

# D7.2 Project management handbook

## **CIRCPLASTX**

A DATA SPACE TO INCREASE  
CIRCULARITY THROUGH DATA  
FOR THE PLASTICS INDUSTRY

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DATE: 31/08/2025

CONTRIBUTOR: CIRCPLASTX Consortium



**CircPlastX**



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| TECHNICAL PROJECT REFERENCES |                                                                             |
|------------------------------|-----------------------------------------------------------------------------|
| Project Acronym              | CIRCPLASTX                                                                  |
| Project Title                | A data space to increase circularity through data for the plastics industry |
| Topic:                       | DIGITAL-2024-CLOUD-DATA-06-MANUFSPACE                                       |
| Project Coordinator          | IPC - CENTRE TECHNIQUE INDUSTRIEL DE LA PLASTURGIE ET DES COMPOSITES        |
| Project Duration             | 36 months (March 2025 – February 2028)                                      |

| DELIVERABLE REFERENCES        |                    |
|-------------------------------|--------------------|
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| Type:                         | R                  |
| Dissemination level           | PU                 |
| Work Package                  | WP7 management     |
| Leader of the deliverable     | CT-IPC             |
| Contributing beneficiary(ies) | IPC                |
| Due date of deliverable       | M6: 31 August 2025 |



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## Abbreviations

| ABBREVIATION | MEANING               |
|--------------|-----------------------|
| CA           | Consortium Agreement  |
| D            | Deliverable           |
| DoA          | Description of Action |
| EC           | European Commission   |
| PC           | Project Coordinator   |
| TL           | Task Leader           |
| WP           | Work Package          |
| WPL          | Work Package Leaders  |

## Introduction

In this project management handbook, we describe the internal organisation and procedures for the CircPlastX project, which will set up the basis for an effective management and coordination of the project. The main goal of this document is to provide a single point of reference on the management procedures. This document should be used by all Consortium members as a guide when a specific question arises in regard to the many day-to-day activities. It will also act as the quality guide for the project and all partners will have to follow it for the whole duration of the project.

The present form represents the official document submitted to the European Commission (EC) for compliance with Grant Agreement (GA) commitments. Nevertheless, this manual will continue to exist and evolve within the project as a living document and therefore it will be regularly updated according to the project needs. All members of the project team are welcome to suggest changes or improvements. Partners will be informed via email with a link to the document if and when it is updated. All updates can be followed in the Revision History. This document is based not only on the terms and conditions established in the Grant Agreement (GA) and its Annexes but also on the Consortium Agreement (CA) specifications and requirements.

This document will be complemented by adjacent project deliverables and plans such as D7.2 Data Management Plan and D5.1 Communication-and dissemination plans.

## 1 Project Governance structure and conflict resolution process

In the following sections, the terms 'Party' refers to the beneficiary in the frame of the Consortium Agreement.

### 1.1 Governance structure

The CircPlastX management structure is organised around 3 levels:

- Decision making: Governing board
- Executive level: WP leaders
- Operational level: WP activities

#### 1.1.1 The Governing Board

The Governing Board (GB) is the high-level decision-making body of the project. It is composed of the coordinator and one representative from each partner (1 vote each). The GB is responsible for:

- Evaluate project progress and resource allocations.
- Submit grant agreement and technical appendix for EC approval.

- Adjust work schedule and timing.
- Modifications to the Consortium Agreement's attachments, particularly Background Included (where a Party seeks to alter its Background), updates to the list of third parties for streamlined transfer, and additions to identifiable connected businesses.
- Managing consortium admission and withdrawal, identifying breaches

The Governing Board will meet physically or virtually at the kick-off meeting and at the project meetings every 6 months, while exceptional sessions where needed.

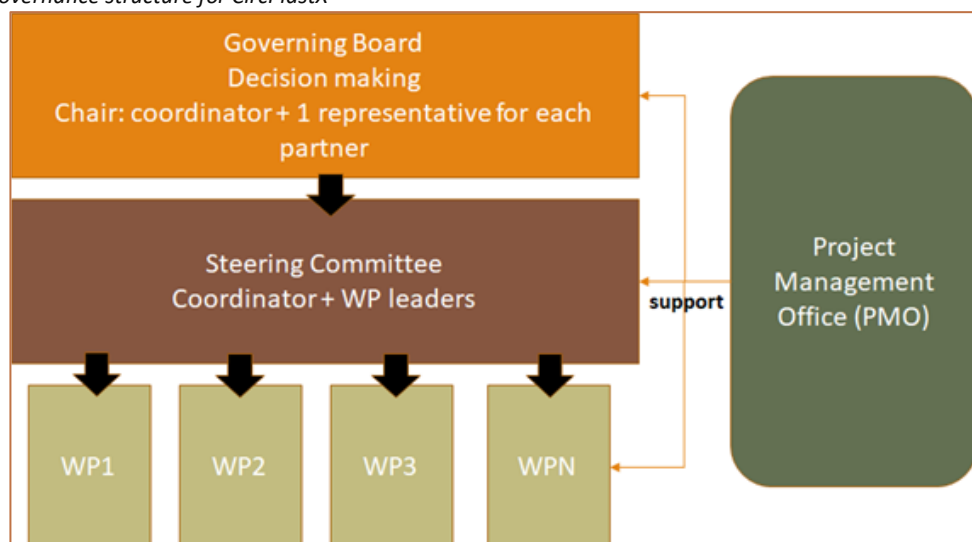
## 1.1.2 Steering Committee

The steering Committee (SC) will be a sub-set of the GB composed of the coordinator and WP leaders. It will:

- Gather information on the project's progress, services, dissemination, communication, and resources.
- Examine compliance with the work plan and propose changes to the governing Board as needed.
- Resolve technical, financial, and strategic conflicts and consult the governance Board as needed.
- Assist the Coordinator in preparing meetings with the EC and related data and deliverables.
- Create press releases and joint publications for the consortium or as proposed by the EC.
- Establish internal quality processes, templates, and communication tools.

The SC will meet physically/virtually at least every 6 months. Additional meetings by teleconference will be organised when needed/requested.

Figure 1: Governance structure for CircPlastX



GB and SC will be supported at the operational level by the PMO (project management office) composed of support personnel (administrative, financial, project management, dissemination).

### 1.1.3 Decision making

The Governing Board will make final decisions for the project. Decision-making procedures to avoid status quo will be defined according to the Consortium Agreement DESCA-Horizon Europe. Consortium partners shall not discuss or make legitimate decisions unless two-thirds of its members are present or represented (quorum). If the quorum is not met, another meeting will be held. Each member present or represented will have one vote (no vote for defaulting party). Decisions will be made by a majority of two-thirds of the votes cast.

### 1.1.4 Conflict resolution

Conflicted parties will be offered amicable solutions to reach a compromise. If mediation is necessary, the coordinator or a neutral party will propose a timeline for resolution. Otherwise, the CA's rules will be followed, and decisions will be voted on. In severe instances, a clear risk assessment will be conducted, and a careful balance will be struck between the damages/solutions that might result in defaulting partner exclusion.

## 1.2 Role of the Coordinator

The Coordinator shall be the intermediary between the Parties and the Granting Authority and shall perform all tasks assigned to it as described in the Grant Agreement and in this Consortium Agreement.

The Coordinator shall be responsible for:

- monitoring compliance by the Parties with their obligations under this Consortium Agreement and the Grant Agreement.
- keeping the address list of Members and other contact persons updated and available
- collecting, reviewing to verify consistency and submitting reports, other deliverables (including financial statements and related certifications) and specific requested documents to the Granting Authority
- transmitting documents and information connected with the Project to any other Parties concerned
- administering the financial contribution of the Granting Authority and fulfilling the financial tasks
- providing, upon request, the Parties with official copies or originals of documents that are in the sole possession of the Coordinator when such copies or originals are necessary for the Parties to present claims.

The coordinator is Dr. Tjerk Timan, contact [tjerk.timan@ct-ipc.com](mailto:tjerk.timan@ct-ipc.com)

## 1.3 Role of Work Package Leaders

Each work package has a leader who is responsible for the timely execution of the tasks in their respective work package. Their responsibilities include:

- On-going and day-to-day management of the WP and coordination of tasks within the WP
- Ensuring the progress of the WP according to the Description of Action
- Setting up and preparation of meetings
- Management and mitigation of risks
- Reporting back to the Project Coordinator any unforeseen or foreseen issues, risks, required changes to the project plan, initiating corrective actions
- Implementation of decisions taken by the Project Coordinator, General Assembly and EB
- Participation to monthly meetings organised by the Project Coordinator in order to present ongoing activities of the WPs.

## 1.4 Role and procedures of General Assembly

The General Assembly is the ultimate decision-making body. The General Assembly is free to act on its own initiative to formulate proposals and take decisions regarding the project's work plan, finances, intellectual property rights and evolution of the Consortium. The General Assembly structure, procedure and actions are defined in the CA in section 6.

The Coordinator shall chair all meetings of the General Assembly, unless decided otherwise by the General Assembly.

Each Party shall be deemed to be duly authorised to deliberate, negotiate and decide on all matters listed below and defined in the CA:

- Content, finances, appointment and intellectual property rights
  - Proposals for changes to Annexes 1 and 2 of the Grant Agreement to be agreed by the Granting Authority
  - Changes to the Consortium Plan
  - Modifications or withdrawal of Background in Attachment 1 (Background Included)
  - Additions to Attachment 3 (List of Third Parties for simplified transfer according to Section 8.3.2)
  - Additions to Attachment 4 (Identified entities under the same control)
- Evolution of the consortium
  - Entry of a new Party to the Project and approval of the settlement on the conditions of the accession of such a new Party
  - Withdrawal of a Party from the Project and the approval of the settlement on the conditions of the withdrawal

- Identification of a breach by a Party of its obligations under this Consortium Agreement or the Grant Agreement
- Declaration of a Party to be a Defaulting Party
- Remedies to be performed by a Defaulting Party
- Termination of a Defaulting Party's participation in the consortium and measures relating thereto
- Proposal to the Granting Authority for a change of the Coordinator
- Proposal to the Granting Authority for suspension of all or part of the Project
- Proposal to the Granting Authority for termination of the Project and the Consortium Agreement

IPC as Coordinator shall convene ordinary meetings of the General Assembly at least once a year and extraordinary meetings at any time upon written of the Executive Board or 1/3 of the Members of the General Assembly. These meetings can be physical or remote. Physical meetings can be hosted by other Parties in their own facilities. Each Party should be present or represented at any meeting.

At each meeting, IPC as coordinator shall produce minutes, which shall be the formal record of all decisions taken. IPC shall send draft minutes to all Parties within 20 calendar days of the meeting. The minutes shall be considered as accepted if, within 15 calendar days from sending, no Party has sent an objection. Accepted minutes of the General Assembly meeting will be saved in CircPlastX SharePoint.

The CircPlastX CA provides further information about the General Assembly as Veto rights, decisions without meetings etc.

## 1.5 Role of the Executive Board

The Executive board consists of all WP leads. The Executive Board (EB) is the supervisory body for the execution of the Project which shall report to and be accountable to the General Assembly. The EB is both accountable to and reports back to the General Assembly. It is chaired by the Project Coordinator. The other permanent members of the EB are Parties appointed to it by the General Assembly (**Erreur ! Source du renvoi introuvable.**). The EB shall be in charge of project progress and in particular:

- The Executive Board shall prepare the meetings, propose decisions and prepare the agenda of the General Assembly
- The Executive Board shall seek a consensus among the Parties.
- The Executive Board shall be responsible for the proper execution and implementation of the decisions of the General Assembly.
- The Executive Board shall monitor the effective and efficient implementation of the Project.
- In addition, the Executive Board shall collect information at least every 6 months on the progress of the Project, examine that information to assess the compliance of the

Project with the Consortium Plan and, if necessary, propose modifications of the Consortium Plan to the General Assembly.

- The Executive Board shall also:
  - support the Coordinator in preparing meetings with the Granting Authority and in preparing related data and deliverables
  - prepare the content and timing of press releases and joint publications by the consortium or proposed by the Granting Authority in respect of the procedures of the Grant Agreement Article 17 and Annex 5 Section “Communication, Dissemination, Open Science and Visibility” and of Section 8 of this Consortium Agreement

## 2 Communication

Communication management includes the processes required to ensure timely and appropriate generation, collection, dissemination and storage of project information.

### 2.1 Internal communication

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Cras eu malesuada ante. Donec non accumsan dolor. Pellentesque vel lobortis quam. In ut fermentum lectus. Mauris varius elit eu pharetra pharetra.

#### 2.1.1 Emails and meetings

Most of the day-to-day communication between the partners will be via e-mail. A contact list is available in the project SharePoint, in an Excel file, with email addresses of each person involved in the project. IPC as the coordinator will be responsible for updating the email addresses and contact details of project members.

Several meetings (online and face-to-face) will take place during the project to follow-up on the project progress and planning. Roles and duties concerning the setting up of meetings are established in the CA. This includes the preparation of the meeting, the agenda, the addition of extra items to the agenda, the invitation rules, the minutes of meetings and the schedule for these activities. It is considered mandatory for all meetings of Consortium Bodies (Work Package meetings, Task meeting etc) to prepare and circulate meeting minutes. The Chairperson of each meeting is responsible for that and should circulate the meeting minutes to all partners for approval and confirmation of the decisions taken. For both online and face-to-face meetings a list of participants should always be enclosed in the minutes of meeting.

#### 2.1.2 CircPlastX SharePoint (Web-based project management platform)

A project working space platform has been set up for internal collaboration and distribution of documents. This digital platform is based on Microsoft SharePoint. IPC will manage this platform all along the project and each partners have to use it carefully.

It is a restricted platform and contains the following features:

- A directory dedicated to Work Packages with folders for each one. In each WP folder, the WPL is free to arrange documents and folders as he or she pleases as long as it contains the deliverables for that WP.
- A directory for meetings, with folders for the General assembly meetings, EB meetings and WP meetings. These folders will contain information from all meetings (agenda, presentation, participant list, minutes...)
- A directory for communication including all communication data in order to effectively manage project communication (logo, press releases, publication, marketing materials...)
- A directory with project documents including official documents, guidelines, templates...
- A directory with the contact list

IPC is responsible for all documents uploaded on SharePoint except for WP related working document within the WP folders. Each WPL is in charge of managing the respective folder and its content. The WPL is free to set up the folder and its content suitable to the WP needs.

Access to SharePoint will be available to registered project members only and access will be monitored by IPC. To access the platform, project members can use the link given in the registration email. Support will be provided by IPC.

## 2.2 External communication

In terms of external communication, the overview of plans and activities is described in Deliverables D5.1.

### 2.2.1 Visual identity

Polymeris will prepare the basic project communication material which will be available in the project SharePoint. The following will be made available:

- The project logo and visual elements to be used in project output
- EC logo and written statement of EC funding and link to EC portal where EC Logo in different languages can be downloaded
- Links to all channels where CircPlastX is regularly updated
- PowerPoint Template

In addition, the following project templates will be also provided:

- Word Template for Deliverables, Minutes, available on the SharePoint
- Template for financial statement for Periodic and Final reporting

### 2.2.2 Project website

The project website will be the main means through which the results achieved in the project will be communicated to external stakeholders. It will not only introduce the project itself (objectives, outputs, etc.) but also present the partners and their roles in the project and provide access to download public deliverables. The website will be a channel for announcing the latest news and promoting relevant events.

### 2.2.3 Social media

CircPlastX will be actively promoted on social media such as LinkedIn and others relevant social media, in order to ensure a strong social media presence. It is the main goal of the CircPlastX social media channels to create an engaged target audience. D5.1 will be the reference document and will provide the URL links to each of the project's social media platforms.

Partners are encouraged to follow the project social media accounts and to actively contribute to the visibility of the project, its activities and results using their own personal or institutional social media accounts.

### 2.2.4 Communication and marketing materials

CircPlastX will be represented at several events, conferences, workshops and network meetings. A general presentation will be developed in the frame of WP5 and available on project SharePoint. Project partners can use it whenever needed to present the project. The presentation will not contain any confidential data or personal information so that it can be shared outside the consortium without problems of confidential disclosure of data or results. Other marketing and communication materials will be created (e.g. roll-ups, posters, brochures...). All the material will include the link to the project webpage. These materials will be available in digital format on the project SharePoint, in order for each partner to use it.

## 3 Quality Management

### 3.1 Approach

#### 3.1.1 Project quality and time management

A team including a project manager implementing project management activities according to PMO standards (ISO 21500) will support the project coordinator. A quality action plan will be delivered at the beginning of the project describing identified risks and quality procedures to be implemented within the consortium. A management structure based on a governing board, steering committee and WP will be set up. To ensure quality deliverables and outputs in due time, procedure for deliverable supply will be described including internal peer/cross reviews of deliverables, such procedure will be launched 60 days in anticipation of delivery time for all deliverables.

#### 3.1.2 Methods for monitoring, planning and control

Day to day activities monitoring will be ensured with the support of the PMO (project management office): at least bi-monthly technical meetings will be convened in each WP to monitor progress and evaluate risks materialisation. At least, every 6 months the steering

committee (WP leaders + coordinator + PMO) will gather (visio-conference) to evaluate progress and risks at cross WP level. A dashboard will be created at the project start to map WP, tasks, expected results, resources allocations to monitor resources use vs timing vs deliverable. The dashboard will be reviewed and updated by the PMO and WP leaders.

### 3.1.3 Evaluation methods, tools and indicators for outreach

Methods and tools will include, surveys and questionnaires, Interviews and Focus Groups and web/social media analytics to evaluate the engagement of stakeholders and the outreach of the project results and disseminated content. Indicators (KPI) will be set for the reach and engagement of stakeholders during training activities (KPI > 50 participants to training sessions). KPI for outreach will be set for dissemination and communication through social media (LinkedIn, Youtube).

## 3.2 Deliverables

### 3.2.1 Deliverable list

Table 1: List of Deliverables

| number | name | title                                                                        | responsible partner | type | status | due month |
|--------|------|------------------------------------------------------------------------------|---------------------|------|--------|-----------|
| D1     | D1.1 | Needs- and gap analysis on data and digital services to increase circularity | POLYMERIS           | R    | PU     | 9         |
| D2     | D1.2 | Technical infrastructure                                                     | DAWEX               | R    | PU     | 12        |
| D3     | D1.3 | Data governance documentation                                                | TIMELEX             | R    | PU     | 12        |
| D4     | D2.1 | Plastic domain data Descriptions and vocabulary                              | IPC                 | DATA | SEN    | 21        |
| D5     | D2.2 | Code of conduct and contract template                                        | TIMELEX             | R    | PU     | 21        |
| D6     | D2.3 | First status report for data space                                           | DAWEX               | R    | PU     | 24        |
| D7     | D3.1 | Internal data space test                                                     | IPC                 | DEM  | SEN    | 24        |
| D8     | D4.1 | Demonstrators of services                                                    | DAWEX               | DEM  | SEN    | 33        |
| D9     | D4.2 | Second status report for Data Space                                          | IPC                 | R    | SEN    | 36        |
| D10    | D5.1 | Communication-and dissemination plan                                         | IPC                 | R    | PU     | 6         |
| D11    | D5.2 | Communication-and dissemination plan update                                  | IPC                 | R    | PU     | 18        |
| D12    | D5.3 | Final Communication-and dissemination report                                 | IPC                 | R    | PU     | 36        |
| D13    | D5.4 | Report on stakeholder analysis (including clustering activities)             | POLYMERIS           | R    | PU     | 6         |
| D14    | D5.5 | Update stakeholder analysis (including clustering activities) report         | POLYMERIS           | R    | PU     | 18        |
| D15    | D6.1 | Training materials                                                           | POLYMERIS           | R    | PU     | 18        |

|     |      |                                           |           |     |     |    |
|-----|------|-------------------------------------------|-----------|-----|-----|----|
| D16 | D6.2 | Exploitation plan                         | IPC       | R   | PU  | 27 |
| D17 | D6.3 | Policy-and sustainability recommendations | IPC       | R   | PU  | 36 |
| D18 | D7.1 | Data management plan                      | DAWEX     | DMP | PU  | 6  |
| D19 | D7.2 | Project Management handbook               | IPC       | R   | PU  | 6  |
| D20 | D7.3 | Final status report for Data Space        | IPC       | R   | PU  | 36 |
| D21 | D7.4 | Kick off meeting minutes                  | IPC       | R   | SEN | 1  |
| D22 | D5.6 | Website and Social media                  | POLYMERIS | DEC | PU  | 6  |
| D23 | D4.3 | DS Deployment monitoring report 2         | IPC       | R   | SEN | 27 |
| D24 | D4.4 | DS deployment monitoring report 3         | IPC       | R   | SEN | 30 |
| D25 | D4.5 | DS deployment monitoring report 4         | IPC       | R   | SEN | 33 |

### 3.2.2 Deliverable template

A general template for the deliverables will be developed and will be made available to everyone in the internal area of the CircPlastX SharePoint. The Lead beneficiary, i.e. the partner responsible for the deliverable, shall retrieve the template and adapt it as necessary

### 3.2.3 Review process

The Lead beneficiary must ensure that it is of consistently high quality and that the review procedure described below is followed:

- The Project Coordinator will send a reminder to the WP Leader 3 months prior the due date
- A first draft have to be reviewed by the WPL before the submission to the project coordinator, the technical coordinator and the assigned reviewer. The WPL can define the internal review process.
- The first draft shall be sent to the reviewer, the project coordinator and technical coordinator 21 calendar days before the deadline set in the Grant Agreement, by the WPL after his/her own review
- The reviewer, the project coordinator and the technical coordinator will make their best efforts to provide feedback within 10 calendar days after receipt of the draft deliverable, and send remarks and changes to the Lead beneficiary and WPL
- The Lead beneficiary of the deliverable will have 7 calendar days to update the deliverable according to the comments provided by reviewers and provided the updated version thought the intermediate of the WPL
- If the reviewers deem that the deliverable does not meet the EC requirements, the EB support can be requested to review the deliverable
- Once the deliverable is finalised, the project coordinator and technical coordinator will have 3 days to proceed to a final review before. Then the Project Coordinator can submit to the European Commission via the Participant Portal

### 3.3 Milestones

Table 2: list of milestones

| Nr | Name                                                                 | WP | Lead      | MoV                                                                  | Due Date/ month |
|----|----------------------------------------------------------------------|----|-----------|----------------------------------------------------------------------|-----------------|
| 1  | Realization of data Architecture and Data Space Governance framework | 1  | IPC       | D1.1, D1.2 and D1.3                                                  | 12              |
| 2  | Preparation of contracts and connectors                              | 2  | DAWEX     | D2.3 first status report for Data Space                              | 21              |
| 3  | Testing of 3 data spaces services dry run                            | 3  | DAWEX     | First-and second update report (D2.3 and 4.2)                        | 24              |
| 4  | Demonstrators started                                                | 4  | DAWEX     | WP3 and period reports                                               | 27              |
| 5  | Preparation of communication and dissemination plans                 | 5  | IPC       | Report D5.1                                                          | 6               |
| 6  | Preparation of sustainability plan                                   | 6  | IPC       | Report D6.3                                                          | 36              |
| 7  | Project technical monitoring                                         | 7  | IPC       | Technical mid term progress, Deliverable D7.3                        | 18              |
| 8  | Kick off meeting                                                     | 7  | IPC       | Validated agenda, signature attendees list minutes of meeting (D7.4) | 1               |
| 9  | Consortium Agreement signature                                       | 7  | IPC       | signed agreement                                                     | 1               |
| 10 | DS deployment & usage reporting #1                                   | 4  | IPC       | number of users connected, problems identified, and solved (D4.3)    | 27              |
| 11 | DS deployment and usage reporting #2                                 | 4  | IPC       | IPC number of users, problems and solutions (D4.4)                   | 30              |
| 12 | DS deployment and usage reporting #3                                 | 4  | IPC       | IPC number of users, problems and solutions (D4.5)                   | 33              |
| 13 | Preparation of final communication activities                        | 5  | POLYMERIS | collection of communication activities                               | 33              |

## 4 Risk Management

### 4.1 Risk identifaction and monitoring

A risk table has been developed in proposal, extended on the ECAS portal with novel risks that have appeared during the Grant Preparation phase. Project risks and mitigation measures are both monitored and evaluated at the level of WP7 management for the project in its entirety as well as on WP level. In case a risk emerges that needs structural monitoring and reporting, the respective WP lead will communicate with the coordinator to add the risk and the mitigation measure to the ECAS portal.

## 4.2 Deviation and feedback

When a deviation that has not been foreseen occurs, it is important that the person who identified it, or is responsible to handle it, reports it to the coordination team. All project partners are obliged within the project to help each other and not be judgemental when someone brings up a deviation. IPC, as coordinator of the project, is available to help handle and rethink the plan within all WPs.

