NEXUS-NESS

NEXUS NATURE ECOSYSTEM SOCIETY SOLUTION

Fair and sustainable resource allocation demonstrator of the multiple WEFE Nexus economic, social and environmental benefits for Mediterranean regions

GRANT AGREEMENT NUMBER 2042

Deliverable D1.1
Project Management Plan
V1.1 30 September 2021

WP1 Leader and Task 1.1 and 1.2 Leader: WARREDOC, Fernando Nardi

NEXUS-NESS - NEXUS NATURE ECOSYSTEM SOCIETY SOLUTION: FAIR AND SUSTAINABLE RESOURCE ALLOCATION DEMONSTRATOR OF THE MULTIPLE WEFE NEXUS ECONOMIC, SOCIAL AND ENVIRONMENTAL BENEFITS FOR MEDITERRANEAN REGIONS

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Deliverable Identification

Deliverable No and Title	**D1.1 Project Management Plan**

Grant Agreement No	2042	**Acronym**	NEXUS-NESS

Project Full title	Fair and Sustainable Resource Allocation Demonstrator of the Multiple WEFE Nexus Economic, Social and Environmental Benefits for Mediterranean Regions NEXUS Nature Ecosystem Society Solution (NESS)
Funding Instrument	PRIMA: To achieve, support and promote integration, alignment and joint implementation of national R&I programmes under a common research and innovation strategy to address the diverse challenges in water scarcity, agriculture, food security.
Call	PRIMA SECTION 1 (IA) Demonstrating benefits of the Water-Ecosystem-Food Nexus approach in delivering optimal economic development, achieving high level of environmental protection and ensuring fair access to natural resources
Work-Package No and Title	WP1: Project coordination and management
WP- Main Beneficiary	WARREDOC, Università per Stranieri di Perugia
WP-Leader	Fernando Nardi (fernando.nardi@unistrapg.it)
Task No and Title	T1.1 Strategic and operational management T1.2 Administrative and financial management
Task Leader	Fernando Nardi (fernando.nardi@unistrapg.it)
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Reviewed by	- Enrica Caporali, University of Florence - Filippo Tessari, Fondazione ENI Enrico Mattei - Renzo Rosso, Politecnico di Milano
Abstract	The deliverable describes the decision-making structure and procedures adopted for the project management and the quality control for the common work, including meetings, deliverables, communication, and reporting within the NEXUS NESS Project.
Key words	Project management; Governance; Workplan; Deliverables; Milestones; Gantt
DOCUMENT HISTORY	

Planned Release Date	15 September 2021	**Actual Release Date**	30 September 2021
Version	V1.1	**Released Version No**	V1

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Abbreviations

Acronym	Description	Release date	Notes
CA	Consortium Agreement		
DDP	Deliverable Development Plan DM: Deliverable Manager Mx: Month number QC: Quality Control QM: Quality Management		
DoA	Description of Action (Annex I of the Grant Agreement)		
DoW	Project Description of Work or Workplan		
EA	Exploitation Board		
EAB	External Advisory Board		
EB	Executive Board (EB)		
EC	European Commission		
EEC	External Ethical Committee		
GA	Grant Agreement		
GEA	General Assembly		
MSUP	Multi Stakeholder and User Platform		
NEL	Nexus Ecosystem Labs		
NNS	NEXUS-NESS Service		
PC	Project Coordinator		
PI	Principal Investigator		
PM	Project management		
PMP	Project Management Plan		
PO	Project Officer		
PR	Project Review		
RP	Reporting Period		
RRI	Responsible Research and Innovation		
WP	Work Package of the Project consisting of tasks and subtasks		
WPL	Work Package Leader		

1. Purpose of the Deliverable

The main purpose of the **NEXUS-NESS Project Management Plan (PMP)** is to define and describe the guidelines, specifications, methods and procedure as well as the governing bodies that support the project management, decision-making and quality control procedures of the Project. It aims to ensure the proper implementation of the Project activities and efficient collaboration and timely information exchange between the consortium members. The PMP also supports the proper development of reporting and interactions between the Consortium governing and coordination members and the PRIMA programme financial and technical offices and officers in charge of verifying and auditing the proper execution of the **NEXUS-NESS Project Workplan** (here referred also as to the Project **Description of Work** or **DoW**).

2. Introduction

The NEXUS-NESS Project Management Plan (PMP) aims to define rules and standards to apply during the implementation of the Project DoW, ensuring clear understanding of project management structure, decision making and quality control procedures by the consortium members. It illustrates all the administrative issues within the overall project management related to internal and external reporting, meetings, deliverables, and communication.

This PMP is designed to increase efficiency and quality of the common work, organise and plan it in a results-driven way and define clear and easy-to-follow instructions to all consortium partners and participants to the project in order to establish an effective work environment. The PMP serves, thus, the project in mitigating the burden of complex coordination, organization and interaction actions among the project participants. It also aims to improve communication and information flows, and to define clear decision-making mechanisms on different levels and in different areas.

It seeks to address and avoid the main causes of the most quality and risk problems, namely lack of clear guidelines, uncertain roles and responsibilities, inefficient communication among different partners and unstructured risk management.

Therefore, it is important that all NEXUS-NESS partners are fully acknowledged and also eventually instructed to make sure the rules and standards specified herein are effectively applied.

The document is organised as follows:

- Section 3 describes the main principles that guide the NEXUS-NESS project management.
- Section 4 identifies the Management structure of the Project and the bodies with their related functions
- Section 5 reports the decision making procedure
- Section 6 illustrates the procedure for solving potential conflicts during the Project
- Sections 7 and 8 introduce to risk and innovation managements
- Section 8 describes the quality control procedure

To avoid any misinterpretation, the NEXUS-NESS Grant Agreement (GA), its Annexes and the Consortium Agreement (CA) prevail over the Project Management Plan. This document does not substitute by any means the contractual obligations among the consortium members and between them and the PRIMA Foundation. The PMP serves solely the Consortium for proper execution of the DoW while fostering optimal management and execution of tasks while supporting risk, ethics, data, IPR and quality control of the project.

3. Project Management Principles

The management of the NEXUS-NESS Project will be guided by the following principles:

1.   ***Principle of integrated project structure*** which implies collaboration of the Consortium members, communication with stakeholders, demonstration, and clearly defined procedures for quality assurance and risk management.

2.   ***Principle of binding decision provisions and agreements upon all partners***: guarantees effective communication and timely information flow among all NEXUS NESS consortium members. Decision-making procedure is clearly defined by the Grant Agreement (GA), the Consortium Agreement (CA) and the Project Description of Work (DoW).

3.   ***Principle of Effective Project Management***: that means effective decision making and overall coordination, procedure for conflict resolution, respect for intellectual property rights, timely planning, monitoring and reporting of the progress of the NEXUS NESS, integration of stakeholder activities and research activities.

4. Project Management Structure and Responsibilities

4.1 Overview of the Management Structure

NEXUS-NESS is built on 6 Work Packages (WPs) and 4 Nexus Ecosystem Labs (NELs). The 6 WPs follow an iterative project cycle starting and ending in the NELs as shown in **Figure 1**.
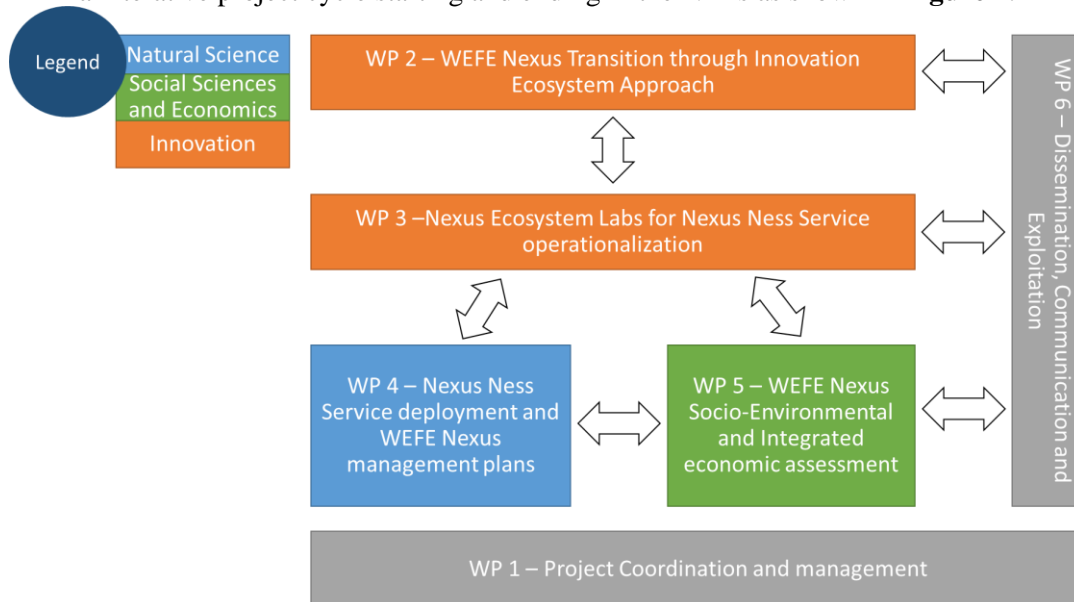
Figure 1 - The NEXUS-NESS WPs and the WP 1 Coordination package

The Consortium management structure promotes an optimal use of the knowledge, experience and expertise of the partners in fulfilling objectives, while providing effective project monitoring and control.

NEXUS-NESS trans-disciplinary consortium includes 6 European universities (UNISTRAPG, POLIMI, UPM, UNIFI, SSSA, SAS), 1 non-EU university (AU), 1 EU large R&D organization (FEEM), 3 European SMEs (XPRO, DESIGN & DATA, Urby et Orbit) and 2 public research institutions from Tunisia. The list of all Consortium members is provided in **Table 1.**

Partner n.	Consortium member	Acronym
1	Università per Stranieri di Perugia (Italy) (Coordinator)	UNISTRAPG
2	University of Florence Dept of Civil & Environmental Engineering (Italy)	UNIFI
3	Politecnico di Milano - Dipartimento di Ingegneria Civile e Ambientale (Italy)	POLIMI
4	Scuola Superiore di Studi Universitari e di Perfezionamento Sant'Anna (Italy)	SSSA
5	Urby et orbit Srls (Italy)	UEO
6	Fondazione Eni Enrico Mattei (Italy)	FEEM
7	Universidad Politécnica de Madrid (Spain)	UPM
8	XPRO Consulting Limited (Greece)	XPRO
9	Design & Data GmbH (Germany)	DDATA
10	Institut Agro, Agrocampus Ouest (France)	SAS
11	Alexandria University (Egypt)	AU
12	Institut des Régions Arides (Tunisia)	IRA
13	Commissariat Régional au Développement Agricole de Gabès (Tunisia)	CRDA

Table 1 Consortium members

The Consortium Agreement (CA) was defined, based on the DESCA model (www.desca-2020.eu/), to characterize the overall set of provisions supporting the NEXUS-NESS Consortium governance, management and work to achieve the project goals. The CA was discussed and concluded between all partners before the Grant Agreement (GA) formalization.

The CA, specifically, regulates the following elements and related potential challenges and issues that the Consortium may encounter during the NEXUS-NESS project life:

− the organisation of the consortium;

− the financial management of the project;

− the procedures for any eventual change of the consortium composition;

− the Intellectual Property Rights (IPR) and exploitation;

− Definitions and regulations managing the partners' background and assets that will be employed by participants during the project;

− the Partners' rights and rules for joint ownership, access rights to project results for participants and third parties;

− the tasks and responsibilities of partners and management bodies;

− the dissemination and exploitation rules also including the intellectual property, confidentiality and public documents and products' rights, terms and conditions for development, use and distribution.

All partners assume full technical and financial responsibility, which involves the appointment of the Project Coordinator (PC) and the governance and management structure. The overall NEXUS-NESS project management structure is illustrated in **Figure 3.**

The main function of the NEXUS NESS Consortium Bodies is specified in the **Table 1**.

Consortium Body	Main Function
Project Coordinator (PC)	The intermediary between the Consortium members and the PRIMA Foundation.. The Project Coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Grant Agreement and this Consortium Agreement.
General Assembly (GEA)	The ultimate decision and strategy making body of the Consortium. The GEA is composed of one representative per partner and is chaired by the PC.
Executive Board (EB)	The supervisory body for the execution of the Project which shall report to and be accountable directly to the GEA. The EB is composed of the WP leaders and NEL Coordinators
WP Leaders	Ensure the performance and progress of their WP with regard to the overall work plan. They shall evaluate the progress reports provided by WP participants within their work package to ensure the successful completion of objectives and tasks.
NEL Coordinator	Coordinates the activities in its NEL and intermediates between the Consortium members and the NEL actors
Exploitation Board (EB)	The consultative body for the communication, dissemination and exploitation of the project outcomes, which shall give support the GEA and the EB.
External Advisory Board (EAB)	The advisory body responsible for the monitoring of the scientific quality of the project work.
External Ethical Committee (EEC)	The advisory body in charge of the monitoring of the Ethics of the project work

Table 2. Consortium Bodies

4.2   Project Coordinator

The **Project Coordinator (PC)** is UNISTRAPG which is an intermediary between the NEXUS-NESS consortium and the PRIMA Foundation. The PC will perform the tasks assigned as per the Grant Agreement (GA) and Consortium Agreement (CA), overseeing the successful execution of the project and fulfilling the overall technical, administrative and financial coordination of the project. Prof. Fernando Nardi from UNISTRAPG will assume the role of Project Coordinator. The PC chairs the GEA and the EB and ensures the follow-through of their decisions.

The Project Coordinator's main responsibilities are as follows:

- monitor that the action is implemented properly, control of the project scheduling, progress and achievements;
- act as the intermediary for all communications between the Consortium members and the PRIMA Foundation;
- monitoring compliance by the NEXUS NESS consortium members with their obligations under the PRIMA Grant Agreement, interacting with the PRIMA Project Officer on behalf of all partners;
- coordinating internal and external reporting and keeping the address list of members and other contact persons updated and available
- request and review any documents or information required by the PRIMA Foundation and verify their completeness and correctness before passing them on to the PRIMA Foundation;
- submit the deliverables and reports to the PRIMA Foundation;
- receive all payments from the PRIMA Foundation and distribute the partners' shares in accordance with the Consortium Agreement (CA);
- ensure that all payments are made to the other Consortium members without unjustified delay;
- inform the PRIMA Foundation of the amounts paid to each beneficiary, when required under the Agreement or requested by the PRIMA Foundation.
- Monitor of the expenses and allocation of the budget, assisting the participants concerning administrative, financial and legal aspects of the project.
- Request the needed amendments if necessary.
- Project-level dissemination.

4.3   General Assembly

The General Assembly (GEA) is the highest decision-making body of the consortium. The GEA includes an empowered representative of each consortium partner, who should always be present at any meeting; the partner may appoint a substitute to attend and vote. The GEA is chaired by the PC. Each member (i.e., partner institution) of the GEA has one vote.

The main aim of the GEA is to advise and support the decisions of the PC on operational and management issues following the rules defined in the Grant Agreement and in the Consortium Agreement.

It is responsible for all decisions of general nature within the frame of the Grant Agreement (GA).

The following decisions shall be taken by the GEneral Assembly (GEA):

Content, finances and intellectual property rights
- Proposals for changes to Annexes 1 and 2 of the Grant Agreement to be agreed by the Funding Authority
- Changes to the Consortium Plan

- Modifications to Attachment 1 (Background Included) according to 9.1.2. below
- Additions to Attachment 3 (List of Third Parties for simplified transfer according to Section 8.3.2)
- Additions to Attachment 4 (Identified Affiliated Entities)
- Monitoring of work plan, progress and results, dissemination/exploitation activities by defininig and applying the appropriate rules and interventions to manage cases of significant delays and negligence in relation to the "Responsibilities of Parties" and "Liability towards each other" as specified respectively in Section 4 and Section 5;
- Monitoring of all budget-related matters.

Evolution of the Consortium
- Entry of a new Party to the Consortium and approval of the settlement on the conditions of the accession of such a new Party
- Withdrawal of a Party from the Consortium and the approval of the settlement on the conditions of the withdrawal
- Identification of a breach by a Party of its obligations under this Consortium Agreement or the Grant Agreement
- Declaration of a Party to be a Defaulting Party
- Remedies to be performed by a Defaulting Party
- Termination of a Defaulting Party's participation in the consortium and measures relating thereto
- Proposal to the Funding Authority for a change of the Project Coordinator
- Proposal to the Funding Authority for suspension of all or part of the Project
- Proposal to the Funding Authority for termination of the Project and the Consortium Agreement.

Appointments
On the basis of the GA, the appointment if necessary of:
- Executive Board Members;
- Exploitation Board Members;
- External Advisory Board Members;
- External Ethical Committee Members

It is foreseen that the GA will meet every 12 months in face-to-face consortium meetings (or in videoconference according to COVID-19 related restrictions) and whenever needed in audio conferences. The meetings will be organised by the PC.

It is the only project body that can make decisions on contractual matters, such as consortium agreement, budget, timeline, deliverables, PM shifts, measures to cope with defaulting partners, or adding/deleting partners.

Each partner represented in the GEA will administer the financial contribution of the Funding Authority and will fulfil the financial tasks of the project, as described in the Consortium Agreement and in the Grant Agreement of this project for her/his institution/organization.

The General Assembly (GEA) consists of one representative of each Party (hereinafter GEA Member). Each party will be represented in the GEA by the Principal Investigators (PI). PI and General Assembly (GEA) Members for the Organization are specified in the Table 1.

Partner No	Organisation	PI and GEA Member	E-mail
1 **Coordinator**	**UNISTRAPG**	Fernando Nardi	fernando.nardi@unistrapg.it
2 **Partner 1**	**UNIFI**	Enrica Caporali	enrica.caporali@unifi.it
3 **Partner 2**	**POLIMI**	Maria Cristina Rulli	mariacristina.rulli@polimi.it
4 **Partner 3**	**SSSA**	Rudy Rossetto	rudy.rossetto@santannapisa.it
5 **Partner 4**	**UEO**	Marco Bonamente*	mbonamente@urbyetorbit.it
6 **Partner 5**	**FEEM**	Filippo Tessari*	filippo.tessari@feem.it
7 **Partner 6**	**UPM**	Leonor R. Sinobas	leonor.rodriguez.sinobas@upm.es
8 **Partner 7**	**XPRO**	Xenia Schneider	xenia-schneider@xpro-consulting.com
9 **Partner 8**	**DDATA**	Sebastian D. Marcu	marcu@designdata.de
10 **Partner 9**	**SAS**	Christophe Cudennec	christophe.cudennec@agrocampus-ouest.fr
11 **Partner 10**	**AU**	Mohamed Bahnassy	bahnassy@alexu.edu.eg
12 **Partner 11**	**IRA**	Mohamed Ouessar	med.ouessar@ira.agrinet.tn
13 **Partner 12**	**CRDA**	Salah M'hemdi	salah.mhemdi17@gmail.com

Table 3. NEXUS NESS PI and General Assembly (GEA) voting members

* New appointments following the Grant Agreement amendment process performed after project kick off before M18

4.4 Executive Board (EB)

The **Executive Board (EB)** is chaired by the PC and composed by the PC, the Work Package Leaders (WPL), the NEL Coordinators, The EB is the supervisory body with duty of verifying the proper execution of the Project which shall report to and be accountable directly to the GEA. The EB assesses the work package activities and correspondingly check the consistency of the budget and effort allocations in support of the PC.

The EB supports the Project Coordinator in the management of the different scientific aspects of the project.

The EB oversees the execution of the project and reports to the GEA. It meets to collect information on the project progress.

In case of deviations, the EB will advise the GEA on ways to rearrange tasks and budgets. The EB takes action against non-performing partners and implements the project decisions approved by the GAs.
The EB main responsibilities are as follows:
- support the Project Coordinator to prepare the meetings, propose decisions and prepare the agenda of the GEneral Assembly (GEA)
- support the Project Coordinator to seek a consensus among the Parties
- Ensure the proper execution and implementation of the decisions of the GEneral Assembly (GEA).
- monitor the effective and efficient implementation of the Project,
- implement the critical risks analysis, in collaboration with the Project Coordinator.

- collect information at least every 6 months on the progress of the Project, examine that information to assess the compliance of the Project with the Consortium Plan and, if necessary, propose modifications of the Consortium Plan to the GEneral Assembly (GEA).
- 6.3.2.3.7 In the case of abolished tasks as a result of a decision of the GEneral Assembly (GEA), the Executive Board shall advise the GEneral Assembly (GEA) on ways to rearrange tasks and budgets of the Parties concerned. Such rearrangement shall take into consideration the legitimate commitments taken prior to the decisions, which cannot be cancelled.
- Prepare the content and timing of press releases and joint publications, reviewing all documentation by the consortium or proposed by PRIMA.
- address financial and administrative issues
- mediate between the project partners in case of possible disputes
- support the consortium for protection and access rights to knowledge based upon the CA

The EB meeting will normally meet **twice a year or as needed**.

The **EB members** appointed by the GEA are listed in **Table 4**.

Role	Organisation	Name
(**Coordinator**) and WP 1 Leader Project coordination and management	UNISTRAPG	Fernando Nardi (M)
WP 2 Leader WEFE Nexus Transition through Innovation Ecosystem Approach	XPRO	Xenia Schneider (F)
WP 3 Leader Nexus Ecosystem Labs for Nexus Ness Service operationalisation and NEL 1 coordinator	SSSA	Rudy Rossetto (M)
WP 4 Leader Nexus Ness Service deployment and WEFE Nexus management plans	POLIMI	Maria Cristina Rulli (F)
WP 5 Leader WEFE Nexus Socio-Environmental and Economic integrated assessment	FEEM	Filippo Tessari (M)
WP 6 Leader Dissemination, Communication and Exploitation	DDATA	Andrea Maierbode (F)
NEL 2,3,4 Coordinators	UPM, AU, IRA	Leonor Rodriguez Sinobas (F), Mohamed Bahnassy (M), Fethi Abdelli (M)

Table 4. NEXUS-NESS Executive Board (EB) members

4.5 Exploitation Board (EA)

NEXUS-NESS, recognizing the importance of the exploitation strategy, will constitute a dedicated board tu support exploitation actions, namely **Exploitation Board (EA)**. It will pursue the optimization of the exploitation possibilities of the project results and will cover all the aspects related to future exploitation and intellectual property rights (IPR) issues, including the marketing of successful new products and services.

The PC chairs all meetings and prepare the minute of the meetings of the EA. The EA's main responsibility is to provide support the GEA e the EB regarding specifically the following issues:
- in guiding the stakeholder dialogue and ensure the policy and business development relevance of the project results,
- in analyzing the Project context in order to address both market and technical problems of the project outputs.

The EA comprises of the leaders of WP and tasks of interest for the communication, dissemination and exploitation plans from UNISTRAPG, UEO, XPRO and DDATA. The EA members appointed by the GEA are specified in **Table 5.**

Role	Organisation	Name
WP1 leader and Tasks 2.4, 6.4 Leader	UNISTRAPG	Fernando Nardi (M)
WP 2 Leader WEFE Nexus Transition through Innovation Ecosystem Approach	XPRO	Xenia Schneider (F)
Task 4.4 "NEXUS-NESS SERVICE solution conceptualization and deployment" Leader	UEO	Marco Bonamente* (M)
WP 6 Leader Dissemination, Communication and Exploitation	DDATA	Andrea Maierbode (F)

Table 5. NEXUS-NESS Exploitation Board (EA) members

* New appointments following the Grant Agreement amendment process performed after project kick off before M18

4.6   External Advisory Board (EAB)

The External Advisory Board (EAB) is the body through which external experts recruited from high level profiles of diverse background, business and scientific interest and geographic distribution. EAB members may be selected from the academic, professional business, governmental, non-governmental and international organizations as well as from relevant public, private and citizen associations. All EAB volunteering members are expected to provide advice and feedback on the project, its scope, its tasks and deliverables.

The EAB provides independent advice to the GEA and the EB. In details its role includes:
- to monitor of the scientific quality of the project work,
- to advice the Consortium regarding scientific direction, performance and results,
- to participate in the Project events and provide feedback to the Consortium,
- to make recommendations for new actions and activities in the area of interest of the Project.,
The EAB plays a key consulting role, also providing requirements and feedback to the project objectives and issues, monitoring project milestones and providing final feedback on results and future expectations in the selected and other sectors.

The EAB experts also will be asked to provide their feedback on selected deliverables, either during the progress of the associated task, or prior to the submission to PRIMA. To facilitate the interaction with the EAB and to maximize the impact and effectiveness, the EAB was composed of **experts** covering the different themes faced by the project, from research-oriented issues to technical and policy-relevant matters. The

deliverables and the various project outcomes will be therefore directed to those members whose expertise is closer to the topic under discussion.

The members of the External Advisory Board are appointed by the GEneral Assembly (GEA) among scientists and professionals with strong expertise in the topics of interest of the NEXUS-NESS Project.

The NEXUS-NESS EAB consists of leading experts in their field: The tentative list for the NEXUS-NESS EAB is reported in **Table 6**.

Organisation	Name
Professor, Department of Environmental Science, Policy, & Management, UC Berkley, USA	Paolo D'Odorico (M)
CGIAR Research Program on Water, Land and Ecosystems (WLE), Strategic Program Director, IWMI, Sri Lanka	Stefan Uhlenbrook (M)
Program Director of the Biodiversity and Natural Resources (BNR) Program, IAASA, Austria / Chair Professor of Global Water and Food Security at the Department of Physical Geography, Faculty of Geosciences, Utrecht University, The Netherlands	Yoshihide Wada (M)
Associate Professor of Water Governance and Politics in the Department of Environmental Policy Analysis at the Institute for Environmental Studies (IVM), Vrije Universiteit Amsterdam, The Netherlands / Coordinator of the EU's Horizon 2020 Marie Skłodowska-Curie Innovative Training Network (ITN) NEWAVE 'Next Water Governance'	Jampel Dell'Angelo (M)
Bioazul Company Director & CEO, Málaga, Spain	Antonia Lorenzo (F)

Table 6. NEXUS-NESS EAB's tentative list

The EAB Members are allowed to participate in GEA meetings upon invitation but have not any voting rights.

The PC shall write the minutes of the EAB meetings within 15 days after the meeting took place and circulate them to all partner. The PC, together with the EB, prepare the implementation of the EAB's suggestions.

The EAB is to also facilitate the success of the NEXUS-NESS conferences and events through their network to identify suitable speakers.

The EAB's role is to provide independent advice on the project topics at a high level and it should be kept neutral at all times. In fact the EAB must NOT be included in ANY task work.

The EAB is to be contacted through well-defined communication channels throughout the project. The EAB must be only contacted by the PC and the EB, which consists of the Work Package Leaders. No other

communication channels are open. The AB meetings are not open to all partners but only to the EB members. The EAB face-to-face meetings are scheduled at least once a year

The EAB composition might be integrated of new members and it may change during the project in order to cover any knowledge and

4.7   External Ethical Committee (EEC)

The External Ethical Committee (EEC) provides independent advice to the GEneral Assembly (GEA) and the Executive Board to adhere to ethics requirements. In details its role includes:
- to monitor the proper implementation of "Ethics Issues Management Plan" described in the Consortium Plan;
- to advice the Consortium regarding the ethics dimension of interest for any direction, method, activity and outcome of the Project
- to participate in the Project events and provide feedback to the Consortium,
- to make recommendations for new actions and activities in this area.

The members of the EEC are appointed by the GEA among scientists and professionals with demonstrated expertise in ethical aspects linked to topics and actions related to the NEXUS-NESS Project. The tentative list for the NEXUS-NESS EEC is reported in **Table 7.**

Organisation	Name
Assistant Professor of Environmental Policy & Governance, Vrije Universiteit Amsterdam, The Netherlands	Johanna Koehler (F)
Specialist in the Arab Society and in the Situation of Women in the Arab World, Lecturer at the Lebanese American University and the Lebanese University, Lebanon	Gulnar Wakim (F)
Researcher and international expert on agricultural research governance and science, Institut Agronomique et Vétérinaire Hassan II: Rabat, Morocco	Sanaa Zebakh (F)

Table 7. NEXUS-NESS EEC tentative list

(The NEXUS-NESS EEC is comprised of independent leading experts in the various ethical fields covering the entire spectra of gender, cultural and socio-demographic dimensions of interest of the NEXUS-NESS project. The NEXUS-NESS EEC is chaired by the Project Coordinator (PC).

The Project Coordinator shall write the minutes of the meetings within 15 days after the meeting took place and circulate them to all partner. The PC, together with the Executive Board, prepare the implementation of its suggestions.

The EEC Members can participate in the GEA meetings upon invitation but have not any voting rights.

The EEC is to be contacted through well-defined communication channels throughout the project. The EEC must be only contacted by the PC and the EB, which consists of the Work Package Leaders. No other communication channels are open. The AB meetings are not open to all partners but only to the EB members. The EEC face-to-face meetings are scheduled at least once a year.

4.8 Work Package (WP) Leaders

The Work Package (WP) Leaders are responsible for coordination of tasks within their sector of activity, for integrating the work of the partners, controlling and updating the planning of the tasks, organising thematic meetings as appropriate, monitoring productivity, coordinating work with other WPs, and stimulating scientific and technical exchange within their WP. They report to the EB and/or to the Project Coordinator.

The WP Leader's roles are to:
−   drive the implementation of the WP, and ensure it is reaching its planned milestones;
−   present progress reports on the state of advancement of the WP;
−   make proposals on the allocation of WP tasks, financial needs and allocation among the Con-tractors, and the need to bring in new Contractors;
−   prepare and validate WP Deliverables;
−   identify risks within a WP and inform the MB and/or the Coordinator;
−   inform the MB of any other difficulty arising in connection with the development of the WP.

The WP leaders will prepare at the beginning of each half a year a micro-plan outlining the WP activities for the next six months and ensure that these are implemented through online meetings. The micro-plans are laid out on a rolling basis in order to allow the WP leaders and the Project Coordinator to carefully monitor the project progress. Partners are also asked to complete an activity report structured as a logbook, stored in a reserved area on the project portal. Each WP will hold regular web-conferencing meetings with its participant partners to check on progress and report on issues that may be blocking progress.

The principal investigators (PI) appointed as WP Leaders are listed in the Table below:

Role	Organisation	Name
WP 1 Leader Project coordination and management	UNISTRAPG	Fernando Nardi (M)
WP 2 Leader WEFE Nexus Transition through Innovation Ecosystem Approach	XPRO	Xenia Schneider (F)
WP 3 Leader Nexus Ecosystem Labs for Nexus Ness Service operationalisation	SSSA	Rudy Rossetto (M)
WP 4 Leader Nexus Ness Service deployment and WEFE Nexus management plans	POLIMI	Maria Cristina Rulli (F)
WP 5 Leader WEFE Nexus Socio- Environmental and Economic integrated assessment	FEEM	Filippo Tessari (M)
WP 6 Leader Dissemination, Communication and Exploitation	DDATA	Andrea Maierbode (F)

Table 8. NEXUS-NESS WP Leaders

4.9   NELs Coordinators

The NELs Coordinator are appointed by the GEA and is part of the EB.

The NEL Coordinator takes responsibility for the following tasks:
−   identification of the key stakeholders;
−   coordination, implementation and facilitation of research activities within the NEXUS Ecosystem Labs (NELs), through interaction with basin authorities and stakeholders, and with WP Leaders;
−   facilitation of contacts of partners with the appropriate stakeholders for specific project needs.

NEL	Responsible person	Partner
Coastal Tuscany NEL (Italy)	Rudy Rossetto (M)	SSSA
Duero Basin NEL (Spain)	Leonor Rodriguez Sinobas (F)	UPM
Wadi Naghamish NEL (Egypt)	Mohamed Bahnassy (M)	AU
Wadi Jir NEL (Tunisia)	Fethi Abdelli (M)	IRA

Table 9. NEXUS-NESS NEL with reference leader persons and partners for each NEL

5. Decision making

The overall decision-making and governance resolution procedures are stipulated in the Consortium Agreement section 6.

The primary mechanism for decision-making throughout all groups within the project will be by consensus. If discussions do not lead to an agreement and consensus, the case will be decided upon voting. Each consortium body member will have one vote. A 2/3 majority of the votes cast will be sufficient for the approval.

However, where consensus cannot be reached, it is essential that processes should be available to deal with disagreements. The procedures outlined below are defined in full in the CA, including rules for convening a meeting, definition of a quorum and voting.

In the unlikely case of irreconcilable differences that cannot be resolved by GA, issues will be addressed following the procedure defined in the Consortium Agreement under Settlement of disputes provision (11.8).

Each work package will be expected to follow the instructions of the overall NEXUS-NESS coordinating tasks. The decision-making and governance resolution procedures are described above:

- Each Consortium Body shall not deliberate and decide validly unless two-thirds (2/3) of its Members are present or represented (quorum). If the quorum is not reached, the chairperson shall convene an extraordinary meeting which shall be entitled to decide even if less than the quorum of Members are present or represented.

- Each Member of a Consortium Body present or represented in the meeting shall have one vote.

- A Party which the GEneral Assembly (GEA) has declared according to Section 4.2 to be a Defaulting Party may not vote.

- Decisions shall be taken by a majority of two-thirds (2/3) of the votes cast.

- Veto rights

- A Member which can reasonably show that its own work, time for performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by a decision of a Consortium Body may exercise a veto with respect to the corresponding decision or relevant part of the decision.

- When a decision has been taken on a new item added to the agenda bfore or during the meeting, a Member may veto such decision during the meeting and within 15 (fifteen) calendar days after the draft minutes of the meeting are sent to its members. A Party that is not a Member of a particular Consortium Body may veto a decision within the same number of calendar days after the draft minutes of the meeting are sent.

- When a decision has been taken without a meeting a Member may veto such decision within 15 (fifteen) calendar days after written notification by the chairperson of the outcome of the vote.

- In case of exercise of veto, the Members of the related Consortium Body shall make every effort to resolve the matter which occasioned the veto to the general satisfaction of all its Members.

- A Party may neither veto decisions relating to its identification to be in breach of its obligations nor to its identification as a Defaulting Party. The Defaulting Party may not veto decisions relating to its participation and termination in the consortium or the consequences of them.

A Party requesting to leave the consortium may not veto decisions relating thereto.

6. Conflict Resolution procedures

Within a WP, the internal management will attempt to resolve any conflicts. Concerning conflicts between work packages, it is expected that first attempts will be to solve any problems bilaterally.

In the exceptional case that conflicts cannot be solved at a WP level, the EB may be called upon by the respective WP leaders and asked to solve the conflict. WP leaders may call upon the Coordinator for assistance.

In very serious cases, for example when a decision is appealed to the General Assembly, the GEA will meet in emergency session and take a decision within 20 working days. The GA decision is then final and binding on all management bodies.

This project management structure also forms the foundation for the decision-making and conflict resolution procedures. When setting up such a multidiscipline and multicultural project, common potential conflicts can arise from technical disagreements, strategic divergence or conflict of interest. The potential for some conflict in a complex project, like NEXUS-NESS, must be regarded as medium-to-high because it involves individuals from different backgrounds and organisational cultures working together to complete a rich set of tasks. Day-to-day conflicts may relate to differences in priorities, resource allocation, technology choices, ways of working, or expectations of results.

Thus the governing and conflict resolution bodies shall work based on the consensus principle in the interest of all partners to make all technical, strategic, and interest-related decisions, as well as to resolve all technical, strategic, and interested-related conflicts.

The conflict resolution mechanism described below reflects the overall project management structure and philosophy of devolved responsibility.

Disputes localised within a work package - Where there is sustained disagreement within a work package, the Project Coordinator will mediate and in the absence of consensus, the General Assembly shall be invited to make a decision that is binding.

Disputes between work packages - Conflicts between work packages shall, in the first instance, be mediated by the Project Coordinator. If the PC is unable to reach consensus, the disagreement shall be referred to the Advisory Board. If the disagreement persists then it should be referred to the General Assembly.

Disputes between institutions - In a case of conflicts between Consortium Members, the Project Coordinator will mediate and in the absence of consensus, the General Assembly shall be invited to make a decision. Any conflicts that cannot be resolved through the principles above will be handled according to the dispute resolution provision set forth in the Consortium Agreement.

7. Risk Management

Risk management and contingency planning represent important components of this PMP with the aim of ensuring that the project strategy, activities, outcomes, and budget follow the project DoW. The EB is in charge of defining the potential sent of major and minor risks as well as developing most effective strategies for risk detection and mitigation. Risks shall be, in fact, mitigated by the EB to avoid potential major sources of issues and deviation impacting the project plan. To this end, the risk management strategy and related procedures characterize the entire duration of the project. WP leaders will present an assessment of progress also sharing encountered risks, challenges and issues, while describing progresses at the consortium and board meetings. WP leaders shall also share, propose and discuss WP-related or project-related contingency plans, in order to address any specific single or consortium-wide identified risks. A list of the risks that will be monitored was already provided in the DoA.

Moreover, the WP1 also include a specific deliverable to describe the risk management plan and related strategies and procedures (see Project Risk Management Plan - D1.2). Refer to D1.2 for more details on the NEXUS-NESS project risk management overall strategy.

7.1   Risks related to COVID-19

The COVID-19 pandemic represents one of the greatest uncertainty and challenge for some organization and actions of the NEXUS-NESS project, considering the proposal and workplan were conceptualized before the pandemic started. The continuing COVID-19 critical time is characterizing a novel organization especially when meetings and conferences are the subject of the planned activities. Since the project kick off to the upcoming activities the risk management of the project shall consider not only the conversion of physical meetings into online events, but also the cultural, geographical and technological diversity of the partners.

The NEXUS-NESS project is going to be, thus adapted trying to minimize the impact of COVID-19 on expected actions and outcomes of the project. The adaptation actions of NEXUS-NESS within the COVID-19 pandemic is not only a mere re-organization of meetings and conferences, to be held online to meet social distancing requirements. The COVID-19 is changing the socio-economic, political and cultural scenarios in different many, and still to be unveiled, ways. NEXUS-NESS PC and partners are working to understand the effects and impacts of changing scenarios, related the pandemic, and are working to adapt in the most effective and sustainable way.

As a result, the schedule of deliverables and milestones won't be the subject of significant changes, but actions, events and meetings may be rescheduled or organized in different ways during the COVID-19 crisis. In particular, the Nexus Ecosystem Labs kick off and the stakeholder engagement activities, foreseen in the first months since project start, were organized online with subsequent onsite events and activities.

The Project Coordinator and the WP Leaders will developed and implement the risk management plan to ensure that the scheduled outcomes of the project will not be impacted by uncertainties, inconsistencies and delays due to COVID-19 and/or to mitigate any negative effect by rescheduling and re-organizing the project actions to guarantee expected project achievements.

8. Innovation management

NEXUS-NESS innovation potential is fully integrated in the project workflow where the Innovation Ecosystem Approach (IEA) and the RRI Roadmap will empower the Nexus Ecosystem Labs (NELs) activities.

The innovation will, therefore, come both by the novel methodologies and tools developed in each individual sector and through knowledge transfer across multiple sectors that are pivotal component of the NEXUS-NESS project consider the relevance of multi-actor and multi-stakeholder engagement for addressing WEFE Nexus mainstreaming challenges. The involvement of stakeholders will further qualify the innovative potential of NEXUS-NESS from science-stakeholder-policy interactions.

The SMEs in the consortium (XPRO, DESIGN & DATA and URBY ET ORBIT) are experienced business partners with a strong track record of innovation development and implementation. Their experience will enhance the mutual exchange between developers and users, which requires an iterative approach, sustained involvement, and mutual understanding of technical and market limitations. Novel marketing and job opportunities are also expected to arise as the results of the foreseen demonstration and testing of the NEXUS-NESS solution, a dedicate service that will be validates in the NELs using relevant and real challenges and use cases.

IPR issues regarding the innovation management are addressed in the CA. The publications process will promote the Vancouver protocol on publishing ethics (e.g. on authorship) or following the editorial guidelines such as in PNAS which states that "Authorship should be limited to those who have contributed substantially to the work". IPR rules and procedures will be further discussed and developed during the project course and further specifications will be produced and delivered in relevant project outcomes and deliverables. Note that more information

> *NEXUS-NESS IPR and the significant set of actions foreseen to perform the know how and technology transfer process, from project partners towards the joint NEXUS-NESS Service/Solution, require an initial phase for co-designing the solution and, at later stage, a dedicated set of activities to protect the PRIMA-funded work as well the individual rights of the contributors. See in this regard both the Grant Agreement (GA), its Annexes and the Consortium Agreement (CA). More information will be published in the D1.3 Data Management Plan describing the policy concerning the acquisition, storage and classification and distribution of all project data.*

9. Quality control procedures

The overall quality management is a responsibility of the PC. Further, the WP Leaders and deliverables lead authors are responsible for the following tasks in each WP:

− assess the compliance of deliverables with Milestones and Target Objectives;
− evaluate deliverables for compliance with the DoA (Annex I of GA);
− verify the technical and non-technical quality of deliverables;
− verify the compliance of deliverables and reports with regard to correct formatting and numbering, prior to the submission to the PRIMA Foundation and, more specifically they are responsible for providing documents that adhere to the NEXUS-NESS visual identity, ensuring correct formatting and numbering.

9.1 General Rules for Project meetings

Project meetings may be face-to-face or through other videoconferencing tools (e.g. Google Meet, Zoom, Teams). Depending on the meeting's scope, all partners necessary must be present or make provisions to appoint a substitute with the authority to take action and express a decision or a vote when necessary. The PC will anticipate the meeting agenda and the decision requirements for each meeting so that all invited partners will be informed and consequently each PI per partner will be in the position to be present or delegate the right team member. In order to make sure the scheduling is performed in the most efficient and effective way the PC will use a dedicated calendar polling app like doodle or similar.

Meetings of each the governing bodies (EC, EAB, etc.) may be also organized in videoconference considering many consortium meetings, originally planned in presence, will be held online due to the COVID-19 pandemic.

The PC prepares and keeps an update of the Project Meeting Calendar with the Meeting Name, Required Attendees, Time and Location. The Project Meeting Calendar will be available on the Project's Document Repository.

Any Party which is a member of a Consortium Body (hereinafter referred to as "Member"):
- should be present or represented at any meeting;
- may appoint a substitute or a proxy to attend and vote at any meeting;
and shall participate in a cooperative manner in the meetings

9.1.1 Preparation and organization of Consortium Body meetings

9.1.1.1 Convening meetings

Whether virtual or physical, a meeting is convened by the chairperson, who also determines the location in consultation with the foreseen attendees.

Meetings should be convened with at least fifteen (15) calendar days prior notice for an ordinary meeting, while at least seven (7) calendar days prior notice for an extraordinary meeting and be accompanied by an agenda proposed by the chairperson.

The chairperson of a Consortium Body shall convene meetings of that Consortium Body.

	Ordinary Meeting	Extraordinary Meeting
General Assembly (GEA)	At least once a year	At any time upon written request of the Executive Board or 1/2 of the Members of the GEneral Assembly (GEA)
Executive Board (EB)	At least twice a year	At any time upon written request of any Member of the Executive Board

Exploitation Board (EA)	At least once a year	At any time upon written request of the Project Coordinator
External Advisory Board (EAB)	At least once a year	At any time upon written request of the Project Coordinator
External Ethical Committee (EEC)	At least once a year	At any time upon written request of the Project Coordinator

Table 10. Consortium Bodies and scheduling of meetings

9.1.1.2   Notice of a meeting

The chairperson of a Consortium Body shall give notice in writing of a meeting to each Member of that Consortium Body as soon as possible and no later than the minimum number of calendar days preceding the meeting as indicated below.

	Ordinary Meeting	Extraordinary Meeting
General Assembly	28 calendar days	14 calendar days
Executive Board	14 calendar days	07 calendar days
Exploitation Board	28 calendar days	14 calendar days
External Advisory Board	28 calendar days	14 calendar days
External Ethical Committee	28 calendar days	14 calendar days

Table 11. Consortium Bodies and notice of meetings

9.1.1.3   Sending the Agenda

The chairperson of a Consortium Body shall prepare and send each Member of that Consortium Body a written (original) agenda no later than the minimum number of days preceding the meeting as indicated below.

A number of general consortium meetings (i.e. technical meetings involving all partners but not corresponding to Consortium Body meetings), also involving PRIMA Foundation officers will be organized, eventually also associated to project meetings marking start up actions or when reaching milestones (e.g. kick off meeting of the project, organization of events for launching project outcomes and products). The Coordinator will act as chairperson and keep track of the action items related to these meetings. For WP-related meetings, the WP Leader will act as chairperson with the responsibility of scheduling the meeting, preparing, distributing the action items and taking minutes of the meeting.

The agenda of meetings will be sent to the participants at the latest seven (7) calendar days before the date of the meeting (only GA meetings require fourteen (14) calendar days) and will be considered accepted unless one of the partners requires amendments or changes. See table below.

Minutes of every meeting will be prepared and shared with all participating partners including actions items and any comment and decision taken during the meeting. Partners will receive the minutes and will have 15 (fifteen) calendar days to comment or propose any amendment to the minutes before they are finalized and archived. See Section 9.1.1.5 for more details).

	Ordinary Meeting	Extraordinary Meeting
General Assembly	14 calendar days	07 calendar days
Executive Board	07 calendar days	07 calendar days
Exploitation Board	07 calendar days	07 calendar days
External Advisory Board	07 calendar days	07 calendar days
External Ethical Committee	07 calendar days	07 calendar days

Table 12. Consortium Bodies and scheduling of Extraordinary meetings

9.1.1.4 Adding the agenda items

Any agenda item requiring a decision by the Members of a Consortium Body must be identified as such on the agenda.

Any Member of a Consortium Body may add an item to the original agenda by written notification to all of the other Members of that Consortium Body up to the minimum number of days preceding the meeting as indicated below.

	Ordinary Meeting	Extraordinary Meeting
General Assembly (GEA)	06 calendar days	02 calendar days
Executive Board (EB)	02 calendar days	02 calendar days
Exploitation Board (EA)	02 calendar days	02 calendar days
External Advisory Board (EAB)	02 calendar days	02 calendar days
External Ethical Committee (EEC)	02 calendar days	02 calendar days

Table 13. Consortium Bodies and adding agenda items

During a meeting the Members of a Consortium Body present or represented can unanimously agree to add a new item to the original agenda

9.1.1.5 Meeting Minutes and Decisions

The chairperson of the Consortium Body must write the Minutes of the meeting and circulate them for comments and approval to all meeting participants no later than 10 days after the meeting took place. Decisions will only be binding once the relevant part of the Minutes has been accepted. The minutes shall be considered as accepted if, within 15 (fifteen) calendar days from sending, no Member has sent an objection in writing to the chairperson with respect to the accuracy of the draft of the minutes.

The chairperson shall send the accepted minutes to all the Members of the Consortium Body and to the Project Coordinator, who shall safeguard them. If requested the Project Coordinator shall provide authenticated duplicates to Parties.

Any decision may also be taken without a meeting if the Coordinator circulates to all Members of the Consortium Body a written document which is then agreed by the defined majority (see Section 6.2.3) of all Members of the Consortium Body. Such document shall include the deadline for responses. Decisions taken without a meeting shall be considered as accepted if, within 15 (fifteen) calendar days after written notification by the Chairperson, no Member has sent an objection in writing to the chairperson. The decisions will be binding after the chairperson sends to all Members of the Consortium Body and to the Project Coordinator a written notification of this acceptance.

9.1.2 Work Package Meetings

WP meetings, also using videoconferencing systems can be organized as necessary for technical activities. The WP leader will convene meetings giving participating members at least seven (7) calendar day notice and providing an agenda. Minutes and any other useful material (agenda, presentations, etc.) should be made available to all consortium partners, i.e. uploaded to the NEXUS-NESS file archiving system. All partners will, thus, have 15 (fifteen) calendar days to comment or propose any amendment to the minutes before they are finalized and archived. Decision of WP meetings will deal with technical aspects of the WP and packages related to the WP (WP leaders of WPs related to the WP meeting shall be invited to participate or solicited to read, comment and/or approve the minutes of the meeting.

WP meeting technical decisions. Day-to-day decisions can be taken by a majority of 75% of the partners present or represented in the meeting. Major decisions, even if strictly related to technical aspects, should be communicate to the PC, that may also eventually decide to ask support to the EB, for final approval.

9.1.2.1 Guidelines for managing the meetings Agenda and producing Minutes

The project management procedure will cover the meetings of the GEA and of the EB, as well as of the Kick Off Meeting, the EA and EAB meetings, EEC meetings, WPs or Tasks meetings.

The Agenda forms and Minutes forms are available at: NEXUS-NESS Templates and Forms (folder including the NEXUS-NESS document online repository).

The following naming standards must be followed:

Kick-Off Meeting (KOM) meeting	Standard names
Agenda	"NEXUS_NESS_KOM_Agenda _Status_Final"
Meeting Minutes	"NEXUS_NESS _Minutes_Status_ Final"
All presentations are part of the Minutes and they are contained in a Annex folder	"KOM_ Minutes_No1_06072016_Annex"

General Assembly (GEA) meetings	Standard names
Under the GEA Meeting folder in the Virtual Common Workspace, PC creates a folder, which will contain the Meeting Agenda, the Minutes and a folder (Annex) containing all shared files and material for EACH GEA Meeting	"GEA_NoX_DDMMYYYY "
Agenda	NEXUS_NESS_GEA_Agenda_NoX_DDMMYYYY_Status_ZZZZ
Meeting Minutes	" NEXUS_NESS_GEA_Minutes_NoX_DDMMYYYY_Status_ZZZZ"

	(Examples: NEXUSNESS_GEA_Minutes_No1_01092021_Status_Draft, NEXUS_NESS_GEA_Minutes_No1_01092021_Status_Final)
All presentations are part of the Minutes and they are contained in a Annex folder	"GEA_Minutes_NoX_DDMMYYYY_Annex" (Example: GEA_Minutes_No1_01092021_Annex)

EB Meetings	Standard names
Under the EB Meeting folder in the Virtual Common Workspace, PC creates a folder, which will contain the Meeting Agenda, the Minutes and a folder (Annex) containing all shared files and material for EACH EB Meeting.	"EB_NoX_DDMMYYYY "
Agenda	"NEXUS_NESS_EB_Agenda_NoX_DDMMYYYY_Status_ZZZZ"
Meeting Minutes	NEXUS_NESS_EB_Minutes_NoX_DDMMYYYY_Status_ZZZZ" (Examples: NEXUS_NESS_EB_Minutes_No1_01092021_Status_Draft, NEXUS_NESS_EB_Minutes_No1_01092021_Status_Final)
All presentations are part of the Minutes and they are contained in a Annex folder	"EB_Minutes_NoX_DDMMYYYY_Annex" (Example: EB_Minutes_No1_01092021_Annex)

EAB Meetings	Standard names
Under the EAB Meeting folder in the Virtual Common Workspace, PC creates a, which will contain the Meeting Agenda, the Minutes and a folder (Annex) containing all shared files and material	"EAB_NoX_DDMMYYYY "

for EACH EAB Meeting.	
Agenda	"NEXUS_NESS_EAB_Agenda_NoX_DDMMYYYY_Status_ZZZZ "
Meeting Minutes	"NEXUS_NESS _AB_Minutes_NoX_DDMMYYYY_Status_ ZZZZ" (Examples: NEXUS_NESS_EAB_Minutes_No1_01092021_Status_Draft, NEXUS_NESS_EAB_Minutes_No1_01092021_Status_Final)
All files exchanged are part of the Minutes and they are contained in a Annex folder	"NEXUS_NESS_EAB_Minutes_NoX_DDMMYYYY_Annex" (Example: NEXUS_NESS_EAB_Minutes_No1_01092021_Annex)

EEC Meetings	Standard names
Under the EAB Meeting folder in the Virtual Common Workspace, PC creates a, which will contain the Meeting Agenda, the Minutes and a folder (Annex) containing all shared files and material for EACH EEC Meeting.	"EEC_NoX_DDMMYYYY "
Agenda	"NEXUS_NESS_EEC_Agenda_NoX_DDMMYYYY_Status_ZZZZ "
Meeting Minutes	"NEXUS_NESS_EEC_Minutes_NoX_DDMMYYYY_Status_ ZZZZ" (Examples: NEXUS_NESS_EEC_Minutes_No1_06072016_Status_Draft, NEXUS_NESS_EEC_Minutes_No1_06072016_Status_Final)
All files exchanged are part of the Minutes and they are contained in a Annex folder	"EEC_Minutes_NoX_DDMMYYYY_Annex" (Example: EEC_Minutes_No1_06072016_Annex)

Work Packages (WP) and Task Meetings	Standard names
Under the WPx/Tasks folder in the Virtual Common Workspace, the WP/Task leader creates a folder with the name "WPx_MeetingTitle_DDMMYYYY". It will contain the Meeting Agenda, the Minutes and a folder (Annex) containing all shared files and material for each Meeting.	"WPx_MeetingTitle_DDMMYYYY " for WPs and "Taskx_MeetingTitle_DDMMYYYY" for tasks
Agenda	"NEXUS_NESS_WPx_MeetingTitle_DDMMYYYY_Agenda _Status_ZZZZ"

| Meeting Minutes | WPx/Tasks Meeting Minutes is: "NEXUS_NESS_ WPx_MeetingTitle _Minutes_DDMMYYYY_Status_ZZZZ" and "NEXUS_NESS_Taskx_MeetingTitle_Minutes_DDMMYYYY_Status_ ZZZZ" |
| All files exchanged are part of the Minutes and they are contained in a Annex folder | "WPx_MeetingTitle_DDMMYYYY_Annex" and "Taskx_MeetingTitle_DDMMYYYY_Annex" |

Table 14. Naming standards for documents (Agenda and producing Minutes)

9.2 Project Reviews

The progress of the NEXUS-NESS Project will be controlled by the PRIMA Foundation using the following three means:

− Mid Term and Final Project Reports;

− Deliverables (D) (and other expected reports including Milestone reports, products (DEC type) etc;

− Project Reviews (PR).

PR are normally one or two-day meetings held every 18 months, where the participants present the advancement status of the project to the PRIMA Project Officer (PO) and a number of independent Reviewers nominated by the PRIMA Foundation.

These meetings are the most important events in the life of a project, for the following reasons:

− The PO and the Reviewers usually do not have much time to dedicate to the project. For them, PR are the main events for evaluating the project.

− PR are the only occasion to present to the PO and Reviewers results of the project and to discuss its progress.

− PR are real opportunities to demonstrate the cohesion of the consortium and the commitment of the partners to achieve project objectives.

As a consequence, PR should be given special attention by all the partners and their management should follow well defined rules, as described in the next section.

9.2.1.1.1 Preparation
The following procedure is recommended for the preparation of PR meetings:

− approximately one to two months before the PR, the Project Coordinator in consultation with the GAs will define the main objectives to be accomplished during the Review, and consequently assign roles to the partners, prepare a detailed agenda and ask partners to prepare their contributions;

− once agreed, the agenda will be sent to the PO for consultation, possible amendments and final confirmation;

− approximately two weeks before the Review, all project deliverables for the time period concerned must be made available to the Reviewers. This will be done by granting them access to them to the NEXUS-NESS data cloud repository.

− two weeks before the Review, also all presentation material must be ready internally, so that all partners can check its consistency and the quality of the presentations thus choose the best approach. The Project Coordinator will ensure that the necessary quality checks are carried out.

− the day before the Review, a final rehearsal will be held for fine-tuning. Rules among the at-tending partners will be agreed to (e.g. order of presentations, signals to warn that time is al-most finished, etc.).

9.2.1.1.2 Logistics

In case the review meeting is not held on PRIMA premises, the Project Coordinator must liaise with the PO for logistics information, checking that all the necessary information has been supplied and make sure PRIMA officers and reviewers invited to the meeting are supported for the logistics and any further technical and organizational aspect of the PR event.

The location should be easy to access to avoid long and complicated travel arrangements and unnecessary waste of time. It must be ensured that the Review meeting location has internet access, printing services and photocopy equipment available.

9.2.1.1.3 Agenda of Project Review

The objective of a Project Review is to:

− demonstrate project progress to the PO and the Reviewers;

− demonstrate achievements through presentations, demonstrations, etc.;

− explain modifications to initial project objectives or planning to the PO and the Reviewers.

The agenda must be organised accordingly, and include the following contents:

− welcome

− introduction (by Project Coordinator)

- presentation of the partners

- presentation of project objectives

- presentation of project organisation

− management summary

- activities performed since last Review

- dissemination efforts (publications, participation to conferences, press releases, contact with other Projects, etc.)

- stakeholder interaction (if applicable)

− technical summary

- major results achieved since last Review

- modifications to the DoA

− answer to questions, comments made by the PO or Project Reviewers since last Review (if applicable)

− technical presentation of major results (presentation documents, demos, visit of laboratories, etc.)

－ conclusions and plans for the next period.

9.3 Project planning and revisions

The NEXUS-NESS project, as a Innovation Action project, is directly related to the technological and knowledge transfer actions, to be co-tested in four Nexus Ecosystem Labs in four countries of the Euro-Med area, with the ambitious goals of co-validating a novel WEFE Nexus service (the NEXUS-NESS Service) and support behavioural change working for and with stakeholders. This main goal and related impacts of the projects, as well as the related specific goals and ambitions, require constant planning and revisions to be held internally in a timely manner.

As a result, in order to ensure on-going practicability and applicability of the NEXUS-NESS project, the project plan will be reviewed on a semi-annual basis, and revised if necessary.

Handling small task changes will therefore be regarded as a normal part of project management, and will be carried out by the EB.

Such necessary actions might be the re-planning of certain tasks and the work package leader in consultation with all partners involved and the EB can initiate it.

Major changes must be formally confirmed by the GEA.

Certain types of planning revisions may require the approval of PRIMA Foundation, according to the terms of the Grant Agreement. It will be the responsibility of the PC to contact the PRIMA Foundation for such matters.

9.4 Collaboration Tools

For achieving efficient and close collaboration among partners, especially considering the intensification of virtual meeting and digital data and information sharing activities due to the COVID-19 pandemic, the following tools will be used during the NEXUS-NESS Project:

9.4.1.1 Online Meeting Tools

The preferred teleconference tool to be used as a meeting tool will be Google Meet. Alternative platforms may be used to avoid any technical problems. Zoom and Teams represent valid alternatives. The Coordinator will set-up and maintain a list of partner participants and their contacts in the NEXUS-NESS Document Repository. The list will be available for all partners.

For every meeting, the (meeting) responsible partner must send beforehand the meeting agenda with the invitation to all partners attending the meeting.

The person responsible for the meeting must make sure that she/he has the partner contact IDs ready before the meeting starts in order to ensure that the communication is setup before the meeting begins in order to be on time.

9.4.1.2 File Repository and Workspace

The NEXUS-NESS Project is using the cloud storage "Google Drive" as a project workspace and file repository namely **NEXUS-NESS data cloud repository**. The Coordinator has already set it up and has provided read and write access to all partners.

The NEXUS-NESS data cloud repository is a web-based shared drive where all information, files and documents of the Project are stored. Partners will share information and documents and upload the work in progress of the deliverables in the repository. The structure of the data cloud repository will be updated by the coordinator when needed as well as by WP leaders considering dedicated folders are created considering the various work packages and major project components. The access to the repository won't be transferred to third parties outside the official NEXUS-NESS partners and collaborators. The files system will include also the list of the officially released documents.

9.4.2   NEXUS NESS database

9.4.2.1   Project Task and Issue Trackers

In order to track action items (task progress, deliverables, deadlines, etc.), the PC is sharing a **NEXUS-NESS Project Plan** with **Gantt chart** available in the shared GDrive (**NEXUS-NESS Project Plan** folder). It allows the project tracking for supporting multidisciplinary teams and to enhance the project coordination. Moreover calendars management (see Section 9.4.2.2) using scheduling and workspace/cloud management tools (e.g. Google calendar) are used to support the management of reminders for the meetings and deadlines of the project (deliverables, milestones, events…).
The PC is also using the Google Task and Spaces as both a **CMS (Content Management System)** and **CMR (Customer Relationship Management) while linking project draft/final documents and deliverables to the planning and completion status reporting.**

9.4.2.2   Project Calendars

The NEXUS-NESS Project has set some calendars, using the "Google Calendar" for sharing deadlines, events and timing of the project via personal computer, tablet and Smartphone. The PC has already set it up and will provide all partners with access for visualization.

The NEXUS-NESS Google Calendar will be used for the visualization and reminder management of all the events and deadlines of the project.

Firstly, the following calendars will be created, and will be visualized by all partners:

Calendar	Description
WPs and Tasks	Contains the duration of all WPs and tasks of the project. Managed by: PC
Deliverables	Contains all the deadlines for the deliverables. Managed by: PC
Milestones	Contains all the deadlines for the milestones. Managed by: PC
Events	Contains the planning of all the events organized by the project (see the following section).

	Managed by: PC
General Assembly meetings	Contains the planning of the meetings of the General assembly. Managed by: PC
External Advisory Board meetings	Contains the planning of the meetings of the External Advisory Board. Managed by: PC
External Ethical Committee meetings	Contains the planning of the meetings of the External Ethical Committee. Managed by: PC
Executive Board meetings	Contains the planning of the meetings of the Executive Board. Managed by: PC
Exploitation Board meetings	Contains the planning of the meetings of the Exploitation Board. Managed by: PC
Virtual meetings	Contains the planning of the virtual meetings among partners. Managed by: all partners, for organizing virtual meetings among a subset of partners according to the needs arising during the project activities

Table 15. Project Calendars related to major project components, activities and meetings

9.4.2.3 Project Events Calendar

The NEXUS-NESS project is planning a diverse and significant number of actions and events both online, hybrid and also in different geographic locations throughout the project. Such events are:

Workshops, Training, Capacity Building and site surveys/monitoring at the four NELs: Project activities and WP2, WP3, WP4 and WP5 integrated methods composing the NEXUS-NESS solution will be developed at the four NELs in both office and site events.

Dissemination via conferences and workshops, scientific and technical journals: Project activities and results will be presented in most suitable conference and editorial venues. The main scientific results will be presented in major scientific journals and also as *gray literature*.

 Summer/Winter schools and WEFE Nexus MOOCs. Summer/Winter School and an Massive Open Online Course (MOOC) will be organized for national and international groups of young researchers involved into the NEL regions as well as international young scholars, young professional and practitioners interested and/or engaged in water, land and energy management across the globe. The freely released training materials will be drawn from the project NEL studies.

NEL Ecosystem Innovation Master Class. During these masterclass, the NEXUS-NESS main concepts will be disseminated to the NELs partners who will be able to interact with WPs leaders

The WEFE Nexus Forum – The WEFE Nexus forum is both a knowledge hub and a Think Tank promoting the understanding and replication of the WEFE Nexus approach by means of the NNS. The Forum will be hosted in

The Forum will aim to extend the impacts and achievements of the NEXUS-NESS project at global scale linking with bilateral and multilateral efforts (e.g. EU-China, EU-USA, COP, Belmont forum etc.). The WEFE Nexus Forum will be empowered by key marketing methods for "branding" the project outcomes and spread the message. A major actions promoted by the Forum will be the WEFE Nexus Champions of the Year award, an yearly organized event promoting the most influential WEFE Nexus initiatives linked to the project NELs and/or network. The WEFE Nexus Forum will serve the establishment of a Roadmap for Nexus Services: towards the Mediterranean Framework of WEFE Nexus Services.

In order to better capitalize and use in the most effective manner the NEXUS-NESS resources and its travelling budget, the PC will create and maintain up-to-date the NEXUS-NESS Project Event Calendar. The Calendar will show all the necessary deadlines in order to meet the event, which partner is the main responsible and which other partners will be participating.

The organization of meetings is and will be probably impacted by the COVID-19 pandemic for a significant portion of the project duration. The scheduling and organization of the events will be developed considering the risk management related to COVID-19 that is described in more details in the dedicated section of this document and also in D1.2 Risk Management Plan.

9.4.2.4 Lessons Learned

As the NEXUS-NESS Project has several iterations of its activities and it is concerned with the interaction of RRI/NEL actors and stakeholders and in federating RRI/NEL communities, it is important to record the lessons learned for quality assurance and improvement of our results.

For all events, the lessons learned should be recorded in the Event Report by the event-responsible partner and made available to all partners.

Based on all the lesson-learned recordings, the Lessons Report will compile all the lessons learned during the reporting period of the project.

The data in the report will be used by the project quality assurance system, in order to refine, change and improve what is required.

The complexity and diversity of actions and goals of the NEXUS-NESS project requires the planning, monitoring and reporting on a wide variety of tasks and KPIs with related outcomes that shall be transferred "in the field" in synergy not only among Consortium partners but also with the four extended NEL communities at the four living lab sites. This WEFE Nexus operationalization, co-demonstration and co-designed set of actions goes beyond the actual PMP to support the co-development of novel tailored partner and stakeholder collaboration platforms. The NEXUS-NESS project, in fact, includes in the originally proposed DoW, a Multi Stakeholder and User Platform (MSUP) and as the WEFE Nexus Forum (among other sub-components of the Nexus-Ness Solution/Service (NNS). To refer to the NNS, MSUP and the Forum for more info on the collaborative space and tools of the Project

9.5 NEXUS-NESS General Rules for Milestones and Deliverables

The NEXUS-NESS project has a total 26 deliverables and 25 milestones. In order to better manage the quality of these deliverables and milestones, quality measures have been defined in the NEXUS-NESS proposal, which will be used during the project. These measures are:

- Deliverable Planning and Production
- Deliverable Template
- Deliverable Review Process
- Quality Metrics

9.5.1 Deliverables: Production and Development Plan (DDP)

Deliverables must be submitted by the due date indicated in the DoA to the PRIMA Foundation. A preliminary approval will be given by the PO. If a deliverable is not accepted, there could be delays in payment of Financial Statements. Therefore, deliverables have to be produced to a high quality and with the appropriate format. The NEXUS-NESS Deliverables are generally technical documents in which results produced during the project are collected and analysed and must follow the structure of the WPs listed in the DoA.

9.5.1.1 Deliverable Production

There will be a **Deliverable Manager (DM)** for each deliverable who will be responsible for it and will coordinate the production of the document, interacting with all the partners involved. The DM will firstly define the document structure in a preliminary document named Deliverable Development Plan (DDP). The DM will propose a Calendar for meetings related to the deliverable production. The contents of the DDP must be agreed with the DM and finalised at least 60 days before the contractual date of the deliverable. The first draft will be shared with the involved partners who will provide comments and check the consistency with the plans, giving their feedback for the approval.

The DM will produce the final draft and send it to the PC at least 30 days before the deliverable deadline. The PC, if not directly involved in the deliverable production, will not normally enter into the technical merits of the deliverable but will ensure the appropriate quality of the document to be sent to the PRIMA Foundation. If needed, other iterations could take place before being sent to the EB for final approval. The PC will finally upload the document to the **PRIMA MEL Platform.**

The PC must submit the **deliverables** identified in Annex 1 to the GA, in accordance with the timing and conditions set out in it.

In general, the procedure and timeline for the review project documentation are as follows:

- The deliverable lead partner (Owner and Main Author) sends out the deliverable outline and scope at least 3 months, if possible, before the deliverable deadline to key involved partners (Authors) as per Grant Agreement, together with a description of what is the expected contributions from each of the other WP members.
- Authors are expected to send comments regarding the outline, scope and expected contributions as soon as possible and maximum within 10 days of receiving the outline.
- Contributors, who are other than key partners may send additional comments, e.g., regarding the scope and overlap/consistency with other deliverables.
- The Main Author finalizes the assignment of parts to individual Authors, together with a due date.

- Authors write their contributions in the deliverable and alert the Main Author, who consolidates the different parts and maintains the master copy of the document.
- The Owner and Main Author asks partners involved as Contributors to submit their comments and contributions in the deliverable and alert the Owner and Main Author, who consolidates the different parts and maintains the master copy of the document.
- The Main Author sends the final draft deliverable to all Authors and Contributors including and WP-Leader for peer-review and collects comments and suggestions at least 15 days before the deadline.
- The Main Author produces the final draft and sends it to the WP-Leader.
- The WP-Leader should send their feedback to the Main Author within a maximum of 10 working days.
- The Main Author produces the Release Candidate from these feedback comments within 8 days. Reviewers receive a feedback on how their suggestions were incorporated into the final document.
- The Main Author sends the Release Candidate to the PC, who has 5 days to approve it.

- The PC submits the deliverable in non-edited PDF format minimum 1 day before the Deliverable Deadline.

9.5.1.2   Deliverable Development Plan (DDP)

The DDP is aimed to clarify the main objectives of the Deliverable and will assign the single tasks for their specific contributors. It has to be agreed with the PC at least 60 days before the due contractual date of the deliverable. The DDP includes the structure of the deliverable, therefore it contains a table of contents, the names of the involved contributors, a timetable with the deadlines related to the production of the specific contributions, the production of the first draft, the internal review with the partners comments (due 30 days before the contractual date of the deliverable), the delivery to the PC.

9.5.2   Deliverable Template

This report represents an example of the application of the deliverable template. The latest version of the deliverable and presentation templates is available in the NEXUS-NESS Templates and Forms folder in the NEXUS-NESS Google Drive.

Each Deliverable must follow the Deliverable Template, which starts with the following table:

Deliverable No and Title	Enter Deliverable Number DX.Y and Full Deliverable Name		
Grant Agreement No	2042	Acronym	NEXUS-NESS
Project Full title	Fair and Sustainable Resource Allocation Demonstrator of the Multiple WEFE Nexus Economic, Social and Environmental Benefits for Mediterranean Regions NEXUS Nature Ecosystem Society Solution (NESS)		
Funding Instrument	PRIMA: To achieve, support and promote integration, alignment and joint implementation of national R&I programmes under a common research and innovation strategy to address the diverse challenges in water scarcity, agriculture, food security.		
Call	PRIMA SECTION 1 (IA) Demonstrating benefits of the Water-Ecosystem-Food Nexus approach in delivering optimal economic development, achieving high level of environmental protection and ensuring fair access to natural resources		

Work-Package No and Title	Enter WP Number and Full WP Title
WP- Main Beneficiary	Enter WP Main Beneficiary
WP-Leader	Enter the WP-Leader's Name
Task No and Title	Enter Task Number and Full Task Title
Task Leader	Enter the Task Leader's Name
Main Author	Enter the Deliverable's Responsible Name and Main Author
Contributors	Other partners involved in writing sections of the deliverable \ Other partners contributed to the document with small suggestions and review comments.
Status	Draft ⊠ Final ☐
Dissemination Level	Internal ⊠ Public ☐
Reviewed by	Enter the WP-Leader's Name
Abstract	
Key words	

DOCUMENT HISTORY			
Planned Release Date	Enter the release date of the deliverable to be uploaded in ____	**Actual Release Date**	
Version		**Released Version No**	

9.5.3   Deliverable Review Process

Each project deliverable has been assigned to one leading responsible partner. This partner will ensure that the:

- Deliverable is of high quality and timely delivered;
- Content of a deliverable is consistent with the team-workings of the deliverable;
- Overall goals of the project are met.

Project deliverables will be reviewed against the following criteria: Format of the document according to the document template provided in the NEXUS-NESS Templates and Forms Project Description of Work Consistency with previous relevant documentation Identification and correction of major typing mistakes, etc. Scientific and Technical aspects of the documentation will be reviewed in order to ensure that all technical information is consistent to the current state-of-the-art and business practice.

As a results a minimum of two reviewers (three reviewers as optimal number) will be identified by the partners in charge of the Deliverable in order to have a dedicated review work to meet the highest possible standard of quality and validation of the project output documents. Member of the external advisory boards may be also contacted to review (or to select qualified reviewers) the deliverables. See for more details the following 9.5.2.2 subsection.

Any issues endangering the success of the WP or the project have to be reported immediately to the work-package leader and escalated as required to the above levels of the project management.

9.5.4 Quality Metrics

Different metrics will be applied in for measuring the fulfilment of the objectives of the NEXUS-NESS project. The following table shows the measures included in the NEXUS-NESS proposal and they are valid during the project.

Table 9 KPIs for the assessment of the project performances in achieving the 4 (plus 1) expected impacts

KPI	Definition	Target
1	Number of stakeholders that will use NNS from further relevant cases from the NEL region.	6
2	Number of stakeholders from different economic sectors that will effectively use the MSUP and the NNS in the NEL region to tackle a pressing common natural resource challenge (i.e. water allocation within the same watershed).	40
3	Number of NEL Grand Challenges (out of the total 12) that will be effectively addressed by adopting the Nexus-Ness solution while proving impact of more than 2 SDGs	4
4	Overall number of participating public and private organizations in the NEL training (MSUP and MOOCs) and exploitation activities (WEFE Nexus Forum)	300
5.1	Number of River Basin District/Authorities that accepted to co-develop novel WEF Nexus guidelines for updating existing water resources and risk management plans	6
5.2	Number of SMEs that will test and use the NNS solution for business and job opportunities	8

Table 16. List of KPIs for the assessment of the project performances

The metrics shown in the table above are totals that NEXUS-NESS must meet by the end of the project.

In order to operationalize the KPI each WP-leader together with its Task-leaders must fill out the WP Quality Metrics Template for each of the WP and Tasks at the beginning of the Project.

The WP Quality Metrics will be updated every time the Project creates its periodic report.

The WP-leader is responsible for the WP Quality Metrics and that the WP meets these.

NEXUS-NESS project metrics will be integrated by additional set of project management, project outcome/products, and impact indicators. A dedicated dashboard is organized and shared firstly among project partners and, in the second part of the project, also with NEL actors and stakeholders. This dashboard and the sharing of NEXUS-NESS indicators represents one of the actions foreseen to co-demonstrate the multiple benefits of the WEFE Nexus for the four NELs and beyond in other Euromed and global scale regions.

9.6 Communication Tools

9.6.1 NEXUS-NESS website

The NEXUS-NESS public website will be launched shortly after the start of the Project. It will be available at the following URL: https://prima-nexus-ness.org/. Its primary purpose is to facilitate external communication and dissemination of the NEXUS-NESS results.

The first version of the website will contain, above all, the main information about NEXUS-NESS, including its objectives, activities and results, as well as links to related literature, organisations and projects, events and networks. A later release will incorporate a link to the Multi Stakeholder and User Platform (MSUP), the open data geo-information portal for project-generated data and the WEFE Nexus Forum section.

9.6.2 Electronic Mail

The information exchange between the NEXUS-NESS partners will be carried out primarily via electronic mail. To this purpose, the following NEXUS-NESS mailing list were setup (**Table 6**):
- *"NEXUS-NESS ALL"* which includes all participants of NEXUS-NESS.
- *"NEXUS-NESS PI"* which includes only the Principal Investigators of NEXUS-NESS.

The use of the above-mentioned mailing lists is preferable, particularly regarding the availability of new information, circulation of the meetings' agendas and events within NEXUS-NESS. More generally, the person-to-person private emailing should be limited to ensure that all project participants are duly updated about the NEXUS-NESS project progress.

It is not recommended to use the mailing lists while sharing documents in electronic form, especially when partners are require to take actions for providing contributions to documents. To this purpose, the Consortium members are invited to use the NEXUS-NESS data cloud repository (using Google Drive and Google Documents collaborative document sharing and co-writing tools).

9.6.3 Online conference calls

It is strongly recommended to use Microsoft Teams or Google Meet for video conferencing between the NEXUS-NESS partners. Recording of video conference calls is allowed, upon the participants' approval. As

with physical meetings, the date, time, expected duration, agenda and name of participants should be communicated in advance, together with all required documents. Meeting minutes will be produced and shared to other participants for verification and will be uploaded to the GDRIVE shared folder

9.7 Quality Control Procedures for Reporting

9.7.1 Contractual Obligations - Management Reports

Within the NEXUS-NESS Project, there are 2 Reporting periods:
- RP1: from month 1 to month 18
- RP2: from month 19 to month 36

In accordance with the GA, the PC must submit to the PRIMA Foundation a periodic report within 60 days following the end of each reporting period.

The periodic reports consist of the following parts:

− **periodic technical report**, which contains an **explanation of the work carried out,** an **overview of the progress** towards the objectives of the action, including milestones and deliverables, details on the exploitation and dissemination of the results and an updated '**plan for the exploitation and dissemination of the results**', information on the communication activities, a **summary** for publication by the PRIMA Foundation, the answers to the '**questionnaire**', covering issues related to the action implementation and the economic and societal impact.

− **periodic financial report**, which contains **individual financial statement**s from each beneficiary, for the reporting period concerned, together with an **explanation of the use of resources** and the information on subcontracting,

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 taken into account by the PRIMA Foundation.

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 full, reliable and true;
-        the costs declared are eligible;
-        the costs can be substantiated by adequate records and supporting documentation (that will be produced upon request or in the context of checks, reviews, audits and investigations
-        for the last reporting period: that all the receipts have been declared

The financial report also includes:
(i)   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;

(ii)   a 'periodic summary financial statement' consolidating the individual financial statements for the reporting period concerned and including — except for the last reporting period — the request for interim payment.

In addition to the periodic report for the last reporting period, the coordinator must submit the final report within 60 days following the end of the last reporting period.

The final report must include the following:

(a)   a 'final technical report' with a summary for publication containing:
    (i) an overview of the results and their exploitation and dissemination;
    (ii) the conclusions on the action, and
    (iii) the socio-economic impact of the action;

(b)   a 'final financial report' containing:
    (i)   a 'final summary financial statement' consolidating the individual financial statements for all reporting periods and including the request for payment of the balance and
    (ii)   a 'certificate on the financial statements' for each beneficiary, if it requests a total contribution of EUR 325 000 or more, as reimbursement of actual costs and unit costs calculated on the basis of its usual cost accounting practices

9.7.2   Internal reporting procedure

NEXUS-NESS foreseen an internal reporting procedure at the WP Level in order to ensure the quality of the common work. The WP Leaders are responsible to provide the **Progress Reports (PRP) every 6 months**

This report is produced following an Internal reporting procedure that includes the following steps:

- All participants involved in a WP have to check the timesheet records on the people involved in each part of the WP.
- A reporting of the travel costs (resource report), including possible daily reimbursement, specific for each person involved. Receipts must be kept as the PRIMA foundation may want to check them

9.7.2.1   Six-Months Progress and Resource Reports

The PRP and the resource report must be produced every six months, therefore each partner must provide the related information to the WP leader. This latter has to update the PC with regular project progresses reports concerning the advancements of the WP, including possible raised problems and the major items of the ongoing work. This report must be not more than 5 pages and should refer to the milestone achieved (or to achieve) and to the deliverables completed.

After having received the PRP, the PC will send the status report to the EB and to the PO, who will be informed on the progress of the project and will detect potential issues.

9.7.2.2   Details of the progress reports

The PRP must follow the WP task structure, reporting to each Task the overall status, the activities of the partners involved, potential deviations from the plan, the meetings. The WP leader will prepare a summary for each Task, including the progresses and the activities for the nest semester. Each partner of the WP will report the work done and the progresses as respect to any milestone or deliverable that is part of the reporting period.

9.7.2.3   Details of resource reports

The resource report must include the total sum of expenses for each person and other direct costs related to the WP. These sums will be filled in a worksheet containing expenses divided per category (personnel, travel,

equipment and other goods). This worksheet is provided to each partner of all reporting periods. Once all the worksheet all compiled, the total amount of expenses will be reported in a summary table. Each partner will send the worksheet to the PC and to the WP leader.the PC will be in charge of inserting the compiled worksheet to the PRIMA MEL platform.

9.7.3 Technical report

By the end of each reporting period, the PC will prepare a Technical report that includes the major achievements reached during the reporting period, the identification of the major problems, the eventual deviations from the planned activities and the resourced used during the period, the expected activities and organization for the following period of the project, and a critical self-evaluation.

The PC will ask partners for additional contributions specific of the activities to which the partners are involved.

9.7.4 Financial report

By the end of each reporting period, the PC will prepare a Financial report including an overview of the used budget with all the expenses made by each partner. This report will be sent to the PRIMA Foundation. The financial situation reported will be compared to the original annual budget plan

9.7.5 Problem management

The EB must make sure that each partner is respecting his/her contractual agreement. If not, this problem needs to be managed properly.

9.7.5.1 Problems Identified by a Partner

Each partner must raise a problem related to the project and perceived any time during the project execution. Once the problem is identified, if it is technical and related to a particular WP, it should be subjected to the WP leader. If needed, the WP leader could involve the EP who, if necessary, will raise the matter at the GEA meetings. Therefore, the GEA has the ultimate authority to solve the problem

9.7.5.2 Problems Concerning the Performance of a Partner

If the WP leader notes that a partner is not performing a task or a reporting properly, she/he will report the issue to the EB who will raise it at the GEA of the actions for solving the problem are not producing any improvement.

In this regard, firstly the partners concerned will be involved to correct the inadequacies. If this step do not lead to an improvement, the EB will meet to decide any of the following action: suspending the nest payments from PRIMA; moving part of the partner's work to another partner of the same WP with the subsequent transfer of the budget; request the partner to leave the consortium.

9.7.5.3 Problems concerning the financial stability of a partner

If a partner has serious financial issues due such as debts, or negative changes in her/his economic situation, he/she must report this to the PC. This latter, together with the EB will prepare a new risk assessment of the project, that can be discussed with the GEA if not solved previously with the EB. To perform this risk

assessment, an assessment of the work satisfactorily completed by the partner in terms of reports will be done and a calculation of the credit or debit of the partner to the PRIMA Foundation will be performed. As second step the PC and EB will discuss directly with the partner to understand his/her capacity to finalize the contractual work for the next period. Based on this discussion a financial and technical risk assessment can be done by the EB and eventually by the GEA as ultimate instance.

If the risk is moderately serious, the next payment to the partner can be suspended until the work planned for the next semester is completed by the partner. An audit certificate for the work done to date will be requested to the partner and the GEA, with the help of the EB will decide whether to grant the payment to the partner.

9.7.5.4   Management of Changes

The PC must report any modification of the work plan activities included in the DoA. Changes of activities can involve the general project assessment or a specific WP. In this latter case, the WP leader should report them to the PC who will discuss the change with the EB, and if necessary as ultimate instance, to the GEA.

If the work plan is expected to be changed, the PC must discuss it with the PRIMA Foundation or to the Reviewers, if a Review is imminent. The Reviewers can then recommend this change as an outome of the Review.

9.7.6   Financial management

9.7.6.1   The PC Responsibility

The PC is responsible for administering the financial contribution of the PRIMA Foundation within the NEXUS-NESS.

Specifically, the PC is required to: receive the entire budget from the PRIMA Foundation and allocate it to the partners; prepare the annual accounts, keeping track of the budget related expenses for each partner; coordinate all the administrative and financial management.

9.7.6.2   Management of Funding Contribution from PRIMA Foundation

As specified in the CA, The PC has already notified the Contractors about the budget received by the PRIMA Foundation and distributed to the partners. The PRIMA Foundation will make payments up to 90% of the total project funding after the submission of the Financial Statements at the end of each Reporting Period. The remaining 10% will be provided after the project conclusion and the approval of the final Financial Statements.

9.7.6.3   Partner Responsibility

Each NEXUS-NESS Consortium member is responsible for its individual Financial Statement with detailed eligible costs for each budget category. Each partner must certify that:

  - the information provided is full, reliable and true;

  - the costs declared are eligible;

  - the costs can be substantiated by adequate records and supporting documentation that will be produced upon request or in the context of checks, reviews, audits and investigations, and

  - for the last reporting period: that all the receipts have been declared.