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## DITOs

### Doing It Together science

*Coordination & Support Action*

## D6.1 Project Handbook & Quality Plan

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<b>Project Officer</b>	Colombe Warin
<b>Abstract</b>	This Handbook contains information and guidelines, which shall help to assure the well-functioning of the “Doing It Together Science” project. They concern the interaction of the Consortium members, interaction with the Commission, project management as well as timely and effective attainment of the project’s objectives.
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## 1 Version Log

<b>version</b>	<b>date</b>	<b>description</b>
Initial draft	15/6/16	Initial rough draft for discussion/review amongst consortium
Updated draft	18/6/2016	checking handbook against proposal; additions to the text; format edits; comments (author Artemis Skarlatidou) - haven't changed the title to include new date of updated draft
Final draft for review	4/7/16	Comments from consortium members included; delivery timescales rewritten; secretariat responsibilities added; board memberships updated; contact list removed and replaced with reference to Google Drive list to avoid duplication; minutes procedure updated to reflect day-to-day meeting minutes now kept in 'living document'; formatting and presentation updates to bring in line with deliverable template; certificates on financial statements added
PSB comments added	14/7/16	Comments from PSB members added – advisory board member names updated Use of Basecamp 'to do' lists for meeting minutes added Minor typos corrected

## 2 Definitions and Acronyms

AB	Advisory Board
CA	Consortium Agreement
DITOs	Doing It Together science
DoA	Description of Action
EC	European Commission
ECGA	European Commission Grant Agreement
EU	European Union
H2020	Horizon 2020 Programme
IPR	Intellectual Property Rights
OPAL	Open Air Laboratory
OSM	Open Street Map
PSB	Project Supervisory Board
PMB	Project Management Board
QA	Quality Assurance
QAG	Quality Assurance Group
RRI	Responsible Research and Innovation
WP	Work Package
WPL	Work Package Leader

In addition, a useful definition of EC terms can also be found on the participant portal at

[https://ec.europa.eu/research/participants/portal/desktop/en/support/reference\\_terms.html](https://ec.europa.eu/research/participants/portal/desktop/en/support/reference_terms.html)

### 3 Introduction

The Project Handbook and Quality Plan is the first deliverable from DITOs Work Package 6 (Coordination, Support and Management). It contains general operational information including contact details, reporting processes, communication protocols, document templates and numbering methods, logos et cetera.

Quality plan elements include information about standards, technical quality control, risk logs and the procedures for risk monitoring, decision-making and conflict resolution. It includes procedures for reviews of deliverables and their formal approval, as well as means of assessing progress toward project objectives. This document is released in Month 2 (July 2016) and provides a first release of procedures, tools to support the procedures and guidelines.

Although the processes and guidelines described in this document are in a mature state and have been proved successful in other projects, it is envisaged that, as time passes and the procedures are put in place and the tools are used, some modifications and adaptations could be necessary. Therefore, this document will be revised when required, and the consortium will be notified about the changes.

This Project Handbook and Quality Plan will be accessible via the internal document store on Google Drive and updated regularly by the Project Secretariat.

Major updates will result in a new version number to be approved by the Project Supervisory Board.

### 4 Quality Assurance

Quality Assurance (QA) is the joint responsibility of all partners. The Quality Assurance Plan laid out in this handbook includes QA procedures to be applied especially to deliverables and publications with instructions, procedures, checklists (e.g. deliverable report / deliverable review formats) and processes for reviewing deliverables (appointment of reviewers, checks for consistency, clarity, technical content, adherence to documentation standards, Open Access publication procedures et cetera).

The Quality Assurance Group (QAG) will help to ensure that all standards and procedures will be applied in order to improve the overall quality of the project's processes and deliverables.

### 5 Contact Details and storage of information

Members have access to a Google Drive for internal working documents, Basecamp for team communications & project management, and email list ('ditos@ucl.ac.uk') for sharing additional information.



If a new individual joins a partner, their details must be added to the 'Consortium Contact Details' spreadsheet on the shared Google Drive and UCL must be emailed when this has been done so that the appropriate permissions can be set up.

## **6 Management Structure, Collaboration and Working Procedures**

### **6.1. Management Structure Overview**

The management structure needs to ensure the involvement of all partners in the direction of the project while encouraging efficient decision-making. It must be able to:

- I. keep the project performing with respect to time, quality and budget;
- II. ensure a management level understanding of user, technical, and exploitation issues, including intellectual property issues (IPR);
- III. monitor and mitigate risks;
- IV. provide mechanisms for the prevention of conflict and resolution of disputes.

The Project Supervisory Board (PSB) is the mechanism through which all communication channels should pass. Its duties include ensuring the European Commission Grant Agreement (ECGA) is followed, taking high level decisions and working to identify and mitigate critical risks.

The advisory boards provide specialist expertise and experience to the PSB to ensure informed decisions are made.

The Project Management Board (PMB) performs the day-to-day monitoring of project progress, implements decisions made by the PSB and informs the PSB of progress, issues and risks. The PMB will include the Work Package Leaders (WPL) for each Work Package (WP) – each WPL will be responsible for monitoring and recording progress of all WP tasks.

The QAG reviews deliverables and progress against project objectives, and ensures the procedures within this handbook are followed.

The Project Secretariat is responsible for gathering data from the consortium members in order to fulfil the continuous and periodic reporting requirements of the project. It is the sole point of contact with the European Commission Services.

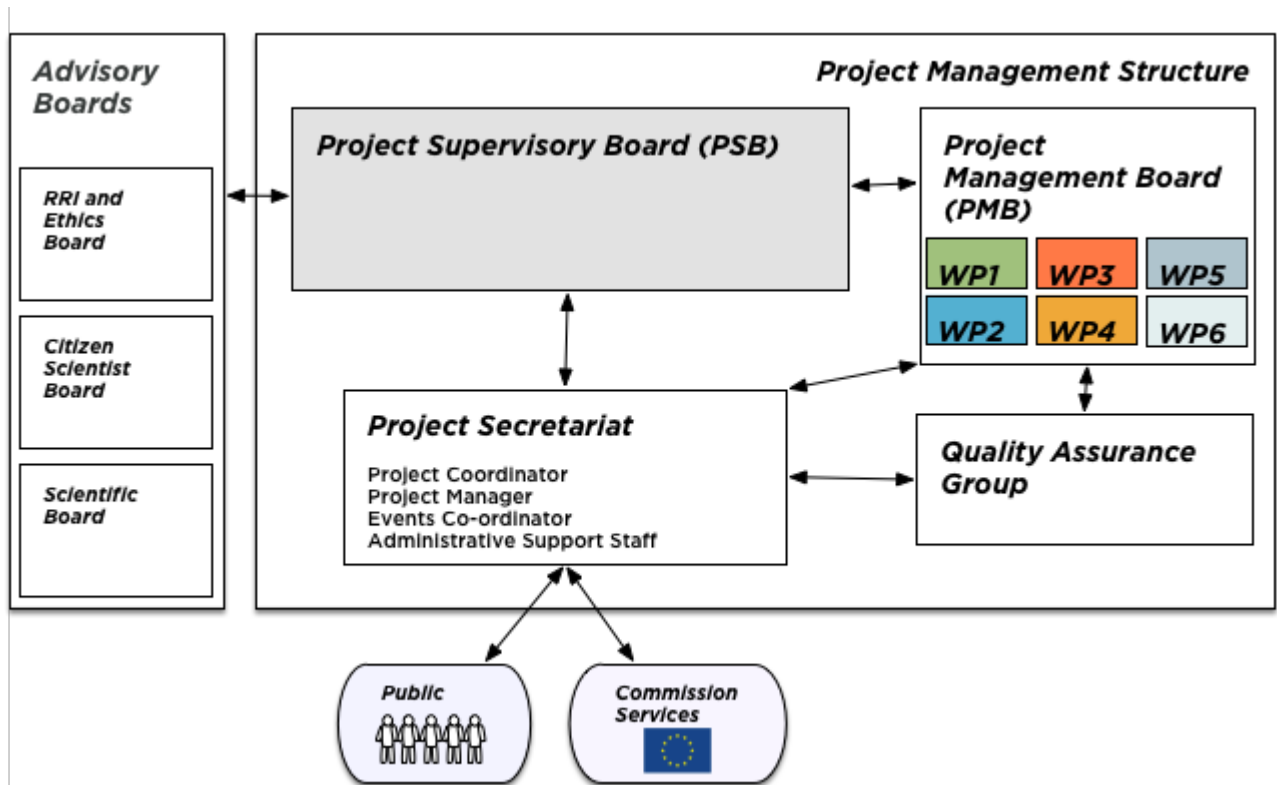


Figure 6-1 Project management Structure

## 6.2. Project Supervisory Board

In formal terms the PSB will be the ultimate decision-making body of the Consortium and will be in charge of all consortium-level management decisions (in accordance with ECGA, annex 1, section 3.21). The PSB, chaired by the Project Coordinator, will be responsible for policies, progress control, final approval of certain deliverables and communications with the Commission, and for making any modifications to the work program or budgetary allocations. It will monitor the performance of the Consortium Agreement (CA) in which IPR, confidentiality and exploitation issues, conflict resolution, decision-making procedures, agreement mechanisms, voting rights, etc. are formally established.

Each partner is entitled to one seat on the PSB with voting rights. Each partner's representative will be responsible for the internal coordination of DITOs activities in his/her institution and act as a local project manager for that partner. Each PSB member shall be deemed to be duly authorised to deliberate, negotiate and decide on all matters (without having to refer back to higher authority at their employing organisation) listed in Article 6.3.1.2 of the Consortium Agreement, that are:

- I Content, finances and intellectual property rights (IPR);
- II Evolution of the Consortium;
- III Appointments (if necessary) on the basis of the ECGA, namely the appointment of the PMB and QAG.

### 6.2.1. PSB Members

Partner	Representative	Nominated Deputy
UCL	Muki Haklay (Chairperson)	Artemis Skarlatidou
RBINS	Carole Paleco	
UPD	Amodsen Chotia	Imane Baiz
WS	Pieter van Boheemen	
ECSA	Katrin Vohland	
MP	Laura Fernández	
KI	Simon Gmajner	
MERITUM	Pawel Wyszomirski	
UNIGE	Bruno Strasser	
Tekiu	Ted Fjallman	
eutema	Erich Prem	

Table 6-1 PSB Members

### 6.2.2. PSB Meetings

The PSB will meet at least every six months, but may call additional meetings as required. When urgent decisions are required between meetings, these may be made following discussion via e-mail or conference calls (via GoToMeeting or suitable alternative), and ratified by the next physical PSB meeting. The Chairperson of the PSB shall give notice in writing of a meeting to each member no later than 45 calendar days for an ordinary meeting and 15 calendar days for an extraordinary meeting. The Chairperson will prepare and send out a written agenda to each member no later than 21 calendar days before an ordinary meeting or 10 calendar days before an extraordinary meeting (section 6.2.2.2 of the CA).

## 6.3. Project Management Board

The PMB will be appointed by the PSB and is chaired by the Project Coordinator. Its primary purpose is to coordinate the project and monitor progress for each work package. It will consist of at least one technical specialist from each partner (including the work package leaders). The Project Coordinator will chair all meetings (unless agreed otherwise by a 2/3 majority). In accordance with Article 6.3.2.3 of the Consortium Agreement, the duties of the PMB are:

- I. ensure the coordination of project tasks and timely successful completion of deliverables against the consortium plan;

- II. ensure the implementation of PSB decisions, providing regular (at least every 6 months) progress reports and modification of plan proposals to the PSB;
- III. provide monthly budgetary and progress updates to the coordinator;
- IV. content preparation and timing of press releases and joint publications

The overall objectives of the Project Management activities are:

- I. managing communications within the Consortium;
- II. ensuring the successful completion of the project's scientific and technical objectives;
- III. ensuring the completion of the project within the agreed time schedule and budget;
- IV. production of results and deliverables that meet defined quality standards;
- V. management of the Intellectual Property created in the project.

The PMB and Project Secretariat ensure these objectives by overseeing the activity planning, timely submission of deliverables, by preparing project meetings, financial reporting and communication with consortium partners or the EC, and providing the 'back office' services required. The Project Coordinator will liaise with the partner WP teams, receive and compile the financial and management reports, track the performance of tasks and manage risks as well as to take corrective actions as necessary. While the project management is carried out primarily at the level of the work packages and tasks, the Project Coordinator may help to formalise and make available information on the project management to all consortium members.

### 6.3.3. PMB Members

PMB coordinator: Muki Haklay

Partner	WP Lead (if applicable)	Technical Representative/ WP leader	Deputy
UCL	WP6 – coordination WP7 - Ethics	Muki Haklay	Artemis Skarlatidou
RBINS	--	Carole Paleco	
UPD	WP1 – biodesign	Imane Baiz	Amodsen Chotia
WS	WP3 - Public Engagement/Capacity Building	Pieter van Boheemen	Frank Kresin
ECSA	WP4 Policy Engagement for RRI	Katrin Vohland	
MP	WP2 – environmental sustainability	Laura Fernández	
KI	--	Simon Gmajner	
MERITUM	--	Pawel Wyszomirski	

Partner	WP Lead (if applicable)	Technical Representative/ leader	WP	Deputy
UNIGE	--	Bruno Strasser		
Tekiu	--	Aleks Berditchevskaia		
eutema	WP5 Evaluation	Erich Prem		

Table 6-2 PMB Members

#### 6.3.4. PMB Meetings

The PMB meets physically every six months and if possible at the same time and place as the Supervisory Board, as well as at any time upon written request of any member of the Project Management Board. The Project Coordinator shall chair all meetings of the PMB and shall give notice in writing of a meeting to each member no later than 14 calendar days for an ordinary meeting and 7 calendar days for an extraordinary meeting. The chairperson will prepare and send out a written agenda to each member no later than 7 calendar days before an ordinary meeting or 7 calendar days before an extraordinary meeting (as per section 6.2.2.2 of CA)

In addition to the six-monthly face-to-face meetings, the PMB will hold weekly electronic meetings (via GoToMeeting or a suitable alternative) to coordinate the work on the ground.

#### 6.3.5. Work Package Leaders within the PMB

The work package leaders will individually be responsible for monitoring and reporting the progress of their respective work packages. They will need to complete/check the work package progress sheets in the shared google drive (they are located at the root directory for every work package) and ensure that the project journal is kept updated with events and dissemination activities.

### 6.4. Project Secretariat

The Secretariat will perform the financial administration and reporting of the group to the EC, including submission of continuous and periodic reports on behalf of all partners. It will be formed of UCL personnel as follows:

Role	Representative
Project Coordinator	Muki Haklay (Chair)
Project Manager	Artemis Skarlatidou
Events Coordinator	Cindy Regaldo, Christian Nold
Administrative/ Financial Support Staff	Judy Barrett, Ilaria Marsili
Dissemination and Communications Manager	Alice Sheppard

Table 6-3 Project Secretariat Members

The role of the Project Coordinator is to take overall responsibility for the entire project, paying particular attention to:

- I Liaison with the EC Project Officer on behalf of all partners
- II Monitoring the risk register and ensure appropriate actions are taken

The role of the Project Manager is to assist the Project Coordinator in running the project, taking responsibility for the following:

- I Coordination of weekly consortium meetings, including finalising the agenda
- II Deputising for the Project Coordinator as needed
- III Liaison with The EC Project Officer on behalf of all partners
- IV Managing collaboration across Work Packages, allocating tasks across Work Packages as necessary
- V Monitoring the progress against plans and intervening where necessary

The role of the Event Coordinator is:

- I To monitor events and report on their status to the Project Coordinator and Project Manager
- II To ensure that events are monitored in accordance with the procedures defined in WP5

The role of the Disseminations and Communications Manager is:

- I To work with the secretariat to produce a 'Dissemination and Communication' plan
- II To ensure implementation of the aforementioned plan
- III To oversee and monitor DITOs external communications (e.g. mailing lists, newsletters)
- IV To review audiences reached by events in different levels of the DITOs escalator and develop strategies to reach these audiences to ensure 1) Project objectives are met and 2) expected participant numbers are attained (as per table 2.1 of the DoA)

## **6.5. Quality Assurance Group**

This body supports the Project Coordinator and Project Secretariat in overall quality assurance. It will have one nominated representative from each partner (selected by the PSB), who will:

- I ensure the partners comply with the provisions of this handbook;
- II help measure and record the achievement of the project objectives;
- III ensure that usability and technical evaluation tests are properly carried out, with the requisite data sets and significant numbers of professional users, and results reported back, in line with the requirements of the Evaluation Plan which is based on the progress indicators and the evaluation work package (WP5).

### 6.5.6. QAG Members

Coordinator: Muki Haklay

Partner	Representative	Deputy
UCL	Artemis Skarlatidou	Cindy Regalado
RBINS	Carole Paleco	
UPD	Amodsen Chotia	Imane Baïz, Ariel Lindner
WS	Marc Boonstra	
ECSA	Katrin Vohland	
MP	Laura Fernández	
KI	Simon Gmajner	
MERITUM	Pawel Wyszomirski	
UNIGE	Bruno Strasser	
Tekiu	Aleks Berditchevskaia	
eutema	Erich Prem	

Table 6-4 QAG Members

### 6.5.7. QAG Meetings

The QAG meets every six months, if possible at the same time as the Project Supervisory Board and the Project Management Board, as well as at any time upon written request of any of its members. The coordinator of the QAG shall give notice in writing of a meeting to each member no later than 30 calendar days for an ordinary meeting and 7 calendar days for an extraordinary meeting.

## 6.6. Advisory Boards

The final components of the organisational structure are the independent advisory boards. DITOs will be advised and supervised by leading experts in RRI, public engagement in science, citizen science, scientific and technical innovation, and DIY science. To this end, three advisory boards are set: the first focusing on scientific and technical aspects of citizen science and DIY science; the second focusing on RRI and ethics; and the third representing the perspectives and needs of citizen scientists with a series of crossover representatives.

### 6.6.8. The Scientific Advisory Board

The Scientific Advisory Board includes leading individuals from the areas of biotechnology, environmental science and public engagement. The mission of the board is to identify scientific and technical aspects of citizen science and DIY science and advise the partners on good practices to increase the quality and number of citizen science activities in Biodesign and Environmental Sustainability.

Chairing our Scientific Advisory Board is **Prof. Francois Grey**, founder of the Citizen Cyberlab in UNIGE. Additional members of this board include:

- **Eric Berger**, Director of the Finnish Bioart Society in Helsinki;
- **Dr. Heidi Ballard**, Associate Professor in Environmental Science Education at University of California;
- **Prof. Johannes Vogel**, Director General of the Museum für Naturkunde, in Berlin, whose exhibits and educational programmes reach more than 500,000 people a year;
- **Dr. David Slawson**, Director of the Open Air Laboratory (OPAL), who have involved more than 850,000 people through their citizen science programme;
- **Prof. Jardan Lenarcic**, Director of Inštitut Jozef Stefan in Ljubljana, Slovenia.

### 6.6.9. The RRI & Ethics Advisory Board

Chairing the RRI and Ethics board is **Dr. Judith Simon**, Associate Professor IT University in Copenhagen, who is principal investigator of the Epistemic Trust in Socio-Technical Epistemic System research project, and member of the Onlife-Initiative (DG CONNECT), exploring the extent to which the digital transition impacts societal expectations towards policy making;

Additional members of this board include;

- **Cissi Askwall**, Secretary General of Vetenskap & Allmänhet (VA - Science and the Public), Sweden, who has been instrumental in establishing VA as Sweden's major knowledge hub for science and society dialogue and is a partner in the RRI Toolkit FP7 project;
- **Mr Norbert Steinhaus**, International Management coordinator of Bonn Science Shop and partner in the RRI Tools FP7 project;
- **Ms Marleen Wynants**, Director of Crosstalks at the Vrij Universiteit Brussel;
- **Ms Emilie Balayn**, Adviser to the Deputy Mayor for Green Spaces, Environment and International Solidarity of the City of Brussels.



### 6.6.10. The Citizen Scientists' Advisory Board

Chairing the citizen scientists' board is **Simone Cortesi**, who has a decade of experience with crowdsourcing projects, and who in 2005 spearheaded the OpenStreetMap (OSM) community in south Europe, which now engages more than 2.5 million users. Additional members of this board include

- **Dr. Erinma Ochu**, of the University of Salford, currently exploring innovative ways for public participation in biomedical research, with many years of experience coordinating citizen-led initiatives including Turing's Sunflowers;
- **Shannon Dosemagen**, co-Founder, President, and Executive Director of the Public Laboratory for Open Technology and Science, a US-based not-for-profit organisation that engages hundreds of Do-It-Yourselfers in environmental health monitoring and tool prototyping around the globe;
- **Hagit Keysar**, an engaged citizen, researcher, and activist in Israel, focusing her work on DIY/grassroots science techniques and mechanisms for creating independent documentation of the urban environment for collaborative engagement with local institutions and organisations;
- **Fermín Serrano**, Executive Director of Ibercivis Foundation, a not-for-profit organisation dedicated to the promotion and development of participatory online experiments involving more than 40,000 volunteers in research. He was one of the leaders of the White Paper on Citizen Science published by the Societize project.

### 6.7. Meeting Minutes – All Board Meetings

For each board, the chairperson will be responsible for production of the meeting minutes. The minutes should contain the list of participants, a brief summary of the decisions and of the actions to be taken. Minutes should be sent to the participants for their approval within 5 business days after the meeting and any comments should be notified by participants within 15 calendar days of the minutes being sent out. No answer will be interpreted as an approval. The chairperson/coordinator should then send the approved minutes to all members of the Consortium and to the Project Coordinator, who will keep master copies of all meeting minutes. Board meeting minutes should not be added to the 'living minutes document' but should be stored as separate files in the 'internal meetings' file, with the naming convention YYYYMMDD-boardname-minutes-draft/final. The template for such meeting minutes can be found in the MEETING MINUTES TEMPLATE\_annex\_

According to the Consortium Agreement (section 6.3.4) a member may veto a decision taken during a meeting. When the decision is foreseen in the meeting agenda a

member may veto such a decision during the meeting only. When a decision has been taken on a new item added to the agenda before or during the meeting, a member may veto such a decision during the meeting and within 15 days after the draft minutes of the meeting are sent.

## **7 Project Organisation**

### **7.1. Overview of the Consortium organisation**

The consortium organisation and the responsibilities of each beneficiary as well as of the coordinator are laid down in Annex I of the EC Grant Agreement (ECGA) which has been ratified via the Grant Agreement Accession Form (Annex III of the ECGA) by all beneficiaries and is accessible on the internal DITOs document store on Google Drive.

All the beneficiaries together form the Consortium. Beneficiaries are represented towards the Commission by the Project Coordinator, who is the intermediary for any communication between the EC and any beneficiary, with the exceptions foreseen in the ECGA. The financial contribution of the Union to the project shall be paid to the Project Coordinator who receives it on behalf of the beneficiaries.

### **7.2. Responsibilities of the Coordinator (UCL)**

The coordinator shall:

- administer the financial contribution of the Union regarding its allocation between beneficiaries and activities, in accordance with the ECGA and the decisions taken by the Consortium. The Project Coordinator shall ensure that all the appropriate payments are made to the other beneficiaries without unjustified delay;
- keep the records and financial accounts making it possible to determine at any time what portion of the financial contribution of the EC has been paid to each beneficiary for the purposes of the project;
- inform the Commission of the distribution of the financial contribution of the Union and the date of transfers to the beneficiaries, when required by this ECGA or by the Commission;
- review the reports to verify consistency with the project tasks before transmitting them to the Commission;
- monitor the compliance by beneficiaries with their obligations under the ECGA.

The coordinator may not subcontract the above-mentioned tasks.

### 7.3. Responsibilities of the Beneficiaries

Beneficiaries shall fulfil the following obligations as a consortium:

- provide all detailed data requested by the EC for the purposes of the proper administration of this project;
- carry out the project jointly and severally vis-à-vis the EC, taking all necessary and reasonable measures to ensure that the project is carried out in accordance with the terms and conditions of the ECGA;
- make appropriate internal arrangements consistent with the provisions of the ECGA to ensure the efficient implementation of the project.
- engage, whenever appropriate, with actors beyond the research community and with the public in order to foster dialogue and debate on the research agenda, on research results and on related scientific issues with policy makers and civil society; create synergies with education at all levels and conduct activities promoting the socioeconomic impact of the research;
- allow the EC to take part in meetings concerning the DITOs project.

### 7.4. Internal communication

The project will use Skype, GoToMeeting and Basecamp for a transparent and binding internal communication. With respect to the latter currently four main functionalities are being used:

- 1) **Discussion threads to post messages**
- 2) **To-do lists – used to record/monitor meeting actions in addition to ‘ad hoc’ tasks**
- 3) **Text docs**
- 4) **Upcoming events (project calendar – deliverable/review dates etc)**

In order to facilitate efficient communication among partners, all participants in the project should:

- select a pertinent subject title when opening up a new discussion thread on Basecamp;
- make sure that the same topic is not covered yet before opening up a new thread;

Recipients should be selected carefully to avoid excessive communication and a loss of interest, especially when replying to a notification received via email.

For the first 3 months of the project, weekly and thereafter bi-weekly (every second and fourth week of the month) GoToMeetings meetings will be used to enable a detailed discussion amongst consortium members about progress of tasks and

deliverables, plans, risks and problems as well as an agenda item of more general interest that the consortium agrees that further discussion is required.

After the first 3 months of the project, bi-weekly (every first and third week of the month) Skype status chats will be used to monitor progress of tasks and deliverables, report risks and problems. A record of the chats will be available via Google Drive.

## 7.5. Project Meetings (including weekly PMB electronic meetings)

These meetings are organised independently, as physical or online meetings (via GoToMeeting or suitable alternative) - their date and place shall be announced via Basecamp. If a meeting is likely to result in a change in budget, cost or timescale, it should be logged on the meetings spreadsheet in the Google Drive (under 'internal meetings').

Decisions having an impact on the overall project, other WP or tasks shall be announced in a written form to all project members and will require approval of the PSB or PMB if they have an impact across work packages.

The minutes of these meetings will be kept in a 'living journal' - if they are meetings involving the whole consortium, then they should be stored under the 'internal meetings' folder of the Google Drive; if they are relevant to one WP only, then they should be stored under the 'documents' folder.

A new page should be used for every new meeting, and the standard meeting template (Annex 4) should be used to record the minutes, so that a record is kept of attendees, dates, decisions and actions as well as a record of the discussion itself.

Actions from such meetings should be recorded in the basecamp 'to do' list

## 7.6. Activity/Event Recording

There are two types of activity/event that need to be recorded: Dissemination activities and DoA events

- **Dissemination/Communication Activities** are *about* DITOs events which happen before, during or after the actual DITOs event (e.g. tweets, press releases, talks or seminars promoting the event). These activities need to be reported on by the Project Coordinator to the EC (via the portal), along with

statistics on the attendees. These events must be logged via the 'Let's count our dissemination efforts!' form in the Project Journal.

- **DoA Events** are events listed in the DoA (Annex 1 of the GA) and any additional events. There is a pre-populated 'Events Diary' spreadsheet in the Project Journal - event organisers **MUST** add in details as events are planned in detail. ***NB The pre-populated DoA events should not be removed from the spreadsheet - if a planned event is no longer likely to happen, please contact UCL to review the appropriate action.***

Media files from events (photographs, recordings etc) should be stored on the Google Drive in the 'Media' folder by the organizing partner. There should be one folder per event titled 'YYYYMMDD event name'

## 7.7. Distribution of the financial provisions

The Commission will make a pre-financing payment of an amount of EUR 2,274,319.94 (see ECGA Article 21) within 30 days of the entry into force of the Grant Agreement or from 10 days before the starting date of the action, whichever is the latest.

The contribution to the Guarantee Fund (5% of the maximum grant amount for the project) will be part of the pre-financing and its calculation; however, it will not be paid into the account of the Project Coordinator, it will be transferred directly from the Commission to the 'Guarantee Fund' at the time of the payment of the pre-financing.

The Project Coordinator will distribute the pre-financing amount to the other beneficiaries

- once the minimum number of beneficiaries as required by the call for proposals have signed and returned Form A (accession form to the ECGA), **and;**
- only to those beneficiaries who have signed and returned Form A.

For more detailed and updated information on financial reporting and payments by the Commission, please refer to the various guidelines on the EC Participant Portal ("[H2020 Online Manual](#)") as well as the ECGA (Article 21 of the core text)

## 7.8. Work Package and Task Leaders

In order to guarantee the execution of all project tasks within the established deadlines Work Package Leaders have been designated as follows:

Work Package	Lead Partner	Work Package Leader
WP1 Biodesign	UPD	Imane Baiz
WP2 Environmental Sustainability	MP	Laura Fernandez
WP3 Public Engagement/Capacity Building	WS	Pieter von Boheemen
WP4 Policy Engagement for RRI	ECSA	Katrin Vohland
WP5 Evaluation	eutema	Eric Prem
WP6 Coordination, Support, Management	UCL	Muki Haklay
WP7 Ethics Requirements	UCL	Muki Haklay

Table 7-1 WP Leaders

The Work Package Leader (WPL) shall have the following responsibilities:

- I monitoring the progress of the WP against time and budget allocations, ensuring that the WP fulfils the objectives listed as milestones and deliverables;
- II alerting the Project Coordinator in case of delay or default in the performance of the WP;
- III updating the status of the WP and its Risk Plan and sending this report to the Project Manager (see Google Drive);
- IV preparing the proposals for the update of the Work Plan and new parties (if needed);
- V making available communications and reports to the selected internal reviewers before submission

The **Task Leader** is responsible for the technical coordination of the activities of all partners involved in a specific task of the project. The Task Leader is responsible for:

- I keeping the WPL informed on a regular basis of the progress status of the work plan by updating the status of the Task and its Risk Plan every 3 months and sending this report to the Project Secretariat (see section 12 Annex 3 of this handbook, 'Task Report Template');
- II collaborating with the WPL in the preparation and the timely submission of deliverables.

Task Leaders have been designated as follows:

<b>Task no</b>	<b>Task title</b>	<b>Task Leader</b>
WP1 T1	Biodesign scoping and planning	UPD
WP1 T2	Biodesign groundwork/intervention	UPD
WP1 T3	Showcasing outcomes and adaptation of methods for Biodesign	UPD
WP2 T1	Environmental Sustainability scoping and planning	MP
WP2 T2	Environmental Sustainability groundwork/intervention	MP
WP2 T3	Showcasing outcomes and adaptation of Environmental Sustainability methods	MP
WP3 T1	Online presence and engagement	WS
WP3 T2	Travelling interactive exhibition and discovery trips	WS
WP3 T3	Sustainable capacity building	WS
WP4 T1	Fact Finding and Review	ECSA
WP4 T2	Structured Analysis and Elaboration of Policy Briefs	ECSA
WP4 T4	Policy Engagement via Discovery Trips, Round Tables & Pan-European Policy Forum	ECSA
WP5 T1	Evaluation Terms of Reference and Templates	eutema
WP5 T2	Phase 2 Project Evaluation	eutema
WP5 T3	Phase 3 Project Evaluation	eutema
WP6 T1	Consortium Administration, Consortium Coordination, Support	UCL
WP6 T2	Activity planning, Data Management, Reporting and Financial Management	UCL
WP6 T3	Dissemination & Communication Management	UCL
WP6 T4	IPR, Innovations Management, Quality Management and Self-Assessment	UCL
WP7 T1	Recruitment Requirements	UCL
WP7 T2	Data Protection Requirements	UCL

*Table 7-2 Task Leaders*

## **7.9. Settlement of disputes**

Conflicts that cannot be resolved internally will be resolved by a procedure detailed in section 11.8 of the Consortium Agreement. It refers to the WIPO Mediation Rules.

## **7.10. EC Grant Agreement**

The Grant Agreement is made between the EC and the Consortium and consists of the following documents:

Core text laying out articles 1 to 11.

Annex 1– Description of the Action (DoA)

Annex 2 – Estimated budget for the action

Annex 3 – Accession Forms For Beneficiaries

Annex 4 – Model for the Financial Statements

Annex 5 – Model for the Certificate on the Financial Statements

Annex 6 – Model for the Certificate on the Methodology

A copy of the signed ECGA has been sent to each partner and is accessible via the internal document store on Google Drive.

## **7.11. Consortium Agreement**

The Consortium Agreement specifies with respect to the project the relationship among the parties, in particular concerning the organisation of the work between the parties, the management of the project and the rights and obligations of the parties concerning inter alia liability, access rights and dispute settlement. A copy of the signed Consortium Agreement has been sent to each partner and is accessible via the internal document store on Google Drive.

# **8 Deliverables**

All Deliverables must be submitted to the Commission in electronic format on or before the due date specified in the Description of Action (DoA). In case of any significant delay, the EC Project Officer should be informed at least three months before the due date by the Project Coordinator in writing, with a reason for the delay, and an indication of the expected date of delivery. A delay will only be authorized by the EC project officer as an exceptional measure and upon sufficiently advanced notice.

The timescales below should be noted for all deliverables – task leaders and work package leaders need to monitor progress to ensure that these timescales can be met



## 8.1. Timeline for Deliverable Review and Submission

- 8 weeks before: draft plan (table of contents and rough overview of main detail) to consortium (published via basecamp) and reviewer name confirmed
- 6 weeks before: initial draft to consortium (published via basecamp) – all members to review
- 4 weeks before: revised draft to advisory board for their comments
- 2 weeks before: version 1 to Project Secretariat for final review and submission to the EC

## 8.2. List of Deliverables

<b>Deliverable Number</b>	<b>Deliverable Title</b>	<b>Lead beneficiary</b>	<b>Delivery date (month)</b>
D1.1	Outreach guidelines for Biodesign	UPD	6
D1.2	Biodesign engagement and support	UPD	15
D1.3	Good practices in participatory Biodesign	UPD	36
D2.1	Outreach guidelines for Environmental Sustainability	MP	6
D2.2	Environmental Sustainability engagement and support	MP	15
D2.3	Good practices in participatory Environmental Sustainability	MP	36
D3.1	DITOs Web	WS	6
D3.2	DITOs Innovation Hubs	WS	15
D3.3	Sustainable support for citizen and DIY science	WS	36

<b>Deliverable Number</b>	<b>Deliverable Title</b>	<b>Lead beneficiary</b>	<b>Delivery date (month)</b>
D4.1	Initial Policy Briefs	ECSA	12
D4.2	Policy Briefs 2	ECSA	24
D4.3	Policy Briefs 3	ECSA	36
D4.4	Discovery Trips – Final Report	Tekiu	36
D4.5	Pan-European policy forum	ECSA	36
D5.1	Evaluation terms of reference and templates	eutema	12
D5.2	Phases 1 & 2 project evaluation	eutema	15
D5.3	Final evaluation report	eutema	36
D6.1	Project handbook and quality plan	UCL	2
D6.2	Initial plan for communications, dissemination and exploitation	UCL	3
D6.3	Data management plan	UCL	6
D6.4	Self-assessment plan	UCL	6
D6.5	Plan for communications, dissemination and exploitation - update	UCL	15
D6.6	Innovation management plan	UCL	30
D6.7	Final data management plan	UCL	36
D6.8	Final plan for dissemination and exploitation	UCL	36
D7.1	H – Requirement No 1	UCL	6
D7.2	POPD – Requirement No 2	UCL	6

Table 8-1 Deliverables

### 8.3. Deliverable Publications

Some deliverables involve publications. The involved partners will designate together the different authors of the publication and their order of appearance in the publication. All papers published by members of the Consortium in relation with the project work should acknowledge the project - see section 10.2 Commission Acknowledgement

### 8.4. Document Format

While partners are free to use any editing package they chose the document interchange format for working documents is Microsoft Word OOXML (.docx) – this is also supported in Open Office and Apple software.

Deliverable submission to the Commission shall be in PDF format and shall be produced as such by the lead author. Graphics included in the documents to be submitted have to be easily converted into the end form (pdf). The lead author is responsible for verifying that the document format and metadata are correct and that pictures and diagrams are legible, correctly referenced and numbered.

Deliverable reports should follow a standard content format with:

- front page;
- EC disclaimer;
- metadata (deliverable identification sheet);
- table of contents;
- version log;
- definitions and acronyms;
- introduction;
- activities carried out and results;
- conclusions;
- annexes (technical data or test results for example).

A template for the deliverable report can be found in ANNEX 3 of this handbook as well as on the internal document store on Google Drive (in the templates directory).

### 8.5. Document Naming Conventions

In order to standardise the naming of documents – all documents should be assigned a unique identifier. The identifiers are made up as follows:

**DITOs-WPX-YYYYMMDDx** where;

- **DITOs** is the project acronym;
- **WPX** denotes the respective work package (e.g. WP8) the documents belong to. ***Where the document is a deliverable the deliverable number should be used here, e.g. D1.1***
- **YYYYMMDDx** is the date the document was saved, to enable document version control. If more than one version is saved in a day, then an alphabetical suffix (starting with 'a' should be added)

## 9 Reporting

### 9.1. Timesheets

Each partner will maintain adequate financial records including time sheets for each project employee on a monthly basis. These time sheets are necessary to demonstrate your working hours in the case the European Commission wishes to have the project efforts checked by independent auditors. You may use your own institution's timesheets as long as they provide sufficient information in terms of effort and individual time expended.

For people not working full-time on the project, their activities on other projects should also be mentioned on the timesheet.

For more details on the required time recording system, please refer to the EC's Keeping Records – H2020 Guidelines. For employees working full-time on the project, it is possible to complete a 'Declaration on a person working exclusively on a H2020 action' but please check the form to ensure all criteria are met and appropriate detail for the form is still recorded.

### 9.2. Reports and Financial Statements

UCL, as coordinator, will ensure reports and financial Statements are made to the Commission directly via the H2020 Participant Portal, <http://ec.europa.eu/research/participants/portal/>.

Beneficiaries are responsible for ensuring that all information is stored in the shared Google Drive and/or submitted to UCL in a timely fashion.

### 9.3. Continuous Online Reporting

Continuous online reporting against project deliverables, milestones, and ethics requirements will be submitted by the Project Coordinator or the Project Manager from information stored on the shared Google Drive. This data includes

- Project Summary, including:
  - Context and objectives of project
  - Summary of work performed to end of reporting period and main results achieved so far
  - Progress beyond the state of the art and expected potential impact (including the socio-economic impact and the wider societal implications of the project so far)
  - Address (URL) of the project's public website
  - Images for Publication
- **Deliverables (1 pdf file per deliverable) - from the relevant WP deliverable folder;**
- Milestones (date of achievement/reasons for deviation);
- **Risks: Description, Relevant WP(s), Mitigation measures, Actions taken, Risk status - from the Risk table in the shared Google Drive;**
- Publications (ALL publications must be notified to the Project Secretariat by email, who will keep a record);
- **Dissemination Activity Statistics (no of conference, workshops, press releases, flyers etc) - from the Dissemination Form in the shared Google Drive;**
- Participant gender statistics by organisation (participants means *people actively participating and paid by the EU project.*)

The continuous online reporting will be used to generate the periodic reports. The Project Coordinator (UCL) will use the data from the project journal spreadsheets of the shared Google Drive for the continuous reporting, so it is imperative that this information is regularly updated by partners

### 9.4. Periodic Reporting

DITOs will follow the Commission's recently introduced approach to periodic reporting. This approach is called 'Single Submission and Single Suspension of Periodic Reports', which requires all elements of the periodic reports (scientific report, financial reports, and, if needed, certificates on financial statements - CFS) from all partners of the consortium to be submitted by the coordinating institution as a single package rather than in multiple submissions.

Periodic reports must be submitted by the Project Coordinator within 60 days after the end of each reporting period. Payments will be made within 45 days of acceptance of the COMPLETE periodic report (ie; ALL beneficiaries' contributions must be present and no information missing)

There are TWO contractual reporting periods for the project; period 1 ends month 15 (August 2017) and period 2 ends month 36 (May 2019)

A full description of the contractual reporting system can be found in the EC's Guidance Notes on Project Reporting via:

[http://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/reports/periodic-reports\\_en.htm](http://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/reports/periodic-reports_en.htm)

#### **9.4.11. The Periodic Technical Report**

**The Periodic Technical Report** consists of PART A, generated by the participant portal IT system, based on data input via the continuous online reporting and PART B, a narrative that includes explanations of the work carried out by the beneficiaries during the reporting period

#### **9.4.12. The Periodic Financial Report**

**The Periodic Financial Report** consists of :

- Individual financial statements (Annex 4 to the GA) for each beneficiary;
- Explanation of the use of resources and the information on subcontracting and in-kind contributions provided by third parties from each beneficiary for the reporting period concerned;
- A periodic summary financial statement including the request for interim payment.

Individual financial statements have to be provided by each beneficiary in the grant management system (under *Financial Statement drafting*) of the participant portal. This will become available to each partner as a deadline for a period report approaches (<http://ec.europa.eu/research/participants/portal/>). A sample financial report can be found here:

[http://ec.europa.eu/research/participants/data/ref/h2020/gm/reporting/h2020-tmpl-periodic-rep\\_en.pdf#page=23](http://ec.europa.eu/research/participants/data/ref/h2020/gm/reporting/h2020-tmpl-periodic-rep_en.pdf#page=23)

The Commission's financial guidelines provide information on different methods of cost calculation, eligible and non-eligible costs, hiring staff, exchange rates, etc.

They are consultable under: <http://ec.europa.eu/research/participants/docs/h2020->

[funding-guide/grants/grant-management/reports/periodic-reports\\_en.htm](https://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/amga/h2020-amga_en.pdf#page=35) Further information on eligible and ineligible costs and calculations can be found here: [http://ec.europa.eu/research/participants/data/ref/h2020/grants\\_manual/amga/h2020-amga\\_en.pdf#page=35](http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/amga/h2020-amga_en.pdf#page=35)

**Please note:**

Please respect the internal deadlines for the submission of the requested documents in order to allow the Project Coordinator enough time for modification, editing and compilation. Any delay in the submission **BY ANY BENEFICIARY** of the periodic report will result in a delay in reimbursement of the incurred costs by the EC **FOR ALL BENEFICIARIES**, not only the tardy beneficiary.

## 9.5. Certificate on the financial statements

Certificates on Financial Statements (Audit Certificates) are a verification of costs and receipts by a financial auditor. They are reports of factual findings produced by a qualified, independent auditor and they assist the Commission in evaluating whether costs are claimed in accordance with the grant agreement.

H2020 introduced a reduction of the number of certificates on the financial statements by:

- I not requiring interim certificates (only one at the end of the project per participant reaching the triggering ceiling of 325,000 EU);
- II basing the triggering ceiling only on actual costs (i.e. excluding flat rates, lump sums, etc).

The report format for the Statement can be found in the ECGA Annex V

## 9.6. Project Advancement

In order to guarantee a transparent and timely follow up of the advancement of work without multiplying formal reports the Consortium decided to use Google spreadsheets accessible to all members which shall provide the following information for each WP:

- Description of the WP
- Description of work to be achieved within each task
- Status of each task (started, in process, finished)

## 9.7. Risk Log and Contingency Measures

As part of the continuous reporting project, UCL, as the coordinating partner, will maintain the Risk Log based on the project advancement spreadsheets regularly updated by the task and work package leaders and exchange of information with the project partners. This log is based on the Risk Analysis table in section 1.3.5 WT5 of the Grant Agreement. The risk log will be updated following a risk analysis procedure:

- Risk number;
- Short phrase describing risk;
- Work packages affected;
- Risk mitigation measures;
- Reporting period;
- State of play of measures applied;
- Risk materialisation state;
- Justification/explanation if mitigation measures have not been applied ;
- Comments;
- Recorded by.

The Risk plan exists as an editable spreadsheet available on the internal document store on [Google Drive](#).

In addition, the project secretariat will maintain an incidents log

## 9.8. Progress Indicators

The DoA (table 2.1 of the GA) summarises the number of events and number of participants - attainment of these numbers is key to the success of the project.

WP5 will produce a detailed evaluation plan for the project against its objectives, which are listed below. When this plan is finalized, this section will be updated with indicators and actions.



Objective
<p>O1 – To engage citizens, scientists and policy makers in shaping and conducting research in <b>biodesign and technology</b>, addressing personal health and global issues such as food production (WP1).</p>
<p>O2 – To engage citizens, scientists and policy makers in shaping and conducting research in <b>environmental sustainability</b>, addressing local environmental concerns and global issues such as biodiversity monitoring (WP2).</p>
<p>O3 – To develop clear guidelines, mechanisms and institutions to extend the development of <b>public engagement in citizen science and DIY science</b> across Europe. This includes support for exploration, learning and innovation (WP3).</p>
<p>O4 – To develop clear guidelines, mechanisms and institutions to extend the development of <b>policy engagement in citizen science and DIY science</b> across Europe, fostering RRI, linking the pan-European citizen science and DIY science community to decision-makers at various levels and supporting innovation (WP4).</p>
<p>O5 – To develop a <b>robust framework for evaluating citizen science and gathering feedback</b> on DITOs activities, including the engagement of citizens, scientists and decision-makers (WP5).</p>
<p>O6 – To develop an <b>innovation plan</b> and identify suitable <b>business models</b> for citizen science and DITOs activities, including support for RRI (WP6).</p>

Table 9-1 Project Objectives

## 9.9. EC Reviews

The project will, in the normal course of events, be reviewed mid-project (Month 15 - August 2017) and at the end of the project. The Commission, together with independent expert reviewers will have advanced access to the deliverables produced

in the reporting period. There is then a review meeting attended by the project partners, experts, and the project officer. The findings of the review are then communicated through a review report.

At this review the experts evaluate:

- Continuing relevance of the project and its objectives;
- The degree of fulfilment of the project work plan and progress toward achievement of objectives;
- The resources utilised in relation to the achieved progress (according to the principles of economy, efficiency and effectiveness)
- The quality and efficiency of project management;
- The beneficiaries' contributions and integration within the project;
- The dissemination and exploitation activities;
- The implementation of recommendations from previous reviews (if any).

The results of the review are as follows:

For reports and deliverables:

- Acceptance or rejection (for revision and resubmission).

For the Project as a whole:

- Continue without modification of the Description of Action;
- Continue with modifications;
- Terminate the grant agreement or participation of any beneficiaries.

## 9.10. Review Planning

The Project Management Board will help the coordinator and the Project Secretariat to prepare the review meeting by:

- contributing to the adoption of an agenda for the project review meeting according to the demands formulated by the reviewers;
- collecting additional (financial, administrative, scientific) information where necessary and formatting it if necessary;
- making available all project deliverables, communications and other project related results to the reviewers where necessary, insuring the technical feasibility of software or prototype demonstration at the review meeting.

The preparation activities shall start at least one month before the scheduled review meeting. At least one representative of each Consortium member will be present at the review meeting.

## 10 External Publications

Any external publication, e.g. in a peer-reviewed scientific journal can benefit from the review procedures laid out in section 8 Deliverables

### 10.1. Open Access Publication

In accordance with article 29 of the ECGA, The Doing It Together Science project will follow the EC's Open Access policy which is based on the wish to provide easy and free access to research results, especially peer-reviewed articles in order to increase their visibility and use. All research results (reports and journal articles or conference contributions) will therefore be made available on the Doing It Together Science website and if possible on adequate open access repositories that will be discussed among the partners of the Consortium.

### 10.2. Commission Acknowledgement

All publications or any other dissemination relating to foreground shall include the following statement to indicate that said foreground was generated with the assistance of financial support from the Commission:

**“This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 709443”**

The typeface to be used with the EU emblem can be any of the following: Arial, Calibri, Garamond, Trebuchet, Tahoma, Verdana. Italic and underlined variations and the use of font effects are not allowed

The publication must also include the EU flag emblem (mandatory) – stored under the media/logos area of the shared Google Drive.

# ANNEXES

## ANNEX 1 LOGOS

Logos will be available on the [Doing It Together Science Website](#) and on the internal document server Google Drive under media/logos

Guidance on the use of the EU emblem can be found here

[http://ec.europa.eu/dgs/communication/services/visual\\_identity/pdf/use-emblem\\_en.pdf](http://ec.europa.eu/dgs/communication/services/visual_identity/pdf/use-emblem_en.pdf)

## ANNEX 2 MEETING MINUTES TEMPLATE

### **Meeting minutes [Meeting title and date]**

Minutes written down by (name and organisation):

**1. Participants:**

UCL :

RBINS :

UPD :

WS :

ECSA :

MP :

KI :

MERITUM :

UNIGE :

Tekiu :

eutema :

Absent: / Excused:

**1. Agenda points**

**2. Decisions that have been taken:**

**3. Planned actions:**

## ANNEX 3 DELIVERABLE TEMPLATE

See following pages. The deliverable template is also available in the 'Templates' folder of the Google Drive – partners may copy this directly to create their deliverable document

--- START OF DELIVERABLE TEMPLATE PAGE ---

Dx.x Deliverable Name



INSERT PROJECT'S LOGO

Grant agreement no. 709443

# DITOS

## Doing It Together science

*Coordination & Support Action*

**Dx.x Deliverable Name**

Work Package: **x**

Due date of deliverable: month **x**

Actual submission date: **dd / month / year**

Start date of project: June, 01 2016 Duration: 36 months

Lead beneficiary for this deliverable: **name of beneficiary**

Contributors: **other beneficiaries involved**

Reviewer: **Name of the Reviewer (if applicable)**

Project co-funded by the European Commission within the H2020 Programme (2014-2020)		
<b>PU</b>	Public	<b>X</b>
<b>CO</b>	Confidential, only for members of the consortium (including the Commission Services)	<b>X</b>
<b>CI</b>	Classified, as referred to in Commission Decision 2001/844/EC	<b>X</b>

CO/PU/CI

Page **xx** of **xx**Version **1.0**

This project has received funding from the European Union's Horizon 2020 research and innovation programme under the Grant Agreement No 709443

---END OF DELIVERABLE TEMPLATE PAGE---

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## Disclaimer

The content of this deliverable does not reflect the official opinion of the European Union. Responsibility for the information and views expressed herein lies entirely with the author(s).

--- START OF DELIVERABLE TEMPLATE PAGE ---

Dx.x Deliverable Name

**Document Identification Sheet**

<b>Project ref. no.</b>	709443
<b>Project acronym</b>	DITOs
<b>Project full title</b>	Doing It Together Science
<b>Document name</b>	DITOs-WXX-YYYYMMDDx.docx
<b>Security (distribution level)</b>	XXXXXXXXXXXXXXXXXXXXXXXXXX
<b>Contractual date of delivery</b>	Month x, dd.mm.yyyy
<b>Actual date of delivery</b>	
<b>Deliverable number</b>	Dx.x
<b>Deliverable name</b>	XXXXXXXXXXXXX
<b>Type</b>	XXXXXXXXXXXXX
<b>Status &amp; version</b>	Not Reviewed – First Draft for Informal Comments
<b>Number of pages</b>	99
<b>WP / Task responsible</b>	WP9 / T9 (Lead Partner for task)
<b>Author(s)</b>	Lead Partner acronym: individual names of authors
<b>Other contributors</b>	Partner1 acronym: individual names of authors Partner2 acronym: individual names of authors etc
<b>Project Officer</b>	Colombe Warin
<b>Abstract</b>	XXXXXXXXXXXXXXXXXX
<b>Keywords</b>	Xxx,xxx,xxx
<b>Sent to peer reviewer</b>	
<b>Peer review completed</b>	
<b>Supervisory Board approval version xx</b>	

CO/PU/CI

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---END OF DELIVERABLE TEMPLATE PAGE---

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--- START OF DELIVERABLE TEMPLATE PAGE ---

Dx.x Deliverable Name

**1. Version log**

Version	Date	Released by	Nature of Change

CO/PU/CI

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Version 1.0

This project has received funding from the European Union's Horizon 2020 research and innovation programme under the Grant Agreement No 709443

---END OF DELIVERABLE TEMPLATE PAGE---

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Version 1.0

This project has received funding from the European Union's Horizon 2020 research and innovation programme under the Grant Agreement No 709443

--- START OF DELIVERABLE TEMPLATE PAGE ---

Dx.x Deliverable Name

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## 2. Definition and acronyms

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Acronyms	Definitions

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### 3. Introduction

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- Give a synthetic introduction to the matter dealt with in the deliverable (recall to quote the number and title of the deliverable)
- Situate the deliverable with respect to the general objectives of the project and the state-of-the-art
- State and make clear the specific objectives of the deliverable

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### 4. Activities carried out and results

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*The total length of this section depends on the specificity of the deliverable.*

#### **Activities carried out**

- Describe the activities carried out and the methodology followed

#### **Results**

- Describe the results giving all the details necessary to make the deliverable. Include all the necessary diagrams, tables and figures with clear captions coherent with the text and easily identified.
- Make a critical analysis of the results. Highlight the major achievements and the pending issues.
- A deliverable might contain results that do not necessarily represent a success. If this is the case, please explain the reasons for failing the deliverable's objectives. If applicable, suggest contingency plans and the need for the issue of a new version of the same deliverable. Such request will then be submitted to the EC Project Officer.

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### 5. Conclusions

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*Make clear the status of the work performed and results achieved in view of the objectives of the project*

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## 6. Bibliography / References

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*Include Bibliographical references, if applicable*