted, which include Progress Reporting and financial reporting. Scientific progress monitored on monthly basis by the Scientific and Technical Committees and WP Leaders. Also, financial Reporting occurs every six months and one month after the period completion. Reporting details for the consortium and need material submission to EU are described in Article 20 of project GA.

In addition to the above reporting documents to EU, the Project Coordinator in order to keep a continuously and live communication channel with EU and PO, the Project Coordinator will perform through email per four (4) months a reporting email, including project basic aspects, such as activities in progress, planning, project deviations, short feedback from relevant events.

8. Dissemination, Communication and Collaboration Activities

The dissemination quality plan for euPOLIS project can be summarized in the following actions from consortium members.

- The partner should submit their dissemination request allowing for minimum 3 weeks before submission deadline by email to the WP9 Leader.
- The Dissemination Manager circulates the form to the Quality Manager and the members of the Steering Committee (SC) asking for approval/comments.
- QM's / SC decision should be sent to the WP9 Leader within five working days; If no answer is received due to the set deadline it is taken as an approval.
- The Dissemination Manager informs the involved partner(s) about the decision
 - o Approval: When approval is given, then the partner(s) proceed(s) to the proposed dissemination activity.
 - o Conflict/objection: Any SC member can reject the proposed dissemination activity if he/she has objections, as overlaps or possible disclosure of restricted or confidential information regarding the work performed in the different WPs. In case of conflict, the issue will be discussed between the coordinator, the dissemination leader, the Innovation manager and the involved partners. If a conflict is created or further material is needed, then the dissemination leader informs the partner and requires modifications or additions. Then the material is proposed again to the dissemination leader and if significant changes that might provoke conflicts among partner interests must be made, the previous procedure is followed.
- Any dissemination material (abstract, draft paper, poster etc.) should be uploaded on the project website.

If a partner wishes to organize a workshop or special event related to euPOLIS, then the approval of WP9 leader and the information of the Coordinator and the SC is also needed 1 month before the realization of this type of dissemination activity. More details can be found in Dissemination and Communication Plan D9.3 deliverable.

8.1 Web dissemination

The project webpage has a public open access area to everybody, but a restricted area is accessible to project partners only. The public area of the project webpage is maintained and kept up to date. Requests for updates, or changes in the structure of the project webpage should be proposed through the Coordinator. The web page is visible on Google and other important search engines.

Any news related to the project should be communicated to WP Leader, who will prepare the content to be published on the webpage and submit it to the Coordinator for approval. The restricted area is used for storing and sharing project documents (official documents, templates, deliverables and documents related to each of the WPs). It is also a working area for all the project related documents.

The web site dissemination area is presented under the 'Outcomes' tab where all the consortium activities and related scientific and technical news, based on the Consortium procedures are published. Practically each partner submits the material for publishing to PC and member partners for dissemination activities, after their approval, the content is published in the project web site and in social media as described in Section 8.2.



8.2 Social media

For external communication of project outcomes and euPOLIS news and events and for sharing them with general public, journalists, scientists and policy makers, the project uses the following social media:

LinkedIn: <https://www.linkedin.com/company/eupolis/>

Twitter: https://twitter.com/eu_polis

Facebook: <https://www.facebook.com/eupolis2020/>

Any content to be shared using social media should be sent to the WP Leader for acceptance and following the previous section procedures for publishing.

8.3 E-newsletter

An e-newsletter shall be released and regularly distributed by email to inform on euPOLIS news and events. Interested users can register on the public website to receive the euPOLIS e-newsletter, by filling in a registration form, where they can record their e-mails addresses. Users have the possibility to unsubscribe the e-newsletter at any time. The published newsletters will be available also in euPOLIS web site.

The e-newsletter contents will be collected and processed by the DCM in cooperation with the QM for final approval and publication.

8.4 Press Releases and Media Coverage

At project milestones, press releases will be issued centrally to international media list, and also adapted, and disseminated to the local press (both broad and specialized), as well as to all project and partner networks, platforms, and stakeholders. All partners will disseminate non confidential information of the project in their national language to local/regional newspapers and media, following the instructions given under Dissemination Procedures as will be described in Deliverable D9.3. The final, and approved version of each press-release will be uploaded to the team's shared documents platform, to be available for all partners to add a paragraph about themselves, their role within the project, and/or within the specific topic of the press release, and such version proliferates to their national and local media. The press releases will be uploaded to the main page of the project website and made available to the general public, and will also be distributed via various media channels.

8.5 Rules for publications

The following rules for publications will be followed from the consortium.

- EU Disclaimer 1: Mandatory elements for acknowledgement texts in all kinds of publications are) based on Article 27.3 in project GA:

"The project leading to this application has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 869448".

or

"This work is a part of the euPOLIS project. euPOLIS has received funding from the European Union's Horizon 2020 research and innovation program under grant agreement No 869448.. The authors would like to thank all partners within euPOLIS for their cooperation and valuable contribution".

- EU Disclaimer 2: for results that could contribute to European or international standards based on Article 28.2 in project GA.

"Results incorporated in this standard received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 869448".

- Logos: As defined in Table 13, it is also mandatory to use logo of EU in all non-scientific publications. For the correct use of the EC emblem, please use the following links:

https://europa.eu/european-union/about-eu/symbols/flag_en

This rule does not apply to scientific publications, which typically do not allow the inclusion of such logos. Both EU and euPOLIS logos are available in the project repository at SharePoint, in the folder Documents > 05. Templates > Visual Identity and Branding Templates.

(<https://mailntuagr.sharepoint.com/sites/Eupolis/Shared%20Documents/Forms/AllItems.aspx?newTargetListUrl=%2Fsites%2FEupolis%2FShared%20Documents&viewpath=%2Fsites%2FEupolis%2FShared%20Documents%2FForms%2FAllItems%2Easpx&viewid=f77dece4%2D7588%2D471d%2Dacaa%2D7212f95beb69&id=%2Fsites%2FEupolis%2FShared%20Documents%2F05%2E%20Templates%2FVisual%20Identity%20and%20Branding%20Templates>)

Table 13. Rules for publications

Non Scientific	Use euPOLIS Logo Use EU Disclaimer 1 Use EU Logo
Scientific	Use EU Disclaimer 1 or 2 in the acknowledge section

8.6 Scientific dissemination

A selection of highly visible scientific conferences and events will be proposed by the Dissemination Coordinator for euPOLIS project for promoting the euPOLIS outcomes to research community and for fostering the exchange of scientific knowledge beyond the project. All paper/scientific publications, posters, etc., published in journals, conferences and other scientific and professional events will be available in the project web repository.

8.7 Collaboration with other EU projects and initiatives

Dissemination activities of euPOLIS project include collaboration/clustering for cross-fertilisation with other projects in the Horizon 2020 programme, which share similar project objectives. Of particular interest to euPOLIS are the project:s IN-HABIT⁵, VARCITIES⁶ and GO GREEN ROUTES⁷. Along this objective euPOLIS will co-organise and participate in joint workshops and networking sessions. Related outcomes will be published in euPOLIS web site.

⁵ <https://www.inhabit-h2020.eu/>

⁶ <https://www.varcities.eu/>

⁷ <https://cordis.europa.eu/project/id/869764>

9. Risk Management

The risk management has the objective to avoid, or minimize impact of potentially possible but unforeseen, or unlikely external or internal events that change the likelihood to achieve the targeted outcome in projected time, quality or cost. NTUA will coordinate the partners' technical efforts and outputs. Technical activities of the WPs will be monitored in accordance with the WP and task leaders. The aim is to comply with technical milestones, intermediate outputs and eventually project objectives. The Technical Management activity will coordinate the related WPs and activities, executing the risk management.

Deadlines and technical objectives will be respected, and particularly technical critical issues will be given particular attention. Technical management meetings will be held with regular deadlines to assess the degree of completion of work, including technical results and deliverable preparation. Specific attention will be devoted to the use of monitoring resources.

9.1 Roles and responsibilities

Project Coordinator, who will supervise the Quality and risk management, will be responsible for the following tasks:

- Distributing the required resources of the Quality Assurance Plan within the scope of the project's budget
- Developing, and implementing the Quality Assurance Plan
- Monitoring the project and defining any new or changing risks.
- Keeping track of the initial risk list with the support of the consortium.
- Contributing to risk mitigation plan
- Coordinating with the consortium to monitor risks and implement risk response strategies
- Participating in quality control procedures on deliverables
- Assessing the effectiveness of the risk management strategies
- Reporting regularly to the consortium and
- Making the final decision on risk actions, in co-ordination with the WP Leaders.

Steering Committee responsibilities include:

- Developing and/or updating the risk response strategy
- Keeping track of the assigned risks and reporting to the Project Coordinator in case of threats or opportunities to the project
- Estimating the probability that a risk may occur and specifying the risk assessment criteria and
- Estimating the impact of risks on project cost, time, scope, and quality objectives, and specifying the risk assessment criteria.

Work Package (WP) Leaders are responsible for the following tasks within their work package(s):

- Identifying and describing any type of risk
- Assigning the risk mitigation to its' owner and helping in the development of the risk response strategies
- Controlling the risk response steps assigned
- Reporting on the progress of the risk response to the Project Coordinator, and
- Implementing, with the help of the Project Coordinator, the activities associated with risk monitoring and control.

9.2 Risk Management Plan

During the implementation of the euPOLIS, internal and external risks, as well as any other issues that might affect the project progress, are identified and monitored, in order to carry out mitigation actions as soon as possible. The management process identifies and monitors technical and management risks that might affect the project progress towards its objectives, in order to carry out mitigation actions as early as possible. Risks can arise from unexpected technical difficulties, or scientific findings, poor communication or cooperation between the partners, resource shortage, objectives not achievable in terms of budget or feasibility, partners leaving the consortium, human operational errors, etc. Each partner has the responsibility to report immediately to their respective WP leader any risky situation that may arise and may affect the project objectives, or its successful completion. Any change in the time schedule of the deliverables, or in the allocated budget must be reported to the corresponding WP Leader, or to the Project Coordinator.

Risk Management falls under the responsibility of the Coordination Team. The consortium monitors closely the risks and WP leaders must evaluate and update their likelihood regularly. The consortium performs the risk identification, analysis, response planning, monitoring and control as shown in Figure 8.



Figure 8. euPOLIS risks manipulation

After a risk or group of risks has been identified and documented, it is important to assess the probability that the risk may occur and if it occurs, the extent of the possible impact. The exposure to a given risk is estimated using the following risk matrix.

During risk response planning, strategies and plans are developed to minimise the effects of the risk to a point where it can be controlled and managed. During response planning, higher priority risks should receive more attention than lower priority risks. Every risk that poses a threat should be assigned to a responsible party during response planning. Risk mitigation involves reducing the probability and/or the impact of a risk to an acceptable level. Taking early and proactive action against a risk is often more effective than attempting to repair the damage a realised risk has caused. Contingency planning is an example of risk mitigation.

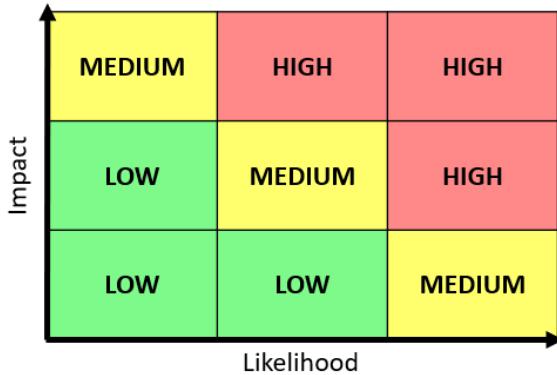


Figure 9. Categories of the euPOLIS risks impact

Project consortium members have already analyse and list possible risks, presented in Table-5 below, which are expected to change, or new risks may appear and some others will be discarded because risks are dynamic. Timely awareness and reaction to potential problems is crucial for risk management effectiveness. In the event of technological changes, the Coordination Team supported by the Technical Committee (TC) will task one, or more WP Leaders to investigate and to advise the Coordination Team on appropriate actions. Risk Management issues will be included in the Periodic Progress Reports.

Table 14. WP1 Ethics requirements, risks and mitigation strategies

Risk ID	Risk description	Probability	Impact	Mitigation strategies
1.1	Activities raising ethical issues	Medium	High	Before the beginning of an activity, each beneficiary must have obtained any ethics committee opinion required under national law
1.2	Privacy concerns or loss of privacy control	Medium	Medium	EuPOLIS' concept preserves user's privacy by design and no central databases with sensitive data are planned. Safety measurements were provided in deliverable 1.1
1.3	National/local legislation and policy context in local language	Low	Medium	Following cities will provide context in local language, if required.

Table 15. WP2 Stakeholders and communities' engagement and benchmarking, risks and mitigation strategies

Risk ID	Risk description	Probability	Impact	Mitigation strategies
2.1	Change of beneficiary (-ies) in the contracting phase	Low	Medium	Reallocation of resources and ensuring sufficient competence of the consortium is maintained.
2.2	Lack of support from national bodies for achieving the goals	Low	Medium	Supporting national bodies by sufficient dissemination and information about the project benefits and impact.
2.3	Failure to establish shared methodologies and protocols for cooperation between the participant bodies and groups.	Medium	Medium	Facilitated discussions and clear and achievable milestones and deliverables, engaging leadership of WP's leaders. Building trust between project partners.

Table 16. WP3 Gap analysis, requirements and solutions identification for cities, risks and mitigation strategies

Risk ID	Risk description	Probability	Impact	Mitigation strategies
3.1	Producers, target consumers and project partners engagement do not provide data at the right time and interval	Low	Medium	Clearly communicate with parties involved of the logic, type, extent of the data required to generate the models for the sustainability assessment
3.2	Requirements are too generic or incomplete	Medium	Medium	An explicit definition of the barriers, trade-offs & sensitivity points will take place from the beginning of the project so that risk mitigation can be facilitated

Table 17. WP4 public health and well-being with related social and behavioural aspects, risks and mitigation strategies

Risk ID	Risk description	Probability	Impact	Mitigation strategies
4.1	Low compatibility of terminology and methods in a multidisciplinary team (medical doctors, social scientists, environmental scientists etc.)	Low	Medium	Activities will start with mutually agreed definition of common terminology, that will be harmonized throughout the WP duration, and be accompanied by clear and transparent communication between the partners.
4.2	Low compatibility of selected measuring	Low	High	Partners have been selected with their expertise to ensure that from a methodological

	instruments (used in a different contextual setting) with measures of indicators of public health and/or wellbeing (including social aspects)			point measuring instruments are selected to provide best measures of indicators. Activities in methodology development will include testing and validation to overcome compatibility issues. (in coordination with WP5)
4.3	Questionnaires/surveys developed by expert partners fail to be comprehensible to local stakeholders	Low	Medium	FR supporting partners will help in customizing the questionnaires/surveys to local language and culture.
4.4	Inadequate timing, frequency and duration of measurements that makes monitoring and evaluation of NBS difficult	Medium	High	Development of methods is planned in a way to ensure that monitoring data will provide adequate means for evaluation (baseline data should be comparable to NBS monitoring data). Activities in methodology development will include testing and validation to overcome compatibility issues. (in coordination with WP3, WP5)
4.5	Difficulty of developed methods to fully cover the assessment of NBS impact on PH&WB due to different characteristics (social, economic, political, urbanization, demographic, environmental, etc.) of demo sites	High	Medium	Methodology will be customized to specific characteristics of each location to ensure that the impact of NBS on wellbeing and public health is measured adequately
4.6	Failure to timely obtain different type of study data due to COVID19 related communication difficulties	Medium	High	Project partners have agreed to align all the processes related to development of indicator framework, so that the data collection starts as earliest in the project as possible (even before official start of some of the workpackages).
4.7	The ongoing COVID-19 pandemic and its short and long-term consequences on public health and well-being of citizens.	High	Medium	To capture the change in public health and citizens' well-being we will measure both at least twice (ideally at the beginning of the project and after the NBS implementation). This would enable interference about the effect of the NBS implementation, not pandemic as it would be in the case of a single measurement. Surveys will be adjusted to ongoing epidemic

				conditions.
4.8	Failure to achieve adequate aggregation level of the socio-economic data (aggregation level too high). For the creation of the Livability Model, we will need data describing local society on various dimensions, e.g. information on age, gender, socio-economic status of citizens living in the neighborhood of the demo site. This kind of data is usually difficult to acquire because cities are reluctant to share them.	Medium	Medium	Among euPOLIS partners there are four FR Cities that we hope will facilitate reaching the data on the required level of aggregation.
4.9	Including only these citizens (stakeholders in general) who are the easiest to reach, i.e. excluding the voice of minorities and women.	Medium	High	To reach out and engage the widest possible audience (including minorities, people with disabilities, seniors, women, and people with no access to ICT tools) we will tailor our message to their needs and preferable channel of communication, i.e. telephone, traditional mail, face-to-face contact. However, in employing various techniques and methods we will apply adequate security measures considering the ongoing pandemic.
4.10	Low-citizens engagement. Our study design (longitudinal approach) assumes that we will track the same people over time. Therefore, it is crucial not only to recruit participants but also to maintain their interest in the project. (WP2)	Medium	High	Participatory processes are fundamental for euPOLIS philosophy. Therefore, we have created the stakeholders' engagement plan and guidelines (it is still a work in progress) that will help FR Cities and supporting partners to engage all local stakeholders, i.e. citizens at all stages of the NBS implementation. We would like all local stakeholders to feel responsible for the planned change and understand that they have a real impact. Moreover, technology providers and FR cities will offer attractive and tailored to citizens' specific needs incentives to maintain local stakeholders' engagement.

4.11	The track record of the relationship between cities and local stakeholders might influence the latter's engagement in the euPOLIS, e.g. past negative experience might result in reluctance from citizens or local organizations to engage in the new project. (WP2)	Medium	Medium	In our communication with local stakeholders and citizens, we will emphasize that the euPOLIS is an independent project funded by European Commission. We will also encourage cities and supporting partners to collaborate with the widest possible group of local stakeholders.
4.12	Lack of response on site resources as we cannot talk to people from the site	high	high	Cities to organize direct contact with local people under all Covid conditions – use our template for local people questioning

Table 18. WP5 technologies to support development of NBS in the cities, risks and mitigation strategies

Risk ID	Risk description	Probability	Impact	Mitigation strategies
5.1	Appropriate users are not available to validate the system platform.	Low	High	User partners have already been carefully selected to ensure that they are suitable for the pilot tests. Additional users will be identified as part of the use case demonstration process and will be kept as potential backup if required.
5.2	Timely response of the system is not appropriate leading to difficulties in use	Low	High	The sensing and communication structure of the system will be carefully studied and designed in order to exclude any overlapping sources of data or sources of low information value.
5.3	Inferior performance on systems	Low	Medium	Replace problematic/defective component, after operating conditions to improve performance
5.4	Lack of appropriate, accurate and suitable data	Medium	Medium	Early evaluation of monitoring and control and data management systems.

Table 19. WP6 Design and development of the euPOLIS Solutions and implementation plan, risks and mitigation strategies

Risk ID	Risk description	Probability	Impact	Mitigation strategies
6.1	Data for impact analysis missing	Medium	Medium	Data for study prepared by task leader.
6.2	Significant failure to access to technology required for a work package or deliverable.	Medium	Medium	Notifying the Contracting Authority. Innovative and novel solutions seek by engaging SMEs or research agencies.
6.3	Lack of maturity for tools, technology planned for an execution of a deliverable	Medium	Medium	Notifying the Contracting Authority. Gathering resources from Scientific Community for novel solutions.
6.4	Already existing plans – resistance to change them	medium	medium	In dept discussions with city management to enable them to issue instructions to planners

Table 20. WP7 deployment of the NBS and monitoring solutions in the cities, risks and mitigation strategies

Risk ID	Risk description	Probability	Impact	Mitigation strategies
7.1	Innovative solutions and methodologies not sufficiently used in project.	Low	Medium	Encouraging change and development of novel ideas, ways of working and methodologies by all beneficiaries.
7.2	Change of beneficiary (ies) in the implementation phase	Low	Medium	Sufficient project documentation in place. Reallocation of resources and ensuring sufficient competence of the consortium is maintained.
7.3	Workload significantly different than estimated in the proposal	Low	Medium	Realistic estimation and re-planning of the deliverables. Reallocation of resources. Negotiation with Contracting Authority to solve long-term issues
7.4	Incompleteness of the data retrieved to perform the business plan	Medium	Medium	Gathering Consortium expertise, interviews and surveys with industry players, experts and end-users, several secondary sources

Table 21. WP8 Evaluation of the euPOLIS solutions, training and capacity building, risks and mitigation strategies

Risk ID	Risk description	Probability	Impact	Mitigation strategies
8.1	Delay on development of EuPolis' network, data repository, API or monitoring and controlling platform	Low	Medium	Contact other researchers/companies for support; or use third party components during the construction delay period
8.2	Poor system performance leads to the failure of demonstrations	Low	High	Pilot environment conditions will be closely monitored, so that the causes of poor performance can be identified and used for the optimization of the system, and the prevention of future system failures.
8.3	EuPOLIS does not have enough socio-economic impacts	Low	Medium	Verify and strengthen communication and dissemination strategy and activities. Guarantee the full exploitation of euPOLIS results. Formulate a clear scientific strategy and align it to the needs of the user communities.

Table 22. WP9 Communication, dissemination and standardization activities, risks and mitigation strategies

Risk ID	Risk description	Probability	Impact	Mitigation strategies
9.1	Business Plan reveals failure of market potential	Medium	High	Address the exploitation of the solution road to market through replicability and interaction with users and decision makers
9.2	Low involvement of stakeholders in events	Low	High	Use project partners to mobilize stakeholders; Carry out interviews to pinpoint the problem of low engagement; revise dissemination plan and introduce new dissemination and communication activities
9.3	No of participating stakeholders in the cocreation workshops; Small representation and harvest of input - not reaching satisfying input to our key question	Low	High	Apply diverse methods of reaching out and collecting input - personal interviews, questionnaires, focus groups
9.4	Very diverse target audiences, different interest into the project from different stakeholders	Low	Medium	Build personal relationships; get actively involved with the local partners and start building the first core of the project

Table 23. WP10 Exploitation activities, route to the market and project sustainability, risks and mitigation strategies

Risk ID	Risk description	Probability	Impact	Mitigation strategies
10.1	Poor visibility of the impacts and benefits of the project	Low	High	Pro-active, timely and planned communication actions throughout the duration of the project.
10.2	The website is not evolving at the same speed as the project	Low	Medium	The possibility of subcontracting an external service will be explored
10.3	Failure to engage the significant stakeholders and interest groups	Low	Medium	Identification and analysis of stakeholder and interest groups and planned targeted dissemination actions
10.4	Lack of public awareness of Project activities	Medium	Medium	The network is diverse and includes leading scientists, industrial partners, end users, standardization partners, etc. most of them affiliated to international Committees that guarantee relevant connections and channels
10.5	Not enough visibility among targeted user groups.	Low	Medium	Establish communication tasks working on targeting outreach activities and create different tools and materials to the user groups and stakeholders and facilitate internal and external communications.
10.6	Technology evolution during the project renders the platform design and its modules obsolescent before completed	Low	High	The provision of State-of-the-art technical solutions from the partners is characterized by low probability of becoming obsolescent before the project is completed. The project will implement continuous technology watch procedures to ensure the relevance of the technical work and to identify technology innovations that may be assessed for their incorporation within the euPOLIS platform.
10.7	Mentality to combine NBS with business does not exist	med	med	Have meetings with stakeholders to convince them in their interests

Table 24. WP11 Project coordination and management, risks and mitigation strategies

Risk ID	Risk description	Probability	Impact	Mitigation strategies
11.1	Conflicts in the Consortium	Low	Medium	A comprehensive Consortium Agreement will be formulated by all partners.
11.2	A beneficiary has significant delay or failure to assign qualified personnel for a task or a deliverable.	Medium	High	Risk reduction by ramp-up phase, supporting the recruitment by communicating about recruitment via national and European networks.
11.3	Timely communication of key findings and project process issues within and across work packages	Low	Medium	The smooth running and progress of euPOLIS relies on good communication and use of appropriate communication tools.
11.4	Ineffective collaboration	Low	High	Workshops will be organized to enable and enhance links among the professionals across the consortium to harmonize services through exchange of best practices.
11.5	Partner failure to perform the assigned tasks successfully	Low	High	All partners constitute medium to large institutes with strong in-house scientific communities and with secured public and private funding streams. Several partners obtain direct government funding whereas others belong within large, well-funded research foundations or universities.
11.6	Key staff illness/leave during critical project phase	Low	High	All partners have experienced staff that may replace and take over the work assigned to the leaving member, either temporarily or permanently.
11.7	The estimated expenses required to fulfill the project may exceed the approved budget	Low	High	Stay in touch with the expenses by tracking them on an app or spreadsheet to double-check that project's finances are still in the green.
11.8	Lack of overall coordination	Low	Medium	Effective coordination is ensured by the managerial structure and through the project work plan. The coordinator has extensive experience in coordinating large EU and national projects

10. Consortium Agreement (CA)

A Consortium Agreement (CA) has been signed off by all members of the project consortium. The CA is based upon Regulation (EU) No 1290/2013 of the European Parliament and of the 11 December 2013, laying down the rules for the participation and dissemination in “Horizon 2020 –the Framework Programme for Research and Innovation (2014-2020)”⁸. The CA specifies, with respect to the Project, the relationships among the consortium partners, in particular concerning the organisation of the work between them, the management of the Project and the rights and obligations of the Parties concerning inter alia liability, indemnification, Access Rights and dispute resolution. Any request for changes to the CA must follow this process:

- The party requesting the change must contact the Project Coordinator
- The Project Coordinator calls for an contingency PCT meeting, where the proposal for changes will be discussed under the rules stated in the current agreed version of the CA.
- Changes are forwarded to EU and Project Coordinator for final approval.

11. IPR management

The purpose of the Consortium Agreement is to establish a legal framework for the project in order to provide clear regulations for issues within the consortium related to the work, IP-Ownership, Confidential Information, Access Rights to Background and Foreground IP for the duration of the project and any other matters of the consortium interest. All provisions regarding Intellectual Property Rights of foreground developed in euPOLIS project are subject to Section 3 of the Grant Agreement and to the provisions laid out in euPOLIS Consortium Agreement. Therefore, any issue related to IPR must be discussed in a PCT meeting. More details can be found in section 2.2.2.2. in GA document, which describes further IPR management issues.

12. Ethics and Societal Impact

euPOLIS will support and enhances participatory processes in re-designing and transforming public spaces. Thus, euPOLIS research involves humans' participants. All humans' participants are obliged to grant consensus reports and sign informed consent. No patients, children, volunteer who are unable to provide informed consent reports will be included in this research. The euPOLIS consortium is aware of potential ethical, fundamental rights, privacy and data protection implications that may be identified in the course of the project. The consortium is fully committed to adhere to and promote the highest ethical, fundamental rights and legal standards, as recognised at the European Union and International level, in the project's activities and outcomes. Towards this case, the consortium has included a dedicated partner for Data Management (Resilient Guard) to process and handle all personal data. The implications and impacts of ethical, fundamental rights, privacy and data protection issues are identified and addressed throughout euPOLIS actions and recommendations are made for compliance with relevant standards, regulations, and legislation. In addition, the ISS partner is responsible for designing, testing and developing socio-behavioural measures and research methodology.

euPOLIS activities are carried out in strict compliance with the highest ethical principles and fundamental rights enshrined principally in:

1. The EU Charter on Fundamental Rights (CFREU, 2010);

⁸ https://ec.europa.eu/research/participants/data/ref/h2020/other/gm/h2020-guide-cons-a_en.pdf

2. The European Convention for the Protection of Human Rights and Fundamental Freedoms (ECHR, 1950);

These rights include aspects such as power relations, justice, fairness, right to non-social-sorting, right to create links with other human beings, and to be protected against harm. Regarding to the rights to privacy and to the protection of personal data, euPOLIS will adhere to the provisions of:

1. The EU Charter on Fundamental Rights (art. 7 and 8);
2. The European Convention for the Protection of Human Rights and Fundamental Freedoms (art. 8);
3. The CoE Convention No. 108 for the Protection of Individuals with regard to Automatic Processing of Personal Data (1981);
3. Regulation 2016/67 EC (General Data Protection Regulation)

Further details for the ethics and personal data are described in section 5 of project GA.

13. Conclusions

This deliverable has outlined the adopted Quality Assurance Plan of the euPOLIS project. The emphasis is placed on the quality procedures and indicators pertaining to Work Packages, Tasks, Deliverables, and Milestones defined in the original project plan. The QAP includes a top-level description of the quality assurance methodology, and the organisational and procedural means for achieving it. Also risk management plans for each WP are presented.

This deliverable covers the best practices and the procedures for the following project management activities: a) Project management, b) Communication and contribution among partners, c) Management of deliverables and other project outcomes (including deliverables development and submission processes), d) Reporting (financial and activity), and e) Risk management plan. The processes and the guidelines described in this deliverable are in a mature state and have been proved successful in other projects.