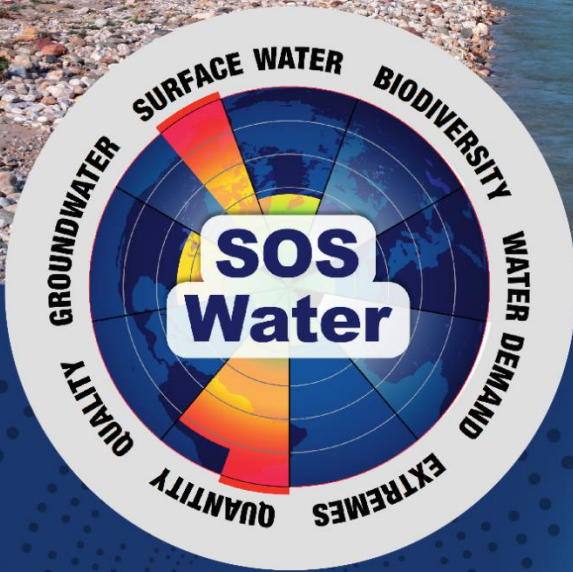


SOS-WATER

DEFINING A SAFE OPERATING SPACE (SOS) FOR WATER RESOURCES IN A CHANGING CLIMATE AND SOCIETY



PROJECT MANAGMENT GUIDELINES HANDBOOK





SOS Water deliverable report

D7.1 Project Management Guidelines Handbook

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26/03/2023	1	All	Finalization of the document, creation of final pdf	Silvia Artuso, EUT-RS	FINAL



Table of Content

Table of Content 4

Introduction 6

1. General Project Information 7

 1.1 Project overview 7

 1.2 Executive Summary..... 7

 1.3 Project Consortium 8

 1.4 Main project contacts..... 9

2. Legal framework 9

 2.1 Grant Agreement..... 9

 2.1.1 Amendments..... 10

 2.2 Consortium Agreement..... 11

Whereas the Grant Agreement is signed between the EC and the partners, the Consortium Agreement is signed between the partners only. It arranges in more detail the provisions of the Grant Agreement, such as (but not limited to):..... 11

3. Governance and roles in the project 11

 3.1 General Assembly (GA) 11

 3.2 Steering Committee (SC)..... 11

 3.3 Project Coordinator..... 12

 3.4 Project Management Support Team 13

 3.5 Work Package Leaders (WPL)..... 13

The WP leaders of SOS-Water are: 14

 3.6 Task Leaders (TL) 14

The TLs assist the WPLs in planning, managing, and performing their respective tasks in the WP context. ... 14

 3.7 Further roles in the project 14

The Case study leaders of our project are:..... 14

4. Project work structure 15

 4.1 Work Packages (WP) 15

 4.2 Deliverables 16

 4.2.1 Deliverable review process 17

 4.3 Milestones 19

5. Communication within the project 19

 5.1 Meetings..... 19

 5.1.1 Type of meetings..... 19



5.1.2	Meeting agenda	20
5.1.3	Minutes of meetings	20
5.2	<i>Emails</i>	21
5.3	<i>Document storage platform – IIASA SharePoint</i>	21
5.4	<i>MS Teams</i>	21
6.	Reporting and monitoring	21
6.1	<i>Internal Monitoring</i>	22
6.2	<i>External project reporting to the EC</i>	22
6.3	<i>Other forms of reporting in our project</i>	23
6.3.1	Deliverable reporting	23
6.3.2	Event reports.....	23
7.	Communication, Dissemination, and Exploitation	24
7.1	<i>Project Graphical Identity</i>	25
7.2	<i>Website</i>	25
7.3	<i>Social Media</i>	26
7.3.1	LinkedIn	26
7.3.2	Twitter	26
7.4	<i>Presentation templates</i>	26
7.4.1	Standard presentation template (internal use)	26
7.4.2	Generic promotional project presentation (external use)	26
7.5	<i>Publishable summary</i>	26
7.6	<i>Further communication & dissemination material</i>	27
7.6.1	Poster	27
7.7	<i>General Rules of Dissemination</i>	27
7.7.1	European Commission rules.....	27
7.7.2	Open access.....	27
7.7.3	Dissemination of project results	28
	Disclaimer	28
	Acknowledgement of funding	28



Introduction

The SOS-Water Project Management (PM) Guidelines Handbook describes the various PM instruments and processes to **manage, monitor and control the project**. It provides a helpful overview for partners on the main elements of our **daily project work**, like:

- project governance structures, roles, responsibilities and processes;
- internal communication procedures and ways for sharing and storing documents;
- dissemination rules and quality standards;
- internal monitoring and official European Commission reporting;
- deliverables timetable, review, and quality processes.

The PM Guidelines Handbook fulfils two main functions:

- 1) It serves as a **day-to-day operation manual** by providing procedures for project activities.
- 2) It provides **guidelines** on the various processes of the project - e.g., project reports, deliverables, dissemination, etc. - with agreed procedures and templates where relevant.

Main structures and procedures described in the document were already presented to the consortium partners at the project's kick-off meeting in late October 2022.

The handbook represents a dynamic document and will be updated as required throughout the project runtime.



1. General Project Information

1.1 Project overview

Project name	Water Resources System Safe Operating Space in a Changing Climate and Society
Acronym	SOS-Water
Grant Agreement No.	101059264
Funding Programme	Horizon Europe
Instrument	RIA (Research and Innovation Action)
Project start	October 1, 2022
Duration of the project	48 Months (end date: September 30, 2026)
Total budget	4,099,405 Mio EUR

1.2 Executive Summary

SOS-Water is funded through the European Union’s Horizon Europe Framework Programme for Research and Innovation and has a budget of EUR 4 million over four years. SOS-Water is coordinated by the International Institute for Applied Systems Analysis (IIASA).

Water scarcity, water quality degradation and the loss of freshwater biodiversity are critical environmental challenges worldwide, which have primarily been driven by a significant increase in water withdrawals during the last century. In the coming decades, climate and societal changes are projected to further exacerbate these challenges in many regions around the world. As such, defining a safe operating space (SOS) for water resources in a changing climate and society is urgently needed to ensure a sufficient and reliable supply of water of a quality acceptable for human activity and natural ecosystems.

The overarching objective of SOS-Water is to assess and understand the SOS of the entire water resources system based on integrated modelling, monitoring, advanced indicator development, and an inclusive stakeholders’ engagement based on true collaboration including co-development of scenarios and management pathways.

SOS-Water will co-create future scenarios and management pathways with stakeholders in five case studies in Europe and abroad.

The results of SOS-Water will help improving the understanding of water resources availability and streamline water planning and management at local to regional levels and beyond, such



that the allocation of water among societies, economies, and ecosystems will be economically efficient, socially fair, and resilient to shocks.

The SOS-Water consortium consists of 11 partners from 7 EU countries and 2 non-EU countries Vietnam and Switzerland (the Swiss partner EAWAG will be associated partner in SOS-Water). All partners are nationally and internationally renowned in their fields, and the entirety of the consortium represents the outstanding multi-disciplinary team needed to address the diverse range of water system challenges. Each partner brings in important knowledge and different nuances necessary to design a holistic water system SOS framework. That includes world-leading expertise on integrated hydrological (UU, IIASA), hydro-economic (UPV, IIASA), and biodiversity modelling (FVB-IGB), in water systems planning (POLIMI), water quality (associated partner EAWAG) and quantity (FUTUREWATER SL and its affiliated entity FutureWater-NL) monitoring, multi-objective decision support and stakeholder engagement (NIVA, FVB-IGB) and outstanding local expertise in the respective case studies (GeoEcoMar, SIWRP) as well as international multi-disciplinary project management (IIASA, EUTEMA-RS).

1.3 Project Consortium

The full contact list of the consortium can be found via: [SOSW contact list.xlsx](#). This shall be updated on a regular basis (partners are reminded to update it during the regular meetings).





1.4 Main project contacts

<p>Project coordinator (RISE)</p>	<p>IIASA International Institute for Applied Systems Analysis Biodiversity and Natural Resources Water Security Research Group</p> <p>Schloßplatz 1, 2361 Laxenburg, Austria</p> <p>Dr. Taher Kahil Research Group Leader and Research Scholar Tel: kahil@iiasa.ac.at</p>
<p>Administrative / Project Management Support Team (EUT-RS)</p>	<p>Eutema Research Services GmbH Karl-Toldt-Weg 6D 1140 Wien, Austria</p> <p>Georg Melzer-Venturi Managing Director Tel.: +43 676 5990819 melzer@eutema-research.eu</p> <p>Nicole Schmidt Senior Project Manager Tel: +43 670 3546226 schmidt@eutema-research.eu</p> <p>Silvia Artuso Junior Project Manager artuso@eutema-research.eu</p>

The coordinator and Project Management Support Team can also be reached via the joint email address: water@sos-water.eu.

2. Legal framework

The project is funded by the European Union’s **Horizon Europe (HEU) programme**. The most important legal conditions are to be found in the following two documents:

2.1 Grant Agreement

The Grant Agreement is the **legal basis** for the implementation of the project. It consists of:



- Terms and Conditions (this is the core contract, which is basically similar for all HEU funded projects);
- Annex 1 Description of Action (DoA; the initial proposal adapted during the contract negotiations including Part A and Part B);
- Annex 2 Estimated budget for the action;
- Annex 2a Additional information on unit costs and contributions;
- Annex 3 Accession Forms;
- Annex 4 Model for the financial statements;
- Annex 5 Specific Rules (including Confidentiality, Ethics, IPR, Open Science, etc.)

Although the core contract is signed between the European Commission (EC) and the Coordinator of the project, all partners become individual contract partners with the EC by signing the Accession Forms (Annex 3).

The Grant Agreement must be kept by all partners and should be provided to the auditors in case of an audit. The full version can be accessed via: [Grant Agreement](#)

2.1.1 Amendments

During the project, circumstances may arise to call for a request to the EC for an **amendment** of the Grant Agreement.

Reasons may vary, but could be:

- Change of partner(s);
- Change of legal entity;
- Changes in the DoA (Annex 1);
- Changes in the Budget (Annex 2).

In case an amendment is needed, the coordinator:

1. Shall put the case up for decision in the **General Assembly** (see Chapter 3.1).
2. After the decision, the coordinator shall submit the request for approval to the EC Project Officer.
3. If approved, the coordinator, together with the Management Team, will revise the Grant Agreement accordingly and provide the revised Grant Agreement to the partners, replacing former versions.

Budget changes that do not affect the content of DoA can be taken care of by the consortium itself, by taking a decision through the General Assembly and informing the Project Officer.



2.2 Consortium Agreement

Whereas the Grant Agreement is signed between the EC and the partners, the Consortium Agreement is signed between the partners only. It arranges in more detail the provisions of the Grant Agreement, such as (but not limited to):

- Responsibilities of partners,
- Payment schedules,
- Project governance structure,
- intellectual property rights and liability, etc.

The Consortium Agreement must also be kept by the partners and must be shown in case of audits. The full version can be accessed via: [Consortium Agreement](#)

3. Governance and roles in the project

3.1 General Assembly (GA)

The General Assembly is the ultimate decision-making body of the consortium. It consists of **one representative per partner**.

The General Assembly deals with any main decisions concerning e.g. budget changes, partner exits, Intellectual Property Rights (IPR) issues, conflicts and more.

It meets **every 6 months** on occasion of the project meetings, which take place **every 6 months online** and **every 12 months onsite**.

Each partner has ONE vote. Partner representatives attending the General Assembly shall be duly authorized to negotiate and decide on all matters discussed during the GA meeting. For the **decisions to be made in the GA, necessary information will be provided together with the meeting agenda at least 14 days in advance** (see also Chapter 5.1.2).

Issues concerning the General Assembly will always be addressed **at the beginning of each project meeting**. The necessary attendance and quorum will be evaluated, and decisions will be taken according to the rules laid out in the Consortium Agreement.

3.2 Steering Committee (SC)

The Steering Committee is responsible for **supervising the overall strategic and technical management** of the project and reports directly to the General Assembly. Moreover, it is responsible for proper execution and implementation of the decisions of the General Assembly.



The Steering Committee consists of the Technical and/or Administrative Coordinator, the Project Management Support Team, as well as the Work Package leaders and, in the specific case of this project, the case study leaders.

The Steering Committee oversees tasks such as (but not limited to):

- Proposing decisions to the General Assembly
- Collecting and exchanging information on the project progress, assessing compliance to the project plan and eventually proposing modifications.
- Advising the General Assembly for the re-allocation of the project tasks and budget in case of abolished tasks in accordance with prior commitments in the DoA.
- Making proposals to the General Assembly for the review and/or amendment of the terms of the Grant Agreement.
- Reviewing and deciding in case of troubles with a partner and preparing proposals to General Assembly on actions to be taken.
- Reviewing and deciding in case of defaults of the coordinator in the performance of its tasks and preparing the proposal to General Assembly on action to be taken.
- Selecting and proposing to General Assembly possible new partners to enter the project.
- Deciding on the technical roadmap for the project.
- Deciding on the selection of additional expertise (sub-contractors).
- Supporting the coordinator in preparing meetings with the EC and the supply of related data and deliverables.

The coordinator will convene meetings of the Steering Committee **every three weeks** online via MS Teams.

The Steering Committee meetings are chaired by the project coordinator.

3.3 Project Coordinator

The Project Coordinator is responsible for **efficient management of the project** and individual activities with respect of time, budget, and quality. It also functions as the intermediary for **all communication between the project and the European Commission**.

The project coordinator is responsible for tasks such as (but not limited to):

- Keeping an overview on the overall project progress,
- financial planning and reporting,
- organizing the consortium, Steering Committee, and review meetings.

The project coordinator is also the **Chair** of the **General Assembly** and the **Steering Committee**.

The SOS-Water Project Coordinator is Dr. Taher Kahil (IIASA).



3.4 Project Management Support Team

The Project Management Support Team supports the coordinator and the partners in **administrative and organizational matters**. It works in close relationship with the coordinator and is responsible for such tasks as (but not limited to):

- Organizing the project launch.
- Organization and follow-up of periodic consortium meetings.
- Preparation, submission and follow-up of administrative and financial documents.
- Provide logistic support and templates for efficient project internal information exchange, partner collaboration and coordination.
- Easing the work of the administrative tasks and notifying the consortium of due dates.
- Establishing common processes and continuous improvement measures to ensure efficient process workflows during the project lifetime.
- Coordinating an effective project communication, dissemination, and exploitation.

The project Management Support Team consists of Georg Melzer-Venturi, Nicole Schmidt, and Silvia Artuso (EUTEMA Research Services).

3.5 Work Package Leaders (WPL)

The WP Leaders (WPLs) are responsible for the **implementation of their respective work packages and tasks** and for the preparation of the corresponding **deliverables** and **milestones**. The WPLs perform operative management at the level of their work package and are responsible for the following activities:

- Reporting progress at Steering Committee and project meetings and in the 6 months internal progress reports (see Chapter 6.1);
- Immediately reporting major deviations to the work plan;
- Coordinating the activities of the task leaders involved in their respective WP;
- Highlight any partners involved in their WP, whose contributions are of insufficient or of unacceptable quality.

WP leaders are part of the project Steering Committee and are tasked to report in the recurring Steering Committee meetings about the activities in their WP, potential deviations, challenges, need for collaboration with other WPs, necessary budget shifts, etc.



The WP leaders of SOS-Water are:

WP	Lead beneficiary
WP1 – Co-developed water values and scenarios	10 -NIVA, Simone D. Langhans
WP2 – Integrated water modelling system	2 - UU, Niko Wanders
WP3 – Earth system monitoring	11 - EAWAG, Daniel Odermatt
WP4 – Indicators and thresholds	3 - UPV, Hector Macian-Sorribes
WP5 – Design and assessment of SOS	4 - POLIMI, Andrea Castelletti
WP6 - Dissemination, Exploitation, and Communication	9 – EUT-RS, Georg Melzer-Venturi
WP7 – Project Management	1 – IIASA, Taher Kahil
WP8 – Ethics requirements	1 – IIASA, Taher Kahil

3.6 Task Leaders (TL)

The TLs assist the WPLs in planning, managing, and performing their respective tasks in the WP context.

3.7 Further roles in the project

3.7.1 Case study leaders

Within the project there are five river basins in Europe and beyond that have been chosen as case studies for applying the water system assessment framework: (i) the Júcar River Basin in Spain, (ii) the Upper Danube, (iii) the Danube delta, (iv) the Rhine and Rhine-Meusedelta and (v) the Mekong River Basin in Southeast Asia. For each case study there is a case study leader that is responsible of the implementation of the SOS-Water framework on the specific case, and to report the progresses of its team at the Steering Committee and project meetings and in the 6 months internal progress reports (see Chapter 6.1);

The Case study leaders of our project are:

Case study	Leader



Júcar River Basin	3 - UPV , Hector Macian-Sorribes
Upper Danube	1 - IIASA, Mikhail Smilovic
Danube Delta	7 - GEOECOMAR, Sabin Rotaru
Rhine Riverand Rhine-Meuse Delta	2 - UU, Niko Wanders
Mekong River Basin	8 - SIWRP, Dang Thanh Lam

3.7.2 Technical reviewers

Various partners, suggested by the project coordinator and ratified by all affected partners during the November 1, 2022 Steering Committee meeting, will act as technical reviewers of the deliverables (see also Chapter 4.2.1).

They have been chosen due to their specific expertise relevant for reviewing the respective deliverables.

4. Project work structure

4.1 Work Packages (WP)

SOS-Water is a **4-year project** organized around **8 distinct and closely inter-related work packages**.

The 5 colored work packages below represent the research, scenario development, modelling, and design activities to be carried out within the project. They are supported by two work packages dealing with communication, dissemination, and exploitation of project results (WP6) and project management (WP7), plus one work package on the Ethics requirements (not included in the figure).

The work packages are further organized into **tasks**, each having an **assigned task leader** (see Chapter 3.6) who are responsible for the implementation of the project tasks in their respective WP, supervised and supported by their respective WP leader (see Chapter 3.5). Each task normally produces at least one defined **deliverable** (see Chapter 4.2) as its output.

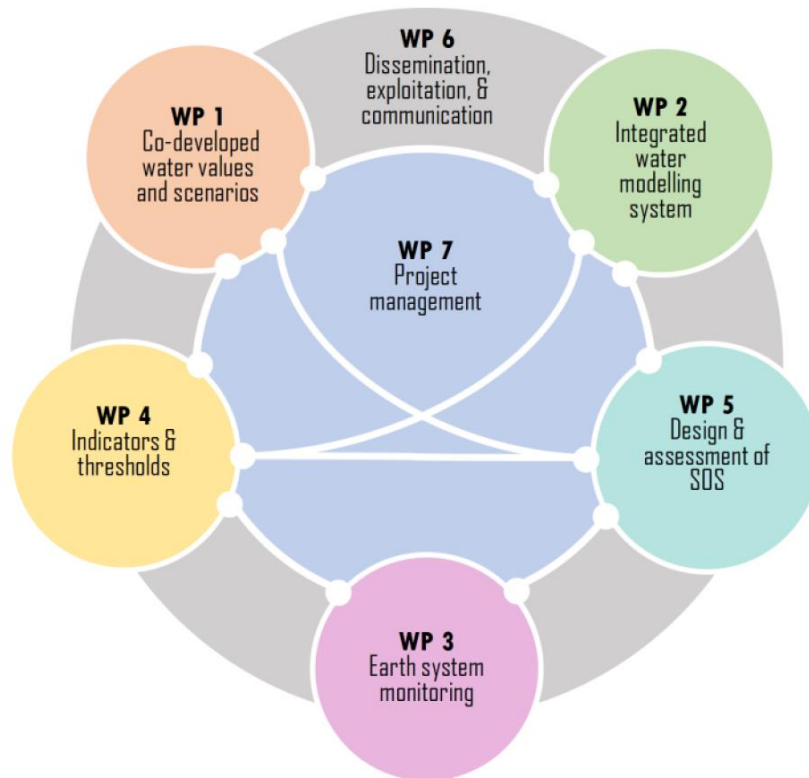


FIGURE 1 – THE WORK PACKAGES (WP) OF THE SOS-WATER PROJECT

4.2 Deliverables

The deliverables form the **core project results**.

Deliverables are coded by a “D” followed by the WP number and consecutive numbers indicating their order, e.g., “D3.2” means the 2nd deliverable of WP3.



The deliverables, which are defined in the DoA, ensure that the project progress is thoroughly documented. They normally have the format of **reports, handbooks, etc.** A list of all deliverables, with their current status and respective partners in charge, is maintained on the SharePoint via: [SOS-Water Project management.xlsx](#).

Partners in charge of deliverables have to follow a **deliverable review process**, before a deliverable can be submitted to the European Commission (see 4.2.1 or on SharePoint via: [Deliverable review process guidance.pdf](#)). Submissions via the EC Portal are only done by the coordinator, in accordance with the timing and conditions set out in the DoA.

A template for deliverable reports is available on the SharePoint via: [SOSW Del Report Template.docx](#)

4.2.1 Deliverable review process

Deliverables undergo an internal **reviewing process** before they are submitted to the EC.

Project internal **on-time delivery** is of great importance to ensure timely project progress. In case of any potential delay of a deliverable, the project coordinator and management support team must be notified by the partner in charge immediately.

A list with the deliverable due dates and responsible partners as well as reviewers is available on the SharePoint via: [SOS-Water Project management.xlsx](#).

1. SIX WEEKS before deliverable due date

A **table of content/first outline** should be available for the coordination and review team on the SOS-Water SharePoint in the folder for the deliverable in question¹. The **deliverable report template** shall already be used for this first outline. It can be downloaded via: [SOSW Del Report Template.docx](#)

The responsible person is the **deliverable leader/lead beneficiary** as stated in the above mentioned xls file.

2. FOUR WEEKS before the deliverable due date

At least 4 weeks before the deliverable due date a **complete first DRAFT version of the deliverable** should be available for the **technical review** on the SOS-Water Teams area in the folder for the deliverable in question. Again, the responsible person is the deliverable leader.

¹ Deliverable documents are prepared and stored in their respective WP folder on the SharePoint via: [06 Wokpackages](#). Only the final PDF version of the deliverables are then saved also in an extra folder on the top level: [02 Deliverables FINAL](#) under [04 Reporting](#).



The deliverable leader should inform the coordinating and PM team, as well as their WP leader (i.a.)² and the reviewers of their deliverable, via email as soon as the deliverable is ready for the review.

The reviewers and their email addresses can be found in the above-mentioned xls file.

Following this step the **review** takes place, which should take **up to 1 week**. The reviewers for each deliverable have been suggested by the coordinator and agreed upon during the last SC meeting of 2022.

As soon as the review is done, the partner in charge of the deliverable (with the WP leader in CC) will be informed about the suggested adaptations by the respective reviewers.

3. One week before the deliverable due date

At least one week before the deliverable due date the **final version of the deliverable** should be uploaded in the deliverable folder by the lead beneficiary (as a word file).

The Coordinator and the Management Support team do a final check, save the deliverable as a PDF in the final deliverables folder and submit it to the EC.



FIGURE 2 - THE DELIVERABLE REVIEW PROCESS

² Most, but not all, deliverables are led by WP leaders. If the lead beneficiary is NOT a WP leader, the respective WP leader also has to be involved in the communication.



4.3 Milestones

The milestones of the project are defined in the DoA. Milestones are important dates at which certain **measurable project achievements** have to be reached. They allow to monitor the project progress. **Error! Reference source not found.**

WP leaders can and should keep track of the milestones in their WP via: [SOS-Water Project management.xlsx](#).

Milestones will also be submitted by the project coordinator. It's the responsibility of both the coordinator and the WP leader though, to prepare the submission in time, coordinated by the PM Support Team.

5. Communication within the project

For communication within the project, we mean the communication amongst consortium partners, and between consortium partners and the Coordination & Management Team.

An active communication strategy is implemented to achieve **maximum transparency** and **build team identity**. The following communication tools will be used:

5.1 Meetings

Regular meetings are an important factor of project success as they ensure the **update of the project status** and **exchange of information** among all participants.

5.1.1 Type of meetings

There are several types of meetings within the scope of our project.

Project meetings	Meetings of the whole consortium. Organized on a 6-month basis.
General Assembly meetings	The decision-making part of the project meetings. While a project meeting can just aim at networking and information exchange, the General Assembly is the decision-making body of the project. Each partner has to be represented by at least one person. Each partner has ONE vote.
Steering Committee meetings	Is formed by the WP leaders, the coordinator, and the Project Management support team and occurs every 3 weeks (virtually).



Work Package meetings	Each WP can organize meetings amongst themselves (WP leader, Task leaders, and eventually specific invitees) anytime.
Other meetings	Infrequent meetings of the Coordinator/Management Support Team with sister initiatives, the EC, etc.

5.1.2 Meeting agenda

The agenda of a meeting should be distributed to meeting participants via **email**. The preferred way of holding virtual meetings is via **MS Teams**, however this is not mandatory.

The agenda for a project/General Assembly meeting must contain:

- date and location of the meeting,
- contact of organizer or meeting place (incl. mobile phone number),
- a tentative time plan,
- agenda items that need a decision by the General Assembly (if any).

Meetings can be held either **virtually** or **onsite**, with a preference for smaller and more frequent meetings to be held virtually and only meet personally once to twice a year (except for workshops, conferences, etc.).

For the Project Meetings the coordinator prepares the agenda together with the Management Support Team and discusses it with the WP leaders during a SC meeting. It shall then be provided **no later than 14 calendar days preceding the meeting**.

Any agenda item requiring a decision by the partners must be identified as such on the agenda. Any partner may add an item to the original agenda by written notice to all other partners and the coordinator **no later than 7 calendar days preceding the meeting**.

5.1.3 Minutes of meetings

Each meeting has to be documented by the meeting organizer via minutes of meeting (MoM). MoM must at least contain:

- Date and location of the meeting
- Names of all participants (alternatively: signed participant list in Annex)
- List of action items resulting from the meeting

Templates for meeting agenda and minutes are found on the SharePoint via: [02 Meetings](#). Their use is mandatory.

Minutes are produced by a joint effort of all attending partners. An **online document** is made available at the beginning of each meeting by the respective Chair and all responsible partners



/ WP leaders are requested to fill in their respective notes. Like this, we make sure that technical discussions are documented by the respective experts.

5.2 Emails

For the ease of communication, a **SOS-Water general email address** has been set up:

water@sos-water.eu

This email address reaches both the coordinating and project management support team.

A **standard subject title** is proposed. This helps to quickly recognize project related emails. Project related e-mails should include in the subject title: “SOS-Water”, followed by a more specific description of the subject. For example:

[Subject: SOS-Water: Kick off meeting minutes]

5.3 Document storage platform – IIASA SharePoint

A project SharePoint has been set up to act as **information exchange** and **data/document-repository** for all working documents, minutes, and reports. It maintains relevant lists such as project management overviews, contacts, legal documents, etc.

The address of the SharePoint is: <https://iiasahub.sharepoint.com/teams/SOSwater/>

The structure consists of a general top-level folders site and sub sites for each work package. **The top-level structure shall not be changed.** All members are free to decide independently on their respective WP folder structure via: [06 Wokpackages](#). The SharePoint is connected to a Teams area containing the same folder structure and content, and changes made in one of the two will automatically update the other one. Hence, either platform can be used.

5.4 MS Teams

Within the project we mainly communicate via **MS Teams** for the virtual meetings, however this is not mandatory.

6. Reporting and monitoring

There are various reporting processes during the project lifetime. The purpose of the project reporting is twofold:

- **Internal progress reporting (“monitoring”)** is to **track the technical progress** and the **use of resources** to ensure a smooth project progress and, if necessary, to take corrective actions in time. Monitoring is done on a **6-month** basis.



- **External project reporting to the EC** is to provide information to the EC to officially review the performance of the project. External project reporting is done on a **18-month** basis.

6.1 Internal Monitoring

The 6-month internal monitoring process consists of:

- **Internal WP progress reports** – to be provided by the WP leaders (with support of their task leaders).
- **“Inofficial” financial progress reports** (incl. status quo of person months used) – to be provided by every partner.

Templates for both kind of reports can be found on the SharePoint via: [04 Reporting](#).

Partners will be informed by the Management Support Team every 6 months that an internal monitoring is due.

Reports shall be provided **within 3 weeks after first notice** and shall be uploaded into the respective section on the SharePoint in the respective subfolder of the above-mentioned link.

6.2 External project reporting to the EC

The 18-month external project reporting (final period: 12 months) process consists of:

- **Internal WP progress reports** – to be provided by the WP leaders to the Coordination team (with support of their task leaders) – *basically the last three 6-month internal WP progress reports*.
- **Official and signed financial statements** – to be filled out by every partner online via the EC Portal.

A **guidance document** as well as a **video** on how to get to the financial reporting section on the EC portal will be available in due time before Month 18 via: [04 Periodic reports](#).

The Coordinator and Management Support Team will use the provided WP leader reports to generate the official Periodic Report (“Part B”)³ to the EC. They will also fill out further data on the EC Portal (on Gender, IPR, Impact, etc.) (“Part A”)⁴. If needed, they will contact partners individually about input for the reporting.

³ Part B is the narrative part that includes explanations of the work carried out by the beneficiaries during the reporting period.

⁴ Part A is generated automatically on the Participant Portal.



At the end of the project a **final report**, including a **final financial statement**, will be due.

SOS-Water is divided into three reporting periods:

- RP1: month 1 to month 18 (October 2022-March 2024)
- RP2: month 19 to month 36 (April 2024-September 2025)
- RP3: month 37 to month 48 (October 2025-September 2026)

The coordinator together with the Management Support Team will submit the periodic reports to the EU within 60 days following the end of each reporting period. Partners will be informed at least **3 weeks** before the **internal reporting deadlines**, to have enough time to prepare the requested reports.

The internal reporting deadlines will be set at least 2 weeks before the official reporting deadlines to the EC, to allow the Coordination and Management Support team enough time for checks and to put the reporting together.

In addition to the periodic report for the last reporting period, the coordinator will also submit the final report.

6.3 Other forms of reporting in our project

6.3.1 Deliverable reporting

See chapter 4.2.

6.3.2 Event reports

To learn about all attended events, the dissemination/communication activities that took place there, and to use information on the events for our Social Media channels (see Chapter 7.3), **event reports** have to be filled out after each event attendance in an active role (as a speaker, with a booth, etc.).

The template for event reports is found online via: [01 Event Reports](#) and shall be saved together with **publishable photos** under an individually created event folder in the same spot.

Please bear in mind that no provided event report means the costs for this event are not eligible and can therefore not be claimed.

7. Communication, Dissemination, and Exploitation

In EU funded projects, we distinguish between **communication**, **dissemination**, and **exploitation**. The following two figures explain the difference between these activities.

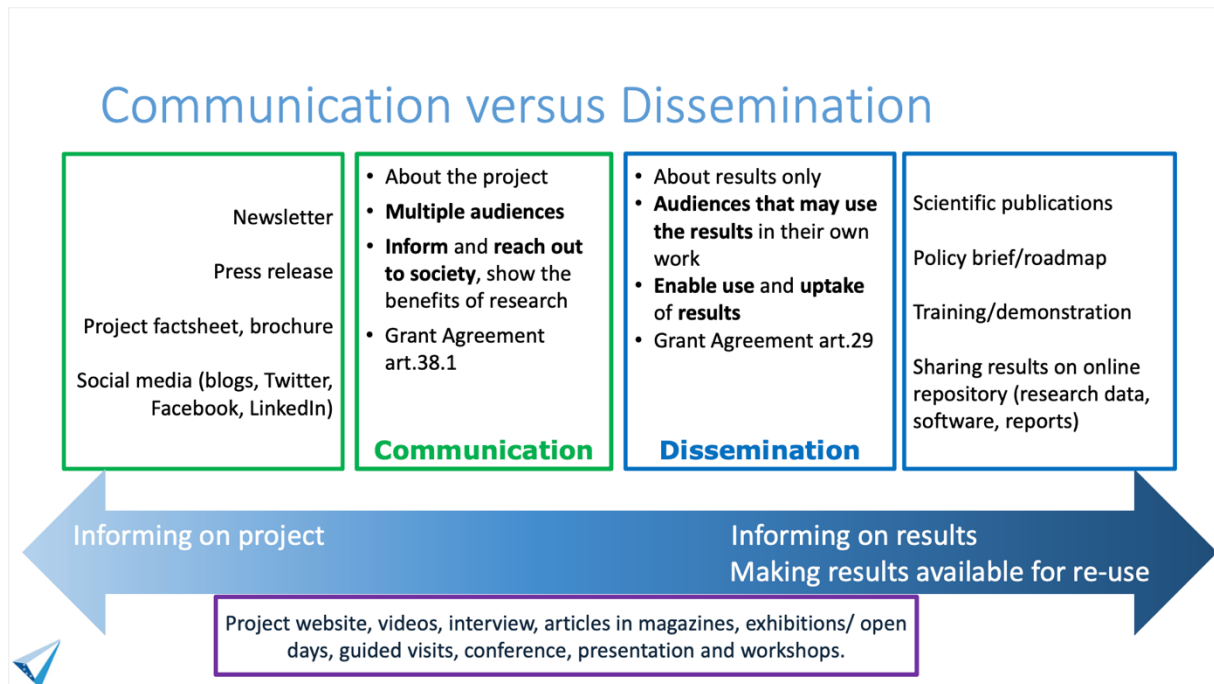


FIGURE 3 - COMMUNICATION VS DISSEMINATION

While communication **informs** in general about the project to **multiple audiences** (including the general public), **dissemination** focusses more on **project results**, addressing other scientists, policy makers, et al.

And while during dissemination we **communicate about project results** in scientific publications, policy briefs, online repositories, or hold workshops, during **exploitation** we actually **exploit the project results**, as in patents, founding a spin-off or start-up, introducing a new product to the market, etc. (see figure 4).



Dissemination versus Exploitation

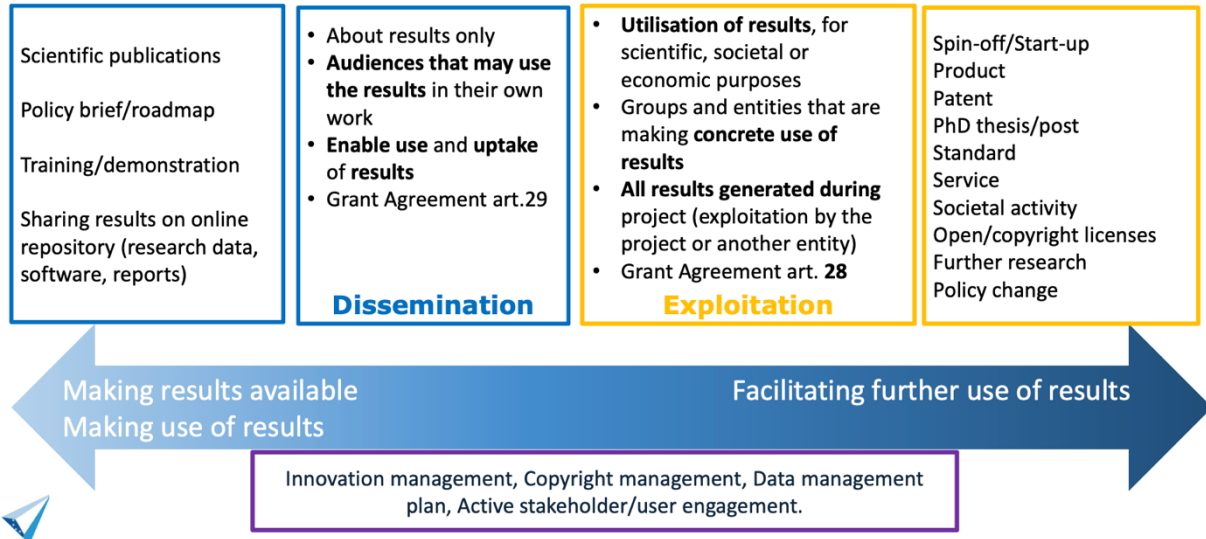


FIGURE 4 - DISSEMINATION VS EXPLOITATION

More detailed information about the project’s communication, dissemination, and exploitation measures can be found in the respective strategic plan (DEP – “Dissemination and exploitation, including a communication plan”) available by Month 6 on the SharePoint via: [02 Deliverables FINAL](#).

7.1 Project Graphical Identity

The project graphical identity should be consistently used for all communication and dissemination activities. Activities shall always include:

- name of the project
- project’s website URL (www.sos-water.eu)
- SOS-Water logo
- EU logo and disclaimer (see Chapter 7.5)
- Official “external” email address: contact@sos-water.eu

It is recommended to always place the project logo on the front page of the document and the EU logo at the footer of the first page in the document.

The project logo can be found online on the Sharepoint via: [03 PR](#).

7.2 Website

The project website is set up for external communication purposes. It can be found at <http://www.sos-water.eu/>.



7.3 Social Media

Throughout the lifetime of the project, we will actively exploit social media including Twitter and LinkedIn to create awareness on the project objectives, results, and events and to reach individuals and groups interested in the project topic. **Kindly make sure the information in posts/tweets etc. do not contain any confidential information.**

7.3.1 LinkedIn

A **LinkedIn project page** has been set up via: <https://www.linkedin.com/company/sos-water/>

Partners shall follow the page and repost postings on a regular basis. The hashtag #soswater shall be used when posting something related to the project.

7.3.2 Twitter

A Twitter account has been set up via: **@SOSwaterproject**

Partners, who have Twitter accounts, are encouraged to tweet about the project so that messages can reach a broader audience. The **hashtag #soswater** should always be used.

7.4 Presentation templates

7.4.1 Standard presentation template (internal use)

A template to be used has been made available via: [SOSW PPT Template FINAL.pptx](#).

7.4.2 Generic promotional project presentation (external use)

A generic promotional presentation is available on the SharePoint via: [03 PR](#).

It can be used by all partners without further notice to the coordinator or PM support team. It will be periodically updated with information about the project results as they become available.

7.5 Publishable summary

A short promotional publishable summary about the project is available via: [03 PR](#) and can be used by partners on their respective websites, on their social media channels, or in any other way they want to inform about the project.



7.6 Further communication & dissemination material

7.6.1 Poster

A poster template has been produced for the project. It can be downloaded via: [03 PR](#). Printing should be done by the respective partner organization in need of the poster.

7.7 General Rules of Dissemination

7.7.1 European Commission rules

As we work in a project funded by the European Commission, we have to include European Union (EU) references throughout our communications.

- We always have to **display the EU logo** (if displayed together with other logos, the EU emblem must have an appropriate prominence). High resolutions official EU emblems can be found here: https://europa.eu/european-union/about-eu/symbols/flag_en.
- We always have to include the following **disclaimer**:

“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor the granting authority can be held responsible for them.”

- As well as a **copyright information**:

“This document may not be copied, reproduced, or modified in whole or in the part for any purpose without the written permission of the SOS-Water General Assembly.”

7.7.2 Open access

Each partner must ensure open access (free of charge online access for any user) to **all peer reviewed scientific publications**.



In particular, it must:

- As soon as possible and at the latest on publication, deposit a **machine-readable electronic copy** of the published version or final peer-reviewed manuscript accepted for publication in a repository for scientific publications;
- Moreover, the partner must aim to deposit at the same time the **research data** needed to validate the results presented in the deposited scientific publications.

The bibliographic metadata must be in a standard format and must include all of the following:

- the terms "European Union (EU)" and "Horizon Europe";
- the name of the action, acronym and grant number;
- the publication date, and length of embargo period if applicable, and
- a persistent identifier.

7.7.3 Dissemination of project results

During the Project and for a period of 1 year after the end of the Project, the dissemination of results by one or several partners including, but not restricted to, publications and presentations, shall be handled according to the following procedure (as further laid out in the SOS-Water Consortium Agreement under Chapter 8.4).

Prior notice of any planned publication shall be given to the other partners via the email address water@sos-water.eu at least 45 calendar days before the publication.

Any **objection** to the planned publication shall be made by **written notice to the Coordinator and to the partner(s) proposing the dissemination** within **30 calendar** days after receipt of the notice. If no objection is made within the time limit stated above, the publication is permitted.

Disclaimer

Views and opinions expressed are those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor the granting authority can be held responsible for them.

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