



This project has received funding from the European Union's Horizon 2020 Research and Innovation programme under Grant Agreement n°101003527



MULTISOURCE

ModULar Tools for Integrating enhanced natural treatment SOLUTIONs in URban water CyclEs

Deliverable D8.1

Project management guidelines

Planned delivery date (as in DoA): M2 30/07/2021

Actual submission date: 27/07/2021

Workpackage: WP8

Workpackage leader: INRAE

Deliverable leader: IT

Version: 1.0

Dissemination Level

-
- | | | |
|-------------------------------------|-----------|--|
| <input type="checkbox"/> | PU | Public |
| <input checked="" type="checkbox"/> | CO | Confidential, only for members of the consortium (including the Commission Services) |
-

Abstract

MULTISOURCE project management guidelines

The MULTISOURCE Project Management Guidelines are for all MULTISOURCE partners. The guidelines aim to provide information regarding the project structure and management.

They allow partners to better understand the different procedures and communication good practices within the project.

The Management Guidelines are based on reference documents including:

- Grant Agreement of the MULTISOURCE project, including the Description of Action (DoA) – Annex 1 of the Grant Agreement
- Consortium Agreement of the MULTISOURCE project;
- Annotated Model Grant Agreement (AMGA) of the European Commission;
- H2020 online manual of the European Commission.

Contents

- Abstract 2
- Contents 3
- 1. About MULTISOURCE 5
- 2. Consortium 6
- 3. Project structure..... 7
 - 3.1. Global project structure 7
 - 3.2. European Commission – Research Executive Agency 7
 - 3.3. Project Management Team 8
 - 3.3.1. Project Coordinator 8
 - 3.3.2. Project Secretariat..... 8
 - 3.3.3. Work package and leaders 9
 - 3.3.4. Executive Committee 14
 - 3.3.5. General Assembly..... 15
 - 3.3.6. International Advisory Board (IAB) 15
 - 3.3.7. Data Management Team (DMT) 17
 - 3.3.8. Gender Expert 17
- 4. Institute contacts..... 18
- 5. Project planning 19
- 6. Financial issues 20
 - 6.1. Payment to be made 20
 - 6.2. Distribution to the beneficiaries..... 20
 - 6.3. Overview of the payments schedule 21
 - 6.4. Eligible and non-eligible costs 21
 - 6.5. Expense categories 22
 - 6.4. Audit 23
- 7. Deliverables and milestones 24
 - 7.1. Deliverable review process..... 24
 - 7.2. Milestone review process..... 25
 - 7.3. Tips for successful milestone achievement and deliverable production 26
- 8. Reporting..... 26
 - 8.1. Overview of the reporting process..... 27

- 8.2. Technical report description..... 27
- 8.3. Financial report description..... 28
- 8.4. Final report description 29
- 8.5. Project reviews by the European Commission 29
- 8.6. Tips for successful reporting and timely payments..... 30
- 9. Communication within the project 30
 - 9.1. Organisation of project meetings..... 30
 - 9.2. Annual project meetings 30
 - 9.3. Executive Committee meeting 31
 - 9.4. General Assembly meeting..... 32
 - 9.5. Follow-up meetings 32
 - 9.6. Collaborative platform..... 32
- 10. Publication and dissemination 33
 - 10.1. Data management plan and Open data 33
 - 10.2. Dissemination 33
 - 10.3. Open Access..... 33
- 11. Equal opportunities 34
- 12. Ethics 34

1. About MULTISOURCE

- **Project title: ModULar Tools for Integrating enhanced natural treatment SOLutions in URban water CyclEs**
- **Grant agreement number: 101003527**
- Type of action: RIA - Call : H2020-SC5-2020-2
- Duration of the project: 48 months, from 01 june 2021 to 31 may 2025

Summary

The overall goal of MULTISOURCE is to, together with local, national, and international stakeholders, demonstrate a variety of about Enhanced Natural Treatment Solutions (ENTS) treating a wide range of urban waters and to develop innovative tools, methods, and business models that support citywide planning and long-term operations and maintenance of nature-based solutions for water treatment, storage, and reuse in urban areas worldwide. MULTISOURCE will allow users to identify multiple sources for local water reuse, promote increased uptake of nature-based solutions, and minimize discharge of water that has not received adequate treatment. MULTISOURCE will deliver new knowledge about ENTS and their ability to remove waterborne contaminants and provide effective risk reduction for chemical and biological hazards, as well as their capacity to be integrated into the landscape and contribute to the improvement of urban habitats. The project includes seven pilots treating a wide range of urban waters. Two individual municipalities (Girona, Spain; Oslo, Norway), two metropolitan municipalities (Lyon, France; Milan, Italy), and international partners in Brazil, Vietnam, and the USA will contribute to each of the main project activities: ENTS pilots, risk assessment, business models, technology selection, and the MULTISOURCE Planning Platform. The use of urban archetypes in the Planning Platform will enable users to quickly classify regions (in both developed or developing countries) suitable for the application of nature-based solutions for water treatment (NBSWT) and compare scenarios both with and without NBSWT. This unique approach provides the knowledge, business models, and modular tools that will enable stakeholders to conduct fit-to-purpose, large-scale planning in their local region and, in doing so, promote circularity and sustainable development in the urban water sector and overcome barriers to widespread uptake of nature based solutions for water treatment.

2. Consortium

The consortium is ruled by two agreements. The Grant Agreement, which is an agreement between the European Commission (EC) and all the beneficiaries of the project, and the Consortium Agreement between all the beneficiaries.

Table 1: Consortium

Number	NAME	SHORT NAME	COUNTRY
1	INSTITUT NATIONAL DE RECHERCHE POUR L'AGRICULTURE, L'ALIMENTATION ET L'ENVIRONNEMENT	INRAE	FRANCE
2	AARHUS UNIVERSITET	AU	DENMARK
3	AYUNTAMIENTO DE GIRONA	GIRONA	SPAIN
4	ALCHEMIA-NOVA GMBH	ALCN	AUSTRIA
5	FORUM ZA ENAKOPRAVEN RAZVOJ DRUSTVO	FER	SLOVENIA
6	HELMHOLTZ-ZENTRUM FUR UMWELTFORSCHUNG GMBH - UFZ	UFZ	GERMANY
7	TRUONG DAI HOC BACH KHOA-DAI HOC QUOC GIA TP HO CHI MINH	HCMUT	VIETNAM
8	ICLEI EUROPEAN SECRETARIAT GMBH (ICLEI EUROPASEKRETARIAT GMBH)	ICLEI	GERMANY
9	FUNDACIO INSTITUT CATALA DE RECERCA DE L'AIGUA	ICRA	SPAIN
10	INRAE TRANSFERT SAS	IT	FRANCE
11	INSTITUT NATIONAL DES SCIENCES APPLIQUEES DE LYON	INSA LYON	FRANCE
12	IRIDRA SRL	IRIDRA	ITALY
13	METROPOLE DE LYON	GRAND LYON	FRANCE
14	CITTA METROPOLITANA DI MILANO	CMM	ITALY
15	MONTANA STATE UNIVERSITY BOZEMAN	MSU	UNITED STATES
16	NORSK INSTITUTT FOR VANNFORSKNING	NIVA	NORWAY
17	OSLO KOMMUNE	OSLO KOMMUNE	NORWAY
18	RIETLAND BVBA	RIETLAND BVBA	BELGIUM
19	UNIVERSIDADE FEDERAL DE SANTA CATARINA.	UFSC	BRAZIL
20	WATER EUROPE	WE	BELGIUM

3. Project structure

3.1. Global project structure

The governance structure has **different levels to distinguish operational management, innovation management, conflict resolution, and scientific/technical & strategic advice**. The capacity of each group is indicated in Figure 1: either decision implementing, decision-making, or advisory.

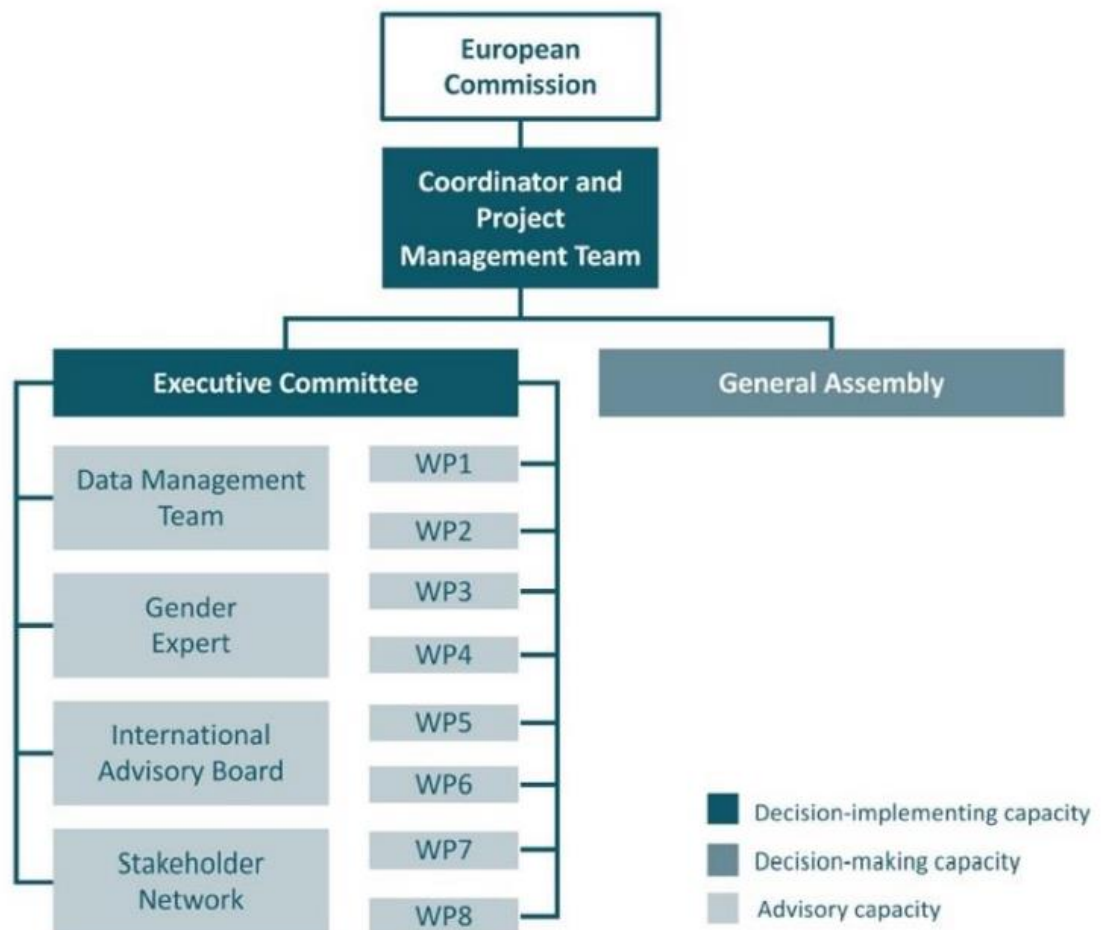


Figure 1: MULTISOURCE management structure and governing bodies (GA - Part B, p40)

3.2. European Commission – Research Executive Agency

The Project Officer is Victoria BEAZ HIDALGO from the Research Executive Agency (REA).

The role of the Project Officer: monitor the implementation of the project according to the Description of the Action (DoA). The Administrative and Legal Officer assists the Project Officer on financial and legal matters, e.g. eligibility of reported costs, amendments to the Grant Agreement, etc. The Project Officer needs to be informed by the Consortium (via the Coordinator) if any changes or deviations occur.

3.3. Project Management Team

3.3.1. Project Coordinator

The coordinator of the project is Jaime Nivala, from the National Research Institute for Agriculture, Food and the Environment (INRAE).

Dr. Jaime Nivala is a research associate at INRAE. She has 20 years of experience in the use of nature-based solutions for wastewater treatment. She specializes in the design, implementation, and management of technologies for the treatment of domestic and industrial wastewater, with a special focus on nature-based solutions for water treatment. Dr. Nivala has worked in the USA, Germany, Denmark, France, and has been involved in many international projects over the past 12 years, with an emphasis on projects in the Middle East: SMART-I (2008 – 2010), SMART-II (2011 – 2014), and SMART-MOVE (2015-2019). She has 30 peer-reviewed publications in top scientific journals, with 1,212 citations and an h-index of 16 (scopus, 02.09.2020). From 2012 – 2019, Dr Nivala was responsible for the scientific management of two research platforms at the Helmholtz Centre for Environmental Research (UFZ) in Leipzig, Germany, where she coordinated her department team within the “Integrated Project” on water scarcity. Dr. Nivala’s work experience has given her a practical perspective and the ability to solve water problems for public and private sectors, as well as within the area of applied research in developed and developing countries.

[Project Coordinator – Jaime Nivala \(INRAE\) | jaime.nivala@inrae.fr](mailto:jaime.nivala@inrae.fr)

The Coordinator (INRAE, supported by IT) is responsible for:

- Chairing the Executive Committee and the General Assembly and taking action to enable implementation of the decisions made by these bodies;
- Ensuring smooth operation of the project: developing work plan and monitor its progress, analysing results and lessons learnt, for future research;
- Preparing periodic reports on the progress of the project in collaboration with partners;
- Submitting progress reports, deliverables and financial statements to EC;
- Communicating all information in connection with the project to the Commission;
- Transferring the pre-financing and and interim payments to the participants as per the provisional budget and the actual expenses approved by EC.

3.3.2. Project Secretariat

The Project Manager is Marjorie Aucaigne and the Project Administrator is Serena Mauries, from INRAE Transfert (IT).

Marjorie Aucaigne is Project Manager. She is graduate of a Bachelor's degree in Chemistry from the University of Grenoble-Alpes and a Master's degree in Innovation Management from University Schools of Management (IAE). She has experience in European project management.

[Project Manager - Marjorie Aucaigne \(IT\) | Marjorie.aucaigne@inrae.fr](#)

Serena Mauries is Project Administrator. She holds a master's degree in international Cultural Strategies. She gained project management experience both in private companies and international relations offices in higher education.

[Project Administrator - Serena Mauries \(IT\) | Serena.mauries@inrae.fr](#)

The primary role of the Project Secretariat, INRAE Transfert (IT), is to provide support to the coordinator (INRAE), the organisation solely responsible for the project coordination.

IT will oversee the day-to-day administrative, logistics and financial tasks as well as putting in place the procedures and tools for project management and monitoring.

IT will provide support to the following tasks:

1. Project administration (including planning, preparation and follow-up, including minutes, of these meetings);
2. Consolidation of the periodic EC project reports and any internal project reports;
3. Supporting the monitoring of milestones completion and deliverables production;
4. Financial administration (monitoring of expenses against budget allocations, consolidation of financial summary sheets, and Certificate on the Financial Statements (CFS), if applicable);
5. Consolidation and verification of the cost claims in line with the contractual requirements, their compliance with the work done and the Certificate of Financial Statement to be produced by relevant partners;
6. Organisation of and post-processing of project meetings;
7. Assistance to individual project partners on specific administrative issues;
8. Assistance to internal communication, implementation, and maintenance of the collaborative platform;
9. Evaluating the efficiency of all project management tools and procedures.

3.3.3. Work package leaders

Work package leaders play a role in the day-to-day scientific coordination of the WPs, validate the deliverables, milestones and progress reports.

List of the WP Leaders:

WP1 Leader	Pedro Carvalho, AU pedro.carvalho@envs.au.dk	DK
WP2 Leader	Sondre Meland, NIVA sondre.meland@niva.no	NO
WP3 Leader	Dimitra Theochari, ALCN Maria Wirth, ALCN maria.wirth@alchemia-nova.net	AT
WP4 Leader	Joaquim Comas, ICRA jcomas@icra.cat	ES
WP5 Leader	Jan Friesen, UFZ jan.friesen@ufz.de	DE
WP6 Leader	Barbara Anton, ICLEI barbara.anton@iclei.org	DE
WP7 Leader	Andrea Rubini, WE andrea.rubini@watereurope.eu	BE
WP8 Leader	Jaime Nivala, INRAE jaime.nivala@inrae.fr	FR

Figure 2: WP Leaders

3.3.3.1. WP1: ENTS Pilots

WP1 Leader - Pedro Carvalho (AU) | pedro.carvalho@envs.au.dk

Researcher Pedro Carvalho: PhD in chemistry; has more than 10 years of experience working with the fate of organic micropollutants in the environment and the development of natural and technical systems for water treatment. He is authored in more than 45 scientific articles (h-index 21 and 1224 citations) and is a member of IWA and SETAC.

Tasks:

T1.1. Pilot monitoring, including real-time monitoring options, AU (M1 – M40)

T1.2. Participatory methods for quantification of co-benefits, ICRA (M10 – M40)

T1.3. Pilot evaluation, IRIDRA (M36 – M48)

3.3.3.2. WP2: Risk Assessment

WP2 Leader – Sondre Meland (NIVA) | sondre.meland@niva.no

Dr. Sondre Meland: Research manager. He has high expertise in topics related to highway and urban stormwater pollution including environmental chemistry, ecotoxicology, impacts and measures. He has good skills in stakeholder interaction.

Task:

T2.1. Non-target screening of unknown and new pollutants and microplastics in pilots, AU (M6-M20)

T2.2. Cumulative risk assessment of pilots, NIVA (M20-M42)

T2.3. Probabilistic risk assessment of pilots, NIVA (M20-42)

T2.4. Risk analysis of pilot effluent for reuse, UFSC (M31-M36)

3.3.3.3. WP3: Business Models

WP3 Leader – Dimitra Theochari (ALCN)

Contact: Maria Wirth (ALCN) | maria.wirth@alchemia-nova.net

Dimitra Theochari, Dipl. Ing.: (Architecture and Structural Engineering, Landscape Architecture) For the past 10 years, Dimitra has worked in landscape architecture companies around the world. As a project manager she has submitted over 55 projects for competitions, concept and design. As a researcher she focuses on topics of resilience, liveability and ecological planning in a city scale, specifically in NBS.

Tasks:

Task 3.1. Assessment of best-practices for innovative financing and O&M strategies, ALCN (M3-8)

Task 3.2. Value proposition, circularity, markets and customer needs, ALCN (M4-12)

Task 3.3. Cost-benefit analysis and tool for public and private actors, AU (M4-48)

Task 3.4. Co-creation of business models, ALCN (M20-48)

3.3.3.4. WP4: Technology Selection

WP4 Leader – Joaquim Comas (ICRA) | jcomas@icra.cat

Prof. Joaquim Comas: Leading the Modelling and integrated assessment research line of ICRA and Ass. Prof. of the University of Girona. Membrane technologies, nature-based solutions and decision support tools to implement circular management of urban water systems. 120+ SCI papers, h-index 30 (Scopus 18/06/20).

Tasks:

T4.1. Data and knowledge acquisition, AU (M1-36)

T4.2. Life cycle assessment of NBS^{WT}, INRAE (M1-36)

T4.3. Co-creation of the technology selection level for the tool (Tier 1), ICRA (M6-42)

T4.4. Co-creation of the design level for the tool (Tier 2), ICRA (M12-42)

T4.5. Evaluation of the Technology Selection Tool (Tier 2), INRAE (M30-48)

T4.6. Guidance for process design, construction, and MOM of ENTS and NBS^{WT}, INRAE (M6-42)

3.3.3.5. WP5: Planning Platform

WP5 Leader –Jan Friesen (UFZ) | jan.friesen@ufz.de

Dr. Jan Friesen: is a research associate at the Department of Catchment Hydrology, Helmholtz Centre for Environmental Research – UFZ and is also associated to the UFZ’s UBZ department. Within MULTISOURCE he will mainly support WP5 MULTISOURCE Planning Tool. He has extensive experience in working with the wastewater management tool ALLOWS as well as in urban forestry and water management. His research interests are in ecohydrology, sensor development, and remote sensing. Since 2019 he is an alumni member of the ArabGerman Young Academy of Sciences and Humanities.

Tasks:

T5.1. Definition of urban archetypes, UFZ (M6– M18)

T5.2. Hydraulic disconnection module, INSA (M6 – M30)

T5.3. Scenario development, UFZ (M12 – M36)

T5.4. Planning Platform, UFZ (M24 – M36)

T5.5. Scenario evaluation, UFZ (M24 – M48)

3.3.3.6. WP6: Stakeholder Engagement

WP6 Leader – Barbara Anton (ICLEI) | barbara.anton@iclei.org

Barbara Anton: Senior Coordinator in SRCR team, she focuses on urban water management; Diploma in Education, Certificate as EU Consultant. With long track record in leading ICLEI teams in international projects related to integrated urban water management, climate change adaptation and blue-green infrastructure development.

Tasks:

T6.1. Stakeholder mapping and development of stakeholder engagement framework, ICLEI (M1– M14)

T6.2. Implementation of stakeholder engagement framework: local stakeholders, ICLEI (M10 – M48)

T6.3. Implementation of stakeholder engagement framework: international partners, ICLEI (M1 – M48)

T6.4. Implementation of stakeholder engagement framework: International Advisory Board, ICLEI (M7 – M48)

T6.5. Analysis of social equality and social inclusion (including gender mainstreaming), FER (M1 – M48)

3.3.3.7. WP7: Communication, Clustering and Dissemination

WP7 Leader – Andrea Rubini (WE) | barbara.anton@iclei.org

Andrea Rubini: is the Director of Operations of the WE. He holds a master’s degree in water resource engineering and worked in Asia and Africa for several WASH projects for the private sector and the UN. Starting from the late 90s, he undertook the responsibility as Head of EU Project Department within the Chamber of Commerce system of the Lombardy Region and subsequently he was assigned to work as R&I Policy Advisor of the Lombardy Region Presidency Delegation to the EU in Brussels. He is regular lecturer of the International Labour Organisation for the Public Procurement Masters and for the Master on Energy Efficiency organised by the Faculty of Engineering of the La Sapienza University of Rome.

Tasks:

T7.1. Communication and dissemination activities, WE (M1– M48)

T7.2. Networking activities, WE (M1– M48)

T7.3. Clustering activities, WE (M1 – M48)

T7.4. Policy impact strategy and recommendations, ALCN (M13 – M48)

3.3.3.8. WP8: Project Management

WP8 Leader – Jaime Nivala (INRAE)

See Project Coordinator.

Tasks:

T8.1. Strategic steering, INRAE (M1– M48)

T8.2. Scientific coordination and project monitoring, INRAE (M1 – M48)

T8.3. Administrative, logistical and financial management, IT (M1 – M48)

T8.4. Data Management, ICRA (M1 – M48)

3.3.3.9. WP9: Ethics requirements

WP9 Leader – Jaime Nivala (INRAE)

See Project Coordinator.

Task: This work package sets out the 'ethics requirements' that the project must comply with (M1-48)

3.3.4. Executive Committee

Role: The **Executive Committee (ExCom)** is the decision-implementing body of the project. Chaired by the Coordinator, the ExCom is composed of work package leaders, each of them having extensive management experience in leading research groups, large-scale national projects and EU projects of previous and current Framework Programmes and strong experience in European networking and/or research projects. The ExCom will oversee the operational management of all MULTISOURCE activities. It will also prepare the decisions to be taken by the GA and ensure that these decisions are properly implemented, integrating recommendations, and surveying ethical and gender issues. It will review abstracts before results are disclosed by project partners. The secretariat of the Executive Committee is ensured by the Project Management Team. The ExCom will also oversee work package resource management. The ExCom will be supported by the work of the Project Management Team including quality control and preparing meetings with the EC, the preparation and transmission of deliverables. The ExCom will advise on the management of knowledge and of Intellectual Property (IP) and of other innovation-related activities arising in the project. This advice will comply with the rules established in the Consortium Agreement. The ExCom will (i) propose a set of guidelines to the partners summarizing the rules for the handling of results before publication, reports and deliverables under review and the technology transfer procedure; (ii) identify knowledge that requires protection, based on the progress reports and project deliverables; and (iii) propose measures of knowledge protection (e.g., patents) and dissemination (e.g., publications).

Executive Committee members:

WP Number	WP Leader	Name	Organization
WP1-ENTS PILOTS	WP1 Leader	PEDRO CARVALHO	2 - AU
WP2-RISK ASSESSMENT	WP2 Leader	SONDRE MELAND	16 - NIVA
WP3-BUSINESS MODELS	WP3 Leader	DIMITRA THEOCHARI	4 - ALCN
WP4-TECHNOLOGY SELECTION	WP4 Leader	JOAQUIM COMAS	9 - ICRA
WP5-PLANNING PLATEFORME	WP5 Leader	JAN FRIESEN	6 - UFZ
WP6-STAKEHOLDER ENGAGEMENT	WP6 Leader	BARBARA ANTON	8 - ICLEI
WP7-COMMUNICATION, CLUSTERING AND DISSEMINATION	WP7 Leader	ANDREA RUBINI	20 - WE
WP8-PROJECT MANAGEMENT	WP8 Leader	JAIME NIVALA	1 - INRAE
WP9-ETHICS REQUIREMENTS	WP9 Leader		

Table 2: Executive Committee members

Meetings: Meetings of the ExCom are held through monthly videoconference (unless the interests of the project may require intermediate meetings) plus a physical meeting during the annual project meeting.

Decision-making: The ExCom makes decisions by consensus, or if not possible, based on a simple majority. No contractual decisions are made by the ExCom but only operational decisions. The ExCom will prepare decisionmaking at GA level. This ExCom will work interactively, communicating regularly through the internal collaborative workspace and audio/video conference tools.

3.3.5. General Assembly

Role: The **General Assembly (GA)** is the decision-making body of the project. The GA will be responsible for the strategic and political orientations of the project: the overall direction of all WP activities– and re-orientation whenever necessary (budget revision, integration of new partners and dealing with defaulting partners).

Composition: Chaired by the project coordinator, the GA is composed of one representative from each partner organisation (20 members), each having one vote for decision-making.

Meetings: Meetings of the GA will be held once a year, unless the progress of the project may require intermediate meetings. In this case, the General Assembly meetings will be convened by the Coordinator or by at least 50% of its members. The secretariat of the General Assembly is ensured by the Project Management Team.

Decision-making: The GA requires a quorum of 2/3 of its members for decision-making and makes decisions upon a simple majority. To ensure the relevance of the project's implementation plan regarding the progress of the project as well as external changes, the GA will:

- Analyse the risk register, performance indicators and all other relevant information provided by the Executive Committee;
- Analyse the evolution of the context in which the project is carried out, notably, strategic, legal, societal, political, economic aspects, etc.
- Take appropriate decisions in case of conflict between partners.

3.3.6. International Advisory Board (IAB)

Role: The International Advisory Board (IAB) members will follow the project as 'critical friends' who will provide their feedback during the co-design processes for the various models and tools and observe the coherence, effectiveness and impact of the project across all WPs. Roles and responsibilities of the IAB members will be defined via a Memorandum of Understanding and they will be given the opportunity for first-hand impressions of the ENTS pilots in MULTISOURCE through site visits organised alongside other project events.

Cooperation with stakeholders is an essential aspect of MULTISOURCE. The involvement of the IAB will: 1) ensure a co-design process is carried out at all stages of the project, 2) provide external points of view on the work plan of the project, 3) act as a key dissemination channel for project outcomes. The IAB involvement will also ensure that the knowledge produced by other already existing initiatives, new ideas and emerging initiatives are duly considered.

Composition: The IAB is composed of renowned international experts from organizations including the International Union for the Conservation of Nature (IUCN), the International Water Association (IWA), and The Nature Conservancy (TNC), as well as national experts from industry, research, and public agencies. All IAB members have confirmed their participation with letters of support.

IAB Member	Institution	Country	Expertise
PAULA KEHOE, Director of Water Resources	SAN FRANCISCO PUBLIC UTILITIES COMMISSION	USA	Sustainable urban water management, alternative water sources, public education
SUDHIR PILLAY PHD, Research Manager	WATER RESEARCH COMMISSION	SA	Sanitation and sustainable urban water management, decentralized wastewater treatment
TRINE STAUSGAARD MUNK, Head of Resilience	RAMBOLL/HENNING LARSEN ARCHITECTS	DK	Improving sustainability and resilience in the water cycle, inclusive planning processes, maximize co-benefits in public realm
CHRISTIAN NYERUP NIELSEN, Global Division Director	RAMBOLL	DK	Improving sustainability and resilience in the water cycle, inclusive planning processes, maximize co-benefits in public realm
JAMES DALTON, Director, Global Water Programme	INTERNATIONAL UNION FOR THE CONSERVATION OF NATURE (IUCN)	SW	Nature-based solutions in urban environments, communications and knowledge management
KATHARINE CROSS, Strategic Programmes Manager	WATER CITIES (PREVIOUSLY INTERNATIONAL WATER ASSOCIATION)	TH	Water resource management from local to global scale, water governance and policy
ROB MCDONALD PHD,	THE NATURE CONSERVANCY	USA	Urban conservation, role of green infrastructure in urban well-being

Lead Scientist, Global
Cities

Table 3: IAB Members

The individuals of the IAB have committed to provide feedback, quality control and advice for aligning MULTISOURCE outcomes with the needs of end-users and stakeholders, and to suggest strategic actors who can support the fair and equitable inclusion across gender and groups of under-represented and/or disadvantaged persons. They will provide advice for accelerating creating synergies and opportunities for the uptake of nature-based solutions for urban water treatment, storage and reuse using the MULTISOURCE tools and business models.

Meetings: The IAB will be engaged via email, webinars and physical meetings. All IAB members will be invited to selected project meetings. A dedicated budget under INRAE (Project Coordinator) is foreseen for travel and subsistence costs for IAB members to attend selected physical meetings.

Decision-making: Advisory.

3.3.7. Data Management Team (DMT)

Data Management team members:

- Joaquim Comas (ICRA) | jcomas@icra.cat *See WP4 Leader*
- Jan Friesen (UFZ) | jan.friesen@ufz.de *See WP5 Leader*
- Nicolas Forquet (INRAE) | nicolas.forquet@inrae.fr

Dr Nicolas Forquet has been working as a researcher at INRAE for more than ten years. His researches focus on the long-term operation of NBS and their prediction using modelling and data mining.

The Data Management Team will advise on the management of data generated by the project. More particularly, it will be composed of experts in data management from partners organisations (ICRA, INRAE, and UFZ) and will advise on i) how to manage MULTISOURCE data according to the FAIR principles (Findable, Accessible, Interoperable and Reusable), ii) how to deal with personal data according to General Data Protection Regulation (GDPR), and iii) data sharing in the particular context of cooperation with international partners.

Meetings: The DMT will be engaged via email, webinars and physical meetings.

Decision-making: Advisory capacity and awareness-raising capacity.

3.3.8. Gender Expert

Gender Expert – Ana Kalin (FER) | ana.kalin@forumfer.org

Ana Kalin: gender and development expert with more than 17 years of experience. Her expertise stems from her work at the Slovene MFA, focusing on development cooperation, gender equality and migration; being a researcher and policy maker at FER, she focuses on inclusive equitable development, gender and migration in Slovenia, Albania and Uganda, and academic work on migration, identity creation and othering.

The Gender Expert, represented by FER is the key staff member within MULTISOURCE dealing with its gender mainstreaming strategy and building capacities for incorporating gender equality into the project's work, in terms of content and, in cooperation with ICLEI processes. As a Gender expert, FER role will be to promote increased attention to and integration of gender into project activities and outcomes. Responsibilities of the Equitable Development Advisor include:

- advise the ExCom on gender issues throughout the consortium and project activities to make MULTISOURCE inclusive and equitable as possible;
- develop capacity of the consortium by identifying the needs of partners for information and training in gender equality and mainstreaming, and obtaining relevant documents and training material which will empower them to apply a gender lens to their future work beyond this project;
- participate actively, provide technical support and contribute to activities of relevant WPs on gender equality by incorporating this perspective to all stages: planning, implementation, reporting, communication and evaluation;
- analyse existing knowledge on the interplay between NBS, societal challenges, participatory processes, community inclusion, integrated water resource management and equitable development. As the gender expert, FER will be associated in each ExCom e-meeting. FER will work in close cooperation with the coordination team, WP6 leaders and Executive Committee and will be responsible for the coordination, monitoring and evaluation of the project's equitable development mainstreaming strategy in order to ensure inclusiveness of MULTISOURCE.

4. Institute contacts

All the contacts can be found on the contact list (Excel file) on the Home Page of the collaborative platform: <https://sites.inrae.fr/site/multisource-project/SitePages/Home.aspx>.

Partners can find mailing lists for different contact groups in the sheets of the excel file. If a new person joins a team, the main contact of the concerned institute has to inform the Project Administrator (serena.mauries@inrae.fr) and the Project Manager (marjorie.aucaigne@inrae.fr) about the details of the new contact (name, email address, telephone, and the WPs in which the person is involved).

In addition, if a person leaves the project, the main contact of the concerned organisation should also inform the Project Manager to remove the contact details of this person.

Mailing lists have been created for various activities of the project. To add or remove someone from these lists, please contact the Project Administrator and Project Manager.

- multisource-consortium@groupe.renater.fr
- multisource-excom@groupe.renater.fr
- multisource-wp1@groupe.renater.fr
- multisource-wp2@groupe.renater.fr
- multisource-wp3@groupe.renater.fr
- multisource-wp4@groupe.renater.fr
- multisource-wp5@groupe.renater.fr
- multisource-wp6@groupe.renater.fr
- multisource-wp7@groupe.renater.fr

5. Project planning

The project started on June 1st, 2021 and will end on May 31, 2025. The 48 months (M) are divided into three Reporting Periods (RP):

RP1: from month 1 to month 18

RP2: from month 19 to month 36

RP3: from month 37 to month 48

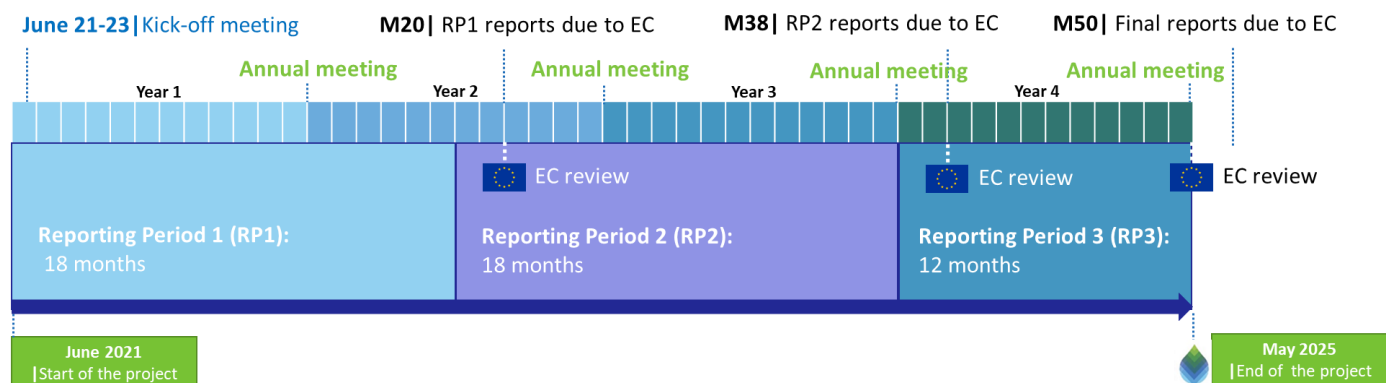


Figure 3: General project planning

Each period ends with a periodic report composed of a technical and financial report. The periodic report, to be submitted within 60 days after the end of the reporting period on the EC Participant Portal, aims at summarising the work done and claiming costs incurred during the period.

In addition, a continuous reporting tool online monitors deliverables, milestones, update of publishable summary, response to critical risks, publications and communication activities.

The complete list of deliverables and milestones can be found in Part A of the Grant Agreement (sections 1.3.2 and 1.3.4).

6. Financial issues

6.1. Payment to be made

Three different type of payments will be made along the 4 years of the project:

The pre-financing payment:

The amount of the **pre-financing** had been determined by the REA in the Grant Agreement (2 666 470 €). 5% of the pre-financing (249 981.56 €) has been retained by the EC and deducted from the amount transferred to the Consortium; this amount constitutes the contribution of the beneficiaries to the Guarantee Fund that will be paid back to the project beneficiaries at the end of the project. In the end, the total amount of **2 416 488.44 euros**, corresponding to 48.33% of the total EC Grant (4 999 631.25 €), was paid to the Coordinator and redistributed to the Consortium on June 8, 2021.

Two interim payments: the interim payments received from the EU after approval of each periodic report will be redistributed to the beneficiaries by the Coordinator (INRAE). They will cover eligible costs claimed in the periodic reports and it will be made within 90 days after the periodic report submission.

- Interim Payment 1 (month 18+4) will be limited to 70% of the EU Grant share for each Party.
- Interim Payment 2 (month 36+4) will be limited to 85% of the EU Grant share for each Party.

The final payment: Redistribution of the balance payment received from the EU. This payment includes the restitution of the contribution to the Guarantee Fund.

6.2. Distribution to the beneficiaries

Payments are made by the Research Executive Agency (REA) to the coordinator and the coordinator distributes the payments to the beneficiaries.

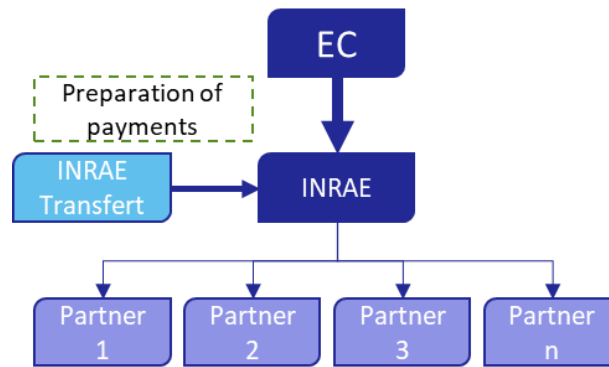


Figure 4: Distribution of payments

6.3. Overview of the payments schedule

Please find below the estimated payment schedule of the project (payments can be delayed in case of delays in reports validation by the REA).

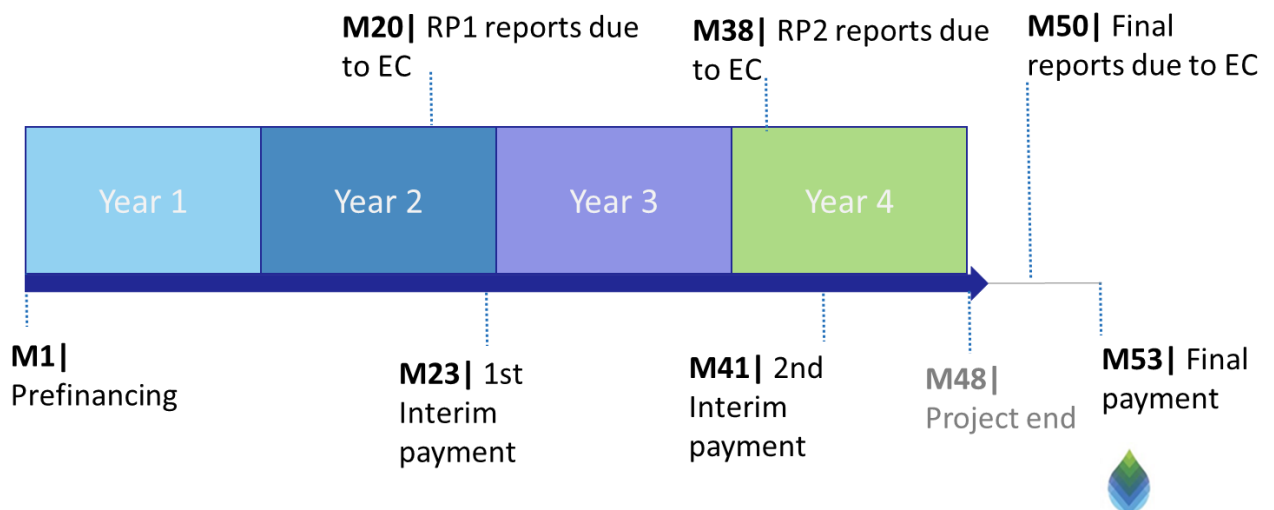


Figure 5: Estimated payments schedule

6.4. Eligible and non-eligible costs

The grant can only reimburse eligible costs. If a beneficiary declares ineligible costs, the costs will be rejected and, if needed, other measures may be taken by the EC (e.g. grant reduction).

Moreover, **the costs incurred must justify the attained objectives**: for example, if 50% of the budget is claimed, 50% of the objectives of the project must have been done.

Eligible costs are:

- Actually incurred by the beneficiary (real and not estimated, budgeted or imputed)
- Incurred during the project duration

- Used for the purpose of the project, i.e. necessary to achieve the project's objectives
- Indicated in the estimated budget set out in the Annex 2 of the Grant Agreement
- Identifiable and verifiable in the partners' accounts
- Complied with applicable national law
- Reasonable, justified and must comply with the principles of sound financial management, in particular regarding economy and efficiency (i.e. be in line with good housekeeping practice when spending public money and not be excessive)
- Non-deductible VAT

Ineligible costs are:

- Return generated by an investment
- Debt and debt service charges
- Provisions for future losses or debts
- Interest owed
- Doubtful debts
- Currency exchange losses and bank costs
- Excessive or reckless expenditure
- Deductible VAT
- Costs declared under another EU grant (including grants awarded by a Member State and financed by the EU)
- Tips which are not obligatory
- Entertainment or hospitality expenses (including gifts, special meals and dinners)

6.5. Expense categories

Eligible costs are either direct or indirect costs (*see section 6.2 of the GA, page 16 of 319*):

- Direct costs are directly linked to the action implementation; **eligible direct costs are reimbursed up to 100% for all partners.**
- Indirect costs are not directly linked to the action implementation and therefore cannot be attributed directly to it. **Eligible indirect costs must not exceed 25% of the eligible costs.**

Expense categories are:

- **Direct personnel costs** of permanent and temporary staff involved in the project. All personnel charged to MULTISOURCE must keep timesheets indicating time spent on the project (per WP).
- **Subcontracting costs** are only eligible if foreseen in the DoA (Annex 1). Subcontracting is foreseen in MULTISOURCE for the beneficiary ICRA (*see the Annex 1 (Part B) of the Grant Agreement, section 4.2 Third parties involved, p81/118*). For any subcontracting cost not foreseen in the DoA, they must be validated by the REA Project Officer first.

- **Travel and subsistence** costs for project-related meetings, including participation to dissemination events to disseminate project's results (e.g. a conference to present project results or activities). Travel and subsistence costs relate to the personnel of the beneficiaries. They may also relate to experts who participate in the action on an ad hoc basis (e.g. attending specific meetings), if the experts' participation is foreseen in the DoA (Annex I) or approved by the EC (*see the Annex 1 of the Grant Agreement, section 3.4 Resources to be committed, p49/118*).
- **Durable equipment:** depreciation at its level of use for the project, as recorded in the partner's accounts. Only INRAE is concerned by equipment costs for the MULTISOURCE project (*see the Annex 1 of the Grant Agreement, section 3.4 Resources to be committed, p50/118*).
- **Other goods and services**, e.g. consumables and supplies, dissemination costs (Open Access publication fees), protection of results, certificates on the financial statements if required by the Grant Agreement, translations and publications (*see the Annex 1 of the Grant Agreement, section 3.4 Resources to be committed, p50/118*).

6.4. Audit

Audits can be carried out during the implementation of the action or afterwards and may be started up to two years after the payment of the balance. **The beneficiaries must keep, for a period of five years after the payment of the balance, records and other supporting documentations in order to prove the proper implementation of the action and the costs they declare as eligible.** Records have to be kept in particular for:

Actual costs: contracts, subcontracts, invoices, accounting records, quotes and evidence of the selection of providers on the basis of the best value-for-money or lowest price.

Unit costs: adequate records and other supporting documentation to prove the number of units declared. It is NOT necessary to keep records on the actual costs incurred.

Flat-rate costs: adequate records and other supporting documentation to prove the eligibility of the costs to which the flat-rate is applied. The beneficiaries do not need to identify the costs covered or provide supporting documentation (such as accounting statements) to prove the amount declared at a flat rate. It is NOT necessary to keep records on the actual costs incurred.

Time records of the actual hours worked, with reliable time records (i.e. time-sheets) either on paper or in a computer-based time recording system. Time records must be dated and signed at least monthly by the person working for the action and his/her supervisor. Time records should include, as a minimum:

- The title and number of the action, as specified in the Grant Agreement
- The beneficiary's full name, as specified in the Grant Agreement
- The full name, date and signature of the person working for the action
- The number of hours worked for the action in the period covered by the time record
- The supervisor's full name and signature

- A reference to the action tasks or work packages of Annex 1 of the DoA, to which the person has contributed by the reported working hours
- Information included in time sheets must match records of annual leave, sick leave, other leaves and work-related travel.

Once an audit has started, the beneficiary must keep all the records until the audit procedure and its follow-up is completed.

7. Deliverables and milestones

Deliverables are outputs (e.g. result, report, software) that must be produced at a given moment during the action whereas **milestones** are control points in the action that help to follow up on progress. A milestone can be a prototype, an intermediary report, or a decision to be taken based on previous results to orientate the action during the next period.

A list of deliverables is available on the MULTISOURCE collaborative platform (<https://sites.inrae.fr/site/multisource-project/SitePages/Home.aspx>)

7.1. Deliverable review process

Project reviewers will evaluate the project deliverables. The EC payment can be conditioned by the timely submission of project deliverables. Therefore, it is essential that project deliverables be produced in time and to a high quality to ensure not only that the project runs according to the work plan but also that we receive the payment.

The general process to prepare and submit MULTISOURCE deliverables:

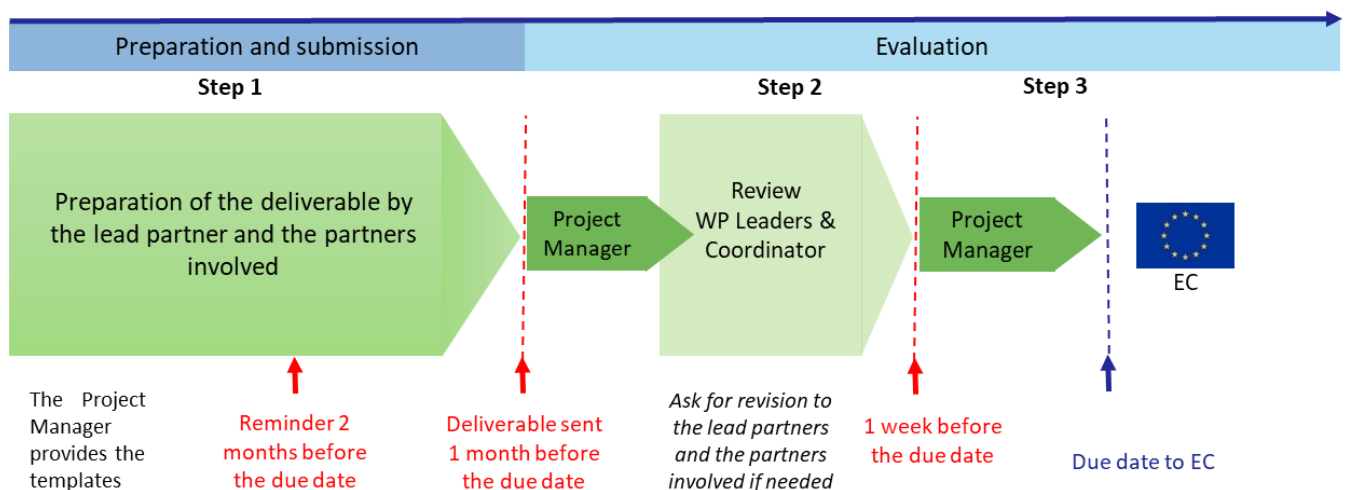


Figure 6 Deliverables review process

Three steps to submit a deliverable:

1. The Project Manager will remind deliverables to the WP, task and deliverable leaders 2 months before the due date and will make the deliverable templates available on the

MULTISOURCE collaborative platform.

2. The WP Leader and the Project Coordinator will review the deliverable and ask for revision to the lead partner(s) and to the partners involved if needed.

We advise deliverable leaders to send the deliverable draft ready for review to the Project Manager at least 4 weeks before the deliverable due date to the European Commission.

The WP leader sends the final draft of the deliverable to the Coordinators and the Project Manager at least 1 week before the deliverable due date.

3. The Project Manager submits an electronic copy of the deliverable to the European Commission in due time.

The Deliverable leader is responsible for:

- Overseeing the quality and nature of the contributions from the deliverable contributors or authors.
- Ensuring that the deliverable is produced in line with the contractual documents (DoA – Annex 1 of the Grant Agreement) and is submitted in due time to the WP leader for the evaluation process.

The WP Leader is responsible for:

- Overseeing the timely production of the deliverable by the deliverable leader.
- The evaluation of the deliverable submitted in final draft format by the deliverable leader and endorses its quality before submitting it to the Coordinator and Project Manager (the WP leader is also responsible for reviewing the content of deliverables of their WP).
- Overseeing any revision to the deliverable further to the evaluation by the Coordinator and Project Manager.

The Project Manager is responsible for:

- Overseeing the timely production of the deliverable by the deliverable leader;
- The evaluation of the deliverable submitted in final draft format by the deliverable leader and endorses its conformity before submitting it to the Coordination and Project Manager (the WP leader is also responsible for reviewing the content of deliverables of its WP);
- Overseeing any revision to the deliverable further to the evaluation by the Coordinator.

The Project Coordinator is responsible for:

- Following up the evaluation and endorsement of project deliverables;
- Submitting electronically the project deliverables to the Agency (REA) / Commission.

7.2. Milestone review process

Regarding the milestones, a similar retro planning will be implemented. It is important to note that for each milestone a report will be asked by the Project Management Team to justify that the milestone has been achieved on time. The report will consist in a short description presenting the results or decisions taken. The Project Manager will provide a template.

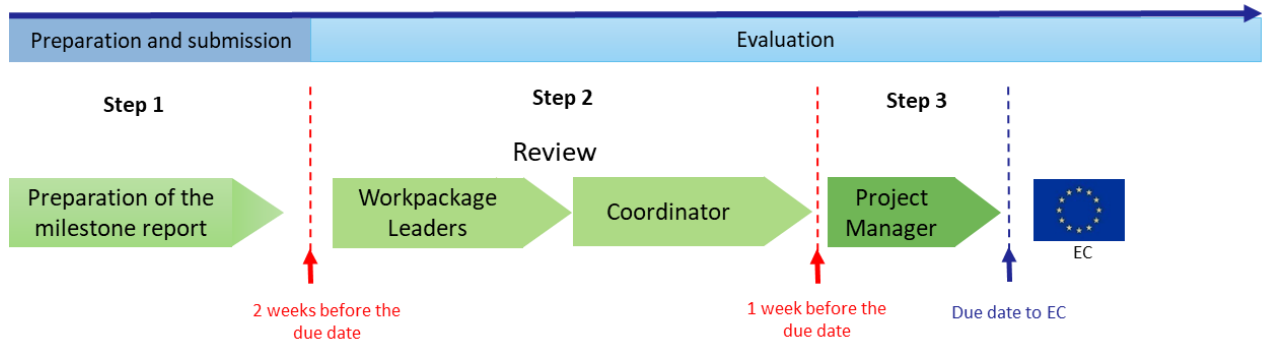


Figure 7: Milestones review process

Partners should prevent delays but should problems or deviations occur, the lead partner must inform the Coordinator and the Project Manager directly by sending an email to Marjorie.aucaigne@inrae.fr and to Jaime.nivala@inrae.fr explaining the reasons of the delay, the new expected delivery date and the impact on the project.

7.3. Tips for successful milestone achievement and deliverable production

In order to achieve successfully milestones and deliverables, each partner has to be well aware of their contribution. Communications between partners, between (WP and task) leaders and other partners, between WP Leader, the Coordinator and Project Manager, are key for such achievement. It is also important to note that the success of the project is not limited to the production of deliverables and milestones but also takes into consideration the entire DoA, objectives' achievement, task production, and any kind of measures which aims to maximise the impact of the project.

8. Reporting

The project includes three reporting periods:

Period 1 (18 months): M01-M018 = from **01/06/2021** to **30/11/2022**

Period 2 (18 months): M19-M36 = from **01/12/2022** to **31/05/2024**

Period 3 (12 months): M37-M48 = from **01/06/2024** to **31/05/2025**

Figure 8: Project calendar in month (M)

8.1. Overview of the reporting process

For each of these periods, the Coordinator must submit a periodic report within 60 days after the period ends. The periodic report includes a technical report and a financial report. The technical report aims to summarise the work accomplished during the period whereas the financial report covers the costs incurred to implement the project and claimed for reimbursement. The Project Officer will then assess the report.

➤ Read more [here](#)

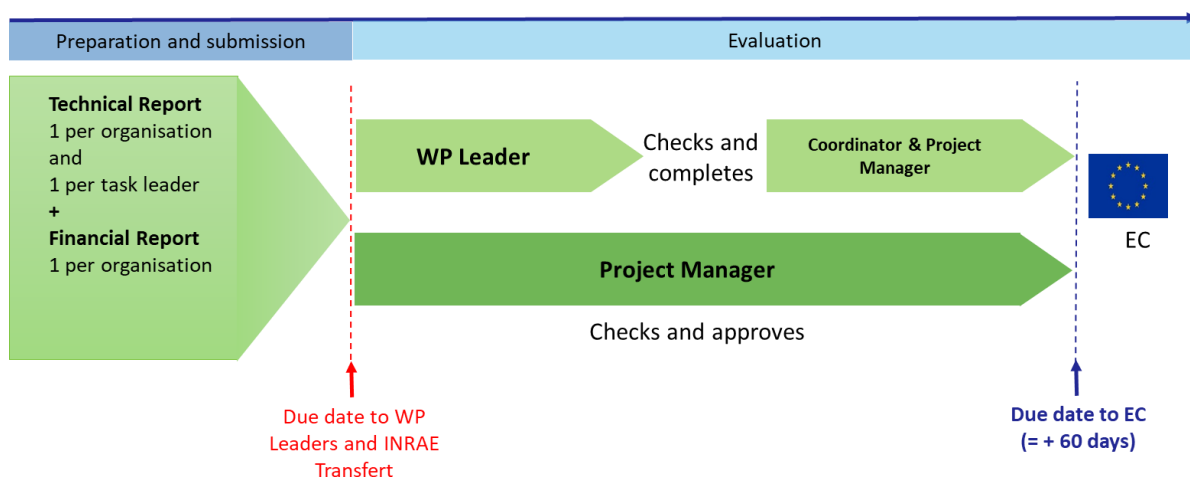


Figure 9: Reporting process

8.2. Technical report description

The periodic technical report contains:

- **A structured part filled online (Part A), including:**
 - A summary for publication by the EU
 - The status of deliverables due in the period
 - The status of milestones due in the period
 - The state of play on ethical issues
 - An overview of critical implementation risks and mitigation actions

- Details on the dissemination and exploitation of the results: scientific publications, dissemination and communication activities
 - Intellectual property rights resulting from the project
 - Impact on SMEs (Small Medium Enterprise, i.e. evolution of turnover and number of employees from the beginning of the project)
 - Open Research Data: list of datasets
 - Gender issues: gender of researchers and other workforce involved in the project; gender dimension in the project
- **A narrative part (Part B), including**
 - Explanation of the work carried out by the beneficiaries, per work package and task
 - An overview of the progress including objectives, milestones and deliverables mentioned in the DoA
 - Update of the plan for exploitation and dissemination of result (if need be)
 - Update of the data management plan (if need be)
 - Follow-up of recommendations and comments from previous review(s) (if applicable)
 - Deviations from Annex 1 and Annex 2 of the DoA: explanations justifying the differences between the work expected to be carried out (or costs foreseen) and the work actually carried out (or costs claimed).

The technical report is a compilation of reports produced by WPLs based on the reports provided by each partner involved in the WP. The Coordinator and the Project Manager will define a report template that the WPLs will fill in. The Project Manager will compile all WP reports and the Coordinator will validate and finalise the compiled report. Once the final technical report is produced, the Coordinator will upload it on the EU portal.

8.3. Financial report description

The periodic financial report contains:

- An individual financial statement for each beneficiary for the reporting period concerned
- An explanation of the use of resources
- A periodic summary financial statement created automatically by the electronic exchange system of the EU portal.

The financial statements must be drafted in Euro. Beneficiaries with accounting systems in a currency other than Euro must convert the costs recorded in their accounts into Euro, at the average of the daily exchange rates published in the [C series of the Official Journal of the European Union](#), calculated over the corresponding reporting period.

In addition, beneficiaries will have to provide a clear description of their expenses when their other direct costs exceed 15% of their personnel costs.

The Coordinator and the Project Manager will define a report template that will include all the eligible costs spent by the beneficiary and their justifications. The main contact of each institute will have to fill in the template that will be reviewed by the Coordinator. Once the content is accepted by the Coordinator, the beneficiary will be in charge to fill in all the information on the EU portal.

8.4. Final report description

For the last reporting period, in addition to the final periodic report, the Coordinator must submit a final report within 60 days from the end of the last period which includes an overview of the project and conclusions. The final report contains:

- **A final technical report with:**
 - An overview of the results and their corresponding exploitation and dissemination activities
 - The conclusion on the action
 - The socio-economic impact of the action
- **A final financial report with:**
 - A final summary financial statement created automatically on the portal including the request for payment of the balance
 - A Certificate on the Financial Statements (CFS) for beneficiaries requesting a total financial contribution of 325,000 Euro (or more) as reimbursement for actual costs and unit costs calculated according to its usual accounting practices (average personnel costs and costs for internally invoiced goods and services). This means that costs based on lump sums, flat-rates (e.g. indirect costs) or unit costs (other than those for personnel costs and costs for internally invoiced goods and services calculated according to the beneficiary's usual cost accounting practices) are NOT counted for the EUR 325 000 threshold (and do not need to be covered by the certificate). **The expected concerned partners is INRAE.**

8.5. Project reviews by the European Commission

The EC reviews generally take place a few weeks after the submission of each periodic report. The participation of the Coordinator, WP Leaders and Project Manager is expected. The project review aims at receiving feedback on the periodic report from the Project Officer and from external expert reviewers appointed by the Project Officer.

The date and place of the EC reviews have to be determined with the REA Project Officer.

Three reviews have been planned as indicated in the [DoA – Annex 1 of the Grant Agreement](#).

Review Number	Tentative timing	Planned venue of review
RV1	M20 – January 2023	Brussels or virtual
RV2	M38 – July 2024	Brussels or virtual
RV3	M48 – May 2025	Brussels or virtual

Table 4: EC Reviews

8.6. Tips for successful reporting and timely payments

In order to produce a successful report, partners should make sure the report is fully in accordance with the DoA, and that any deviations are substantially explained. Besides, the use of resources described (e.g. person-months per WP) has to be aligned with the work carried out (e.g. if a beneficiary asks for reimbursement of travel costs for a person who participated in a conference and presented project results, this person should mark the corresponding days as worked on the project in their timesheet and include the time spent at the conference in the person-months reported for the period). Partners should make sure that they comply with the reporting deadline set by the Coordinator and Project Manager that will ensure enough time for revision and validation. If the reports submitted do not comply with the expected criteria set up by the EU, the EC may suspend the payment. It is important to note that if a beneficiary is late with the submission of technical or financial reports, the Coordinator might decide to submit the project report without this beneficiary to avoid delaying the payment of all the other beneficiaries. Then, the late beneficiary may submit its report(s) and request the payment at the next reporting period, retroactively.

9. Communication within the project

9.1. Organisation of project meetings

The Project Manager is in charge of organising meetings with local assistance, if necessary. Different types of meetings can be organised by the project manager within the consortium, including Annual project meetings, General Assembly (GA) meetings, Executive Committee (ExCom) meetings. As regard consortium bodies' meetings, the date of the meetings needs to be communicated to all MULTISOURCE members at least 45 calendar days prior the meeting for the General Assembly and at least 14 calendar days for the ExCom. In addition, these consortium bodies need to be informed of the meeting agenda at least 21 calendar days in advance for the GA and 7 calendar days in advance for the ExCom, respectively.

9.2. Annual project meetings

In total five annual project meetings will be organised:

- **Kick-off meeting** (June 21-23, 2021, held online due to the COVID crisis);
- **Project meeting 1-2-3** (date to be determined in June 2022-23-24, place to be determined);
- **Final project meeting** (June 2025, place to be determined).

Points to take in consideration for meeting organisation

Date: Should be determined at least 4 months in advance and agreed with the Coordinator. The duration of the project meeting will depend if, in addition to this Annual meeting (two days), a physical ExCom meeting and/or a dissemination event are planned.

Location: Preference can be given to meeting rooms available free of charge when possible (e.g. in partners' premises).

Number of participants: To be determined by Coordinator, Project Manager and local host, depending on the type of meeting.

Programme: To be determined by the Coordinator and the host institute before sending to the ExCom for comments and then to the partners for information.

Registration: Participants should register prior to the meeting; INRAE Transfert will help with registration.

Accommodation suggestion: To be provided to participants together with the agenda and the registration form in advance (Map and practical information).

Food: Costs to caterer for lunches and coffee breaks. Caterer for coffee breaks and lunches to be selected with help of host institute.

Field trip: To be determined by the local host with the Coordinator and Project Manager.

Invited guests (apart from project partners): Stakeholders members, maybe additional persons (e.g. plenary speaker, EC officers, Coordinators of other projects, etc.) to be determined by the Coordinator. Travel and subsistence costs of Stakeholders members are covered by WP8.

9.3. Executive Committee meeting

The ExCom should meet at least once a year in person, and remotely every month. ExCom meetings aim at collecting information on the progress of the project and examining the compliance of the implementation with the work plan and, if necessary, propose modifications of the work plan to the GA. The Coordinator will notify the ExCom members of the meeting at least 14 calendar days before the meeting date. Besides, the physical ExCom meetings will be organised back-to-back with the annual project meetings.

9.4. General Assembly meeting

The GA should meet at least once a year. The GA meeting will take place along each annual meeting. Hence, at every annual meeting, the GA has to be present to follow the progress of the project.

9.5. Follow-up meetings

For Annual consortium meetings, GA meetings, ExCom meetings and scientific workshops, minutes need to be taken to summarize presentations, discussions, pin point decisions taken and action plans. The person in charge of the minutes needs to be determined before the meeting by the chair person. The Project Manager is in charge to compile the minutes for Annual consortium meetings, GA meetings, ExCom meetings.

Draft minutes will be sent to all members within 15 calendar days after the meeting. The minutes will be then considered as accepted if within 15 calendar days from sending, no member has sent an objection in writing to the chairperson with respect to the accuracy of the draft of the minutes. At last, the accepted minutes will be available to all the members of the consortium body on the collaborative platform. As regard scientific workshops, the WPLs are in charge of compiling and finalising the minutes within the workshop's participants. They should then send the final minutes to the Project Manager who will circulate them to all MULTISOURCE partners.

9.6. Collaborative platform

The collaborative platform is a shared workspace accessible by all the partners of the consortium via login and password at <https://sites.inrae.fr/site/multisource-project/SitePages/Home.aspx>.

It allows partners to deposit documents, to consult them, or even to modify them if they have the necessary rights. The collaborative platform will be delivered and designed by INRAE Transfert and aims to promote the communication and exchanges within the project.



The workspace includes legal documents, presentations of work packages, project calendars, deliverables and milestone reports and other features aiming to ensure a smooth implementation of the project. Each WP has a dedicated section where scientific documents and information can be shared.

The platform is flexible; hence, if a partner requires adding a section or a tool, possibilities can be explored with the Project Manager and Coordinator to improve the platform. Unless mentioned otherwise, any content shared on the collaborative platform shall be considered confidential. Pictures of MULTISOURCE meetings can be uploaded on the collaborative platform providing that the meeting's organizers have collected consent from participants. Additional pictures from other events (e.g. conferences where MULTISOURCE partners participate) can be uploaded on the collaborative platform. To ensure that all persons on the picture agree for the picture to be uploaded, the picture should be emailed to the Project Manager with cc to all persons appearing on the picture. If these persons do not object by email in the next 8 days, then the Project Manager will consider that they agree, and will proceed with uploading the picture on the collaborative platform. Any person can still ask for the picture to be withdrawn by writing to the Project Manager.

10. Publication and dissemination

10.1. Data management plan and Open data

The Data Management Plan (DMP) is a deliverable that will be submitted within the first six months of the project to support the management life cycle for all data that will be collected, processed or generated by the action. The DMP will describe the data management policy adopted within the project for all the datasets generated by MULTISOURCE. The document will specify which data will be openly accessible, which data evolve and gain in precision and substance during the lifespan of the project. Updates are planned, at mid-term and at the end of the project.

Open access to research data refers to the right to access and reuse digital research data under the terms and conditions set out in the Grant Agreement.

10.2. Dissemination

A plan for the exploitation and dissemination of results will be issued separately to manage the issues linked to dissemination and communication. Results of MULTISOURCE will be presented at international, national and local conferences. For each presentation or poster that presents results of MULTISOURCE, the official logo and template (poster, power point) of the project have to be used. They will be made available on the collaborative platform.

Besides, the official acknowledgement sentence “**This project has received funding from the European Union’s Horizon 2020 research and innovation programme under Grant Agreement No 101003527**” has to be indicated. This sentence must also be indicated on any released documents (e.g. report, publication). In addition, the [EU emblem](#) needs to be used for any result dissemination. Regular communication of the project will be done within WP7, as described in the [DoA – Annex 1 of the Grant Agreement](#).

10.3. Open Access

Open access is mandatory under H2020. Each beneficiary must ensure open access (free of charge, online access for any users) to all peer-reviewed scientific publications relating to its results. The content of the published article needs to be uploaded in a repository for scientific publications. There are two types of open access:

- **Gold open access** (open-access publishing) means that open access is provided immediately via the publisher when an article is published. In gold open access, the payment of publication costs is shifted from readers' subscriptions to payments by the author. Costs related to open access for peer-reviewed scientific publications and research data are eligible. Depositing publications in repositories is mandatory even in this case, to ensure that the article is preserved in the long term.
- **Green open access** (self-archiving) means that the published article or the final peer reviewed manuscript is archived by the researcher in an online repository. The access to the article can be delayed by an embargo period, if requested by the publisher. The maximal duration of this embargo period is 6 months (12 months for publications in social sciences and humanities).

➤ Read more [here](#)

Open data will be detailed in the Data Management Plan due at M6 (ICRA).

11. Equal opportunities

The beneficiaries must take all measures to promote equal opportunities between men and women in the implementation of the action. They must aim, to the extent possible, for a gender balance at all levels of personnel assigned to the action, including at supervisory and managerial level. Measures to promote equal opportunities include transparency of recruitment and advancement processes, including gender-sensitive language in vacancies and job description, adoption of family-friendly policies, promotion of mobility and dual-career couples. The beneficiaries should keep appropriate documentation about the steps taken and measures put in place.

➤ Read more [here](#)

12. Ethics

The beneficiaries must carry out the action in compliance with ethical principles applicable in international, EU and national law and to respect the European Code of Conduct for Research Integrity. These ethics principles are outlined in the *DoA – Annex I to the Grant Agreement*.

Ethics deliverables: All ethics requirements due after project start are automatically included in the grant agreement in the form of deliverables. These deliverables are placed in the automatically generated work package called “ethics requirements”(WP9).

➤ Read more [here](#)

– END OF MANAGEMENT GUIDELINES –