heritact

Project Reference Manual & Quality Management Plan

D1.1

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heritact

Deliverable

PROJECT ACRONYM	GRANT AGREEMENT #	PROJECT TITLE
HeritACT	101094998	Heritage Activation Through Engaging Experiences Towards Sustainable Development

DELIVERABLE REFERENCE NUMBER AND TITLE

D1.1
Project Reference Manual & Quality Management Plan

Revision: v1.0

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DISSEMINATION LEVEL

✓ **P** **Public**

  C   Confidential, only for members of the consortium and the Commission Services

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Statement of Originality

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

Summary

The present document is the deliverable D1.1- "Project Reference Manual & Quality Management Plan" of the HeritACT project, funded by the European Research Executive Agency under its European Union Research and Innovation Actions. This deliverable's objective is to support the HeritACT consortium in operating procedures for project activities by providing details on project management and implementation. In regard to project management and collaboration standards, the deliverable aims to complement the requirements of the Consortium Agreement and Grant Agreement. This will assist the HeritACT consortium establish a working environment that will enable successful project execution. The deliverable outlines the processes for managing internal information flows, establishes procedures associated with changing management as well as quality management, and develops the risk management plan for the HeirtACT project. It additionally provides the framework of consortium members' roles and responsibilities within the project. The Project Reference Manual & Quality Management Plan should be updated throughout the project, whenever the aforementioned procedures are modified or the HeritACT partners agree on including additional information and processes.

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1/ Introduction

The future of Europe's rich cultural heritage is facing several challenges due to various threats including climate change, natural or man-made disasters and lack of finance. Meanwhile, global processes have a deep impact on the values attributed by communities to urban areas and their settings. Despite Europe's common values and creative diversity of traditions, crafts, arts and architecture, social discrimination, based on ethnicity, race, sex or gender and other characteristics persists in Europe, and is one of the key drivers of social exclusion. Access to cultural heritage experiences contributes to social cohesion and inclusion, by strengthening resilience and the sense of belonging and improving well-being. In this view, there is a need for new design solutions that are resilient to the changing conditions, sensitive to local cultural heritage, and to local topographic and climatic conditions. HeritACT will consider cultural transformations driving sustainability and will explore new cooperation paths among relevant stakeholders, interested in designing a new European way of life in line with the New European Bauhaus. To this end, HeritACT intends to empower communities' co-creation capacity and to redefine the role of cultural heritage in urban regeneration. HeritACT will identify and enhance community-oriented processes and will introduce innovative and inclusive architectural and design solutions and cultural-artistic practices to support environmental and cultural sustainability, and to strengthen the cultural and creative industries through community awareness and policy making across European urban areas of many different scales and cultural settings. Interdisciplinary methodologies will provide stakeholders at 3 different cultural urban contexts across Europe a decision-support system based on collaborative approaches for the reactivation of unused cultural heritage spaces, and/or for enhancing diverse communities' cultural identity and values.

1.1   Deliverable scope

The deliverable D1.1- "Project Reference Manual & Quality Management Plan" is a manual with an overview of the most important project procedures, rules, and responsibilities of the consortium in order to ensure efficient project execution and high-quality work progress of the project. The consortium partners may collaborate more efficiently provided the current guidelines are followed. All project partners are anticipated to use this deliverable in order to ensure the quality assurance of project procedures and outputs and to prevent from potential deviations from the project work plan. Its purpose is to complement the legally binding documents, HeritACT Consortium Agreement and HeritACT Grant Agreement No.101094998, and it does not replace any of these established agreements, nor does it replace EC guidelines for project management, implementation, reporting and IPR. This document provides clear guidelines to the consortium for day-to-day management and will be updated as necessary to meet the demands of HeritACT as project procedures and progress

evolve over time. Every participant in the project will be fully informed of any changes made to the original version.

1.2 Deliverable structure

The structure of this deliverable consists of the following chapters:

- Chapter 1 is the introductory section including the scope, the structure and the reference documents.
- Chapter 2 briefly notes general information about the project, its funding, and its participants.
- Chapter 3 highlights the multiple roles of the consortium and their respective responsibilities, as well as the management structure of the HeritACT project. Additionally, it provides the appropriate principles for controlling internal communication and changing management requirements. It additionally develops the HeritACT project's risk management plan.
- Chapter 4 outlines the project procedures that are intended to guarantee excellent results. These procedures include the plan of action for internal communication among consortium members, meeting planning, deliverable preparation, conflict management, change requests, and amendments.
- Chapter 5 describes the procedures for project progress monitoring and preparing technical and financial reports.
- The final section contains the Annexes of the "Project Reference Manual & Quality Management Plan".

1.3 Reference documents

This document is based on the following reference documents:

- HeritACT Grant Agreement No.101094998
- HeritACT Consortium Agreement
- EU Grants AGA – Annotated Model Grant Agreement
- EU Online Manual: https://webgate.ec.europa.eu/funding-tenders-opportunities/display/OM/Online+Manual

2/ Project General Information

Table 1 presents some useful information about the HeritACT project.

Table 1. Project General Information

Grant Agreement Number	101094998
Project Acronym	HeritACT
Project Name	HERITAGE ACTIVATION THROUGH ENGAGING EXPERIENCES TOWARDS SUSTAINABLE DEVELOPMENT
Granting Authority	European Research Executive Agency
Topic	HORIZON-CL2-2022-HERITAGE-01-10
Type of action	HORIZON Research and Innovation Actions
Duration	36 months
Entry into force of the Grant	01/03/2023
Start Date of the Project	01/03/2023
End Date of the Project	28/02/2026

2.1   Budget

The total eligible project cost amounts to 2.999.388,50€.

2.2   Participants

The HeritACT consortium is composed of 15 partners form 5 different countries.

Table 2. List of participants

No	Partner	Short Name	Country
1	PANEPISTIMIO PATRON	UoP	Greece
2	MAYO COUNTY COUNCIL	MCC	Ireland
3	ACCELERATING CHANGE TOGETHER COMPANY LIMITED BY GUARANTEE	ACT	Ireland
4	LAND ITALIA SRL	LAND Italia	Italy
5	UNIVERSITY COLLEGE DUBLIN, NATIONAL UNIVERSITY OF IRELAND, DUBLIN	NUID UCD	Ireland
6	INSTITUT D'ARQUITECTURA AVANCADA DE CATALUNYA	IAAC	Spain
7	STEFANO BOERI ARCHITETTI SRL	SBA	Italy
8	THINGS SRL	THINGS SRL	Italy
9	PANAGIOTIS GKIOKAS & SIA E.E.	MENTOR	Greece
10	DIMOS ELEFSINAS	MoE	Greece
11	DIMOTIKI ANONIMI ETAREI POLITISTIKIS PROTEYOYSAS ELEUSINAS	PPE	Greece
12	COMUNE DI MILANO	CDM	Italy
13	IDEAS 3493 SL	IFC	Spain
14	PANEPISTIMIO AIGAIOU	AEGEAN	Greece
15	EUROPEES NETWERK CULTURELE CENTRA IVZW	ENCC	Belgium

3/ Project Management

3.1   Project management life cycle

The phases of HeritACT's project management life cycle are conceptualization/initiation, planning, implementation, monitoring, adaptation, and closure. The use of these management phases is essential to simplify the procedures and provide an integrated strategy. This will ensure that the project continues to advance according to schedule. Management phases constitute a sequential process rather than an independent one since the results of one phase provide the input for the following one. Their relation should not be viewed of as linear, though, but instead as a circular process. If adjustments are necessary, the monitoring phase notifies the planning and implementation phases, which then adapt to the changes. This cycle continues until all project deliverables have been successfully completed and no further revisions are needed. The phases of the project management life cycle are:

➢ **Phase 1 – Conceptualization/Initiation:** In this phase, the project's baseline and background data, its broad objectives and scope, and the participants who will oversee carrying out the project's execution are all identified. Problem analysis and stakeholder requirement identification are also included in Phase 1 of the project management life cycle. Moreover, it provides more detail on the proposed work plan by outlining the work packages and associated responsibilities. This stage sees the proposal approved and given project funding.

➢ **Phase 2 - Planning:** Following approval of the proposal, the work package implementation goals are revised, and specific work plans are created based on the project's overall basic work plan, which was developed during the proposal stage. These in-depth work plans place a lot of emphasis on managing the project's scope, timeline, budget, and quality as well as on facilitating the procedures needed for project management. Emphasizing efficient scheduling can help mitigate any potential oversight issues with the project.

➢ **Phase 3 - Implementation**: The implementation phase includes effective consortium collaboration and resource allocation to complete various tasks and deliver the anticipated results, in accordance with the previously developed detailed project plan. The output of this phase includes the project deliverables, internal and external progress reports, whether on a technical or financial level, and communications with stakeholders.

➢ **Phase 4 - Monitoring:** All tasks that are necessary to assess the project's progress, successes, and barriers are included in the monitoring phase. This phase additionally keeps track of any deviations from the initial schedule and the desired standard of project quality. Continuous

project monitoring tracks the progress of the project through each step of its life cycle and looks for ways to exploit these opportunities to advance its objectives.

➢ **Phase 5 - Adaptation:** The project's initial assumptions are reviewed in this phase in order to determine what modifications are necessary to its procedures, strategies, and methods— or interventions—as corrective actions that will help the creation of high-quality results. The partner's expertise in the project's implementation and the monitoring phase are both used as inputs during adaptation. It regularly takes place at the end of each project deliverable and is viewed as a lesson-learning approach created to advance knowledge at all levels (individual, consortium, organizational, and public) and incorporate project results into the deliverables that follow.

➢ **Phase 6 - Closure:** The project management life cycle enters its conclusion phase once all set objectives have been achieved, all deliverables have been received, and all administrative responsibilities have been fulfilled. This phase includes the project evaluation process, which entails audit assessments as well as internal evaluations (conducted by the consortium to evaluate the project's effectiveness, impact, and sustainability).

3.2   Management structure

HeritACT Consortium Agreement fully describes the organizational structure of HeritACT Consortium. The management structure of the HeritACT project and the interrelations within it are described in the following Figure 1.
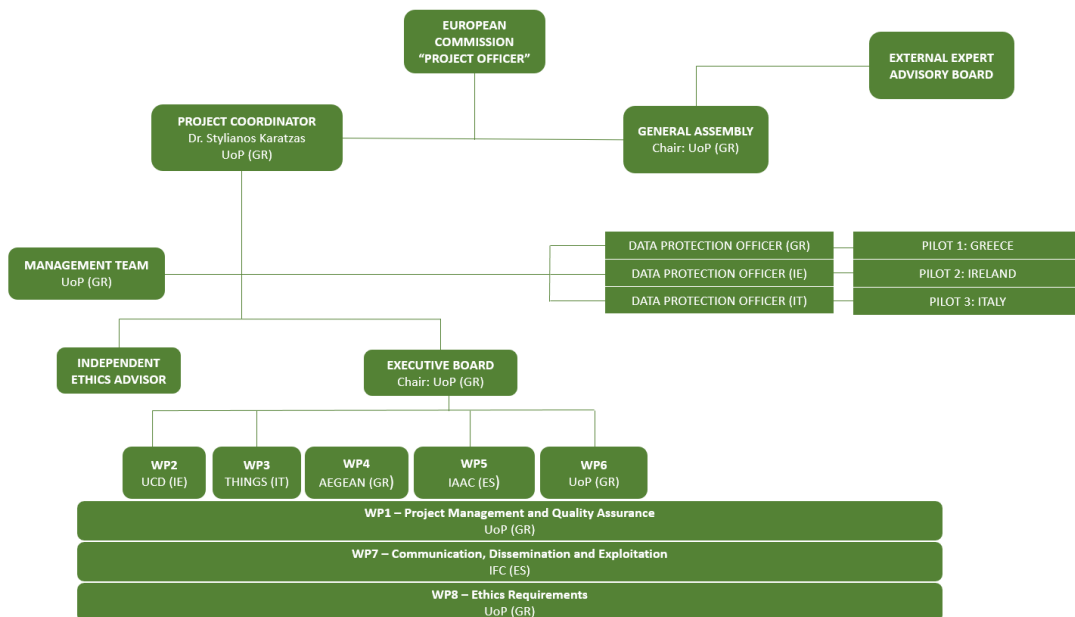
Figure 1. Management structure of HeritACT project.

Project Coordinator

The Project Coordinator (UoP, represented by Dr. Stylianos Karatzas) holds the ultimate responsibility for the oversight of the project in terms of vision, ethics, and management. They are accountable for ensuring the project's direction and overall success. The specific responsibilities of the Project Coordinator include:

- Coordinate the decision-making process.

- Be an intermediary between the project partners and the EC.

- Monitor the compliance of the Parties with their obligations.

- Collect, review, and submit reports, other deliverables (including financial statements and related certifications) and specific requested documents to the European Research Executive Agency.

- Transmit documents and information related to the project to any other Parties concerned.

- Provide, upon request, the Parties with official copies or originals of documents that are in the sole possession of the Coordinator, when such copies or originals are necessary for the Parties to present claims.

- Distribute to the consortium the financial contribution of the European Research Executive Agency to the project.

- Chair the meetings and monitor the implementation of decisions made during these meetings.

- Address issues regarding quality and risk opportunities management and financial and administrative management.

- Communicate with project partners on a timely basis.

- Track project progress against programme objectives.

- Prepare and process technical and financial reports.

- Organize teleconferences / project meetings / workshops / conferences.

- Have the overall responsibility for the complete management of the project.

- Appoint the Management Team.

General Assembly

The General Assembly is the ultimate decision-making body of HeritACT Project. It is composed of one representative of each partner of the consortium and chaired by the Project Coordinator. The General Assembly is responsible of the strategic management of the project and has the authority to

take independent action, including formulating proposals and making decisions in accordance with the guidelines outlined in the Consortium Agreement. Additionally, the General Assembly shall evaluate and decide on each proposal made by the Executive Board. The General Assembly's primary responsibilities are to:

- Approve proposed changes in Annexes 1 and 2 of the Grant Agreement to be agreed by the European Research Executive Agency.

- Approve changes in the Consortium Plan.

- Approve changes in the attachments of the Consortium Agreement including modifications or withdrawal of Background in Attachment 1 of the Consortium Agreement.

- Approve the entry of a new Party to the consortium.

- Identify a breach by a Party of its obligations under the Consortium Agreement or the Grant Agreement.

- Declare a Party to be a defaulting partner.

- Approve the withdrawal of a Party from the consortium in case of defaulting partners.

- Propose to the European Research Executive Agency for a change of the Coordinator.

- Propose to the European Research Executive Agency a suspension of all or part of the project.

- Propose to the European Research Executive Agency the termination of the project and the Consortium Agreement.

Executive Board

The Executive Board's contribution to the project is fundamental. By ensuring the proper coordination and execution of the scientific project responsibilities, it plays a crucial role in the successful completion of the project. The Project Coordinator and representatives of the Work Packages primary partners chosen by the General Assembly constitute the Executive Board. More specifically, the Executive Board's primary responsibilities include:

- Review the progress and the resources status.

- Prepare the meetings, propose decisions, and prepare the agenda of the General Assembly.

- Monitor the effective and efficient implementation of the Project.

- Supervise the proper execution and implementation of the decisions of the General Assembly.

- Collect information for the project progress at least once every 6 months, examine this 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.

- Support the Coordinator in preparing meetings with the European Research Executive Agency and in preparing related data and deliverables.

External Expert Advisory Board

The purpose of the External Expert Advisory Board (EEAB), whose members are listed in Annex 5, is to provide guidance on significant decisions that must be made at the project level. The Project Coordinator and the Executive Board receive guidance from the EEAB, taking into account the project's progress and final results. A key component in ensuring good quality outcomes with improved potential for replication in other European cities is the EEAB's support throughout the project's lifetime. The EEAB's main responsibilities are to:

- Provide assistance and facilitation to the decisions made by the General Assembly.

- Provide necessary advice to the consortium to reach the project objectives.

- Monitor major milestones, project risks as well as provide feedback to overcome them.

- Provide final assessment concerning the project results.

Management Team

The Management Team supports the Executive Board and the Project Coordinator in executing the General Assembly's decisions and managing the project on a day-to-day basis. The Project Coordinator nominates members of the Management Team, who are then selected by the Executive Board. The Management Team's main responsibilities are:

- Monitor the work progress related to technical and administrative aspects of the project.

- Provide assistance at administrative level to project parties.

- Inform the Project Manager on a timely basis about important incidents in everyday project management.

- Contribute to project deliverable preparation and ensure their high-quality level.

Pilot Leaders

The Pilot Leader and the Pilot Team conduct each pilot implementation. The coordination of technical, administrative, and financial issues at the pilot level is the responsibility of the Pilot Leader (PL). The Pilot Leader's role is to:

- Implement the overall management of the pilot site.

- Monitor the technical work of the pilot demonstration.

- Monitor the resource usage with respect to the initial plan.

- Establish communication channels with local pilot partners.

- Identify and manage risks in pilot implementation, propose, apply and monitor risk mitigation measures to meet project requirements, in case of deviations from the baseline work plan.

- Ensure that the pilot activities are carried out in full compliance with the applicable laws.

- Contribute to project deliverable preparation and ensure their high-quality level.

- Call for pilot meetings whenever it is considered necessary.

- Report to the Executive Board.

Work Package Leaders

Each Work Package (WP) within the project is led by a Work Package Leader (WPL) and the Work Package Team. The primary responsibility of the WPL is to coordinate the activities of the diverse project teams involved in the specific Work Package and facilitate effective communication and sharing of intermediate outcomes between different Work Packages. The WPL also ensures that tasks within the Work Package are executed promptly and encourages collaboration among the partner organizations. Specifically, the role of the WPL includes the following tasks:

- Orchestrate and supervise multiple tasks and activities within the WP.

- Propose work plan modifications to the Executive Board, if necessary.

- Inform the Project Manager about the task progress of the WP.

- Call progress meetings, if needed, to inform all WPLs and the Project Coordinator about important issues that may have arisen.

- Contribute to project deliverable preparation and ensure their high-quality level.

- Report to the Executive Board.

Task Leaders

The appointed task partner, who chooses a person as the Task Leader, is responsible for managing each task. Coordination and reporting of the work conducted by each task member comes under the

authority of the Task Leader (TL). Each supportive partner engaging in the task is assigned separate tasks and responsibilities by the Task Leader. The Task Leader promptly updates the Work Package Leader on the status of the task.

Data Protection Officer

The Data Protection Officer (DPO) has the responsibility of supervising the data protection strategies and ensuring regulatory compliance for the piloting activities and all involved parties in the specific pilot. The DPO's main objective is to ensure that data protection rules and regulations are respected Specifically, the role of the DPO includes:

- Ensure that data subjects are informed about their data protection rights, obligations and responsibilities and raise awareness about them.

- Exchange advice and recommendations with the Independent Ethics Advisor about the interpretation or application of the data protection rules.

- Create a register of processing operations within the pilot and notify the Project Coordinator and Independent Ethics Advisor about those that present specific risks.

- Ensure data protection compliance within the various procedures of the project and help those responsible to be accountable in this respect.

- Support the Management Team units.

- Ensure a smooth hand-over from the GDPR implementation project to achieve an effective operational GDPR process in HeritACT.

- Handle queries or complaints on request by the Pilot Leaders, the participants, other person(s), or on his/her own initiative.

Independent Ethics Advisor

The Independent Ethics Advisor is not a part of the consortium but, he acts as a partner providing ongoing guidance to participants on any potential ethical and data protection concerns. The ARTHUR'S LEGAL partner will serve as the HeritACT project's Independent Ethics Advisor (IEA). The IEA will address any legal, privacy, and ethical issues relating to the technology developed by the consortium as part of the focused work under WP8 and provide useful comments. The IEA additionally has the responsibility to support the HeritACT partners in complying with the aforementioned laws and moral principles.

3.3   Communication and information flow management

In order to create and execute efficient management procedures at all project levels, the management structure and internal communication tools were chosen. A number of communication channels must be established at the WP, Project, and EC levels to facilitate participant collaboration and target accomplishment. By illustrating the information flow between established management bodies and the full consortium during the project implementation, Figure 2 assists in understanding the connections between the different management levels.
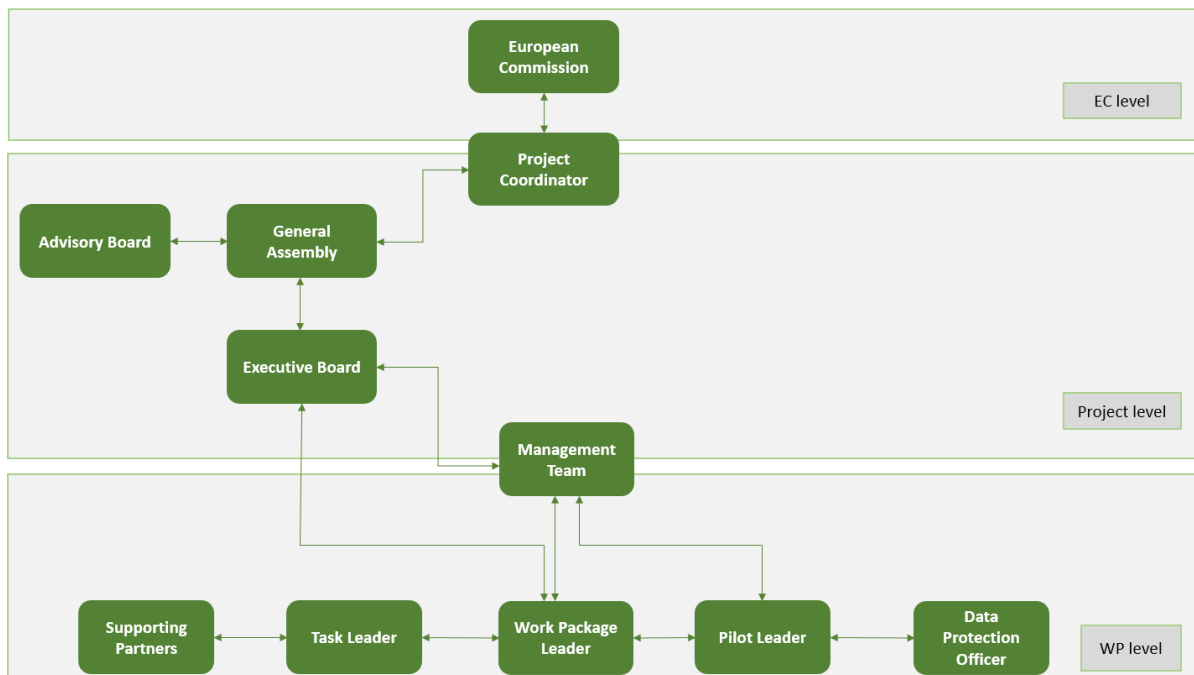
Figure 2. Information flow management within the HeritACT consortium.

3.4   Change management

Change management is the process of requesting, reviewing, approving, carrying out, and controlling changes to a project's scope or key deliverables that will affect its results, whether in terms of impact, budget, or schedule. An effective change management method is shown below (Figure 3). It offers in-depth details on the various project stages' allowances for change, roles, and approaches to manage the change process. Every HeritACT partner may raise a Request for Change (RFC). The Project Coordinator will then ensure that this is captured and proactively managed to a conclusion. An initial evaluation should be conducted to look at the need for the change, the potential methods

of implementation, and any potential outcomes. Normally, this review will be carried out by the Consortium member who is the most qualified. Based on these findings, a suggested line of action will be set out. The diagram in Figure 3 emphasizes the HeritACT approach to change management.
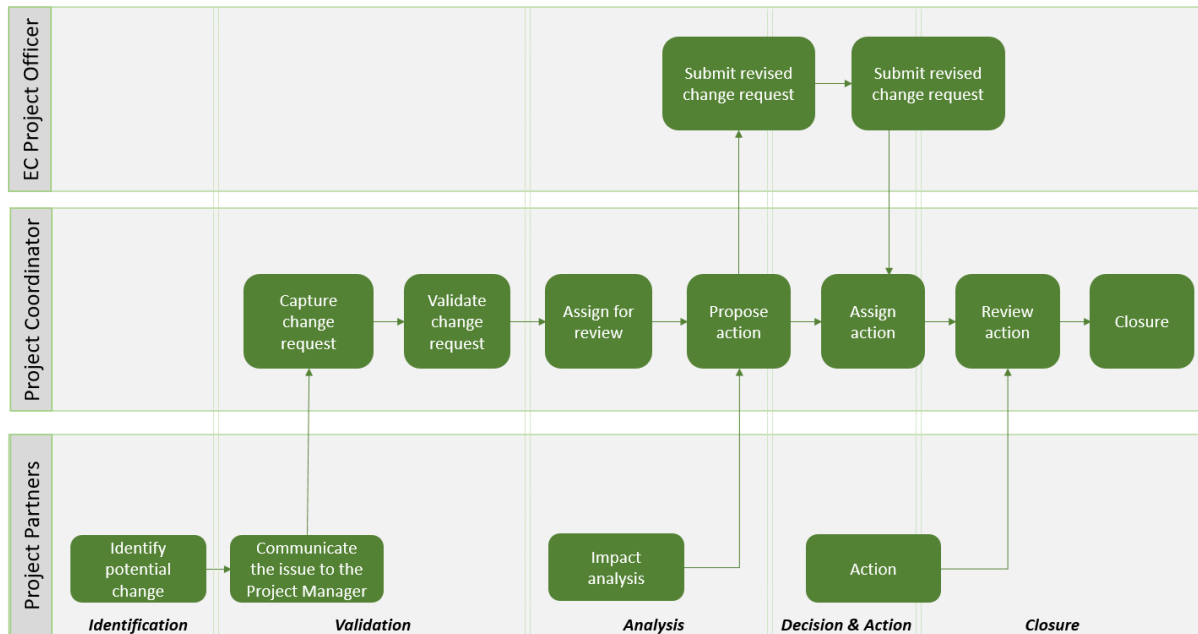
Figure 3. Change management process.

More specifically, a multi-level approach is used to track each request from the time of appearance until its effective closure through six phases:

1. Identification

    i. Any HeritACT partner may identify potential changes and record the issue.

2. Validation

    i. The Project Management Team collects the request submitted by the beneficiary and identifies the beneficiary as the issue owner.

    ii. The Project Coordinator validates change request with project team members as appropriate.

    iii. The PC evaluates the proposed change based on its necessity to the project.

3. Analysis

    i. The PC assigns to the most appropriate partner the effort to assess the scope, budget, and schedule impact of the change.

ii.   The change request is enhanced by the with impact analysis and estimations in respect to the above considerations.

iii.   The impact analysis is submitted by the assigned partner to the PC.

4. Decision

i.   In case that there is no impact foreseen regarding project scope, budget, or schedule, the PC decides on whether to approve or dismiss the change request.

ii.   If the change request needs to be discussed with the General Assembly, the PC places the issue on the agenda for the next meeting or requests an extraordinary GA meeting, if the issue to be addressed is urgent.

iii.   If a change request is foreseen to have impact on the project scope, budget, or schedule, the PC consults the Project Officer.

iv.   The PC makes the final decision on whether to proceed with the change.

5. Action

i.   The PC makes any necessary actions to integrate the change into appropriate procedures, plans and timeframes.

ii.   The PC submits the proposed action plan for change integration to the PO.

iii.   The PO reviews the PC proposition and approves the action or requests its revision.

6. Closure

i.   The PC closes the change request.

ii.   The PC communicates the updated work plan to the project participants and assigns all necessary actions to the appropriate consortium members.

iii.   The PC monitors and reviews the progress of these actions against the project plan.

3.5   Risk management

Risk management combines all the individual processes for identifying, evaluating, and assessing potential risks, as well as establishing reaction mechanisms and monitoring/reporting systems. The HeritACT project will update the list of potential risks immediately, along with the identifying preventative measures or mitigation strategies that will mitigate their effects.

Overall strategy

Overall strategy of Risk Management in the HeritACT project is applied in three management levels: Strategic Level, Executive Level and Operational Level.

- Strategic Level: The relations of the project's partners are the primary objective of risk management. At this level, the Project Coordinator and the Project Management Team are primarily responsible for managing risks. However, the entire consortium should be involved in this process, with each risk being assigned to specific partners.

- Executive Level: Risks that constitute a threat to the Work Package objectives are the primary objective of risk management. The Project Coordinator, the Project Management Team, and the Work Package Leaders are in charge of taking the necessary measures to mitigate the risks at this level.

- Operational Level: Risk management focuses on examining the actions taken within each distinct Work Package. The Work Package Leader, with support from the Task Leaders, is responsible for managing the relevant risks at this level.

Regardless of the management level, the Risk Management Process consists of five essential procedures to address risk incidence and reaction throughout the project's duration. Risk identification, assessment, response, monitoring, and reporting constitute these phases. The aforementioned procedures are followed in a circular and sequential order, as shown in Figure 4, to address any potential project risks.

Figure 4. Risk management strategy.

Risk identification

Risk identification is an iterative process that actively identifies potential project risks before they occur. With input from the Work Package Leaders in this stage of the HeritACT project, the Project Coordinator reviewed and modified an initial risk identification that was put in place during the project proposal phase. Throughout the whole project, the risk identification process is ongoing, and its findings must be recorded in a risk register and discussed in monthly progress meetings. There are five categories of potential risk:

1. Management risks

2. Technical risks

3. Pilot risks

4. Communication/Dissemination risks

5. Exploitation risks

This classification makes the subsequent steps of the risk management cycle much simpler to complete. Throughout the project's lifespan, the process of identifying risks is ongoing. Its outcomes must be documented in a risk register and discussed at monthly Progress Meetings.

Risk assessment

The key tasks of risk assessment are the identification of risk owner(s) (partners in charge of managing the risk) and developing controls to evaluate the potential impact of the risk on the project's scope, budget, and schedule. Risk assessment can be carried out for a single risk or a set of risks. In the HeritACT project, a risk exposure factor is assessed based on two risk parameters: the likelihood of an event to occur and the expected impact intensity during project implementation, as demonstrated in the risk matrix in Figure 5. Using the following categories, the Project Coordinator, Project Management Team, and Work Package Leaders collaborate to estimate each risk's likelihood and the severity of its effects:

- Likelihood:
    - Low (very unlikely to happen, but not impossible)
    - Medium (possible to happen)
    - High (more likely to happen than not)
- Severity:
    - Low (relatively trivial impact on the project)
    - Medium (measurable impact on the project)
    - High (major impact on the project)

To prioritize and allocate resources for responding to the identified hazards, the risk (exposure) level is determined combining the likelihood and impact severity. Figure 5 illustrates the three risk (exposure) classifications (Low, Medium, High), which are represented by the corresponding colors:

- Green indicates a low risk level

- Yellow indicates a medium risk level

- Red indicates a high-risk level

SEVERITY	LIKELIHOOD		
	High	Medium	Low
High	High	High	Medium
Medium	High	Medium	Low
Low	Medium	Low	Low

Figure 5. Risk parameter levels and exposure.

Risk response

During the Risk Response phase, the risk owner(s) creates an action plan to manage a risk by formulating suitable strategies in the directions of risk avoidance, risk mitigation, or risk acceptance directions. The aforementioned strategies are briefly summarized in the subsections that follow.

1. Avoid risk: This strategy intends to prevent or eliminate the causal factors of the risk before it occurs.

2. Mitigate risk: For risks that cannot be fully prevented, the risk owner develops a response plan to reduce the risk impact on the project to an acceptable level.

3. Accept risk: The risk is handled as an issue in case it arises but there are no further actions or resource allocation for controlling the risk. This strategy is solely adopted in cases of low-level risks or when none of the previously mentioned strategies is feasible.

For every identified medium or high-level risk, a response plan will be formulated. This plan will outline the necessary preventive and corrective actions to be taken, assign responsibilities to individuals or teams, and develop mitigating measures as a contingency plan if the risk cannot be completely avoided. The response plan aims to effectively address and manage risks, ensuring that appropriate measures are in place to minimize their impact on the project.

Risk monitoring

For each identified risk (whether at the start of the project or throughout project implementation), the relevant risk owner will be responsible for regularly evaluating the effectiveness of the assigned response strategies. Risk monitoring should include the following responsibilities:

1. Analysing existing risks and updating likelihood and impact severity measures.

2. Identifying new risks and planning appropriate actions.

3. Reviewing and updating response plans.

4. Reviewing the effectiveness of the overall risk management process and introducing novel approaches or techniques for risk control.

Within each WP, all information coming from risk monitoring should be communicated by the risk owner to the Work Package Leader. Whenever there are any high-level risks that call for modifications to risk management, the WPL will notify the Project Coordinator for approval.

Risk reporting

The Work Package Leaders, with support from the designated risk owners, will develop an internal reporting method every eight months that includes a report on project risk management. Furthermore, as the project progresses, any additional information pertaining to identified risks, their likelihood of occurrence, their potential impact on the project, and appropriate response strategies will be added to the HeritACT Risk Register. Finally, risk owners and/or WPLs should update the Project Coordinator on the management of each risk during the monthly Progress Meetings or the Executive Board Meetings, which are held every four months.

Risk Register

The primary tool for supporting the risk management process is the HeritACT Risk Register, which also serves as the central repository for all identified project risks. As the project progresses forward, the Project Management Team regularly updates the risk register, mostly with input from risk owners and Work Package Leaders. In fact, the HeritACT Risk Register is a live document that is accessible to all consortium members through the project's internal repository. It is in the form of a spreadsheet in MS Excel file format. During the project proposal stage, the consortium members developed a preliminary list of risks, which was presented to the GA. Data from the WPs has been incorporated to the list in order to update and improve the current Risk Register form in Annex 9. The risks that have been identified during the first six months of the project implementation are presented in Annex 9.

4/ Quality Assurance

One of the primary tasks in the project management effort is the establishment of quality assurance procedures and structures that will guarantee that the project satisfies its criteria and completely achieves its objectives. Because the project consortium is strongly committed to delivering high-quality results, quality assurance will be shared by all project participants at all levels. The HeritACT project has identified the following tools and measures in this area.

4.1   Internal Communication

The HeritACT framework for internal communication integrates the most common channels, including email, teleconferences, and face-to-face meetings, to ensure the project's success. This approach maximizes partner participation and information exchange. The Project Coordinator is expected to offer solutions and support partners in establishing clear channels of communication if there are any communication issues.

Document Repository

Google Drive will be used as the project's document repository to meet the needs for ongoing management, effective administration, and collaboration among different organizations. It will maintain files of various project phases' documentation. Having access to such documents will facilitate the consortium to collaborate across WPs and produce high-quality deliverables as they provide crucial information for both ongoing and archived processes. All project participants will be given free access to the Google Drive folders.

Communication Platform

Slack Platform is chosen as one of the primary modes of communication among partners in order to maximize interaction and knowledge transfer. It will ensure that the project participants, who are physically separated from one another, can communicate with each other easily. Participants can attend virtual meetings, collaborate on files, create smaller teams with people who work together on a specific goal, and exchange instant messages using Slack.

Files naming

All partners should comply to a standard file format in accordance with the following naming rules to ensure a seamless 36-month project:

[HeritACT]_[WPi]_[Di/Ti]_ [Description]_[Versioni.i]_[Date].[Ext]

where:

[WPi] work package identifier (e.g., "WP1"), if applicable,

[Di/Ti] deliverable identifier (e.g., "D1.1") or Task identifier (e.g., "T1.1"), if applicable,

[Description] short file description (e.g., "financial report"),

[Versioni.i] two digits identifier indicating draft version (e.g., "v01"),

[Date] date, following the "daymonthyear" format (ddmmyy),

[Ext] extension of the file name (e.g., ".pdf").

4.2   Planning Meetings

The HeritACT Project established four primary meeting categories in addition to the kick-off and final meetings. Based on the overall goals of the project proposal, these categories are utilized for monitoring the completion of the work programme, the achieved work progress, and the quality of the results produced throughout the project. These meetings will assist in the coordination of the consortium and provide an opportunity to address any administrative or financial issues that may arise throughout the course of the project.

HeritACT Meeting Plan

Table 3 presents the HeritACT meeting plan which describes different categories of meetings, the scheduling structure, and the respective attendees.

Table 3. HeritACT project meeting plan.

Meeting type	Sceduling	Attendees	Extraordinary meeting
Kick-off meeting	22-24 March 2023	• All partners	-
General Assembly meetings	Every 6 months	• Project Coordinator • Project Manager • One representative per partner	At any time upon request of the Executive Board or 1/3 of the Members of the General Assembly
Executive Board meetings	Every 4 months	• Project Coordinator • Project Manager • Maximum of two representatives per partner leading a WP	At any time upon written request of any Work Package Leader.

Progress meetings	Every last week of the month	• Project Coordinator • Project Manager • Every WPL who has active tasks	At any time upon written request of any Work Package Leader.
Pilot meetings	Every 3 months	• Project Coordinator • Project Manager • Pilot Leaders	At any time upon written request of any Pilot Leader.
Final meeting	M36	• Project Coordinator • Project Manager • One representative per partner	-

Meeting procedures

Notice of a meeting

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

Table 4. Notice of HeritACT meetings.

Meeting type	Ordinary meeting	Extraordinary meeting
General Assembly Meeting	45 calendar days	15 calendar days
Executive Board Meeting	14 calendar days	7 calendar days
Progress Meeting	10 calendar days	2 calendar days
Pilot Meeting	10 calendar days	2 calendar days

Sending the agenda

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

Table 5. Sending the agenda for HeritACT meetings.

Meeting type	Ordinary meeting
General Assembly Meeting	21 calendar days, 10 calendar days for an extraordinary meeting
Executive Board Meeting	7 calendar days
Progress Meeting	7 calendar days
Pilot Meeting	7 calendar days

Meeting minutes

A Consortium Body's chairperson is responsible for drafting minutes following each meeting, which serve as a formal record of all decisions taken. He/she is responsible for sending the proposed minutes to each member within ten days following the meeting. The minutes are presumed to have been accepted if, within 15 calendar days of receipt, no Member has sent the chairperson a formal objection addressing the accuracy of the draft minutes. The chairperson will distribute the approved minutes to all Parties and the Coordinator, who will keep copies.

4.3 Deliverable Preparation & Submission

Since these are the technical documents that contain the analysis of the obtained results, deliverables—the primary outputs of HeritACT—are crucial to the EC's assessment of the project's progress. Each deliverable must be submitted to EC in accordance with the timeline specified in the GA. The following roles and responsibilities are assigned by the project team for the preparation and delivery of such documents to ensure high production quality for each of the 55 deliverables mentioned in the GA.

Table 6. Roles and responsibilities in the deliverable preparation process.

Role	Responsibility
Deliverable Leader	The Deliverable Leader (DL) continuously monitors the deliverable preparation while taking into account the deadline for submission and the required time for review(s). The DL supports internal communication within the task that the deliverable is linked to and coordinates the authors working on it (if there are more than one). The DL is also responsible for organizing the review process and for inviting voluntary reviewers, if any.
Author(s)	Usually, the author of the deliverable is the Deliverable Leader but there may be more than one authors writing each document. The authors cooperate with the Task Leader and Work Package Leader to collect all needed information for preparing the deliverable. The authors are being supervised by the DL.
Task Leader	The Task Leader is responsible for appointing the Deliverable Leader. The TL and the DL can be the same person.
Work Package Leader	The Work Package Leader has the overall responsibility for the work package task and related deliverables. The WPL is directly communicating with the PC to provide information regarding the evolution of the document production.
Reviewers	Appointed or voluntary reviewers are responsible for evaluating the deliverable and for proposing changes/corrections before forwarding the deliverable to the PC for a formal approval.
Project Coordinator	The Project Coordinator approves the deliverable and submits it to the EC.

Review process

A deliverable must proceed through multiple intermediary steps before it can be submitted, which is the final stage of the process. The four steps listed below make up the deliverable production process, according to HeritACT:

Phase 1: During this phase, the author(s) prepare the first version of the deliverable.

Phase 2: After the author(s) write the deliverable, they internally review the document so that it can achieve the status of "draft".

Phase 3: The draft deliverable is being peer-reviewed by two members of the consortium, other than the author(s), so that it can achieve the status of "proposal".

Phase 4: After considering the comments and the proposed changes made by the reviewers, the PC verifies the deliverable quality so that it can achieve the status of "accepted".

Phase 5: Once the deliverable is accepted, it can be finally submitted to EC by the PC.

The involved parties can adhere to the aforementioned 5-step process while respecting the submission deadline if an exact timetable is set with a list of all the tasks that must be accomplished in each phase. More particularly:

- Two months prior to the submission deadline, the WPL must notify the PC of any observed delay or potential delay in the submission of deliverables. If necessary, the PC must inform the EC of such delays.

- The DL shall inform the appointed reviewers of the deliverable production progress, two months before submission deadline, and request their voluntary reviewer availability.

- The DL should contact the WPL and the PC one month prior to the delivery date to confirm the delivery date and confirm that there will not be any unforeseen delays in the document's submission. The DL shall deliver the draft to the selected reviewers at least three weeks prior to the submission deadline and shall ensure that the WPL and the PC are informed of this change.

- Within a week from the draft deliverable receival, the reviewers should provide their comments to the draft in a track change mode and propose improvements. In case the DL does not agree with reviewers' remarks, he should contact the reviewers, propose the rejection of such alterations to the deliverable and ask for their confirmation.

- At least two weeks before the document delivery date, the DL must implement all the agreed changes proposed by the reviewers. The updated document is sent to the WPL for approval as well as to the PC to inform him about the applied changes.

- At least one week before the submission, the DL finalizes the deliverable proposal and issues the document to the PC for the final approval.

Reviewers

For each deliverable, HeritACT has assigned a minimum of two reviewers. To recommend reviewers for each deliverable, a number of criteria are established for a productive appointment. The typical requirements used to select reviewers are listed below:

i. The author(s) of the deliverable cannot be nominated for the position of the reviewer of the deliverable.

ii. The number of reviews allocated to each partner should be balanced and reasonable, considering their total effort in the project.

Deliverable Coding

The deliverable naming follows the general rule for naming HeritACT files that was mentioned in Section "Files Naming" however it is further specialized for such documents below.

[HeritACT]_[WPi]_[Di]_[Versioni.i]_rev[LastName-Organisation]_[Date].[Ext]

where:

[WPi]: WP related to the deliverable,

[Di]: number of deliverable,

[Versioni.i]: two digit identifier aiming to track the deliverable history of changes,

rev[LastName-Organisation]: the last name of the reviewer and his affiliation with consortium institutions.

Moreover, there should be a Table with the history of changes included in every deliverable, which will contain the following information:

Table 7. Proposed deliverable coding.

REVISION	DATE	AUTHOR	ORGANIZATION	DESCRIPTION
v0.1				1st draft
v0.1_rev[Last Name-Organisation]				1st draft after review
v0.2				2nd draft
...				
v0.n				Draft ready for approval by the PC
v1.0				Draft submitted to EC by the PC
v1.1				2nd version of deliverable requested by EC (if applicable)
v1.n				n-th version of deliverable requested by EC (if applicable
v2.0				Final version submitted to EC by the PC

4.4 Conflict Resolution

Conflict resolution will be utilized for resolving issues within the consortium, and it will take place in increasing order of authority. It will start at the WP level (under the supervision of the WP leader) and proceed to the General Assembly, where the Project Coordinator will be in charge. If a meeting is necessary to resolve an issue, the General Assembly will schedule it within 30 days from receiving a written request from one of the project partners. If an agreement is not achieved, the representatives of the partners will vote (one vote per partner) on the final decision. The rights, obligations, connections, and practices within the consortium are formalized by the CA.

5/ Project Monitoring and Reporting

To ensure effective project management during the entire lifespan of the HeritACT project, it will be necessary to submit reports to both the Project Coordinator (PC) and the European Commission (EC) as outlined in the Grant Agreement (GA). Figure 6 illustrates the project's reporting plan. Following this strategy, the PC will receive two internal reports, along with two regular reports and a final report to be submitted to the EC.
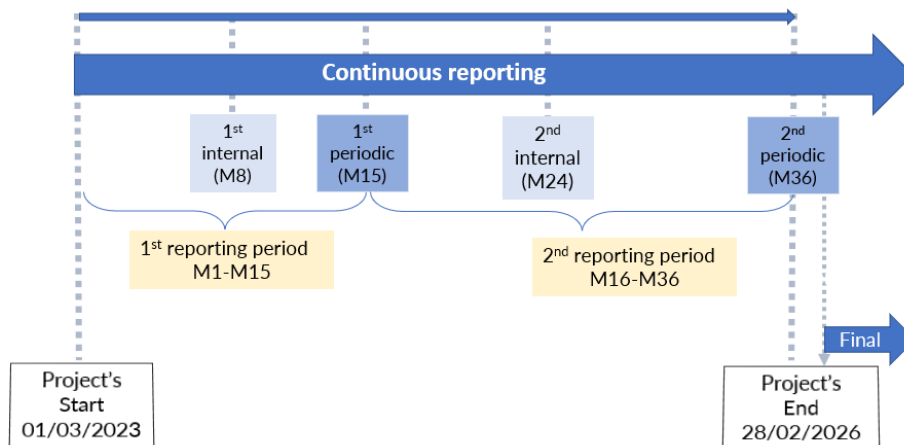
Figure 6. HeritACT reporting overview.

5.1   Internal reporting

Internal reports will be generated every nine months with the goal of ensuring effective project management. These reports aim to provide updates on the progress, achievements, and challenges encountered during the HeritACT project. The regular progress reports, encompassing both technical and financial aspects, play a vital role in assisting the Project Coordinator (PC) in monitoring the project's advancement and addressing any risks or deviations effectively. The proposed format for partners' report submission to the PC is as follows:

- 1st internal report: 31/05/2024,
- 2nd internal report: 28/02/2025

The partners will be obligated to provide information about their engagement in project activities and progress, as well as the utilization of resources during the respective 8-month period. The Project

Coordinator (PC) will supply an internal reporting template for this purpose. The template will consist of two sections: one dedicated to technical performance and the other to financial data. These sections are designed to address the diverse project monitoring requirements more efficiently (refer to Annexes 1 & 2). For each Work Package (WP) in which the partner is involved, and for each reporting period, separate Excel spreadsheets will need to be completed. The Work Package Leader (WPL) holds the responsibility of seeking input from Task Leaders, gathering the necessary data, and completing the internal report forms.

5.2 External reporting

The consortium has a contractual obligation that may impact the continuity of the project, which involves reporting to the European Commission (EC). This reporting obligation includes a continuous reporting module, periodic reporting at defined intervals, and a final report upon the project's completion. These external reporting measures ensure compliance with the contractual requirements and facilitate effective communication with the EC.

Continuous Reporting

The continuous reporting feature in the Funding & Tenders Portal becomes active at the beginning of the project and remains open throughout, allowing beneficiaries to regularly provide updates on the progress of the project. This reporting mechanism enables the submission of information regarding various aspects such as:

- Deliverables.

- Progress in achieving milestones.

- Updates to the publishable summary.

- Response to critical risks, publications, communications activities, IPRs.

Periodic Reporting

HeritACT project is divided into two reporting periods:

- The first reporting period is from 01/03/2023 (M01) until 31/05/2024 (M15) and its respective report must be submitted to the EC by the 30/06/2024.

- The second reporting period is from 01/06/2024 (M16) until 28/02/2026 (M36) and its respective report must be submitted to the EC by the 30/03/2026.

The periodic reporting must include the following:

I.   A 'periodic technical report' containing:

- An explanation of the work carried out by the beneficiaries.

- An overview of the progress made towards achieving the objectives of the project, including milestones and deliverables specified in the Grant Agreement (GA). This report should provide explanations and justifications for any deviations between the planned work and the work that was actually carried out. Additionally, it should provide detailed information on the exploitation and dissemination of the project's outcomes, along with an updated plan for further exploitation and dissemination if required by the GA. The report should also highlight the communication activities undertaken during the reporting period, a summary for publication by the Agency.

II.   A 'periodic financial report' containing:

- An 'individual financial statement' from each beneficiary and from each linked third party for the reporting period concerned. It is important to note that only the amounts declared in the individual financial statement will be considered by the Agency. Any amounts not included in the statement will not be taken into account. In case an individual financial statement is not submitted for a particular reporting period, it may be included in the periodic financial report for the subsequent reporting period;

- An explanation of the use of resources and the information on subcontracting (Article 9.3) and in-kind contributions provided by third parties (Articles 9.2) from each beneficiary and from each linked third party, for the reporting period concerned;

- A 'periodic summary financial statement' will be created automatically by the electronic exchange system. This statement will consolidate the individual financial statements submitted by each beneficiary and linked third party for the corresponding reporting period. The periodic summary financial statement will include the request for interim payment, except for the final reporting period. This consolidated statement provides an overview of the financial status of the project during the reporting period.

Once the periodic reports have been reviewed and officially approved, the Project Coordinator (PC) will submit them to the European Commission (EC) within 60 days following the conclusion of each reporting period. In case further revisions are needed, the PC has the authority to return a financial statement to a partner for additional corrections, addressing any errors, inconsistencies, or suggestions for technical improvements in the report. Consequently, all beneficiaries must furnish the PC with a draft of their reports at least 4 weeks prior to the submission deadline to allow sufficient time for review and potential revisions.

Final Report

The IT tool automatically generates a final report along with the periodic report for the most recent reporting period. This final report is divided into two sections, both of which need to be completed within the grant management system and includes:

I.   a 'final technical report' with a summary for publication containing:

- an overview of the results and their exploitation and dissemination,

- the conclusions of the action,

- the socio-economic impact of the action,

II.   a 'final financial report' containing:

- a 'final summary financial statement': The electronic exchange system automatically generates a "final summary financial statement" by consolidating the individual financial statements from all reporting periods. This statement includes the request for payment of the remaining balance. The final summary financial statement provides a comprehensive overview of the project's financial status, taking into account all previous reporting periods. It serves as the basis for requesting the final payment of any outstanding balance,

- a 'certificate on the financial statements': Each beneficiary and linked third party, requesting a total contribution of 430,000€ or more as reimbursement for actual costs and unit costs based on their customary cost accounting practices (as outlined in Section 4.3 – Article 24), must provide a "certificate on the financial statements." This certificate serves as confirmation and verification of the accuracy and reliability of the financial statements submitted. It is a requirement for beneficiaries and linked third parties meeting the specified funding threshold and ensures transparency and accountability in financial reporting.

The final report must be submitted to the EC by the PC within 60 days following the end of the project, meaning by 28/02/2026. All necessary information must be provided to the PC by the partners at least 4 weeks before the submission due date.

Annexes

Annex 1 – Internal Report Template (Part A – Technical Report)

Name of the organization	
Project acronym	HeritACT
Reporting period	01.03.2023 - 31.05.2024

WORK PACKAGES								
	Work Package Leader	**Scheduled Start Date**	**Actual Start Date**	**Scheduled Start Date**	**Actual End Date**	**Dependency with other WPs**	**WP status**	**Deviations report**
WP1	Y/N							
WP2	Y/N							
WP3	Y/N							
WP4	Y/N							
WP5	Y/N							
WP6	Y/N							
WP7	Y/N							
WP8	Y/N							

TASKS							
Task Number and Title	**Scheduled Start Date**	**Actual Start Date**	**Scheduled Start Date**	**Actual End Date**	**Supporting partners**	**Task status**	**Deviations report**

DELIVERABLES

Deliverable No.	Deliverable Name	Linked WP	Type	Dissemination Level	Scheduled Delivery Date	Actual Delivery Date	Status	If deliverable not submitted on time: justify the deviation

MILESTONES

Milestones No.	Milestones Title	Related WP(s)	Scheduled Delivery Date	Actual Delivery Date	Means of Verification	Achieved	If not achieved Forecast achievement date	If milestone not delivered on time: justify the deviation

FORESEEN RISKS

Risk Title	Description of Risk	WP(s) Concerned	Mitigation Measures Implemented

UNFORESEEN RISKS

Risk Title	Description of Risk	WP(s) Concerned	Mitigation Measures Implemented

Annex 2 – Internal Report Template (Part B -Financial Report)

Name of the organization	
Project acronym	HeritACT
Reporting period	01.03.2023-31.05.2024
Reimbursement rate	
Overhead claimed	25%

	WP's	Actual Amount
Personnel costs		- €
Other direct costs	Travel	- €
	Equipment	- €
	Other goods&services	- €
		- €

TOTAL PERIOD DIRECT COSTS	- €

INDIRECT COSTS	- €

SUBCONTRACTING COSTS	

TOTAL RP1 COSTS	- €

REQUESTED EU CONTRIBUTION	- €

Name of the organization

Person Months								
WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	Total

Annex 3 – General Assembly Members

Project partner	1st Representative			2nd Representative		
	Name	Position	Email	Name	Position	Email
UoP	Stylianos Karatzas	Project Coordinator	stylianos.karatzas@outlook.com	Athanasios Chassiakos	Professor	a.chassiakos@upatras.gr
Mayo County Council	Siobhán Sexton	MCC Project Lead	ssexton@mayococo.ie	Tom Gilligan	MCC Director of Services	tgilligan@mayococo.ie
ACT	Kevin Loftus	ACT Project Lead/ ACT Founder	kevin.loftus@act-studio.com	Tom Lindsay	ACT Founder	tom.lindsay@act-studio.com
LAND	Andrea Balestrini	LAND Project Lead / Head of LAND Research Lab	andrea.balestrini@landsrl.com	Eleonora Esposito	LAND Project Manager	eleonora.esposito1984@gmail.com
UCD	Ítalo de Sena	Researcher	italo.sousadesena@ucd.ie	Chiara Cocco	Researcher	chiara.cocco@ucd.ie
IAAC	Andrea Conserva	IAAC Project Lead	andrea.conserva@iaac.net	Chiara Farinea	IAAC Project Lead	chiara.farinea@iaac.net
SBA	Livia Shamir	SBA Project Lead	l.shamir@stefanoboeriarchitetti.net	Sofia Paoli	SBA Project Manager	s.paoli@stefanoboeriarchitetti.net
THINGS	Pier Paolo Bardoni	THENGS Lead	pier.bardoni@things.is	Dzina Skuratovich	Heritact Toolkit Lead	dzina.skuratovich@things.is
MENTOR	Panos Gkiokas	MENTROR Cultural Manager	pgkiokas@mentorinculture.com	Virginia Vassilakou	MENTROR Project Manager	v.vassilakou@mentorinculture.com
Municipality of Elefsina	Evangelia MAKRI	MoE Project Manager	grprog@elefsina.gr	Eleni Anaplioti	MoE Project Manager	e.anaplioti@yahoo.gr
2023 Eleusis - European Capital of Culture	Angeliki Lampiri	EECC Director of Cultural Training	angeliki.lampiri@2023eleusis.eu	Georgia Voudouri	EECC Director of Cultural Development	georgiavoudouri@2023eleusis.eu
Comune di Milano	Queeny Giacone	Commune di Milano Project Lead	queeny@techne-polis.eu	TBD		
IFC	Anna Higueras	IFC Communication and Dissemination Lead	annahigueras@ideasforchange.com	Dr Giovanni Maccani	IFC Expolitation Lead	giovannimaccani@ideasforchange.com
AEGEAN	Argyris Arnellos	AEGEAN Project leader	arar@aegean.gr	Ioannis Xenakis	AEGEAN Project Manager	ixen@aegean.gr
ENCC	Martina Fraioli	ENCC Project leader	martina.fraioli@encc.eu	Piotr Michałowski	ENCC Board member	michalowski.p@wp.pl

Annex 4 – Executive Board Members

Executive Board Members					
Project partner	**Principal Representatives**			**Deputy Representatives**		
	Name	**Position**	**Email**	**Name**	**Position**	**Email**
UoP	Dr. Stylianos Karatzas	Project Coordinator	stylianos.karatzas@outlook.com	Athanasios Chassiakos	Professor	a.chassiakos@upatras.gr
UCD	Philip Crowe	WP2 coordinator	philip.crowe1@ucd.ie	Francesco Pilla	UCD Project Lead	francesco.pilla@ucd.ie
THINGS	Pier Paolo Bardoni	THINGS Lead	pier.bardoni@things.is	Dzina Skuratovich	Heritact Toolkit Lead	dzina.skuratovich@things.is
AEGEAN	Argyris Arnellos	AEGEAN Project leader	arar@aegean.gr	Ioannis Xenakis	WP4 coordinator	ixen@aegean.gr
IAAC	Andrea Conserva	Project Lead & WP5 coordinator	andrea.conserva@iaac.net	Chiara Farinea	IAAC Project Lead & WP5 coordinator	chiara.farinea@iaac.net
IFC	Anna Higueras	IFC Communication and Dissemination Lead	annahigueras@ideasforchange.com	Dr Giovanni Maccani	IFC Expolitation Lead	giovannimaccani@ideasforchange.com

Annex 5 – External Expert Advisory Board Members

Name	Organization	Position	Country
Luisa Bravo	Museo Spazio Pubblico/ Public Space Museum	Founder, Curator	Italy
Maria Barbas-Gravari	University of Paris 1 Panthéon-Sorbonne, IREST	Professor	France
Josep Bohigas	BCN Regional	Architect and social innovator	Spain
Pavlos Chatzigrigoriou	Jury Member EU Heritage Prize - Europa Nostra Award	MSc, PhD Architecture - Monuments' Restoration	Greece

Annex 6 – Deliverable reviewers

No.	Deliverable	WP	Task	Date	Leader	Reviewer 1	Reviewer 2	Additional Reviewers
1	D1.1. Project Reference Manual & Quality Management Plan	WP1	T1.1, T1.2	M4	UoP (Civil Eng. Dept.)	NUID UCD	AEGEAN	
2	D1.2. Data Management Plan		T1.3	M6	NUID UCD	NUID UCD	AEGEAN	
3	D1.3. Ethics Advisor Report		T1.4	M15	UoP (Civil Eng. Dept.)	NUID UCD	AEGEAN	
4	D1.4. Ethical Compliance Report v1.0		T1.4	M18	UoP (Civil Eng. Dept.)	NUID UCD	AEGEAN	
5	D1.5. Final Ethics Advisor Report		T1.4	M36	UoP (Civil Eng. Dept.)	NUID UCD	AEGEAN	
6	D1.6. Ethical Compliance report v2.0		T1.4	M36	UoP (Civil Eng. Dept.)	NUID UCD	AEGEAN	
7	D2.1. Heritage as an integral dimension of NEB and Green Deal	WP2	T2.1	M4	NUID UCD	LAND	IAAC	
8	D2.2. Stakeholder analysis and methodology report		T2.2	M4	NUID UCD	ACT	MENTOR	
9	D2.3. Accessibility, usability and inclusiveness requirements		T2.3	M5	AEGEAN	ACT	MENTOR	ENCC
10	D2.4. HERITACT Community led design framework		T2.4	M5	AEGEAN	UoP	MENTOR	ENCC
11	D3.1. Contextual classification of the digital tools	WP3	T3.1	M5	UoP (Civil Eng. Dept.)	THINGS	IAAC	
12	D3.2. ParticiMap tool		T3.2	M11	NUID UCD	ACT	IAAC	
13	D3.3. NegoDesign tool		T3.2	M11	NUID UCD	ACT	IAAC	
14	D3.4. SustainTAG tool		T3.2	M11	ACT	NUID UCD	AEGEAN	
15	D3.5. DesignYourHeritage tool		T3.2	M11	IAAC	ACT	AEGEAN	
16	D3.6. Fund4Act		T3.2	M11	ACT	NUID UCD	IAAC	
17	D3.7. HERIcraft		T3.2	M11	NUID UCD	ACT	THINGS	
18	D3.8. Usersense tool		T3.2	M11	AEGEAN	IAAC	THINGS	
19	D3.9. HERITACT toolkit		T3.3	M12	THINGS SRL	UoP (Civil Eng. Dept.)	IAAC	
20	D4.1. Stakeholders engagement roadmap	WP4	T4.2	M10	MENTOR	NUID UCD	LAND	
21	D4.2. HERITHUB specifications report		T4.2	M11	UoP (Civil Eng. Dept.)	NUID UCD	MENTOR	
22	D4.3. Community based system dynamics models		T4.3	M20	UoP (Civil Eng. Dept..)	AEGEAN	MENTOR	
23	D4.4. Urban sustainability weighting system		T4.3	M20	UoP (Civil Eng. Deptt.)	AEGEAN	MENTOR	
24	D4.5 Co-recognition insights report		T4.4	M15	MENTOR	IAAC	SBA	
25	D4.6. Co-envision experiences report		T4.5	M20	ACT	LAND	IAAC	
26	D5.1. Pilot sites specifications	WP5	T5.1	M19	SBA	UoP (Civil Eng. Dept.)	IAAC	
27	D5.2. Green tensegrity installation		T5.2	M34	SBA	UoP (Architecture Dept)	IAAC	
28	D5.3. Small scale pavilion structure		T5.2	M34	UoP (Architecture Dept	NUID UCD	SBA	
29	D5.4. Urban mobile furniture		T5.2	M34	IAAC	UoP (Architecture Dept.)	LAND	
30	D5.5. Digitally fabricated vegetable garden		T5.2	M34	IAAC	UoP (Architecture Dept.)	LAND	
31	D5.6. Temporary structures from recycled material		T5.2	M34	IAAC	UoP (Architecture Dept.)	LAND	
32	D5.7. Reactivation of open spaces and buildings through NBS		T5.2	M34	LAND Italia	IAAC	SBA	
33	D5.8. Virtual exhibition archive development		T5.2	M27	THINGS SRL	UoP (Architecture Dept)	IAAC	
34	D5.9. Virtual exhibition archive implementation		T5.2	M34	UoP (Architecture Dept	THINGS SRL	SBA	
35	D5.10. Projection mapping on kinetic surfaces development		T5.2	M27	THINGS SRL	UoP (Architecture Dept.)	IAAC	
36	D5.11. Projection mapping on kinetic surfaces implementation		T5.2	M34	UoP (Architecture Dept	THINGS SRL	SBA	
37	D5.12. AR enriched human-place interaction development		T5.2	M27	THINGS SRL	UoP (Architecture Dept.)	IAAC	
38	D5.13. AR enriched human-place interaction implementation		T5.2	M34	THINGS SRL	UoP (Architecture Dept.)	IAAC	
39	D5.14. Eleusis activation events		T5.3	M34	MENTOR	ACT	IFC	
40	D5.15. Milan activation events		T5.3	M34	LAND Italia	MENTOR	IFC	
41	D5.16. Ballina activation events		T5.3	M34	ACT	LAND	IFC	
42	D6.1. Impact assessment and Validation Handbook	WP6	T6.1	M5	UoP (Civil Eng. Dept.)	LAND	NUID UCD	
43	D6.2. Community participation report		T6.2	M34	MENTOR	IFC	ACT	ENCC
44	D6.3. User experiences analysis, monitoring and evaluation		T6.3	M34	AEGEAN	IAAC	MENTOR	
45	D6.4. Solutions assessment and Validation Report		T6.4	M34	LAND Italia	NUID UCD	IAAC	
46	D6.5. Solutions life cycle assessment report		T6.4	M34	NUID UCD	UoP (Civil Eng. Dept.)	AEGEAN	
47	D6.6. Guidelines for NEB principles adoption through heritage		T6.5	M34	ENCC	UoP (Civil Eng. Dept.)	AEGEAN	
48	D7.1. HERITACT Communication and Dissemination Plan	WP7	T7.1	M6	IFC	All partners	-	
49	D7.2. HERITACT Communication and Dissemination Plan - Revision 1		T7.1	M18	IFC	All partners	-	
50	D7.3. HERITACT's visual identity, website, and social media		T7.3	M2	IFC	All partners	-	
51	D7.4. Communication and Dissemination Impact Report		T7.1	M36	IFC	UoP (Civil Eng. Dept.)	ACT	
52	D7.5. Exploitation Strategy and Scalability Roadmap		T7.3	M36	IFC	All partners	-	
53	D7.6. Report on networking activities		T7.4	M36	ENCC	UoP (Civil Eng. Dept.)	MENTOR	
54	D7.7. Policy Brief		T7.4	M36	ENCC	UoP (Civil Eng. Dept.)	AEGEAN	
55	D8.1. OEI - Requirement No. 1	WP8	-	M6	UoP (Civil Eng. Dept.)	NUID UCD	AEGEAN	

Annex 7 – Deliverable reviewe template

Deliverable internal review template				
Deliverable No.				
Deliverable Name				
Deliverable Leader				
Deliverable author(s)				
Work Package No.				
Work Package leader				
Reviewing Schedule		**Date planned**	**Date received**	**Data reviewed**
Reviewer 1				
Reviewer 2				
Additional reviewer(s) - if appropriate				
Reviewer				
Primary review method (mark X)	Track changes (directly into deliverable)	☐	Comment sheet (below)	☐
Review Summary				

Please rate the deliverable on the points below using the following criteria: RED: Major revisions required before the deliverable is at acceptable standard. YELLOW: Some revisions required before the deliverable is at acceptable standard. GREEN: Deliverable is at acceptable standard and/or minor revisions are required.

Description	Rating	Comments
Deliverable relevance *The deliverable fully documents relevant work carried out in the corresponding task. It addresses the project objectives and is in line with the DoA.*	RED/YELLOW/GREEN	
Deliverable technical quality *The deliverable presents sound methodology and argumentation.*	RED/YELLOW/GREEN	
Deliverable presentation *The deliverable is clear and well written in terms of language, structure and presentation of contents.*	RED/YELLOW/GREEN	
Deliverable compliance The *deliverable is written in line with the deliverable template and follows the standard file format and naming convention.*	RED/YELLOW/GREEN	
Deliverable completeness *The deliverable has no missing parts/references, not covered topics.*	RED/YELLOW/GREEN	
Deliverable added value The *deliverable has scientific and/or policy value.*	RED/YELLOW/GREEN	
Overal rating	RED/YELLOW/GREEN	
Comment sheet - *If you have not added comments directly to the deliverable document, please detail required comments here:*		

heritact

Annex 8 – Meetings Minutes Template

Meeting notes

MEETING NAME, DATE

Document author(s): Name (Organization)

List of Participants

Name	Organization

Meeting notes

Thursday 6 of April, 2023

TO-DOs:

- Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.
- Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.

PLANNED AGENDA:

Time	Leader	Points to discuss	Comments
X minutes	Lorem ipsum dolor	Lorem ipsum dolor Lorem ipsum dolor	Lorem ipsum
X minutes	Lorem ipsum dolor	Lorem ipsum dolor Lorem ipsum dolor	Lorem ipsum

DISCUSSION POINTS:

Discussion Point	Actions to be taken
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Annex 9 – Critical risks & risk management

Risk number	Description	Work Packages affected No(s)	Likelihood	Severity	Risk level	Proposed Mitigation Measures
1	Project management issues: unexpected delays in delivering results/outcomes that may be needed as input for other tasks/WPs	WP4, WP1, WP8, WP7, WP3, WP6, WP5, WP2	Low	High	Medium	Tight management workflow, effective progress monitoring, planning activities before the actual beginning, good cooperation relations among partners
2	Insufficient results of the evaluation for the WP.	WP1	Low	Medium	Low	Indicators for success will be clearly defined in the Quality Assurance Plan (WP1)
3	Integration risks	WP3	Low	High	Medium	Use interoperability standards to communicate, specify, develop and integrate all platform components (tools)
4	Development timing risks - Intrinsic schedule flaw	WP3, WP6	Medium	Medium	Medium	Use of agile software development method (e.g., Scrum), which promotes continuous integration and delivery
5	Apps/tools have low acceptance from users – either high dropout rate or low adherence rate	WP3, WP6, WP2	Low	High	Medium	Involve user centred design throughout the development of the software apps/tools and perform usability tests with beta-users through Seminars/workshops/webinars.
6	Impact of pandemics on the face-to-face participatory activities	WP4, WP1, WP7, WP3, WP6	Medium	High	High	Perform part of activities online: surveys, seminars, interviews, and workshops. Use of the dedicated online interactive platform (digital HERITHUB)
7	Low interest of participants to take part in the activities	WP4, WP5, WP2	Medium	High	High	Well structure and defined engagement plan. All participants will be timely/ comprehensively informed
8	Participants unwilling to provide personal consent	WP4, WP6, WP5	Low	Medium	Low	Adequate information in such form that the potential participant adopts it without difficulty.
9	Poor quality of collected assessment data	WP4, WP6, WP5	Medium	High	High	The Impact Assessment Framework (T6.1) will secure the collection of meaningful data.
10	The project fails to address the requirements of the creative sector industry	WP4, WP7, WP5, WP2	Medium	Medium	Medium	HERITACT will incorporate in design the requirements of the industrial partner and HERITACT framework will be developed on a disciplinary approach.
11	Not enough support to standardization activities	WP7	Low	Medium		All participants will contribute to developing a wide group of interest.