

Regional project development assistance
for the uptake of an Aragonese circular economy

D6.1 Project Handbook and Quality Assurance Plan

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Abstract	This deliverable intends to present an overall strategy ensuring well-coordinated project governance and project management with respect of contractual commitments. This will be realised by means of carrying out the activities of consortium management, organising the governance of the project, and providing administrative oversight and support to all other WPs. This document identifies objectives, responsibilities, and rules for ensuring and maintaining the governance structure of the project and that scientific, technical and managerial decisions are made for the implementation of the work plan.



	The present document D6.1 Project Handbook and Quality Assurance Plan is the first deliverable of Work Package 6 – Project management
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V0.2	29/09/2022	2 nd version of the template with all other partners contribution finalised Provision of comments and complete review and proofreading of all document sections	Geraldine Quetin and Marc Pattinson
V1.0	30/09/2022	Final review	Geraldine Quetin and Pilar Izquierdo

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ABBREVIATIONS

- PC**..... Project Coordinator
- CPC** Co-project coordinator
- EAB** External Advisory Board
- EB**..... Executive Board
- GA**..... General Assembly
- PC** Project Coordinator
- WPLs** Work Package Leaders
- TLs**..... Task Leaders
- PO** Project Officer

1 EXECUTIVE SUMMARY

The RESOURCE “Project Handbook and Quality Assurance Plan” provides an overview about the procedures that shall be followed and tools that will be used during the implementation of the RESOURCE project in order to achieve its objectives and ensure smooth cooperation between the project partners.

Notably, it explains, in Section 3, the management structure of the project, and outlines the tasks and modus operandi of the following RESOURCE Bodies:

- General Assembly (GA),
- Executive Board (EB),
- External Advisory Board (EAB).

This section also reminds the responsibilities of:

- The Project Coordinator (PC),
- the Work Package Leaders (WPLs), and
- the Task Leaders (TLs).

Section 4 then provides information about the tools and strategies that shall be used by the project partners to ensure efficient communication and cooperation, ensuring accessibility of relevant information to all partners implicated at any time, such as:

- Dedicated mailing lists,
- Contact list,
- Project Repository,
- Conference Calls, and
- Physical Consortium Meetings.

In order to ensure an harmonious image of the project towards external stakeholders the following templates to be used by all project partners, as well as guidelines to be followed are presented in section 5 of this document, i.e.

- PowerPoint Template,
- Word Templates, and
- Deliverable Template, as well as guidelines on the steps to follow.

Last but not least, a few guiding principles to be respected for any dissemination activity related to the RESOURCE project, such as funding acknowledgement and specific disclaimer to be used, are provided in Section 6. More detailed guidelines and information shall be provided in an upcoming deliverable, D5.1 Communication, dissemination and outreach strategy.

2 INTRODUCTION

2.1 Context and background

Circularity is an essential aspect of the industry transformation towards resource-efficiency, climate neutrality and long-term competitiveness.

The RESOURCE project will study the private funding opportunities needed in circular projects and facilitate their development.

RESOURCE's overarching objective is to develop new Project Development Assistance (PDA) services to fund regional circular economy investment projects. More precisely RESOURCE will:

- build an integrated expertise pool to support technically, economically, and legally the regional circular economy pilots SMEs,
- develop innovative financing schemes and business models; and
- launch concrete investments.

The project is designed to ensure a high degree of replicability of the PDA and related services. Results will be disseminated to maximize the project's impact in Aragon and beyond.

Circular economy is a priority for the Region of Aragon. The Region has launched a manifestation of interest and identified a portfolio of circular projects in need of funding. Nine of these projects will serve as pilots in the RESOURCE project.

The methodology, that will be developed for the RESOURCE project, will ensure the sustainability of those circular economy projects by potentially completing their private funding, with other sources of financing (European, national, regional public funds).

The RESOURCE methodology consists of seven steps:

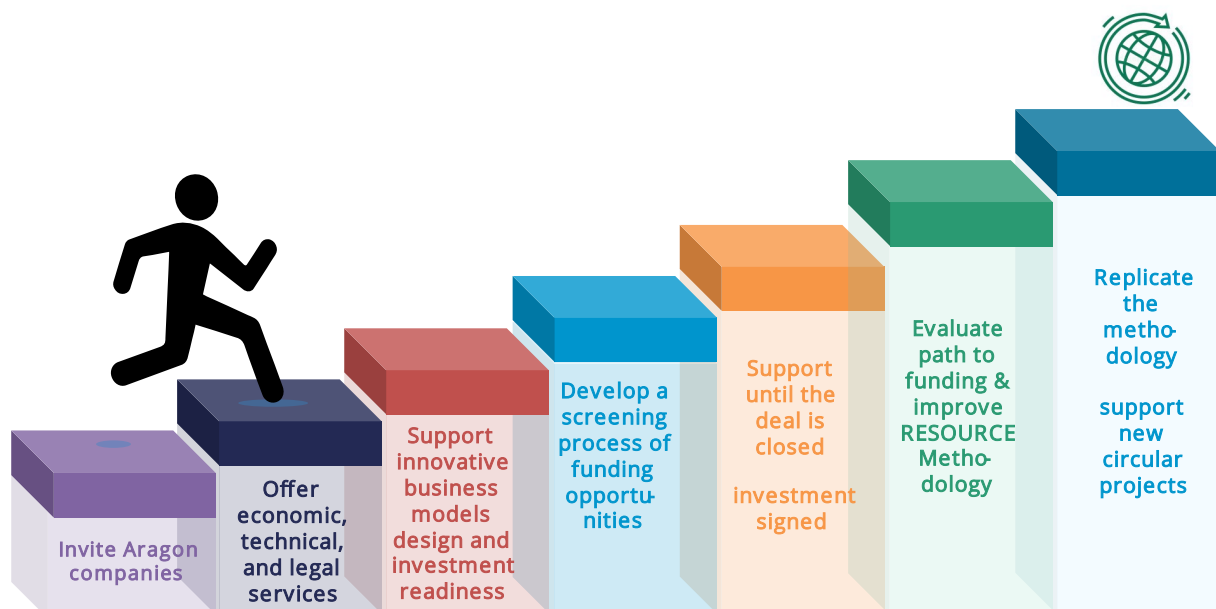


Figure 1: The RESOURCE methodology in 7 steps

The final and overall objective of the RESOURCE project is the creation of a portfolio of project development assistance services to accelerate the development of circular economy in Aragon and to reach €20M direct private investment in 9 circular projects over a period of 36 months, until end of June 2025.

2.2 The purpose for Project Handbook and Quality Assurance Plan

This document is developed as part of the RESOURCE project (WP6) and is for internal communication only. WP 6 aims at structuring, fostering and maintaining a high level of commitment from all partners; and to provide the consortium with adequate tools for guaranteeing timely delivery of all results in the project.

- To facilitate and follow up the fulfilment of the project's key goals, through periodical and detailed control of all tasks/sub-tasks and potential risks;
- To set up a framework for efficient communication, collaboration, exchange of documents and fast decision-making,
- The good management of all legal, financial & administrative duties of the project, pondering the special characteristics which the Horizon Europe provides,
- Aiding WP4 towards the transferability of project's results after its conclusion and its further use by partners.

The objective of the Handbook and Quality Assurance Plan is to provide a set of guidelines to be used as internal communication mechanisms and technical project execution (in particular regarding dissemination of project activities and results), as well as standard templates for reporting and for communication to be used by all partners.

The Handbook and Quality Assurance Plan is structured into the following sections:

- Project Coordination and Governance Structure;
- Cooperation Tools and Strategies;
- Project Reporting and Quality Assurance;
- Dissemination Policies
- Risk Management.
- Ethics

Related official documents of the project that should also be referred to are:

1. **Consortium Agreements** - internal agreements signed between the members of the consortium establishing their rights and obligations with respect to the implementation of the action in compliance with the grant agreement.
2. **EU Grant Agreement** (No. 101060142) - the contract between the European Research Executive Agency (REA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'), and on the other part, 'the RESOURCE coordinator', and the beneficiaries.

The final versions of these documents are available on the RESOURCE Teams shared platform. It is important to note that visibility of EU funding and its acknowledgment is mandatory from the outset of the project while promoting the action (see the footing of this document as an example). The EU emblem and the text "RESOURCE is funded by the European Commission under the Horizon 2020 research and innovation programme under Grant Agreement N° 101060142" shall be used together, and such a footing is already integrated in the project templates.

Compliance with the Handbook and Quality Assurance Plan is essential for all project partners.

3 Project Coordination and Governance Structure

3.1 Governance Structure

The work in RESOURCE will be managed in an efficient, flexible and cost-effective way which will be assured by an appropriate management structure with properly assigned responsibilities and decision-making bodies, competent and experienced Project Coordinator and Project Co-coordinator, and supporting Project Officer, Work Package leaders, and by fluent and efficient communication.

The governance structure was tailored for ensuring the swift transmission of information between partners. The proposed management approach avoids superfluous complexity, but it is sophisticated enough to guarantee the success of the project by efficient procedures and fast and fair decision-making.

The governance structure has been developed based on the ample experience of the project team in collaborative European research.

The Figure below gives an overview of the structure and main responsibilities, described below in detail.

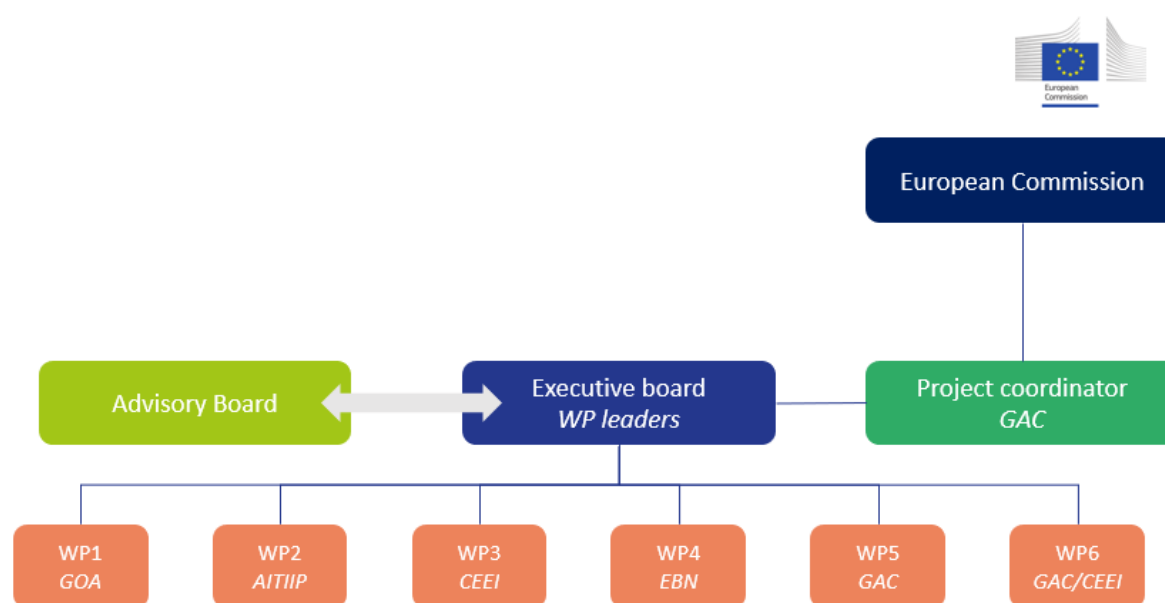


Figure 2: RESOURCE governance structure and roles, according to the Horizon Europe grant agreement

3.2 Project Management Team

Work Package 6, dedicated to the Project Management and Coordination, is led by GAC, and co-led by CEEIARAGON:

- The **Project Coordinator (PC)**, Géraldine Quetin, Project Manager GAC (gquetin@group-gap.com), is responsible for the overall implementation of the project, and in particular for the financial and administrative tasks and will act as the

main interface (with the CPC below) **between the EC and the project partners**, receiving the EC financial contribution on behalf of the EU beneficiaries, administrating this contribution regarding its allocation between European partners and activities, in accordance with the Grant Agreement (GA) and decisions taken by the consortium.

- The **Co-project coordinator (CPC)**, Pilar Izquierdo Fortea, Project Manager CEEIARAGON (pizquierdo@ceeiaragon.es) will support the Project Coordinator and act as the interface with the Spanish stakeholders. She will ensure a smooth and efficient co-operation among Spanish stakeholders and the achievement of overall project objectives.

PC and PCC are supported by the **Project Officer EU (PO)**, Davide Delaiti, European Research Executive Agency, established by the European Commission Unit REA.B3 Biodiversity, Circular Economy and Environment (davide.delaiti@ec.europa.eu), in the day-to-day project management tasks on the European side.

The project is coordinated by G.A.C. who will offer its expertise on stakeholder engagement, access to EU networks and particularly impact maximisation. CEEIARAGON, the economic development agency of the Aragon Region, Spain, will support GAC in co-coordinating the project. Its role is to support the local industry to fully participate in the project and thrive.

3.3 General Assembly (GA)

The GA is described in the Consortium Agreement and the extract below is provided for information only.

The RESOURCE General Assembly Board (GA), composed of one representative per partner (legal entity), shall be the ultimate decision-making body for decisions. The list of decisions to be decided on by the GA is available in the Consortium Agreement.

3.4 Executive Board (EB)

The Executive Board (EB), composed by WP leaders, will be established to support the PC and the PCC in all activities related to guaranteeing the efficient implementation of the WPs and to ensuring the scientific and technical quality of the results.

3.5 External Advisory Board (EAB)

An External Expert Advisory Board (EAB) will be appointed and steered by the Executive Board. Its purpose is to advise the consortium in refining the most important KPIs, monitoring the project and make recommendations for its prompt achievements, making an analysis of the RESOURCE project framework in terms of legislation and policies, monitoring standardization. It will meet online once a year and may participate in any workshop or event held during the development of the project. The EAB shall assist and facilitate the decisions made by the General Assembly. The Project Coordinator will ensure that a non-disclosure agreement is executed.

The EAB members shall be allowed to participate in General Assembly meetings upon invitation but have not any voting rights.

The project is advised by an Advisory board made up of four international and renowned organisations in the field of innovation, investment and circular economy:

- Innovation Training Consulting (Spain)
- Keiretsu Forum Business Angels (Spain)
- CIRCE (Spain)
- ENRICH Global (World)

The EAB commitment and terms of reference are described in Annex III - **RESOURCE Advisory Board: Terms of reference.**

3.6 Work Package Leaders (WPLs)

For each individual Work Package (WP), a Work Package Leader (WPL) was selected. WPLs have been chosen based on their specific expertise and their experience of team leadership. WPLs will manage and monitor the progress of the tasks of their WP through a continuous intermediation with the Task Leaders (TLs). Each WPL will report on the progress of his WP to the EB in the consortium meetings and will be responsible for the detailed planning of the subtasks and activities identified, coordinating the work performed and information flow required by the various interdependencies. They should also prepare the Progress Reports summarizing the work performed, informing on the progress achieved, results obtained, problems encountered, before every Consortium Meeting

3.7 Task Leaders (TLs)

Each WP is divided into tasks and each task is led by a project partner, called Task Leader (TL) and supported by other partners. TLs are responsible for the work carried out in the task concerned. They report to WPLs about the status of the work in a task and any unforeseen circumstances that could delay delivery. They are in a direct contact with other partners whose involvement is previewed in a task.

4 Cooperation Tools and Strategies

This section aims to develop a set of mechanisms and procedures to ensure an efficient communication within the consortium during the implementation of the project for the internal communication. Online and physical meetings will take place to monitor the progress of the project and to develop corrective measures where needed. Internal communication mechanisms and procedures include:

- Mailing lists of partners and List of Contacts
- Repository of project-related documents
- Videoconference (Team) and Physical meetings to monitor the progress of the project and to develop corrective measures where needed

4.1 Mailing lists

Project mailing lists will ensure all project staff concerned will be included in internal communications. To streamline the communication and increase efficiency, the following RESOURCE mailing lists have been created:

RESOURCE all: resource_all@group-gac.com

contains **all partner e-mail addresses** according to the related Contact List

One dedicated mailing list per Work Package:

WP1: resource_wp1@group-gac.com

WP2: resource_wp2@group-gac.com

WP3: resource_wp3@group-gac.com

WP4: resource_wp4@group-gac.com

WP5: resource_wp5@group-gac.com

WP6: resource_wp6@group-gac.com

Further mailing lists could be set up later, if useful, upon request.

Participants are encouraged *not* to use a mailing list for emails that do not concern other project partners. Communications between individual partners should be done by using their email addresses, without mailing list.

4.2 List of Contacts

An Excel sheet “List of Contact” is regularly updated and made available in the project repository. This document lists all people involved in the RESOURCE project, and their contact information.

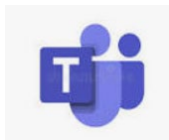
The “List of Contacts” is managed by GAC, based on requests and information provided from the project partners.

This Contact List shall enable partners to get in touch individually and set up individual calls whenever useful. It shall also be the basis for ensuring the mailing lists remain up to date.

It is within the responsibility of the project partners to provide GAC (Géraldine Quetin gquetin@group-gap.com) with information about any changes that occur during the project

lifetime, such as further persons to be included, persons that are no longer working on the project to be removed, changes of email-addresses or phone numbers, etc.).

4.3 Project Repository



The project has set up an online platform which allows for the sharing of documents, presentations, communication materials, etc. and will serve as repository for project documents on Teams¹.

Access to the shared Teams Repository can be asked by email to Géraldine Quetin, GAC (gquetin@groupe-gap.com).

This platform is the main information storage and exchange place. Project participants get their individual credentials. Participants should not share these credentials with anybody and make all the needed efforts to ensure that data stored within the extranet is kept confidential in line with rules defined in the Consortium Agreement.

An initial repository structure has been set up and will continue to evolve according to the needs as the project advances.

One folder per Work Package has been initially created. Work Package Leaders are encouraged to organise their Work Package repository in the most convenient and efficient for their needs.

4.4 Meetings and Teleconferences

General Assembly meetings may during the project also be named plenary meetings or consortium meetings.

Virtual meetings and specifically plenary meetings will take place at least every two months and last for approximately 1.5 to 2 hours. A conference call system (Microsoft Teams) has been provided by PC for this purpose. Call-in details are sent to RESOURCE consortium partners in advance of the meeting.

Face-to-face meetings

The following physical meetings are foreseen at minima in the project to ensure detailed project planning and the assessment of work progress:

- One initial plenary consortium meeting (kick-off) aimed to align the activities of the partners with the Work Plan and establish an understanding of the goals, strengths and needs of the partners. It took place on July 13th, 2022, in Zaragoza (Spain), with the online participation of the PO, the European Commission Policy Officer and CCRI-CSO members².

¹ https://teams.microsoft.com/l/channel/19%3aLWahdbvJzQ16Zl5kO8VSYyi-J1i5kM06Yl1hTCaV_UU1%40thread.tacv2/G%25C3%25A9n%25C3%25A9ral?groupId=21388bb5-e2c7-4597-a6d2-ca8c2d88fb5f&tenantid=bbea236a-0692-4884-be21-65ebf2bde8fb

² Presentation of the Circular Cities and Regions initiative (CCRI) and the CCRI Coordination and Support Office (CCRI-CSO), Lucie Blondel (European Commission - Policy Officer) and Jan Wynarski (CCRI Coordination and Support Office (CCRI-CSO))

- At least five more plenary consortium meetings will take place during the project lifetime, to allow the consortium partners to meet and discuss project outcomes and upcoming steps, as well as other relevant issues.

These meetings will usually take place, in conjunction with project outreach activities where a predominant number of partners are present to minimise travel expenditure. Meetings are tentatively planned to take place in each partners facility.

Meetings may also be convened at any other appropriate time throughout the project duration if deemed necessary. Such necessity may include the discussion of an important topic that requires immediate attention.

The PC is responsible for preparing the **meeting agenda** and for sending it at least **14 calendar days before of the call** or meeting. The agenda lists the points for discussion grouped per work package or as considered necessary, including an Any Other Business section. Any agenda item requiring a decision by the Members of the GA must be identified as such on the agenda. Any member of the GA may add an item to the original agenda by written notification to all of the other members up to 2 days preceding the meeting.

The PC, GAC, and the CPC, CEEI Aragon, are responsible for taking the GA face-to-face and conference call **meeting minutes**. GAC places the minutes and appropriate actions on the RESOURCE repository 10 days after the meeting. This is accompanied by an **e-mail notifying the GA**. Meeting participants and excused participants are clearly indicated. Points of discussion are placed in order of work packages as well as actions which are clearly highlighted with relevant deadlines and responsible partners set.

Work Package Leaders may convene **WP meetings** when deemed appropriate by them and amongst themselves (suggested: one per month). Guidelines regarding agenda and minutes are the same as GA meetings, with the exception that:

- WP Leaders are responsible for assigning agenda and minute taking responsibilities.
- GA members should be informed of the action items identified from the WP meetings.

A Power Point Template for presentation in meetings and events is available in the Teams Repository.

4.5 Information sharing through the project website

The project website (set up in month 3) can be considered as an additional tool for information sharing among project partners. As information on important ongoing or past activities – events, public meetings, reports/publications, news, twin projects, etc. – will be published on the project website, all partners can easily access this public information at any time.

5 Project Reporting and Quality Assurance (QA)

The progress of RESOURCE is monitored by the WP Leaders and overall, by the Project Management Team. Monitoring will help to control and to reorganise, if needed, the implementation of the project and implies continuously observing and ensuring that the resources foreseen for each step are effectively used according to the project Work Plan, that work schedules are respected and that concrete results are delivered. Key to monitoring the progress of the project are the milestones which are assigned to ensure that the associated deliverables are achieved. Milestones are also defined to monitor the progress of individual Work Packages and to identify problems in time so that corrective actions can be taken.

5.1 Project Deliverables

During the lifetime of the project, we plan to produce 26 deliverables under the different WPs. Deliverables are produced by tasks partners under the management of the task leaders and once finalised/reviewed, they shall be submitted to the EC by the PC Géraldine Quetin (gquetin@group-gap.com).

A Deliverable Template is available in the Teams Repository. In accordance with this template, deliverables should:

- provide a short abstract (a few lines, that may be used for announcement of public deliverables on the web site)
- contain Table of Contents, List of Figures, List of Tables
- provide a table of terms and abbreviations

All deliverables are to be internally reviewed. A reviewer is a partner who did not participate in the preparation of the deliverable, when possible. Deliverable Reviewers will be assigned to examine and to evaluate certain deliverables, during the next consortium meeting in M5. For the first three deliverables due at M3, two reviewers minimum were assigned to each one of the deliverables.

Comments made by the peer reviewer should be made as specific as possible. Comments which are too general often cannot be answered appropriately.

The role of the peer reviewer is to assess the quality of the deliverable to the best of his or her capacity. The goal of the review is to improve the deliverable. The authors will take the comments into account in the finalisation of the deliverables.

The basic procedure by which deliverables, reports and other documents will be reviewed is the following:

1. The task leader designs an initial version of the deliverable Table of Content (such as the one that is found at the beginning of this deliverable) and sends it or discusses it with the task partners for approval one month and a half (1.5) prior to the submission deadline;

2. It is decided, based on the agreed ToC, a distribution of the contributions among partners within two (2) weeks; the contributions will be done in a unique shared document (through Teams);
3. The task leader will organize a meeting with task partners to assess the progress of the contributions, and address shortcomings and harmonization needed;
4. Several meetings and electronic discussions will help finalising the deliverable;
5. The task leader will address the pre-finalised document to reviewers (preliminary allocated in Consortium meeting) and to the PC, PCC and WP Leader latest 3 weeks prior to the submission deadline;
6. The reviewers will review the document, they will provide suggestions, and send back the reviewed document to the TL in no more than ten (10) working days after they have received the document;
3. The TL reviews and takes the suggestions and contribution into consideration, and prepares the final document in five (5) working days
7. The TL sends the finalised document to all project partners for information (both in MS Word and PDF format) in due time.
8. The CP submits the finalised deliverable on or before the due date.

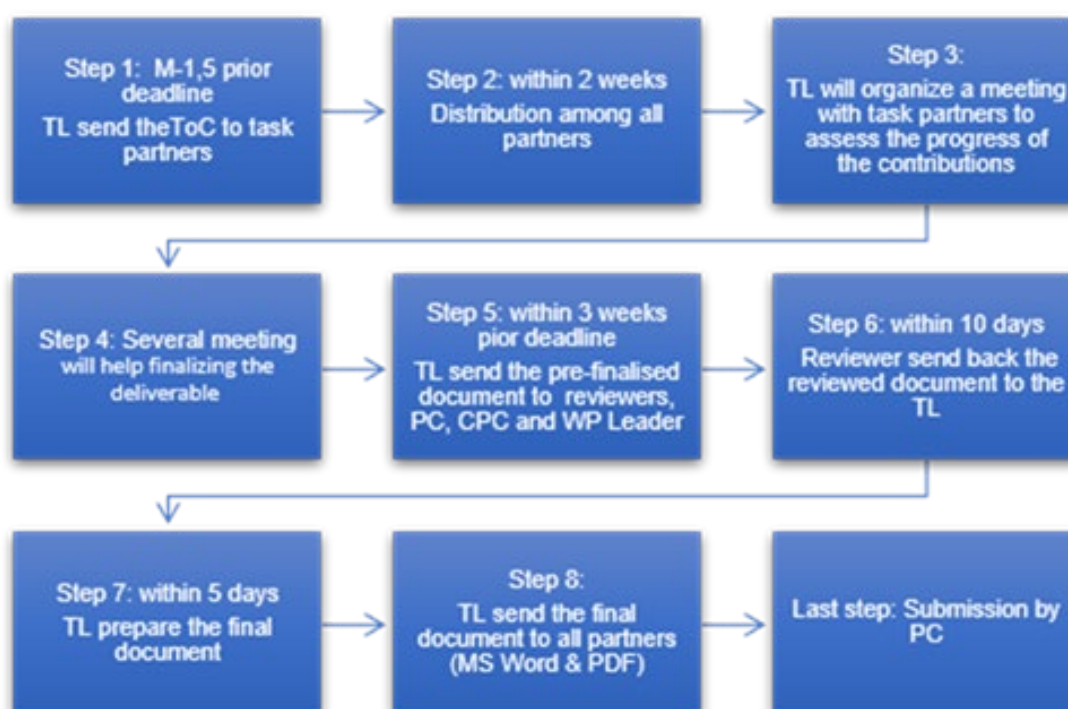


Figure 3: Project deliverable process

Where necessary, e.g., when there is a bottleneck in the content gathering or during holiday periods, the process described above and the deadlines can slightly be adapted, upon approval by the PC. Should the task deliverable be delayed for unforeseen circumstances or external factors the TL will inform the PC who will jointly discuss a revised deliverable date and inform the EC and the other project partners.

5.2 External public documents / dissemination material

Besides project deliverables listed in the Description of Action (DoA), there will be several other documents and materials prepared by the project during its lifetime. This includes other communication and dissemination materials (brochures, roll-ups, project presentation, newsletters, videos, etc.) as well as emails, online questionnaire, interview guides, etc. that will be prepared in the context of other WPs' tasks activities.

They will be **mainly prepared by the Communication & Dissemination lead partners and internally reviewed by the project coordination team and checked for quality**, based on whether they represent well the project identity, reflect professionalism and are able to reach their goals, etc.

Later, **the Communication & Dissemination lead partners send** the finalised document **to all project partners** for providing input on the content and are consulted on quality aspects according to needs prior to public use.

5.3 Project events

During the project's 36 months, several events/activities will be organised. Since the high quality of these events/activities is crucial for the overall success of the project's objectives, reviewing their strengths and weaknesses and hence improving little by little the future events/activities is a necessity. It is an aspect that the Quality Assurance Process (QAP) cannot omit.

The partner in charge of the event/activity, TL and the WPL are responsible for the quality of the event/activity. The quality is thus guaranteed at the WP level.

There will be many events organised during the project lifetime, so it is essential that a process for ensuring the sound organisation of the event is in place.

1. The TL prepares a concept note before starting the actual organisation of an event/activity, which is to be sent to the WPL;
2. The WPL checks the concept note, makes suggestions and agrees with the TL on a finalised concept note. Other partners can be consulted where relevant;
3. The TL organises the event/activity;
4. If there is a document, such as a deliverable or a report, to be prepared following the event, it will be reviewed following the same process as the one applied to deliverables / operational documents (see chapters above).

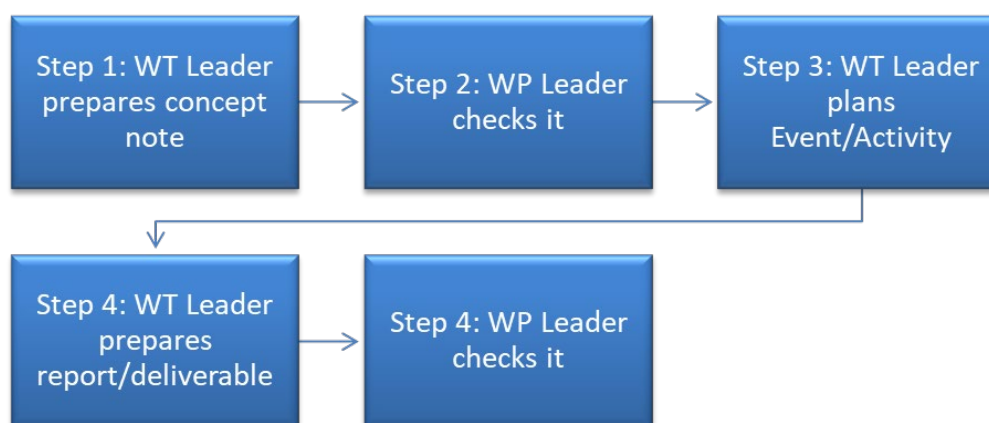


Figure 4: Project Events/Activities Quality Assurance Process

5.4 Periodic Reports

Periodic reports are addressed to the EC or used within the consortium. They present the progress of work, results obtained, and statements of expenditure incurred during the reporting period.

Assessment of project progress is based on the provisions of the Grant Agreement and on information from Continuous Reporting (Deliverables, Milestones, Publications, etc.) and Periodic Reporting (technical and financial information from Periodic Report), including web sources

All partners provide information (Financial Statement and Technical Report) to the coordinator.

Coordinator (GAC) checks (Financial Statement and Technical Report) and prepares the reporting package and submits to EC.

In RESOURCE there will be two Periodic Reports, an interim report (M18) and a final report (M36).

A template together with further explanations and expectations shall be provided in time by the PC to the partners before a periodic report shall become due.

Assessment of project progress is an opportunity for exchanging information and getting feedback from REA and EC policy DGs

6 Dissemination Policies

Dissemination of project achievements and results is a task for all the partners. All partners should take all opportunities to contribute actively to the project dissemination. GAC is responsible for the design and the implementation of the dissemination strategy, supported by all RESOURCE partners.

A project communication strategy, and initial plan for dissemination shall be prepared as Deliverable D5.1. In this document, only a few principles of dissemination are provided.

6.1 Guidelines

A few guiding principles should be respected:

Disclaimer

The information, documentation and figures available in this deliverable are written by the RESOURCE project's consortium under EC grant agreement 101060142 and do not necessarily reflect the views of the European Commission.

The European Commission is not liable for any use that may be made of the information contained herein.

All items must therefore include the following disclaimer in their publication:

"This publication has been produced with the support of the European Commission. The contents of this publication are the sole responsibility of <name of the author/beneficiary/implementing partner> of the RESOURCE project and can in no way be taken to reflect the views of the European Commission."

Recognition

Communication items and publications must include recognition of financing by the European Union, and mention that they were prepared in the context of the project RESOURCE. All items must include a statement such as the following in a highly visible area (e.g., press release, cover page, top or bottom of a poster, acknowledgements section of a publication or foot note on the front page):

"RESOURCE is funded by the European Commission under the Horizon Europe research and innovation programme under Grant Agreement N° 101060142."

RESOURCE logo and templates

A standard set of RESOURCE logo and communication templates has been developed through a professional designer and be made available for download on the project shared platform. They should be used in all communication activities. These items will include the communication information required by the EC (see disclaimer above).

6.2 Participation in Events

Anyone participating in an event and communicating information concerning RESOURCE or results obtained within RESOURCE, either directly or indirectly, should inform the Dissemination Responsible WP5, Géraldine Quetin (GAC-gquetin@group-gap.com).

A data collection form shall be provided to the partners, collecting the complete information that shall be needed for the project reporting. This form and related instructions for providing this information will be included in Deliverable D5.1 “RESOURCE Communication, dissemination and outreach strategy” (due in September 2022).

6.3 Presentations

A standard set of RESOURCE slides is available on the RESOURCE Teams platform. All partners are invited to use this set of slides, which they can adapt to their own, specific needs, if any.

Partners may also prepare their own presentations, making sure to use the RESOURCE PowerPoint template.

6.4 Online and media presence

Partners are requested to send news for the web site to GAC Géraldine Quetin (gquetin@group-gap.com). As expected in the WP5, six online newsletters will be published during the project lifetime and a strategy for social media will be prepared.

7 Risk Management Plan

7.1 Risk management procedure

The Consortium will implement a rigorous risk management plan. The management of the risks will be under the responsibility of the Project Coordinator who will be promptly informed by WPLs of newly identified risks (if any) that might arise during the project execution and who will devise a mitigation plan to review the project objectives and detail a contingency plan to minimise the impact of the risk. Each risk is associated with a likelihood and impact factor (low-medium-high). An intermediate assessment of the risks, including update of the list of risks, will be done at M12; regular risk monitoring activities will be reported in the activity reports.

7.2 Critical risks and mitigation measures

The following table summarises the most significant risks that have been a-priori identified with respect to the technical and managerial aspects of the project may include. All risks have low severity, as the higher factor risks have been mitigated upfront, before the start of the project by adjusting the work plan.

Risk number	Description	Work Package	Proposed Mitigation Measures
1	Delays in the deliveries and execution of tasks for different reasons, such as the Covid 19 pandemic.	WP3, WP6, WP5, WP1, WP2, WP4	Partners will conduct a strict management of tasks against the allocated time. Progress and issues will be discussed regularly within the consortium and necessary adjustments made. In the case that an event or meeting cannot be held in person due to Covid 19, an attempt will be made to do so digitally, or necessary adjustments will be made to celebrate in person further on.
2	Conflict within the consortium	WP6	Unilateral decisions will be avoided as much as possible to get a majority on all decisions taken. Rules in the consortium agreement would be applied to eliminate the conflict while still ensuring project viability.
3	Difficulty in ensuring project sustainability	WP5	All partners will participate in the development of the Plan for the Exploitation and Dissemination of Results for refining their intake in the project value chain at the beginning and for the duration of the project. At the end of the project, the sustainability plan will gather these inputs for ensuring a long-term market presence in XX and the EU and impacts will be estimated for each of these outputs.
4	Investment contracts not to be signed	WP3	We will work closely in supporting economical, technical and legal circular economy projects to attract investors, identify and analyse the criteria required by CE projects to incorporate private investors in their projects, identify and analyse critical needs and ideas that investors have when investing in CI projects. Also, we will monitor and accompany the selected CE projects in RESOURCE to participate in different investment forums and we will hold 2 Demo Days in the

Risk number	Description	Work Package	Proposed Mitigation Measures
			project to get the required funding given the potential of CE projects in our region.
5	Lack of Stakeholder Engagement	WP1	We will identify and analyse the criteria required by circular projects in order to increase as much as possible the possibilities to support project funding. We will also monitor and accompany the selected circular projects to participate in different workshops to be developed. We will study the improvement of our information and communication sources in order to transfer the necessary data to improve stakeholder engagement.
6	Difficulty in reaching the targeted audiences for dissemination	WP5	We work as a team with both Spanish and European partners to ensure all targeted audiences can be reached during the project, to maximise the project's results. Two networks: one Spanish (ANCES, 3rd party) and one European (EBN) are project partners and have a wide dissemination capacity, within their own members. G.A.C. can also provide access to the networks it manages on behalf of EU clients such as the Interreg Europe Platform with its strong CE profile, for example https://www.interregeurope.eu/
7	Difficulty in identifying the proper number of successful Circular Economy projects across Europe	WP4	EBN can count on more than 170 members spread across Europe which will be the first baseline for projects' identification and will support the process with a direct involvement or by mobilising their networks which are country-based.
8	Difficulties in adoption of new technologies, products or services by the market	WP2	AITIIP will develop marketing strategies, enhancing the contact with industrial companies will be maximized. Open door meetings and multiple workshops will be celebrated. Certification, standardisation & labelling will overcome any barrier.

Table 1: Critical risk and mitigation measures

8 Ethics

8.1 Confidentiality

8.1.1 Information

All information in whatever form or mode of transmission, which is disclosed by a Party (the “Disclosing Party”) to any other Party (the “Recipient”) in connection with the Project during its implementation and which has been explicitly marked as “confidential” at the time of disclosure, or when disclosed orally has been identified as confidential at the time of disclosure is considered “Confidential Information”. Orally disclosed information identified as confidential requires written designation within 15 calendar days by the Disclosing Party”.

8.1.2 Non-disclosure

The Recipients undertake in addition and without prejudice to any **commitment of non-disclosure** under the Consortium Agreement and Grant Agreement, for the period of the project duration:

- not to use Confidential Information otherwise than for the purpose for which it was disclosed;
- not to disclose Confidential Information to any third party without the prior written consent by the Disclosing Party;
- to ensure that internal distribution of Confidential Information by a Recipient shall take place on a strict need-to-know basis; and
- to return to the Disclosing Party on demand all Confidential Information which has been supplied to or acquired by the Recipients including all copies thereof and to delete all information stored in a machine-readable form.

The Recipients may keep a copy to the extent it is required to keep, archive, or store such Confidential Information because of compliance with applicable laws and regulations or for the proof of on-going obligations.

8.1.3 Fulfilment of obligations

The Recipients shall be responsible for the fulfilment of the above obligations on the part of their employees, or third parties involved in the Project and shall ensure that they remain so obliged, as far as legally possible, during and after the end of the Project and/or after the termination of the contractual relationship with the employee or third party.

8.1.4 Disclosure or use of confidential information

The above shall not apply for disclosure or use of Confidential Information, if and in so far as the Recipient can show that:

- a) The Confidential Information becomes publicly available by means other than a breach of the Recipient’s confidentiality obligations;

- b) The Disclosing Party subsequently informs the Recipient that the Confidential Information is no longer confidential;
- c) The Confidential Information is communicated to the Recipient without any obligation of confidence by a third party who is to the best knowledge of the Recipient in lawful possession thereof and under no obligation of confidence to the Disclosing Party;
- d) The disclosure or communication of the Confidential Information is foreseen by provisions of the Grant Agreement;
- e) The Confidential Information, at any time, was developed by the Recipient completely independently of any such disclosure by the Disclosing Party; or
- f) The Confidential Information was already known to the Recipient prior to disclosure; or
- g) The Recipient is required to disclose the Confidential Information in order to comply with applicable laws or regulations or with a court or administrative order.

8.1.5 Care of confidential information

The Recipient shall **apply the same degree of care** regarding the Confidential Information disclosed within the scope of the Project as with its own confidential and/or proprietary information, but in no case less than reasonable care.

8.1.6 Unauthorised disclosure

Each Party shall promptly advise the other Party in writing of any unauthorised disclosure, misappropriation or misuse of Confidential Information after it becomes aware of such unauthorised disclosure, misappropriation or misuse.

If any Party becomes aware that it will be required, or is likely to be required, to disclose Confidential Information to comply with applicable laws or regulations or with a court or administrative order, it shall, to the extent it is lawfully able to do so, prior to any such disclosure:

- Notify the Disclosing Party;
- Comply with the Disclosing Party's reasonable instructions to protect the confidentiality of the information.

8.2 Intellectual Property Rights (IPR)

The knowledge generated during the project execution will be expressed in terms of internal documents, deliverables, communication/dissemination material, and source code. Knowledge will be securely stored and maintained in an internal project repository, for the usage of the consortium partners. This knowledge will be classified into three groups: Limited access, project level access and public access, depending on the content within. The project repository will be maintained after the conclusion of the project for at least 2 years. The knowledge management will abide by the principles of discoverability, accessibility, intelligibility and availability beyond the end of the project.

To support the knowledge dissemination and impact creation, the project deliverables will be freely published on the project website for any user, as long as they are labelled as "Public"

(as indicated in the list of deliverables. The RESOURCE website and its content will be available after the conclusion of the project for at least 2 years.

Publications will be on-line and accessible for any user, provided there are no copyright infringements (for example in case of papers and articles), breach of confidentiality, or disclosure of sensitive information. These publications will be identified appropriately on the project website for visitors to notice. Otherwise, the consortium will follow a self-archiving (green open) access. The Project will request that any third-party use of it should appropriately acknowledge the source of information.

The Partners agree also to mutually respect their individual Intellectual Property Rights (IPRs) and strategic assets brought to the project. In general, the consortium will seek to maximize the protection of the intellectual property and other results generated by the initiative for individual, joint and European advantage. The aim of the IPR management is to decrease the shortage up to the exploitation phase, in order to be able to transfer all the required rights to the project partner who asked for it. In this sense, the appropriate rules for IPRs are based on the Consortium Agreement (CA) between the consortium partners. In processing any kind of personal data, the RESOURCE consortium will apply the GDPR regardless of the nationality or residence of the data subject.

8.3 Data management and privacy

RESOURCE plans to use standard principles of data management applied to maintain the value and ensure the effective use of all project data.

Apart from the knowledge generated within the project development, RESOURCE will manage different types of data related to its activities, in particular personal data gathered for example in online surveys, events or from subscribers to provided services. This data will be privately and securely shared with the consortium but not open to the public. The permission to access project data should be granted to all eligible members of the project for all legitimate project activities, and in compliance with the data protection procedures. A non-disclosure agreement (NDA) will be proposed to be signed with the involved third parties when applicable. Wherever needed, data will be anonymised for data privacy protection, without anyhow losing any element of representativeness & worth of such data.

The Data Management Plan to be produced at M6 will provide additional information regarding data management and privacy.

9 Conclusion

This Handbook and Quality Assurance Plan, for internal communication is a document which should be used as a tool and guideline for the smooth implementation of the project, its management and the achievement of efficient and qualitative results.

The Partners of the RESOURCE consortium are asked to follow the plan, to apply the instructions in practice and to provide suggestions to the management team to update the project plan.

Annex I – Concept for Events

Concept Note for <Event Title>

Summary information of the event/activity (publishable)

Title of the event	E. g. Circular Economy workshop “xxxx” (title)
Responsible Person	
Dates (Start-End) and duration	E.g., August 10 to August 20 2022; 10 days in total
Location	E.g., Brussels, Belgium
Back-to-back event	Yes (if so, indicate) or no
Sectorial focus	Yes (if so, indicate) or no
Target Group	E.g., European start ups
Indicative number of participants	E.g., maximum 20

Description of the proposed event (publishable)

Brief description of the event (additional information to the public announcement above):

Aim and objectives:

1. Background and context:
2. Application process, selection criteria:
3. Expected outcomes and impact:

Internal information (not published)

Indicative budget and major budget items (if needed)	
Maximum reimbursement to participants?	E.g., 100% of their travel cost within the limit 2000 EUR/participant
Public announcement	Give 5-10 lines for web publication
Latest date when the public announcement should be published	At least 2 months before the event; give date DD.MM.YYYY
Specific additional dissemination channels	If any additional to the “usual” project channels

Main contributing partners and responsibilities	Indicate very briefly, to show who is involved
Planned associated partners/external org. to be involved	e.g. host: XX, trainers from X Y Z organisations
Work package	WP5
Contribution to sustainability of the project	Explain very briefly

Next Steps & Indicative Agenda (not published):

Concept agreed	When? DD.MM.YYYY
Event published	When? DD.MM.YYYY
Registration launched	When? DD.MM.YYYY
Participants informed	When? DD.MM.YYYY
Agenda fixed	
Logistics fixed	

Report:

Report due	E.g., +1 month after event
Report responsible	
Review responsible	E.g. contributing partners and/or associated partners
Report submission	Submission date to the coordinator DD.MM.YYYY
Report publication	Yes/No; if Yes date DD.MM.YYYY; if yes link to publication

Annex II - RESOURCE Advisory Board: Terms of reference

Selection

Nominations for the Advisory Board (AB) are collected by the coordinator GAC, and members are selected by the Consortium, on a sector expertise and stakeholder interest-based principle. Following the nomination, each AB member will be asked to agree to these Terms of Reference by signing the document, which will be countersigned by the RESOURCE coordinator and returned.

Governance

GAC will coordinate the AB set up, coordinate the consultation process, and manage the meetings of the AB.

The AB is formed by four international and renowned organisations in the field of innovation, investment and circular economy. [Its purpose is to advise the consortium partners on the services offered to facilitate funding regional circular economy projects.](#)

The AB members will be engaged in the following tasks:

- Redefine the most important KPIs;
- Monitor the project and make recommendations for its prompt achievements;
- Make an analysis of the RESOURCE project framework in terms of legislation and policies;
- Monitoring of standardization

AB members will have no executive or decision-making authority and will act in an advisory capacity. Recommendations issued by the AB will not be binding for the Consortium. However, the project consortium will do its utmost to report about the use made of AB recommendations wherever applicable.

Meetings

Meetings will be held either face to face or by video conference (i.e. MS Teams) at least once a year during the duration of the project, including at the end of the project. The purpose of the meetings will be to review key deliverables and monitor outputs (described in section 2).

Besides physical and virtual meetings, on-going correspondence (mainly by e-mail exchanges) will be maintained with the AB throughout the duration of the project. Also, the AB may participate in any workshop or event held during the development of the project.

GAC (Coordinator) will take care of note taking during meetings and calls and will send the minutes to the AB for additions and approval before circulating them to the whole consortium.

Confidentiality rules

Information disclosed to the AB (i.e. versions of project deliverables, key issues on which its feedback is awaited, etc.) and the content of the discussions within and between the AB and consortium must remain confidential, unless officially disclosed by the Consortium partners.

Meetings will be held under the Chatham House Rule and no reference to specific contributors will be recorded unless requested by an AB member.

Publicity

Members of the AB, and/or their company name and logo, will be listed on the RESOURCE website and possibly shared through the project's social media accounts. By signing this document, you agree to it.

Conflicts of interest

AB members should declare that there is no conflict of interest with their participation in the project and with the Consortium members. Should such conflict arise, the AB member must promptly inform GAC via e-mail to same email address as in section 8.

Financial issues

There will be partial economical compensation for travel, accommodation, and daily allowance as well as for personal costs when attending the presential meetings. The compensation will be agreed between parties before each meeting.

Withdrawal

AB members can withdraw from their commitment at any time by sending an e-mail to the following people: Geraldine Quetin gquetin@group-gac.com, indicating the willingness to withdraw from the AB.

Acceptance

I,, hereby agree to join the Advisory Board, under these Terms of Reference, for the RESOURCE project no. 101060142.

.....
AB Member
Date:
Name:
Company:

.....
Date:
Marc Pattinson
G.A.C. Group