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D1.1 Project Management Handbook

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Abstract	The present deliverable provides information and guidance regarding possible changes in the project structure. As such, this Project Management Handbook is aimed at providing clear guidelines to the consortium regarding day-to-day project activities, and to facilitate the monitoring of the BIO-STREAMS project progress. These guidelines provided here are to be adopted by all project partners, in order to establish and share an operational methodology, to reduce the project overhead and increase the efficiency of the work carried out
Keywords	BIO-STREAMS; Website; Communication; Dissemination; Impact; stakeholders; Web Development.

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Nature of the deliverable:	R	
Dissemination Level		
PU	<i>Public, fully open, e.g. web</i>	√
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Classified S-UE/ EU-S	<i>EU SECRET under the Commission Decision No2015/ 444</i>	

- * *R: Document, report (excluding the periodic and final reports)*
DEM: Demonstrator, pilot, prototype, plan designs
DEC: Websites, patents filing, press & media actions, videos, etc.
DATA: Data sets, microdata, etc
DMP: Data management plan
ETHICS: Deliverables related to ethics issues.
SECURITY: Deliverables related to security issues
OTHER: Software, technical diagram, algorithms, models, etc.

EXECUTIVE SUMMARY

The present document includes information regarding the management structure and procedures of the BIO-STREAMS project. It is intended to be used as a reference guide by the BIO-STREAMS consortium members, and project stakeholders.

The BIO-STREAMS structural points described in the document are the following:

- Documentation distribution inside the project.
- Consortium composition, project duration, and funding details.
- Technical and administrative information flow.
- Deliverable review and submission procedures.
- Financial procedures (e.g. payment programming and distribution)
- BIO-STREAMS management structure

While the basic principle of the project is to carry out the tasks and activities within the time scheduled and resources foreseen, any changes and resulting amendments to the project structure shall be carefully dealt with, following the designated procedures and guidelines described in this document.

This handbook also addresses the key point of Risk Management throughout the BIO-STREAMS project activities. It provides information and recommended response actions regarding the identification and monitoring of the possible risk sources inside the project, while also providing a reference guide for the project stakeholders (in every level of the project structure) to address and overcome these risks.

Furthermore, the document describes the path to the establishment and implementation of Quality Management within the BIO-STREAMS project, to ensure a high-quality deployment and delivered outputs, throughout the project lifetime. Quality management encompasses all aspects related to ensuring the quality assurance and quality control of the project.

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Abbreviations

EC	European Commission
INEA	Innovation & Networks Executive Agency
GA	Grant Agreement
DoA	Description of the Action (Annex I)
PO	Project Officer
PC	Project Coordinator
TC	Technical Coordinator
GAs	General Assembly
WP	Work Package
WPL	Work Package Leader
PL	Pilot Leader
PMP	Project Management Plan
PR	Periodic Report
PFR	Project Final Report
KOM	Kick-Off Meeting
OJEU	Official Journal of the European Union
Form C	Financial Statement Form
CFS	Certificate on Financial Statement
ECAS	European Commission Authentication Service
PP	Participant Portal
SyGMA	Grant Management System
QA	Quality Assurance
QM	Quality Management

1 Introduction

1.1 Purpose

The BIO-STREAMS management handbook constitutes a reference guide to the management planning and relevant project specifications, defining the consortium individual and total responsibilities, activity guidelines and recommended paths of action, thus ensuring the successful deployment of the project and its compliance to the preestablished by the Grant Agreement milestones, deliverables, and final goals.

The document contains information regarding project management best practices, specific to the BIO-STREAMS project, as well as the relevant management strategy.

The document contents also include information about:

- The consortium structure and communication procedures
- Established quality guidelines, in agreement to the legal framework of the project
- Predetermined ways for issue reporting and publication routes
- Available BIO-STREAMS templates
- Details regarding financial and legal aspects of the project, addressing possible gray areas of the Grant Agreement and the Consortium Agreement

It is noted that this guide will be subject to modification and updates throughout the course of the project. The consortium members will be notified of the changes accordingly.

1.2 Relation to Other Project Documents (Deliverables)

In the event of discrepancy between documents, this Management handbook is overruled by the Grant Agreement including its Annexes, and the Consortium Agreement with its possible addendums.

2 Project Foundation

2.1 Consortium

The following list of stakeholders includes the participants indicated in the Grant Agreement and the Consortium Agreement documents.

No.	Participant Organization Name	Acronym	Country
1	EREVNITIKO PANEPISTIMIAKO INSTITOUTO SYSTIMATON EPIKOINONION KAI YPOLGISTON-EMP	ICCS	EL
2	NETCOMPANY-INTRASOFT SA	INTRA	LU
3	TECREANDO B.V.	TCR	NL
4	SMARTSOL SIA	SIA	LV
5	I2GROW INNOVATION TO GROW SRL	I2G	IT
6	ETHNIKO KAI KAPODISTRIAKO PANEPISTIMIO ATHINON	NKUA	EL
7	KOMITEEN FOR SUNDHEDSOPLYSNING	DCHE	DK
8	BLOKS ZDRAVNI I SOTSIALNI GRIZHI EOOD	BLOCKS	BG
9	D.TSAKALIDIS-G.DOMALIS OE	NVCR	EL
10	CSCY COMPUTER SOLUTIONS CYPRUS LTD	CSCY	CY
11	KAROLINSKA INSTITUTET	KI	SE
12	AINIGMA TECHNOLOGIES	AINIGMA	BE
13	CHAROKOPEIO PANEPISTIMIO	HUA	EL
14	NUCLIO NUCLEO INTERACTIVO DE ASTRONOMIA ASSOCIACAO	NUCLIO	PT
15	FUNDACIO HOSPITAL UNIVERSITARI VALL D'HEBRON - INSTITUT DE RECERCA	VHIR	ES
16	CENTRE HOSPITALIER UNIVERSITAIRE DE LIEGE	CHUL	BE
17	EUROPEAN SCHOOL HEADS ASSOCIATION	ESHA	NL
18	WHITE LABEL CONSULTANCY APS	WLC	DK
19	PANEPISTIMIO IOANNINON	UOI	EL

20	UNISYSTEMS LUXEMBOURG SARL	UNI	LU
21	UKEMED (GLOBAL) LTD	UKEMED	CY
22	VILABS (CY) LTD	VILABS	CY
23	Univerzitetni klinicni center Maribor	UKCM	SI
24	GENIKO NOSOKOMEIO PAIDON PENTELIS	PENTELI	EL
25	THE EUROPEAN ASSOCIATION FOR THE STUDY OF OBESITY - IRELAND COMPANY LIMITED BY GUARANTEE	EASO	IE
26	TELEMATIC MEDICAL APPLICATIONS EMPORIA KAI ANAPTIXI PROIONTON TILIAIRIKIS MONOPROSOPIKI ETAIRIA PERIORISMENIS EYTHINIS	TMA	EL
27	ENGENETICS - LABORATORIO DE INOVACAO E SERVICOS EM GENETICA LDA	EON	PT
28	UNIVERZA V MARIBORU	UM	SI
29	MARTEL GMBH	MARTEL	CH
30	SPHYNX TECHNOLOGY SOLUTIONS AG	STS	CH

Table 1: List of project participants

2.2 Project duration, budget, and EC Contribution

The effective start of the project is 01.05.2023, and the project duration is 48 months, ending on 30.04.2027.

The project is funded by the European Commission (beneficiaries) and additional national funding authorities (associated partners). The EU funding budget is 9,999,387.50 €, with a funding rate equal to 100%. The budget detailed per beneficiary and the corresponding EU contribution of each beneficiary is detailed in Annex 2 to the Grant Agreement – Estimated budget for the action.

The EC contribution of each of the partners is a maximum contribution conditioned to the acceptance by the EC of expenses up to the budget of the partner (this means that if a partner spends less than what it is shown in its approved budget (or the Commission does not accept all its costs), it will receive only the proportional part of the EC contribution).

2.3 Contractual documents

2.3.1 Grant Agreement

Grant Agreement with the EC: Grant Agreement No. 101080718. This is the contractual document signed by all the project partnership which defines the rights and obligations of the Consortium regarding the EC. The Grant Agreement includes the following annexes:

- Annex I - Description of the action (DoA): This is the contractual document which describes the work to be performed by the project Consortium.
- Annex 2 Estimated budget for the action
- Annex 2a Additional information on unit costs and contributions
- Annex 3 Accession forms for beneficiaries
- Annex 4 Model for the financial statements
- Annex 5 Specific rules

The Grant Agreement and its annexes will be available for all partners at the basecamp project management software, through the link <https://3.basecamp.com/5618330/buckets/32813657/uploads/6199901319>, accessible for project partners).

Grant Agreement Amendments

An amendment to a Grant Agreement (GA) is a legal act modifying the commitments stated in the Grant Agreement and which may create new rights or impose new obligations on the parties. It allows the Consortium to modify the GA during its lifetime.

Amendments must be made through the project coordinator (ICCS).

Any project amendment is subject to official acceptance by the EC. Any substantial modification to the content of Annex I (Description of the Action), as well to the administrative information of the project (related to project partners, project budget etc.) needs the official acceptance of the EC through an amendment process.

The project coordination team strongly recommends the partners to check with the project coordinator any issue that might be subject to an amendment.

For more detailed information about Project Changes (amendments to the GA), see chapter 7.

2.3.2 Consortium Agreement (CA)

The Consortium Agreement is the internal contract of the consortium partners which is signed and is accepted by all partners. It defines the Consortium internal rules for project management as well as the Consortium organization and decision-making mechanisms. In case of discrepancy, the Consortium Agreement is overruled by the Grant Agreement.

The project Consortium Agreement will be also available for all partners at the basecamp project management software, through the <https://3.basecamp.com/5618330/buckets/32813657/uploads/6199901325> link, accessible for project partners).

3 Project Structure

The plan of the project follows the tasks and activities and schedule as laid down in the Work Plan (Annex I to the Grant Agreement). The guiding point of all work and planning will be the Deliverables due to the Commission, along the 3 reporting periods of BIO-STREAMS:

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

3.1 Work packages’ list/overview

BIO-STREAMS is a 48-month project, organized in the following Work Packages:

WP Number	WP Title	Lead beneficiary	Person-months	Start month	End month
WP1	Project Management, Technical Coordination & Governing Issues	1 – ICCS	122.00	1	48
WP2	Requirement Elicitation & BIO-STREAMS Blueprint	13 – HUA	168.00	1	12
WP3	BIO-STREAMS Common Data Information Model	19 – UOI	184.00	3	21
WP4	BIO-STREAMS EU Biobank	1 – ICCS	127.00	10	44
WP5	BIO-STREAMS Obesity Platform	2 – INTRA	195.50	6	44
WP6	Actor Engagement Strategy, Pilot and BIO-STREAMS framework Evaluation	23 - UKCM	371.50	3	48
WP7	Dissemination, Communication & Exploitation	29 - MARTEL	295.00	1	48
		Total	1,463.00		

Table 2: List of Work Packages

The detailed description of each Work Package’s work is described in Annex I to the EC GA, Description of Action (DoA).

Each Work Package has a named WP Leader, that is the partner in charge of the leadership and coordination of the technical and economic aspects of the Work Package. This includes responsibility for the preparation of any technical reports, achieving milestones, achieving deliverables and provision of deliverables to the Coordinator on schedule, provision of interim

and progress reports to the Coordinator on schedule. The partners concerned shall appoint a named individual to carry out the role of Work Package Leader.

3.2 Project Implementation

The Gantt chart of the project presents the project scheduling, regarding the Work Package deployment, Deliverable submission deadlines, interim reviews, and Milestones. The Chart is available at the basecamp project management software, through the <https://3.basecamp.com/5618330/buckets/32813657/uploads/6394325336> link, accessible for project partners).

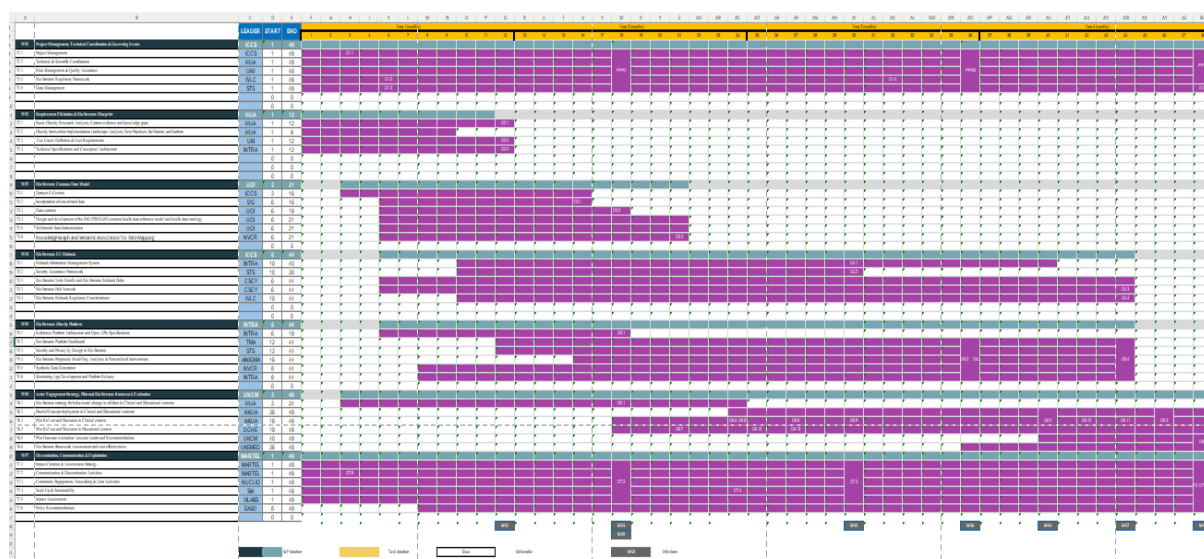


Figure 1: BIO-STREAMS project GANTT chart

3.3 Deliverables

It is important throughout the course of the BIO-STREAMS project that all deliverables are rigorously tracked. The list of deliverables for the 48 months of the project is shown next. It is shown in chronological order, in order to facilitate the follow up of deliverable submission.

Del. No ¹	Deliverable Name	WP no.	Lead Beneficiary	Type ²	Dissem. Level ³	Due Date ⁴
D1.1	Project Management Handbook	1	ICCS	R	PU	3
D7.8	BIO-STREAMS website	7	MARTEL	DEC	PU	3

¹ Deliverable ordering according to delivery dates.

² Deliverable Type encoding: R— Document, report, DMP— Data Management Plan, DEM— Demonstrator, pilot, prototype, DEC—Websites, patent filings, videos, etc.

³ Dissemination Level encoding: PU— Public, SEN - Sensitive

⁴ Measured in months from the project start date (month 1).

D7.1	Impact creation and assessment plan	7	MARTEL	R	PU	5
D1.2	Research Ethics	1	WLC	R	PU	6
D1.3	Data Management Plan	1	STS	DMP	SEN	6
D2.1	Knowledge on underage overweight & obesity	2	HUA	R	PU	12
D2.2	Requirements & Use Cases	2	UM	R	PU	12
D2.3	Specifications & Conceptual Architecture	2	INTRA	R	PU	12
D3.1	Cost-Related Analysis	3	I2G	R	SEN	16
D3.2	BIO-STREAMS Data Model	3	UOI	R	SEN	18
D3.3	Knowledge Graph Configuration Manual	3	NVCR	R	PU	18
D5.1	Technical Architecture	5	INTRA	R	PU	18
D7.2	Impact creation and assessment report – mid-term v1	7	MARTEL	R	PU	18
D6.7	Study 3 initiation package	6	UKCM	R	SEN	21
D6.1	BIO-STREAMS strategy for behavioural change	6	HUA	R	PU	24
D6.5	Study 1 initiation package	6	UKCM	R	SEN	24
D6.6	Study 2 initiation package	6	UKCM	R	SEN	24
D7.4	Exploitation and sustainability report midterm	7	SIA	R	PU	24
D6.10	Study 3 Midterm recruitment	6	UKCM	R	SEN	25
D6.8	Study 1 Midterm recruitment	6	UKCM	R	SEN	27
D6.13	Study 3 Results status	6	UKCM	R	SEN	27
D4.1	Biobank IMS	4	INTRA	DEM	PU	30
D4.2	Anonymisation & Pseudonymisation Algorithms	4	UOI	DEM	PU	30

D6.9	Study 2 Midterm recruitment	6	UKCM	R	SEN	30
D7.3	Impact creation and assessment report – mid-term v2	7	MARTEL	R	PU	30
D1.4	Research Ethics update	1	WLC	R	PU	32
D5.2	Platform Dashboard	5	TMA	DEM	PU	36
D5.3	BIO-STREAMS Platform Beta	5	INTRA	DEM	PU	36
D6.2	Evaluation of outcomes in Clinical and Educational context, version 1	6	UKCM	R	PU	40
D6.12	Study 2 Results status	6	UKCM	R	SEN	42
D4.3	BIO-STREAMS Biobank	4	INTRA	DEM	PU	44
D4.4	Biobank Regulatory Framework	4	WLC	R	PU	44
D5.4	BIO-STREAMS Platform Final version	5	INTRA	DEM	PU	44
D6.11	Study 1 Results status	6	UKCM	R	SEN	44
D6.3	Evaluation of outcomes in Clinical and Educational context, final version	6	NKUA	R	PU	46
D1.5	Data Management Plan Update	1	STS	DMP	SEN	48
D7.7	BIO-STREAMS Roadmap and guidelines	7	VILABS	R	PU	48
D6.4	Bio-Streams framework and sustainability assessment	6	SIA	R	PU	48
D7.5	Exploitation and sustainability report final	7	SIA	R	PU	48
D7.6	Impact creation and assessment final report	7	MARTEL	R	PU	48

Table 3: List of Deliverables

3.3.1 Submission of Deliverables

During the course of the Project, the deliverables identified in Annex I to the Grant Agreement have to be finished and submitted to the EC according to the timetable specified in the Deliverable list. All deliverables must be submitted electronically via the Participant Portal.

To verify the correct progress of the Project, deliverables have to be uploaded in the Participant Portal on the due date.

In case any kind of delay is detected, the necessary corrective actions are taken.

See chapter 5.5 Review and Submission of deliverables for more detailed The website is the central part of the digital marketing strategy that is deployed within the Communication and Dissemination Plan of the project. The combination of online and offline actions is essential to reach all target audiences and it is vital that the actions reinforce each other to have a comprehensive dissemination and communication strategy that contributes to the achievement of impact and objectives within BIO-STREAMS.

The BIO-STREAMS website has been created with specific objectives, which respond to the communication and dissemination needs of the project.

Among them, the most highlighted are the following:

- A recognisable visual identity that aligns with the innovative spirit of the BIO-STREAMS project and that is differentiating itself from other projects carried out so far in the sector.
- With the aim to create a dynamic website, content such as news and the calendar of events is periodically updated. This way, updating content also improves the ranking on Google. Likewise, this content will be shared on social networks and the project's newsletter, which will continue to attract visitors to the website and amplify the project's reach.
- BIO-STREAMS website is one of the main communication and dissemination channels of the project. To maximise the scope of the project, different digital marketing strategies and ways of attracting traffic have been established:
 - Engine Optimisation (SEO): The traffic of visits to the BIO-STREAMS website shall increase progressively throughout the course of the project, thanks to the implementation of strategies oriented to drive organic traffic such as proper key-phrases distribution in each webpage, relevant meta descriptions, appropriate image alt attributes and relevant internal and external cross linking.
 - Social networks: Through the distribution of content hosted on the BIO-STREAMS website via social channels (news about the project, industry events, infographics, etc.), we aim to increase traffic and visits.
 - Newsletter: A newsletter will be issued every 6 months (together with shorter newsflashes for urgent communications), to be distributed between stakeholders and the general public. This will include achievements/news of the project that direct traffic to the website. Newsletters will be uploaded as well in a specific section on the website.
 - Link building: We are creating synergies between the BIO-STREAMS website and the partners' websites, as well as with other relevant agents of the sector (stakeholders), encouraging the exchange of links.
- 🔗 In this regard, based on the BIO-STREAMS capacity for synergy building, the BIO-STREAMS website will also include links for OPEN-EU (Obesity Policy Engagement Network – EU hub), MEP Interest Group on Obesity and Health System Resilience, the European Commission's Joint Research Centre (JRC), and other EU-funded project websites ensuring close collaboration towards childhood obesity prevention.

4 Project Management

4.1 Management Structure

The BIO-STREAMS project management structure is formulated according to the following diagram:

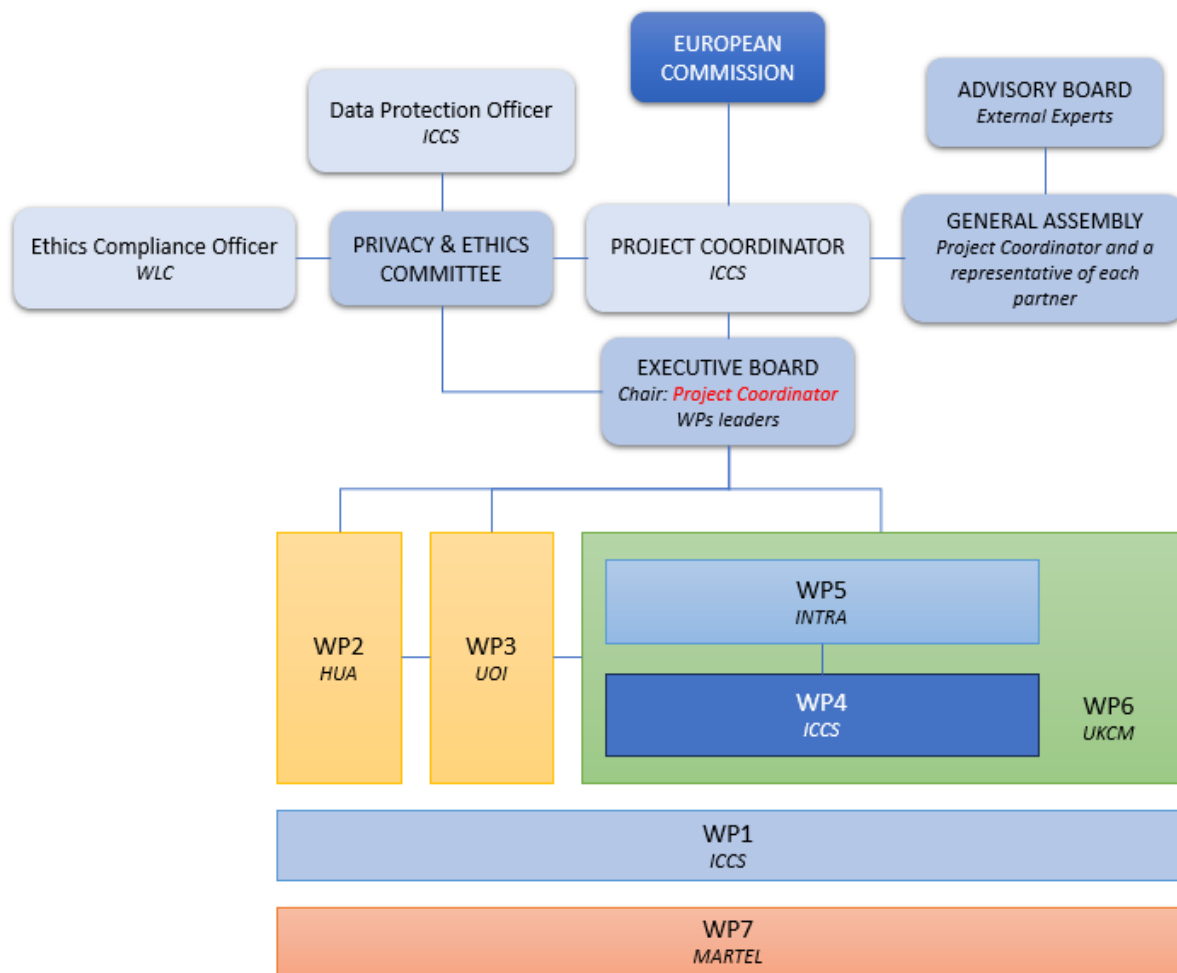


Figure 2: BIO-STREAMS management structure

4.1.1 Project Coordinator

The project coordinator will be Professor Dimitrios Koutsouris, from ICCS. As project coordinator he will be responsible for:

- Communication: all communications between the project and the Commission
- General assembly and project meetings; administration
- Global Monitoring: Follow-up and adaptation of the project planning
- Organizing, steering, checking, and assuring the reporting in time towards the EC
- Overall monitoring of progress on all work packages and setting in place procedures for ensuring more detailed progress monitoring in consultation with the subgroups

- Monitoring of the expenses and allocation of the budget; assistance towards the participants concerning administrative aspects of the project
- Executes the processes for payments to the partners
- Reporting: Project Management-related, related deliverables as per the GA progress reports; Sending paper documentation to European Commission

4.1.2 General Assembly

The General Assembly, gathering one representative from each institution, will be the steering and decision-making body of the BIO-STREAMS project. The main aim of this governing body is to advise and support the decisions of the Project Coordinator on operational and management issues. The General Assembly will be responsible for all decisions of a general nature within the frame of the EC Contract and the Consortium Agreement. In particular, the detailed budget allocation, any re-definition of the overall work plan, the coordination of the activities and communication between the subgroups, and the overall project progress assessment will be performed by this committee. The General Assembly is responsible for all decisions affecting more than one partner, such as contractual matters, financial matters, major technical decisions, preparation of reporting. The detailed responsibilities and tasks are described in the project's Consortium Agreement. The General Assembly is chaired by the coordinator prof. Dimitris Koutsouris and/or deputy manager Dr. Ioannis Kakkos. It will be convened every 6 months for in-person consortium meetings (kick-off meeting in month 1 and months 6, 12, 18, 24, 30, 36, 42 and 48) and at any time upon request of the Executive Board or 1/3 of the Members of the General Assembly (audio conferences).

4.1.3 Executive Board

The Executive Board will be chaired by ICCS and will be responsible for the day-to-day technical work. An Executive Board meeting will be convened every 3 months, or at any time upon request of any Member of the Executive Board. The Executive Board will act as the supervisory body for the execution of the Project, which shall report to and be accountable to the General Assembly. It will also will exchange the work carried out in the pilots together with the results, in order to support the implementation and running of the WPs and the replication actions. It will also propose changes to the technical work program of the project. The Project Executive Board will play a crucial coordination role among partners for the implementation of the different pilot projects in a coherent way and will also be the main forum for the information exchange between the Work Package Leaders.

Work Packages Teams and Leaders:

The Work Package Leaders will ensure the timely execution of tasks included in each Work Package, stimulating the interaction between the various partners involved. They are also responsible for the consolidation of the specification reports and execution of the tasks that integrate each WP. Each organization involved will appoint a WP Manager, who is responsible for operational decisions, sending quarterly a short progress report to the Project Coordinator supported by the management team, guaranteeing that the partial and total objectives of the WP are accomplished, elaborating the reports of the WP, and organizing the presentation or results.

4.1.4 Advisory Board

The External Advisory Board aims to dynamically validate complementarity in the BIO-STREAMS project. The board is an interdisciplinary corpus consisting of 5 recognized experts,

to oversee the project activities and identify potential gaps and risks. A tentative list for this Advisory Board is the following:

- Prof. Edith Feskens (Global Nutrition)
- Prof. Eva Roos (Food Studies)
- Prof. Jo Jewell (Nutrition Specialist)
- Prof. Martin Wabitsch (Paediatric Endocrinology and Diabetes)
- Prof. Wieland Kiess (Hospital for Children & Adolescents)

The Advisory Board will play a key advisory and consultative role in the project. The main goals of this board are the following:

- Providing requirements and feedback to the project objectives.
- Monitoring the main milestones of the project, updating their feedback, and providing the necessary inputs for guiding the project towards the achievement of main objectives.
- Providing final feedback on results evaluation and expectations for future evolution.

4.1.5 Privacy and Ethics Committee

The Privacy and Ethics Committee established within the BIO-STREAMS project will monitor any actions and address any issues associated with data protection regulation (GDPR) regarding privacy and security. As such, it will be responsible for the evaluation (and feedback to the partners) of the BIO-STREAMS' documentations, protocols, outputs etc. as GDPR compliance and legal protection of results through patent rights. These will apply to:

- Data sharing agreements
- Pilot protocols (in schools and clinical settings)
- Consent forms
- Any other GDPR-related issue

4.2 Project Management Procedures

4.2.1 General Management Procedures

Partners are responsible for:

- Effective economic management and conduct of the operational work in accordance with the program guidelines and with ethical and legal standards.
- Complying with general terms and conditions governing grants and any terms and conditions specific to each grant or granting program established by the European Commission.
- Managing and supervising operational personnel.
- Meeting reporting requirements specific to the Horizon program and the call.

4.2.2 Decision Making Mechanism

Decisions must always be taken at the right decision level. In this sense, the roles and responsibilities of each Consortium member are defined in the project Consortium Agreement.

Each Consortium Body shall not deliberate and decide validly unless a quorum of two-thirds (2/3) of its members are present or represented.

Each member of a Consortium Body present or represented in the meeting shall have one vote. Important decisions regarding the project are only taken in the General Assembly.

4.2.3 Monitoring and Progress Reporting

Each partner and WP leader will report the project progress to the coordinator when requested. This will cover tasks' progress, results, deliverables, and compliance with the WP schedule, as well as the monitoring and updating on the identified risks.

4.3 Risk Management

Risk management is an ongoing process encompassing the identification, assessment, and response to anticipate, monitor, control, and minimize the likelihood of uncertain events and circumstances that may have adverse effects on the project.

It is important to note that not all risks can be addressed using the same approach, as they may vary in nature. Some risks can be avoided or eliminated, while others may be unavoidable. In such cases, it becomes crucial to address risks effectively to mitigate their impact. To achieve this, the project requires well-defined mitigation strategies and contingency plans. Effective risk management relies on a comprehensive understanding of relevant risks, their impact assessment, and the formulation of appropriate response strategies.

Close monitoring of risks is essential to raise alerts when necessary and promptly address any identified risks. The Quality Assurance & Risk Manager (UNI) bears the overall responsibility for risk monitoring. However, the project management team (ICCS) will support the Quality Assurance & Risk Manager, along with risk owners and/or accountable partners responsible for managing and monitoring specific risks. The Quality Assurance & Risk Manager collaborates with Work Package (WP) leaders, and risk owners to diligently monitor risks. While the project team remains vigilant in identifying risks and raising alerts, an overall assessment of risk status is conducted during the internal reporting process periods.

4.3.1 Risk Management Strategy

The risk management strategy of the project has been strategically designed to reduce the probability of uncertain events adversely affecting the project. Since the proposal phase, the project team has identified a comprehensive set of potential risks. This list of risks has been reviewed and updated by project partners. Throughout the project's lifespan, new risks may be identified and added, if discovered by project partners. Based on this compiled list, a risk management strategy has been developed, enabling the team to proactively identify and address potential risks to minimize or eliminate their impact on the project. The risk management process is comprised of the following steps:

- Risk identification and description
- Risk assessment
- Risk response

- Risk monitor and report

These steps are sequentially executed for each risk recorded and documented in the risk register. To create the current list of risks, WP leaders conducted risk analysis for their respective WPs, identifying potential risks not included in the original list of critical risks. All identified risks have been collected and organized in the project's risk register, which serves as the primary document for monitoring and managing all identified risks. The risk register, a separate excel file, is constantly updated throughout the project's duration and stored in the consortium's common space.

Risk Identification and Description

Risk identification constitutes the initial step in the risk management process. The project has already undergone two major rounds of risk identification: one during the proposal writing phase and another after the project's commencement, during which WP leaders reviewed their WPs to identify additional risks. Thus far, identified risks have been thoroughly examined, re-evaluated, and updated accordingly. Risk identification is an ongoing process that will persist throughout the project's lifespan, with any newly identified risks processed in the same manner.

In the BIO-STREAMS project, risks may encompass various dimensions, including design-related, technical, organizational, and pilot-related aspects, among others. Emphasis should be placed on proactive measures to anticipate potential risks and devise appropriate mitigation actions.

Risk Assessment

Risk assessment involves the evaluation and prioritization of risks. This entails determining the probability of risks occurring and their impact on the project. The assessment includes the following dimensions:

- Likelihood: Signifying the probability of a risk occurring.
- Impact: Indicating the severity of the risk's impact, considering its effect on the project's scope, cost, and/or schedule.
- Risk level: Denoting the overall level of the risk, derived from the combination of likelihood and impact.
- Risk owner: Identifying the partner responsible for managing and monitoring the risk.
- Escalation: Indicating to whom the risk should be escalated if flagged.

Assessing likelihood and impact is a subjective process, taking into account internal and external project factors within the project's context. To quantitatively assess these dimensions, a 1-5 scale is used, as depicted in the following table. The risk level is calculated as the product of the likelihood and impact.

		Impact				
		1=Very low	2=Low	3=Medium	4=High	5=Very high
Likelihood	5=Very high	5	10	15	20	25
	4=High	4	8	12	16	20
	3=Medium	3	6	9	12	15
	2=Low	2	4	6	8	10
	1=Very low	1	2	3	4	5
Legend:						
1	Risks can be accepted, contingency plans may be developed.					
5	Risks cannot be accepted, a risk response strategy should be developed (avoid, reduce, transfer/ share)					
20	Unacceptable – immediate risk reduction or avoidance response					
Risk appetite						

Figure 3: Risk Level Assessment

Risk Response

Once a risk is assessed, the risk handling process is determined. The risk response strategy comprises two main parts: outlining the risk response strategy and designating the responsible party for risk mitigation. The purpose of the strategy is to manage and control the risk and minimize its impact. The options for the risk response strategy are as follows:

- **Accept:** Treat the risk as an issue if it occurs, typically applicable to risks of low significance.
- **Reduce:** Mitigate or eliminate the risk's impact through appropriate actions.
- **Avoid:** Propose actions that, if implemented promptly, can prevent the risk from materializing.
- **Transfer/Share:** Applicable if the risk is external to the project.

For each risk, once the risk response strategy is identified, a course of action is described, explaining how the risk will be mitigated if it materializes. Mitigation actions include the objective, scope, and estimated effort required. Additionally, the partner responsible for risk monitoring and mitigation is assigned, along with a target date for implementing the risk response, if necessary. The risk response strategy is evaluated for effectiveness, feasibility, cost, and schedule implications by the PC, supported by the project management team and the partners involved in actions related to the risk. The final course of action, along with the partner responsible for mitigation measures and target dates, is documented in the risk register. Specifically, the risk register includes information about:

- **Risk response strategy:** Accept, Reduce, Avoid, or Transfer/Share the risk.
- **Action details:** Mitigation action(s), including the objective, scope, and estimated effort required.
- **Who mitigates:** The responsible party for implementing mitigation actions.
- **Who checks:** The partner responsible for verifying whether the risk has been mitigated.
- **Target date:** The date by which the risk response is expected to be implemented if required.

Risk Monitor and Control

Risk monitoring involves keeping track of risks and assessing any response actions that have been taken. As the project progresses, it is essential to continually review existing risks in their originally described context, updating information, and adding new risks (if necessary), based on current developments. Based on monitoring results, additional response actions may be incorporated, and new risks may be identified. Continuous risk monitoring is conducted through various consortium meetings (such as dedicated WP meetings, WP leaders' meetings, and general assembly meetings) to ensure that risks are appropriately and promptly addressed. Risk monitoring and control encompass the following tasks:

- Search, identify, describe, and assess new risks.
- Review existing risks in terms of probability, impact, mitigation strategy, and effectiveness.
- Adapt the mitigation strategy if necessary.
- Report the occurrence of risks and applied mitigation measures if a risk materializes.

4.4 Quality Management Approach

Quality management encompasses all aspects related to ensuring the quality assurance and quality control of the project. It involves executing processes and procedures that aim to guarantee the high quality of project products and outcomes. Additionally, it pertains to operational activities undertaken to meet quality requirements. The responsibility for quality management rests with the Project Coordinator (PC). The quality assurance procedures are instrumental in securing the overall quality of the project, including all deliverables, and they provide criteria to verify the project's success.

4.4.1 Quality Assurance Procedures

The primary objective of the quality assurance procedures is to ensure the consistency and robustness of all project deliverables and results. Several quality assurance procedures, such as internal review mechanisms, project monitoring, and adherence to standards and conventions for document preparation. Furthermore, the following procedures are integral parts of the project's quality assurance efforts, as presented in the subsequent subsections.

Corrective Actions

Close monitoring of the project ensures that corrective actions are promptly implemented, if necessary, to prevent deviations from the original work plan. Each Work Package (WP) is closely monitored by its designated leader. The PC oversees the project's progress primarily based on information provided by the WP leaders.

The main objective of corrective actions is twofold: to ensure both the quality and timely delivery of milestones and deliverables. Any deviations from the plan are documented through the internal monitoring process by the project management team. The project management team decides on the appropriate approach to address a deviation or issue and applies corrective actions. If an issue affects the work within a specific WP, corrective actions should primarily be taken within that WP, led by the WP leader, who will also provide an updated work plan. For problems that may impact multiple WPs or the overall project progress, they will be addressed at the WP leaders and the project management team level, leading to the elaboration of an updated project plan.

Approval Mechanisms for Publications

All information and documentation communicated to third parties undergo an approval mechanism. Each partner has the right to publish or allow the publishing of information that constitutes their own work. To make a publication, a beneficiary must inform the PC and the project team forty-five (45) days before the intended publication. The following information should be communicated to the PC:

- Nature of the publication (conference, location, date, deadlines, etc.)
- Abstract and authors
- Target audience.

All contributing beneficiaries and associated entities must be mentioned in the publication either as co-authors or under acknowledgments. For a publication to proceed, the consent of all concerned beneficiaries must be obtained. If none of the beneficiaries and associated entities object to the publication within thirty (30) days, their consent shall be considered given. Any objections should include requests for modifications. If there are issues related to intellectual property protection, a request to cancel the publication may be made. In case of a dispute regarding a publication that cannot be resolved amicably, the general assembly will resolve the matter.

Software Development Processes

The software development process encompasses all essential steps, including analysis, design, implementation, evaluation, modification, re-implementation, and re-evaluation of the software, leading to the development of the final operational versions of the BIO-STREAMS' technical outputs.

Software development processes will be framed and supported by:

Software documentation: All submitted software will be accompanied by a concise report describing its purpose, architecture, deployment instructions, and usage instructions. If the software is stored in a source code repository, such as GitLab, a typical readme file will be prepared.

Source code repository: The data produced and generated in the context of the research and development activities of the project, ranging from experimental prototypes to development source code and deployment scripts, will be stored and preserved in a private repository, such as Git (GitLab or GitHub).

4.4.2 Criteria for the Assessment of Quality

The project's work plan outlines milestones and Key Performance Indicators (KPIs) for each phase. Assessing performance against these milestones and criteria provides an evaluation of the project and its outcomes, considering timely submission of deliverables and overall compliance with the work plan.

4.5 Data Management

The Data Management Plan (DMP) will establish an overall plan for the data management requirements of the project. The purpose of the DMP shall be to provide the necessary management and control of the data items. The DMP will cover the following 6 topics:

- file structure
- file and variable naming conventions
- data integrity
- code book requirements
- variable construction documentation
- integration of the various data sources.

All data collected for the study will be recorded directly, accurately, promptly, and legibly. The individual(s) responsible for data integrity, computerized and hard copy, will be identified in the DMP. Procedures used to verify and promote the quality and integrity of the data will be outlined in writing. A historical file of these procedures shall be maintained, including all revisions and the dates of such revisions. Any changes in data entries shall be documented. The DMP will include data storage and manipulation guidelines to assure a consistent data set. For data covered by data sharing agreements, a written plan will be prepared to control data access and assure compliance with contractual obligations and the archiving or destruction requirements of the agreements will supersede the requirements of the DMP.

5 Information Management

5.1 Document management

The management procedures must guarantee that the documents in the project are produced, updated, distributed, and stored correctly and efficiently.

The official documentation repository for the BIO-STREAMS project is accessible through the basecamp project management software.

This project website(<https://www.bio-streams.eu>) will act as the main dissemination channel.

5.2 Technical information Flow Chart

The WP leaders, as well as the Technical Coordinator are key figures in the management of the technical information within the project.

Within each WP, all the technical issues must be transmitted from each partner to the WP Leader. The Work Package Leader will be responsible for dealing with the issue raised and solving it. In the case that the issue cannot be solved, it will be handed over to the Technical Coordinator. The Technical Coordinator will resolve the issues put up by the WP Leaders or will assign them to the Management Team if necessary. All relevant issues with an impact on the work and planning of the project will be discussed with the Management Team without unduly delays.

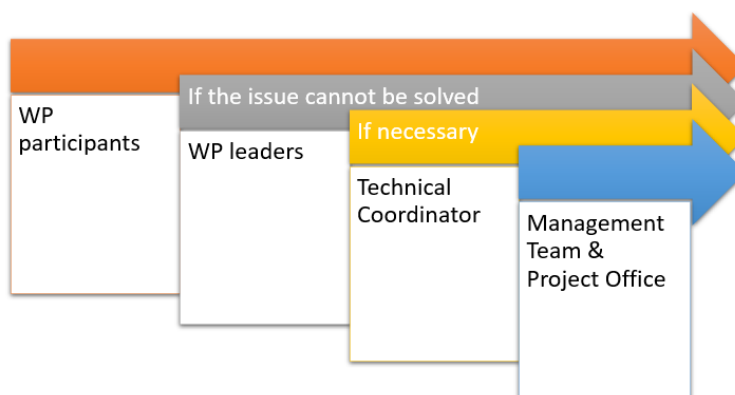


Figure 4: Technical information flow chart

5.3 Administrative Information Flow

By administrative information it is understood any information related to the administrative procedures of the project, including financial issues. Information related to the beneficiaries participating in the project is also part of the administrative information of the project and any changes in this information (legal information, change of name of the organization, change of authorized representatives of each organization, etc.) must be transmitted as soon as possible to the Project Coordinator in order to take the necessary measures. Administrative information must be submitted directly from each partner to the Project coordinator.

5.4 Templates

All the official documents of BIO-STREAMS (presentations, deliverables, external communication, meeting minutes, etc.) must use the templates which will be available on the basecamp project management software (<https://3.basecamp.com/5618330/buckets/32813657/vaults/6394367671>). The project logo must also be included in all the documents related to the project.

The templates could be subject to modifications during the project duration, so it is recommended to download the templates from the project management software each time an official BIO-STREAMS document is generated.

5.5 Review and Submission of deliverables

All the deliverables must be finalized and submitted within the deadlines defined in Annex I to the Grant Agreement. Please see subsection 3.3 of this document.

All deliverables shall be submitted to the European Commission by electronic means via the Participant Portal.

The Deliverable leaders (who are in charge of the generation of the deliverable), and the WP/Task leaders are responsible for the quality of the deliverables.

To ensure the quality of the delivery to be submitted, the following procedure to review each deliverable has been defined:

1. Two (2) weeks before the submission of the deliverable, the Deliverable leader responsible for the generation of the deliverable will send the deliverable to the WP leader.
2. The WP leader will send the deliverable to the reviewers for feedback. Once the deliverable is sent, there is one (1) week for collecting comments/suggestions from the reviewers. These comments will be included in the deliverable review document. The WP leader will send the review to the deliverable leader in charge to address all comments.
3. Three (3) days before the submission, the partner responsible for the deliverable concerned, will send the final version to the WP leader. The WP leader will send the document to the Project Coordinator at least two (2) days before the due delivery date. The Project Coordinator will be responsible for uploading the document in the participant portal and submit it to the Commission.

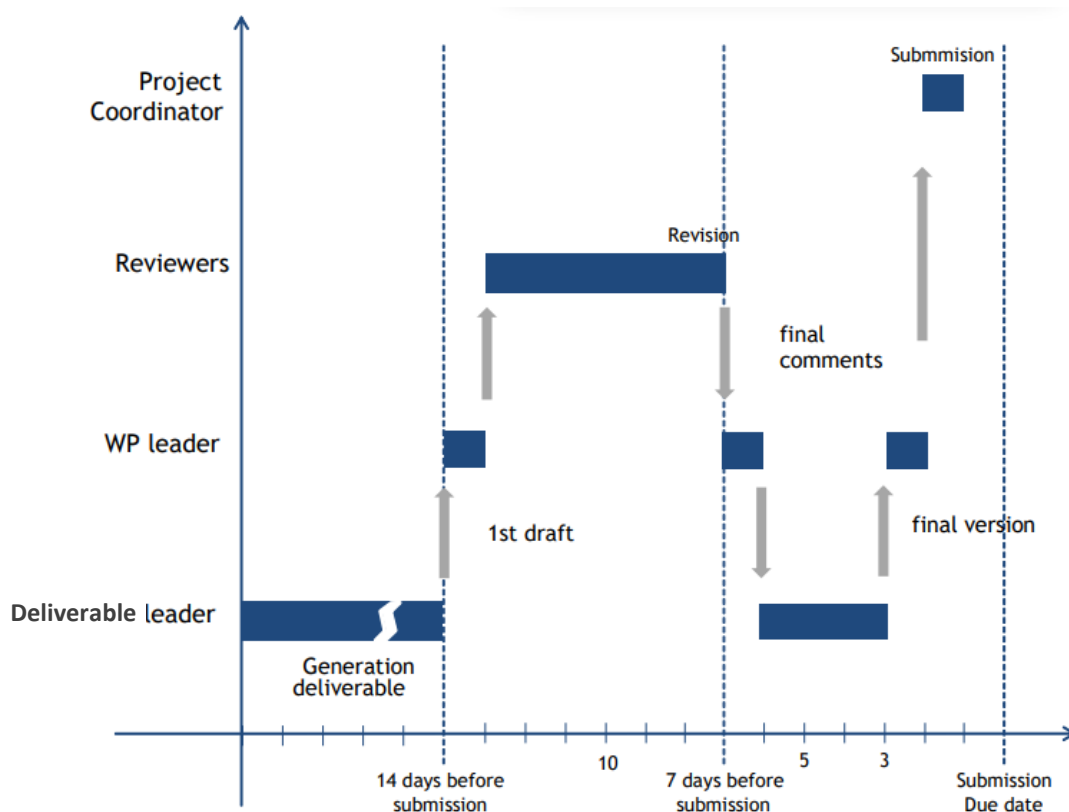


Figure 5: Deliverable revision and submission procedure

Points to be considered are:

- Does the deliverable fulfil the objectives as set out in the WP description?
- Does the deliverable justify the resources expended as outlined in the progress reports?
- Is the document format correct, including the title page?

Five (5) weeks in advance to the planned delivery date for each deliverable, the WP leader will contact the lead partner in charge of the deliverable, to check whether it will be submitted as planned or whether there is any unexpected problem that may cause a substantial delay.

In case of a delay, the WP leader will communicate to the Technical Coordinator the situation and along with the lead partner in charge of the deliverable, they will analyze how to address the problem and they will define a new date for submission of the deliverable as soon as possible. If this happens, the Technical Coordinator will immediately inform the Project Coordinator, who will be in charge of informing the EC project officer as soon as possible.

5.5.1 Deliverable Numbering System

The deliverable numbering will follow the List of Deliverables numbering included in DoA. The delivery number shall be used as a code on the front page of all deliverables. The title of the document/deliverable must follow the titles included in the work program.

5.5.2 Deliverables' reviews

The deliverables' reviews will be performed and submitted in a formal review according to the following process.

The WP Leaders are responsible for providing a consolidated draft of the deliverable for a review check one (1) month before the deadline. For each deliverable two reviewers will be identified, with the responsibility to check all aspects and provide a quality check prior to release.

The reviewers will check the document and provide comments within fifteen (15) calendar days. Comments should be provided to the WPL and PC. The PC will assess the review and in case of major comments, the deliverable will be sent back to the WPL for discussion and revision and a new release should be provided within five (5) calendar days. Then the deliverable will go through another iteration for review and approval. In case of minor comments that do not require additional experts’ discussion, the PC will proceed with the final editing. The PC is in charge of the final approval and submission of deliverables. However, the WP Leaders are responsible for ensuring the high quality of the deliverables production. Contributors, deliverable coordinators, and WP leaders should always bear in mind that deliverables are a key project component to communicate work done and results achieved and must be written in an understandable language to the identified target audience.

The following table provides the work-plan for the deliverables’ production that all partners should follow to ensure the effective preparation and high quality of BIO-STREAMS deliverables.

Time point	Action	Responsible person
1 month after Task initiation	Table of contents circulation	Deliverable Leader
1 month before submission deadline	First draft consolidation	Deliverable Leader – All relevant beneficiaries
10 days before submission deadline	Second draft consolidation	Deliverable Leader – All relevant beneficiaries
5 days before submission deadline	Final draft consolidation	Deliverable Leader – Internal reviewers – Quality Manager
Deadline	Final draft submission	Project Coordinator

Table 4: Deliverable implementation timeline

Table 3 presents the list of deliverables to be produced during the project. The table indicates the partner who is responsible for the deliverable production (Lead beneficiary), the type of deliverable and dissemination level. For quality check (Reviewing processes) the partners involved will indicate people in their organization (including people not directly involved in the project if appropriate) that will perform the review. The reviewers will provide a review report according to the template provided through the basecamp project management software (<https://3.basecamp.com/5618330/buckets/32813657/uploads/6394367897>)

5.6 Payment Procedures

5.6.1 Payments to be made

Article 22 to the Grant Agreement (point 4.2 to the Data Sheet) establishes the payment rules, based on which the payments, from the Commission to the Coordinator, and from the Coordinator to the rest of the consortium, are to be made:

One Initial pre-financing payment	30 days from entry into force/ 10 days before starting date – whichever is the latest
Two Interim payments	90 days from receiving periodic report
Final payment /payment of the balance	90 days from receiving periodic report

5.6.2 Pre-financing payment – Amount – Amount retained for the Guarantee Fund

The amount of the initial prefinancing was 53,33%: 5,332,673.35 euro (five million three hundred and thirty-two thousand six hundred and seventy-three EURO and thirty-five eurocents). The amount of EUR 499,969.38 (four hundred and ninety-nine thousand nine hundred and sixty-nine EURO and thirty-eight eurocents), corresponding to 5% of the maximum grant amount, was retained by the Agency from the pre-financing payment and transferred into the 'Guarantee Fund'. Thus, the **actual** pre-financing payment made to all beneficiaries was EUR 4,832,703.97 (four million eight hundred and thirty-two thousand seven hundred and three EURO and ninety-seven eurocents (48,33%).

5.6.3 Interim payments & final payment

Interim payments reimburse the eligible costs incurred for the implementation of the action during the corresponding reporting periods. Payment is subject to the approval of the periodic report. Its approval does not imply recognition of the compliance, authenticity, completeness, or correctness of its content.

There will be up to three more payments of contribution from the coordinator to the beneficiaries. These payments correspond to:

Interim payment of PR1

Interim payment of PR2

Final payment

Each beneficiary can receive a cumulative interim payment up to the ceiling 90% of its maximum grant amount. Provided that 5% has already been retained from the initial prefinancing, the maximum cumulative interim payment that each beneficiary can receive before the final payment, cannot exceed 85% of its maximum grant amount.

6 Project reporting

6.1 Periodic Reporting to the European Commission

Monitoring the project implementation is a continuous task that takes place at any moment during its active period and beyond. There are contractual tasks that make the project monitoring most relevant at certain periods in a project's life, in particular after each reporting period at the time of payments.

The coordinator will submit to the European Commission the technical and financial reports. These reports include requests for payment.

In accordance with the Grant Agreement, project reporting obligations with the Commission are the following:

- Deliverables (as described in DoA). The complete list of deliverables to be submitted to the Commission is available in section 3.3 (See Table 3: List of deliverables).
- Periodic Reports (within 60 days following the end of each reporting period):
- Final Report (in addition to the periodic report for the last reporting period)
- Report on the distribution of payments

The BIO-STREAMS reporting periods are defined in the Project Structure section of the present document. In more detail:

- RP1: from month 1 to month 18: from 1/05/2023 to 31/10/2024
- RP2: from month 19 to month 36: from 1/11/2024 to 30/04/2026
- RP3: from month 37 to month 48: from 1/05/2026 to 30/04/2027

After the end of each interim period, a periodic report shall be submitted to the Commission. In BIO-STREAMS, two Periodic Reports shall be submitted to the Commission:

- 1st Periodic report covering the activity from M1 to M18
- 2nd Periodic report covering the activity from M19 to M36
- Final Report covering the activity from M37 to M48

6.1.1 Time limit for submission of periodic report and final reports

The 2 Periodic reports and the Final report shall be submitted to the Commission by the coordinator within 60 days after the end of the reporting period.

- 1st Periodic report shall be delivered by M20 – deadline 30/12/2024.
- 2nd Periodic report shall be delivered by M38 – deadline 29/06/2026.
- Final periodic report shall be delivered by M50 – deadline 29/06/2027.

As stated in the Grant Agreement, periodic reports following the termination of a period the coordinator shall deliver the periodic report 60 days after, that is 30/12/2024 (M20) and 29/06/2026 (M38).

At the end of each reporting period, the Commission shall evaluate and approve project reports and deliverables and distribute the corresponding payments. In the case that the Commission requests any further information, clarification or documentation on the periodic report, the time

of 105 days will be stopped from the Commission side restarting the count-down upon reception of requested information.

6.1.2 Content of periodic reports — Requests for interim payments

The coordinator must submit a periodic report within sixty (60) days following the end of each reporting period. The submission of the periodic reports to the European Commission, using the electronic exchange system, is the responsibility of the coordinator.

The periodic report must include the following:

- A 'periodic technical report' containing:
 - a. An explanation of the work carried out by the beneficiaries.
 - b. An overview of the progress towards the objectives of the action, including milestones and deliverables identified in the GA.
This report must include explanations justifying the differences between work expected to be carried out in accordance with the GA and work that was actually delivered. The report must detail the exploitation and dissemination of the results and — if required— an updated plan for the exploitation and dissemination of the results.
The report must indicate the communication activities.
 - c. A summary.
 - d. Relevant information covering issues related to the action implementation and the economic and societal impact, notably in the context of the Horizon 2021 key performance indicators and the Horizon 2021 monitoring requirements.

- A 'periodic financial report' containing:
 - a. An 'individual financial statement' from each beneficiary, for the reporting period concerned. The individual financial statement must detail the eligible costs (actual costs, unit costs and flat-rate costs; for each budget category). The beneficiaries must declare all eligible costs, even if — for actual costs, unit costs and flat-rate costs — they exceed the amounts indicated in the estimated budget. Amounts which are not declared in the individual financial statement will not be considered.
If an individual financial statement is not submitted for a reporting period, it may be included in the periodic financial report for the next reporting period.
The individual financial statements of the last reporting period must also detail the receipts of the action.
Each beneficiary must certify that:
 - the information provided is complete, reliable and true.
 - the costs and contributions declared are eligible.
 - the costs and contributions can be substantiated by adequate records and supporting documents that will be produced upon request or in the context of checks, reviews, audits and investigations
 - for the final periodic report: all the revenues have been declared (if required)
 - b. An explanation of the use of resources and the information on subcontracting and in-kind contributions provided by third parties from each beneficiary, for the reporting period concerned.
 - c. A 'periodic summary financial statement', created automatically by the electronic exchange system, consolidating the individual financial statements for the reporting

period concerned and including — except for the last reporting period — the request for interim payment.

6.1.3 Data collection from beneficiaries and roles

For the preparation of the periodic reports, technical and financial inputs are necessary from beneficiaries:

- Technical information: Workflow

The process for collecting the technical periodic report inputs, is detailed below:

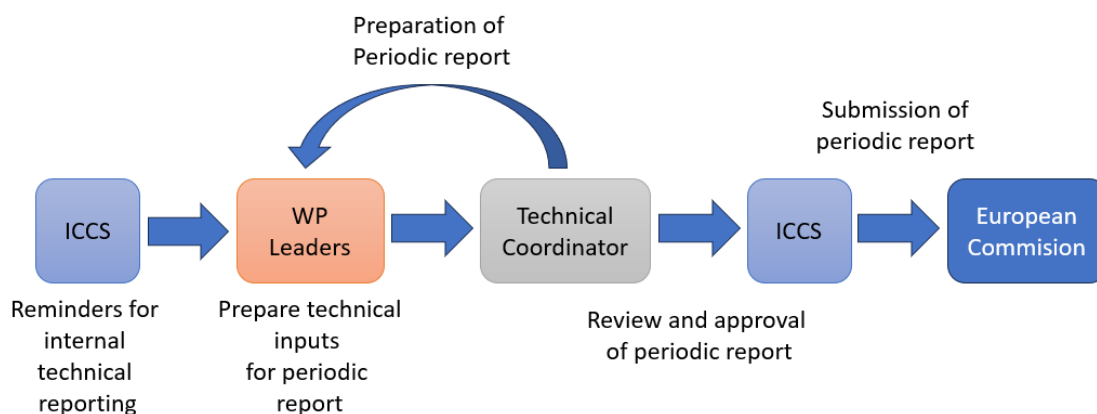


Figure 6: Technical information – workflow

The Project Coordinator will launch the process of collecting technical inputs for the technical report at the end of M18 (31/10/2024), M36 (30/04/2026), and M48 (30/04/2027).

- Financial information: Workflow

The process for collecting the financial periodic report inputs, is detailed below:

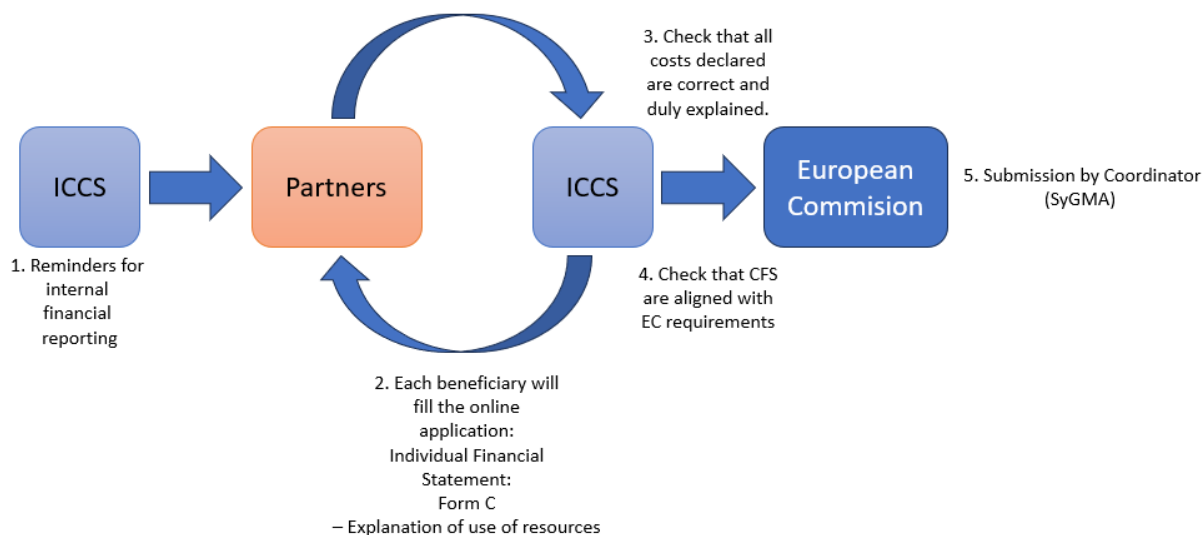


Figure 7: Financial information – workflow

The Project Coordinator ICCS will launch the process of collecting financial information one (1) month later after the finalization of a reporting period M19 (1/11/2024), M37 (1/05/2026), and M49 (1/05/2027) for verification.

All beneficiaries shall complete electronically the model for the Financial Statement via the Participant Portal. A beneficiary may request the coordinator to fill the financial statement on his behalf and the required information will be filled in by ICCS.

The Individual Financial Statements of each beneficiary shall be signed electronically by the corresponding Project Financial Signatories (PFSIGN) appointed by each organization.

To summarize, documents to be sent to the coordinator in order to elaborate the periodic reports are the following:

Report	Author	Contents	Date issue
Technical Report	Work Package Leader	WP Progress report within the period	One month after finalization of each reporting period: M19, M37 and M49
	All the partners	Estimation of resources	One month after finalization of each reporting period: M19, M37 and M49
Financial Report	All the partners	Cost statement	One month after finalization of each reporting period: M19, M37 and M49
	All the partners	Model for financial statements. + Certificate on Financial Statements (if required) *	One month after finalization of each reporting period: M19, M37 and M49, M50

Table 5: Inputs for the periodic report

6.2 Final report

6.2.1 Content of final report

In addition to the periodic report for the last reporting period, the coordinator must submit the final report within sixty (60) days following the end of the last reporting period, via the electronic exchange system. The content of the Final report is compulsory and determined by the Commission; see Article 21 of the Grant Agreement.

The final report must include the following:

1. A **‘final technical report’** with a summary for publication containing:
 - a. an overview of the results and their exploitation and dissemination,
 - b. the conclusions on the action,
 - c. the socio-economic impact of the action.
2. A **‘final financial report’** containing a ‘final summary financial statement’, created automatically by the electronic exchange system, consolidating the individual financial statements for all reporting periods, and including the request for payment of the balance,

The Final Report will be submitted by the Coordinator through SyGMA, via the Participant Portal.

6.2.2 Data collection from beneficiaries and Roles

For the preparation of the Final Report, technical and financial inputs are necessary from beneficiaries. Technical and financial information will be collected following the same workflow as the one described in section 5.2.

6.3 Report on the distribution of payments

After having received the final payment from the EC, the Coordinator shall submit a report on the distribution of the European Union financial contribution between beneficiaries within 30 days after reception of the final payment (not required for Intermediate payments).

6.4 Continuous reporting

Apart from the project reporting obligations, the Commission activates a Continuous reporting module via the electronic exchange system (SyGMA) at the time the project starts.

This module makes available the electronic submission of Deliverables plus Periodic Reporting information that can be optionally entered at any time during the life of the project such as:

- Publishable summary
- Submit deliverables
- Report progress in achieving milestones
- Follow up critical risks
- Questionnaire on horizontal issues:
 - Publications
 - Communications activities
 - Rest of questionnaire on horizontal issues

6.4.1 Data collection from beneficiaries and roles

The project Coordinator will be responsible for completing the continuous reporting via the exchange tool system (SyGMA) with the Commission via the Participant Portal.

7 Project Changes and Potential problem areas

7.1 Project Changes: Amendments / Information Letters

The basic principle of the project is to carry out the tasks and activities within the time scheduled and resources foreseen as described in the Annex I (DoA) to the Grant Agreement.

Any changes in the status of a beneficiary should be communicated to the coordinator as soon as possible. The coordinator shall resolve queries and advise the beneficiaries. If required, the Project Coordinator will contact the EC Project Officer responsible and request clarifications and procedures to be followed.

Significant project changes and deviations from the work planned must be dealt with in writing. The participant involved or WP Leader proposing the change should forward a written communication to the Consortium explaining the reason behind the proposed changes and direct consequences in terms of budget, work programming, etc.

As a general rule, an amendment to the Grant Agreement (GA) is necessary whenever the GA or its annexes shall be modified. In some cases, the GA gives the parties the possibility to carry out certain modifications without an amendment to the GA. Finally, there are cases where the need for an amendment must be assessed carefully.

If an amendment to the GA is necessary, the Project Coordinator will request the amendment process from the Project Officer on behalf of the Consortium.

Small changes during the implementation of the activities and/or the plan defined in the DoA shall be understood as normal in a research project. However, these minor deviations shall be identified and explained in the description of the activities of the corresponding periodic report and corrective measures that were implemented (if any).

7.1.1 Changes which require an Amendment

- Removal of one or more legal entities from the list due to their non-accession to the GA
- Addition of one or more beneficiaries
- Change of coordinator
- The coordinator remains in the consortium.
- The participation of the coordinator is terminated.
- Partial transfer of rights and obligations
- Modification of project title and/or acronym
- Modification of duration and/or of start date
- Modification of reporting periods
- Change of financial contribution of the Union
- Reimbursement as a lump sum to ICPC participants
- Change of banking details
- Change of the amount of the pre-financing and/or of the contribution to the Guarantee Fund
- Addition, removal, or modification of special clauses

- Changes to Commission's and coordinator's contact details
- Modification of Annex I (Description of the Action)
- Amendment requested for reinstatement of the work after suspension of the project.
- Request from the coordinator for suspension
- Suspension by the Commission
- Amendment reinstating the continuation of the GA.
- Request from the coordinator for suspension.

7.1.2 Changes which do NOT require an Amendment

Changes which do not require an amendment but shall be duly notified to the Commission via an information letter are the following:

- Change of name and legal details of a beneficiary
- Universal transfer of activity/or of rights and obligations
- Changes in accounting system of beneficiaries and mistakes in indirect costs calculation procedure
- The specific case of change of authorized representative of beneficiary.

7.2 Potential Problem Areas

The main potential problem for the project is the case that beneficiaries fail to live up to contractual obligations, in particular deliverables due as described in the DoA. Such problems will be dealt with by the Management Team, when identified.

Any Partner of the Consortium must inform the WP Leader of any potential inconveniences identified (see section 5.2). The WP Leader will duly inform the Technical Coordinator and the Management Team if required.

Appendix A: Form C

Form C is the financial administrative form (of each partner in each Reporting Period) that will be obtained once introduced the financial data of the cost statement template.

Appendix B: Guide to financial issues relating to horizon indirect actions

Additional financial issues guide will be available in order to help and support common questions of Horizon financial requirements of justification.