



INSPIRE

D1.1 Project Management Handbook

Project acronym: INSPIRE

Project title: INSPIRE: Centre of Excellence on Inclusive Gender Equality in
Research & Innovation: Creating Knowledge & Engaging in Collaborative
Action

Call: HORIZON-WIDERA-2021-ERA-01

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Consortium

FUOC	Fundacio per a la Universitat Oberta de Catalunya
JR	Joanneum Research Forschungsgesellschaft Mbh
SDU	Syddansk Universitet
UJ	Uniwersytet Jagiellonski
Notus	NOTUS
FLACSO	Facultad Latinoamericana De Ciencias Sociales
EM	Europa Media Szolgaltato Non Profitkozhasznu Kft
Portia	Portia GGMBH
SRU	Stichting Radboud Universiteit
Fraunhofer	Fraunhofer Gesellschaft zur Forderung der Angewandten Forschung Ev
UH	Universiteit Hasselt
ZRC SAZU	Znanstvenoraziskovalni Center Slovenske Akademije Znanosti In Umetnosti
GESIS	GESIS-Leibniz-Institut Fur Sozialwissenschaften EV
INNO	Innosystems Symvouleutikes Ypiresies Kai Efarmoges Pliroforikis Ypsilis Technologias Monoprosopi Idiotiki Kefalaiouchiki Etaireia



Document History

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03	19.12.2022	Lidia Arroyo (FUOC) and Rachel Palmén (FUOC) integrates the comments from the QAE (Gabriella, Lovasz, EM) and the rest of the Consortium. Rachel Palmén (FUOC) submits the D1.1. to the EC.	Rachel Palmén (coordinator)

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Executive Summary

The main goal of the INSPIRE Project Management Handbook is to provide the relevant information necessary for a smooth project implementation. The specific goals of the document are:

- To operationalise the approved governance structure by clearly assigning the roles and responsibilities to partners and members
- To define key project processes in order to facilitate the monitoring of the implementation process
- To indicate the project's processes and tasks for reporting

The document is structured in six sections. Starting from the organisational structure, the main bodies of the project and their responsibilities are defined, this includes the management board, the implementation board and the role of the External Experts Advisory Board. Second, the operational procedures for the Management Board are identified. Third, the main instruments and procedures for Technical Coordination are explained. This is followed by a section which documents the project reporting procedure to the European Commission. Finally, the key procedures of Dissemination Management are outlined.

It should be read in conjunction with the Grant Agreement (GA) and the Consortium Agreement (CA).

The main goal of the INSPIRE Project Management Handbook is to provide the relevant information necessary for a smooth project implementation



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List of Acronyms

Acronym	Description
CA	Consortium Agreement
CoE	Centre of Excellence
CT	Coordination Team
CtD	Contributors to the deliverable
EC	European Commission
EEAB	External Expert Advisory Board
EM	Europa Media Szolgaltato Non Profitkozhasznu Kft
FLACSO	Facultad Latinoamericana De Ciencias Sociales
FM	Financial Manager
FRM	Fonds de recherche du Québec
FRQNT	Fonds de recherche du Québec Nature et Technologies
FUOC	Fundacio per a la Universitat Oberta de Catalunya
GA	Grant Agreement
GAs	General Assembly
GEP	Gender Equality Plan
GESIS	Gesis-Leibniz-Institut Fur Sozialwissenschaften Ev
INNO	Innosystems Symvouleutikes Ypiresies Kai Efarmoges Pliroforikis Ypsilis Technologias Monoprosopi Idiotiki Kefalaiouchiki Etaireia
JR	Joanneum Research Forschungsgesellschaft Mbh
KSH	Knowledge and Support Hub
LPD	Lead Partner of the Deliverable
NC	North Carolina
PC	Project Coordinator
PM	Project Manager
PPM	Project Progress Meetings
QAE	Quality Assurance Editor
QAL	Quality Assurance Leader
QAT	Quality Assurance Team
R&I	Research and innovation
SDU	Syddansk Universitet
SRU	Stichting Radboud Universiteit
TL	Task Leader
UH	Universiteit Hasselt
UJ	Uniwersytet Jagiellonski
WP	Work Package
WPL	Work Package Leaders
ZRC-SAZU	Znanstvenoraziskovalni Center Slovenske Akademije Znanosti In Umetnosti



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1. Introduction

The main goal of the INSPIRE Project Management Handbook is to provide the relevant information necessary for a smooth project implementation. It should be read in conjunction with the Grant Agreement (GA) and the Consortium Agreement (CA).

1.1. Project Summary

INSPIRE aims to be Europe's sustainable Centre of Excellence, globally renowned for the quality of its research and analysis produced on inclusive gender equality in research and innovation. It brings together cutting-edge knowledge, ambitious policy approaches, and innovative practices to provide a gateway for scholars, equality experts, practitioners and trainers to connect and share resources, co-create new ones, and link strategically with public and private institutions to benefit the European Research Area. INSPIRE's ambitious research programme develops new, relevant indicators for inclusive GEP development, conducts a GEP monitoring survey throughout Europe whilst identifies key configurations of GEP success and failure. It will fill key knowledge gaps as a result of case studies on intersectional policies, whilst identifying promising practices in gendered regional innovation policy. INSPIRE strengthens the evidence base for informed policymaking and meaningfully engages decision-makers in policy and R&I funding for shaping the future. INSPIRE counts on 4 Knowledge & Support Hubs (KSHs) led by leading academics and renowned practitioners throughout Europe to develop cutting edge knowledge on sustaining change, widening participation, intersectionality and fostering innovation and change in the private sector. These KSHs will provide support to 12 communities of practice (involving more than 95 institutions) to facilitate GEP implementation and foster mutual support for the co-development of innovative practices, customised training, and pan-European data collection. INSPIRE will reduce disparities across Member States and strengthen the ERA through its distributed approach, spreading knowledge, know-how and new opportunities for more open and inclusive research and innovation across Europe.

2. Project Management Structure: Responsibilities and Roles

2.1. Organisational Structure

The organisational structure of the project is composed of:

- Management Board: General Assembly (GAs) and Coordinator
- External Experts Advisory Board (EEAB)
- Implementation Board: Work Packages Leaders, Tasks Leaders, Country Clusters Coordinators, Knowledge & Support Hubs Leaders and Quality Assurance Team composed of Quality Assurance Leader and Quality Assurance Editors.
- Participating External Experts: National Experts, Thematic Experts and Data Experts.



2.2. Management Board

The Management Board is the organisational structure of the consortium as defined in the CA (section 6) and is comprised of:

- The General Assembly which is the decision-making body of the consortium.
- The Coordinator which is the legal entity acting as the intermediary between the Parties and the Granting Authority. The Coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Grant Agreement (GA) and the Consortium Agreement (CA).

2.2.1. General Assembly (GAs)

The General Assembly (GAs) is defined in section 6 of the CA. The Members of the General Assembly are:

Table 1. Members of the General Assembly

Members of the General Assembly				
Partner Institution	1 st Representative		2 nd Representative	
	First Name	Surname	First Name	Surname
FUOC	Rachel	Palmén	Jörg	Müller
JR	Sybille	Reidl	Florian	Holzinger
SDU	Eva Sophia	Myers	Liv	Baisner Petersen
UJ	Ewa	Krzaklewska	Marta	Warat
NOTUS	Maria	Caprile	N/A	N/A
FLACSO	Gloria	Bonder	Blas	Fernández
EM	Gabriella	Lovasz	N/A	N/A
Portia	Claartje	Vinkenburg	Elizabeth	Pollitzer
SRU	Yvonne	Benschop	Paola	Chaves
Fraunhofer	Susanne	Bührer	Carolina	Wienand
UH	Patrizia	Zanoni	Koen	Van Laer
ZRC-SAZU	Jovana	Mihajlović Trbovc	Tanja	Petrovic
GESIS	Lena	Weber	Andrea	Löther
INNO	Charalampos	Vassiliou	Andreas	Raptopoulos



2.2.2. Coordinator Team (CT)

The coordinator is FUNDACIO PER A LA UNIVERSITAT OBERTA DE CATALUNYA (FUOC) and will act as the intermediary between the Parties and the Granting Authority and shall perform all tasks assigned to it as described in the Grant Agreement (GA) and in the Consortium Agreement (CA). The coordinator is the legal signatory of INSPIRE and is legally responsible for abiding by INSPIRE's contractual obligations.

The key members of the Coordinator team are the Project Coordinator (PC), Project Manager (PM) and Financial Manager (FM).

2.2.2.1. Project Coordinator

The Project Coordinator (PC) is responsible for:

- engaging in –and overseeing– project management procedures
- performing all activities under WP1
- liaising with EC services
- engaging in day-to-day contact with partners to monitor progress
- ensuring timely submission of deliverables to the EC and attainment of milestones

The PC is supported by a project manager and a financial manager in matters pertaining to financial administration, in legal matters, and in handling partnership agreements.

2.2.2.2. Project Manager

The Project Manager (PM) is responsible for:

- defining organisational mechanisms and procedures for the strategic and operational development of the project
- developing and overseeing all activities in WP1, together with the PC
- monitoring the implementation of project management procedures
- ensuring timely submission of deliverables to the EC and attainment of milestones

2.2.2.3. Financial Manager

The Financial Manager (FM) is responsible for:

- supporting the PC with financial administration issues and handling partnerships agreements
- coordinating the process of the periodic reports for the EC
- ensuring that partners accomplish timely the financial reporting to EC

Table 2: FUOC Coordinator Team

FUOC Coordinator Team		
Name and Surname	Role	Contact



Rachel Palmén	Project Coordinator	rpalmen@uoc.edu
Lidia Arroyo	Project Manager	larroyop@uoc.edu
Guadalupe Moreno	Financial Manager	gmorenobe@uoc.edu

2.2.3. External Expert Advisory Board (EEAB)

The External Expert Advisory Board (EEAB) is composed of internationally renowned experts on inclusive gender equality in scientific excellence. The EEAB will assess the Consortium to ensure a high-quality and sustainable European Centre of Excellence on Inclusive Gender Equality in Research & Innovation.

The members of the External Expert Advisory Board (EEAB) of the INSPIRE are:

Table 3: Members of the EEAB

Name and Surname	Position
Audrey Namdiero-Walsh	Director, European Operations & Acting Director Gender and Inclusion, African Institute for Mathematical Sciences
Heisook Lee	President, Gendered Innovation Science and Technology Research Centre, South Korea
Marek Kwiek	Director, Center for Public Policy Studies, and UNESCO Chair in Institutional Research and Higher Education Policy
Mary Ann Danowitz,	Dean and Member of Scientific Advisory Board for Nordic Centers of CoE, NC State College of Education
Milica Antic Gaber	Expert on political context of knowledge production and reproduction, University of Ljubljana
Pavel Ovseiko	Principal Investigator and Senior Research Fellow in Health Policy and Management
Shirley M. Malcom	Director of Education and Human Resources Programs at the American Association for the Advancement of Science
Janice Bailey	Director of Scientific Funding, Fonds de recherche du Québec (FRM), Director of the– Nature and Technologies (FRQNT) since 2019
Audrey Namdiero-Walsh	Director, European Operations & Acting Director Gender and Inclusion, African Institute for Mathematical Sciences
Heisook Lee	President, Gendered Innovation Science and Technology Research Centre, South Korea
Marek Kwiek	Director, Center for Public Policy Studies, and UNESCO Chair in Institutional Research and Higher Education Policy
Mary Ann Danowitz	Dean and Member of Scientific Advisory Board for Nordic Centers of CoE, NC State College of Education
Dagmar Simon	Member of the board of Trustees of the University of Applied Sciences (HTW), Berlin, and of the Board of Trustees of the Technology Foundation Berlin (Director of EVACONSULT-Evaluation, Research, consulting)



2.3. Implementation Board

The implementation board is comprised of Work Package Leaders, Task Leaders, the Quality Assurance Team which is comprised of the Quality Assurance Leader and the Quality Assurance Editors, Country Cluster Coordinators, Knowledge and Support Hub Leaders, and External Experts.

2.3.1. Work Package Leaders (WPLs)

The Work Package Leader (WPL) ensures coordination among the different Task Leaders (TLs) involved in the Work Package and the effective exchange of intermediate results among Work Packages. The WPL further ensures timely task execution in the Work Package and stimulates the interaction among the various partners involved. The Work Package Leaders (WPLs) have an overall responsibility for monitoring and applying quality management processes at Work Package (WP) level.

More specifically, the WPL role is to:

- Manage and supervise multiple tasks and activities within the WP.
- Propose work plan modifications to the Management Board, if necessary.
- Inform the Project Manager about the task progress of the WP.
- Call progress meetings, if needed, to inform all WPLs, the Project Manager and the Project Coordinator about important issues that may have arisen.
- Contribute to project deliverable preparation and ensure their high-quality level.
- Report to the Management Board.
- Attend the review meetings with the EC.

Table 4. Work Package Leaders (WPLs)

Work Package Leaders				
	Work Package	Surname	First Name	Surname
WP1	Management	FUOC	Rachel Palmén	rpalmen@uoc.edu
WP2	Strategic Analysis and Steering	Notus	Maria Caprile	maria.caprile@notus-asr.org
WP3	Building the Evidence Base: GEP implementation and Institutional Change	SRU	Yvonne Benschop	yvonne.benschop@ru.nl
WP4	Drive practice-based knowledge creation and support services	JR	Sybille Reidl	sybille.reidl@joanneum.at
WP5	Technical and logistical infrastructure	INNO	Charis Vassiliou	c.vassiliou@innosystems.gr
WP6	Scalable training, support and service provision	SDU	Eva Sophia Myers	myers@sdu.dk
WP7	Dissemination, Sustainability and Policy Impact	EM	Gabriella Lovasz	gabriella.lovasz@europamedia.org

2.3.2. Tasks Leaders (TLs)



The Task Leaders (TLs) are responsible for coordinating and reporting the work done by all task participants. The TLs appoint specific roles and responsibilities to each supportive partner involved in the task. The TLs present the task progress to the Work Package Leader on a timely basis.

Table 5. Task Leaders (TLs)

Task Leaders			
Work Package/Task	WPL/TL	Contact Person	Contact Person Email
WP 1 Management	FUOC	Rachel Palmén	rpalmen@uoc.edu
T1.1 Project Coordination	FUOC	Rachel Palmén	rpalmen@uoc.edu
T1.2 Project Meetings & Advisory Board	FUOC	Rachel Palmén	rpalmen@uoc.edu
T1.3 Ethics & Data Management	FUOC	Lidia Arroyo	larroyop@uoc.edu
T1.4 Evaluation	FUOC	Rachel Palmén	rpalmen@uoc.edu
WP 2 Strategic Analysis	Notus	Maria Caprile	maria.caprile@notus-asr.org
T2.1 Strategic analysis & conceptual foundations	SRU	Yvonne Benschop Paola Chaves	yvonne.benschop@ru.nl Paola.chaves@ru.nl
T2.2 Expert & Stakeholder Mapping	FUOC	Jörg Müller	jmuller@uoc.edu
T2.3 Excellence, Open Science & QA	ZRC-SAZU	Jovana Mihajlović Trbovc	jovana@zrc-sazu.si
T2.4 Foresight	Portia	Elizabeth Pollitzer	ep@portiaweb.org.uk
WP3 Building the Evidence Base	SRU	Yvonne Benschop	yvonne.benschop@ru.nl
T3.1 GEP monitoring and indicator dvlpt	GESIS	Lena Weber	Lena.weber@gesis.org
T3.2 GEP monitoring survey	GESIS	Lena Weber	Lena.weber@gesis.org
T3.3 QCA -GEP Success/ Failure	FUOC	Jörg Müller	jmuller@uoc.edu
T3.4 EDI Policies	UH	Patrizia Zanoni	patrizia.zanoni@uhasselt.be
T3.5 GEAM Version 3	Notus	Maria Caprile	maria.caprile@notus-asr.org
T3.6 Gender Sensitive Innovation Policy	JR	Helene Schiffbänker	helene.schiffbaenker@joanneum.at
T3.7 Analytical synergies	SRU	Yvonne Benschop	yvonne.benschop@ru.nl
WP 4 Practice based knowledge & Support	JR	Sybille Reidl	sybille.reidl@joanneum.at
T4.1 Knowledge & Support Hubs Set-Up	JR	Florian Holzinger	Florian.Holzinger@joanneum.at
T4.2 KSH & COP-Exchange	JR	Sybille Reidl	sybille.reidl@joanneum.at
T4.3 Co-creation	SDU	Eva Sophia Myers	myers@sdu.dk
T4.4 Support Packages for CoPs	UJ	Ewa Krzaklewska	ewa.krzaklewska@uj.edu.pl
WP5 Technical Infrastructure	INNO	Charis Vassiliou	c.vassiliou@innosystems.gr
T5.1 KSH & COP collaboration infrastructure	INNO	Charis Vassiliou	c.vassiliou@innosystems.gr



T5.2 CoE portal & service site	INNO	Charis Vassiliou	c.vassiliou@innosystems.gr
T5.3 Data repository	INNO	Charis Vassiliou	c.vassiliou@innosystems.gr
T5.4 Online training platform set-up	EM	Gabriella Lovasz	gabriella.lovasz@europamedia.org
WP6 Scalable training, support & services	SDU	Eva Sophia Myers	myers@sdu.dk
T6.1 Production of Training Assets	EM	Gabriella Lovasz	gabriella.lovasz@europamedia.org
T6.2 Change Catalysts & Support	SDU	Eva Sophia Myers	myers@sdu.dk
T6.3 Delivering scaled-up training	EM	Gabriella Lovasz	gabriella.lovasz@europamedia.org
WP 7 Dissemination & Impact	EM	Gabriella Lovasz	gabriella.lovasz@europamedia.org
T7.1 Dissemination & communication strategy	EM	Evdokia Bairampa	evdokia.bairampa@europamedia.org
T7.2 Strategic alliance & impact monitoring	Portia	Elizabeth Pollitzer	ep@portiaweb.org.uk
T7.3 Exploitation Plan	EM	Gabriella Lovasz	gabriella.lovasz@europamedia.org
T7.4 CoE Conference	EM	Evdokia Bairampa	evdokia.bairampa@europamedia.org
T7.5 Policy Dialogue	Portia	Elizabeth Pollitzer	ep@portiaweb.org.uk

2.3.3. Quality Assurance Team (QAT)

The Quality Assurance Team (QAT) ensures the high quality of the project and its deliverables, by reviewing processes and outputs, identifying deviations from the set quality standards and recommending corrective actions.

The QAT is composed by two key actors: the Quality Assurance Leader (QAL) and the Quality Assurance Editors (QAEs).

2.3.3.1. Quality Assurance Leader (QAL)

The QAL will produce “D2.4 Strategic guidance and quality assurance” for INSPIRE research and support work. These guidelines will be taken into consideration by all partners in the development of their tasks.

The QAL together with the Project Coordinator (PC) and the Project Manager (PM) will also provide specific Quality Assurance Guidelines for the project deliverables to be followed by the Quality Assurance Editors (QAEs) in the process of reviewing.

The Quality Assurance Leader (QAL) of INSPIRE is Jovana Mihajlović Trbovc (jovana@zrc-sazu.si), ZRC-SAZU.

2.3.3.2. Quality Assurance Editors (QAEs)

The QAEs are responsible for the review of the draft of the deliverable produced by the Lead Partner of the Deliverable (LPD) according to the guidelines produced by the QAL, PC and PM.



The QAEs of the INSPIRE deliverables are:

Table 6. Quality Assurance Editors (QAEs)

Quality Assurance Editors				
	Deliverable	Lead Beneficiary	Quality Editors	1st Contact Person
D1.1	Project Management Handbook	FUOC	EM	Gabriella Lovasz
D1.2	Data Management Plan v1	FUOC	INNO	Charalampos Vassillou
D1.3	Data Management Plan v2	FUOC	INNO	Charalampos Vassillou
D1.4	Mid-term evaluation report	FUOC	Fraunhofer	Susanne Bühner
D2.1	5 x State-of-the-art reports regarding 4 KSH domains + data monitoring	SRU	Notus	Maria Caprile
D2.2	4 x Country-cluster reports, Member States country information	Notus	SRU	Paola Chaves
D2.3	Populated database of Stakeholders (organizations, persons)	FUOC	Portia	Elizabeth Pollitzer
D2.4	Strategic guidance & quality assurance	ZRC-SAZU	FUOC	Lidia Arroyo
D2.5	INSPIRE intersecting equality vision in R&I	Portia	JR	Florian Holzinger Claartje Vinkenbug
D2.6	Policy Brief INSPIRE VISION	FUOC	Portia	
D3.1	GEP prevalence monitoring indicator framework v1	GESIS	UJ	Marta Warat
D3.2	GEP prevalence monitoring indicator framework v2	GESIS	UJ	Marta Warat
D3.3	Report on GEP monitoring survey + webcrawl results	GESIS	UH	Patrizia Zanoni
D3.4	Methodological framework for intersectional EDI policy case studies	UH	GESIS	Lena Weber
D3.5	Report on barriers & facilitating factors of effective intersectional EDI policies	UH	FUOC	Jörg Müller
D3.6	Methodological framework for QCA-based research	FUOC	SRU	Yvonne Benschop
D3.7	Configurations & conditions for achieving GEP impact - results of QCA v1	FUOC	UH	Koen Van Laer
D3.8	Configurations & conditions for achieving GEP impact - results of QCA v2	FUOC	UH	Patrizia Zanoni
D3.9	GEAM version 3 questionnaire (PDF and LimeSurvey archive file)	Notus	UJ	Paulina Sekuła
D3.10	Report on an inclusive innovation system for the private sector	Fraunhofer	Notus	Maria Caprile
D3.11	Cross-cutting analytical synergies: Inclusive R&I	SRU	FUOC	Rachel Palmén
D3.12	Policy Brief Research Findings	FUOC	UH	Koen Van Laer
D4.1	Knowledge & Support Hub governance framework and work programme	JR	FUOC	Rachel Palmén
D4.2	12 Community of practice needs assessment summary report	JR	SDU	Eva Sophia Myers
D4.3	20 INSPIRE working papers	Portia	FUOC*	Rachel Palmén
D4.4	Reports on 4 co-creation activities	SDU	JR	Sybill Reidl
D4.5	Specification of 5 support packages	UJ	SDU	Eva Sophia Myers
D4.6	Report on 5 support package pilots	SDU	UJ	Ewa Krzaklewska



D5.1	Specification of online collaboration and knowledge sharing environment	INNO	FUOC	Jörg Müller
D5.2	INSPIRE main site and service platform specification	INNO	EM	Gabriella Lovasz
D5.3	Interoperable requirements and specification	INNO	FUOC	Jörg Müller
D5.4	Adapted and operable online training platform	EM	INNO	Charalampos Vassiliou
D6.1	10 CoE open training units, including high-impact videos	EM	FUOC*	Rachel Palmén
D6.2	Collection of 5 support packages	SDU	FLACSO	Gloria Bonder
D7.1	Dissemination, Exploitation Communication Plan	EM	Portia	Elizabeth Pollitzer
D7.2	INSPIRE Network of Strategic Alliances v1	Portia	FUOC	Lidia Arroyo
D7.3	INSPIRE Network of Strategic Alliances v2	Portia	FUOC	Lidia Arroyo
D7.4	INSPIRE Network of Strategic Alliances v3	Portia	FUOC	Lidia Arroyo
D7.5	Sustainability Plan	EM	Portia	Elizabeth Pollitzer
D7.6	Policy Recommendations for EU GE Strategy 2025-2030	Portia	FUOC	Rachel Palmén
D7.7	Consolidated Dissemination and Exploitation Plan	EM	Notus	Maria Caprile

*FUOC will distribute different parts of the deliverable to relevant consortium members

2.3.4. Country Cluster Coordinators

Country cluster coordinators are responsible for ensuring national coverage of Strategic Analysis in Task T2.1. They liaise with national experts.

Table 7. Country Clusters Coordinators

Country Clusters Coordinators			
Country Cluster	Country	Partner	Responsible Person
Northern/ West	Sweden Denmark Finland Ireland	SDU	Eva Sophia Myers
Central West	France Netherlands Belgium Luxembourg Germany Austria	JR	Sarah Beranek
Southern	Spain Italy Malta Portugal Cyprus Greece	Notus	Maria Caprile
Central East/ Eastern	Slovenia Latvia Estonia Bulgaria Croatia Lithuania	ZRC- SAZU	Jovana Mihajlović Trbovc



	Czechia Poland Slovakia Romania Hungary
Latin America	All countries of Latin America

FLACSO Gloria Bonder¹

2.3.5. Knowledge and Support Hub Leaders

Table 8. Knowledge and Support Hub Leaders

Knowledge and Support Hubs Leaders							
KSH	Topic	Partner	Main Contact Person	Partner	Main Contact Person	Partner	Main Contact Person
1	Sustaining Change	SRU	Paola Chaves Yvonne Benschop	SDU	Eva Sophia Myers	NA	NA
2	Widening Participation	UJ	Ewa Krzaklewska Ewelina Ciaputa	ZRC-SAZU	Jovana Mihajlović Trbovc	FLACSO	Gloria Bonder
3	Intersectionality	UH	Patrizia Zanoni Joanna Beeckmans	Notus	Maria Carpile	NA	NA
4	Innovation	Fraunhofer	Susanne Bühner-Topçu Maria Karaulova	JR	Florian Holzinger	NA	NA

2.4. Participating External Experts

INSPIRE counts on Further External Experts national, thematic and data experts as implementing actors. Country cluster coordinators are responsible for national experts in their country cluster. Each Knowledge & Support Hub leader is responsible for the thematic and data experts linked to their knowledge hub.

¹ Latin American Country Cluster is different to other country clusters as it would have been impossible to contract a national expert for each country. In this case FLACSO will consult with select members from the Latin American CoP developed in the ACT project to ensure country level input where necessary.



2.4.1. National Experts

As part of task 2.1 national experts will a) contextualize preliminary topics identified in the literature review and b) collect necessary information at the national level needed for future project development, e.g identification of companies in the R&I private sector, and training resources on the basis of the template defined by Notus.

2.4.2. Thematic and Data Experts

Three thematic experts and one data and monitoring expert will be linked to each Knowledge & Support Hub at the start of WP 4 (M6).

3. Operational procedures for the Management Board

3.1. Operational procedures for the General Assembly

The General Assembly (GAs) will be celebrated at least once every six months. There will be two types of General Assembly meetings:

- Face-to-face General Assembly Meetings in the Project Meetings (PM)
- On-line General Assembly Meetings in the on-line Project Progress Meetings (PPM).

The dates for the General Assembly are the following:

Table 9. Calendar of the General Assembly

Calendar of the General Assembly										
	GA 1	GA 2	GA 3	GA 4	GA 5	GA 6	GA 7	GA 8	GA 9	GA 10
Type of meeting	Face-to-face (Barcelona)	On-line	Face-to-face (Ljubljana)	On-line	Face-to-face (Vienna)	On-line	Face-to-face (Krakov)	On-line	Face-to-face (Brussels)	On-line
Project Meeting	Kick-off		PM2		PM3		PM4		PM5	
Month	M1	M6	M9	M18	M24	M30	M36	M42	M45	M48
Due date	October 2022	March 2023	June 2023	March 2024	September 2024	March 2025	September 2025	March 2026	June 2026	September 2026

4. Technical Coordination

4.1. On-line Project Progress Meetings (PPMs)

The On-line Project Progress Meeting (PPMs) will facilitate the technical coordination of the project.



In the PPMs, the Work Package Leaders will explain the main progress of their Work Package and the members of the project will share the relevant issues to be communicated to the rest of the Consortium. The Project Coordinator will send the agenda of the PPMs, a week before the meeting, in which all partners can add topics to be discussed during the PPMs.

The on-line PPMs will be held monthly, except the month when a face-to-face General Assembly will be celebrated. The on-line PPMs will be celebrated the third Monday of each month from 12:30 to 14:00.

There are two types of PPMs:

- On-line operational PPM: In which the progress of the work is reported.
- On-line General Assembly PPM: In addition to the progress work, important decisions about the project will be discussed and taken.

Table 10. Calendar of Project Progress Meetings (PPMs)

Calendar of the Project Progress Meetings		
PPM N°	Due date/Project Month	Type of Meeting
	13-14/10/2022- M1	Kick-off Barcelona
PPM1	21/11/2022- M2	On-line operational PPM
PPM2	19/12/2022- M3	On-line operational PPM
PPM3	16/01/2023- M4	On-line operational PPM
PPM4	20/02/2023- M5	On-line operational PPM
PPM5	20/03/2023- M6	On-line 2nd General Assembly
PPM6	17/04/2023- M7	On-line operational PPM
PPM7	15/05/2023- M8	On-line operational PPM
	Jun 2023- M9	PM2 Face-to-face 3rd General Assembly
PPM8	18/09/2023- M12	On-line operational PPM
PPM9	16/10/2023- M13	On-line operational PPM
PPM10	20/11/2023- M14	On-line operational PPM
PPM11	18/12/2023- M15	On-line operational PPM
PPM12	15/01/ 2024- M16	On-line operational PPM
PPM13	19/02/2024- M17	On-line operational PPM
PPM14	18/03/2024- M18	On-line 4th General Assembly
PPM15	15/04/2024- M19	On-line operational PPM
PPM16	20/05/2024-M20	On-line operational PPM
PPM17	17/06/2024- M21	On-line operational PPM
	Sep 2024- M24	PM3 Face-to-face 5th General Assembly



PPM18	21/10/2024- M25	On-line operational PPM
PPM19	18/11/2024- M26	On-line operational PPM
PPM20	16/12/2024- M27	On-line operational PPM
PPM21	20/01/2025- M28	On-line operational PPM
PPM22	17/02/2025- M29	On-line operational PPM
PPM23	17/03/2025- M30	On-line 6th General Assembly
PPM24	19/05/2025- M32	On-line operational PPM
PPM25	16/06/2025- M33	On-line operational PPM
	Sep 2025 - M36	Face-to-face 7th General Assembly
PPM26	20/10/2025- M37	On-line operational PPM
PPM27	17/11/2025- M38	On-line operational PPM
PPM28	15/12/2025- M39	On-line operational PPM
PPM29	19/01/2026- M40	On-line operational PPM
PPM30	16/02/2026- M41	On-line 8th General Assembly
PPM31	16/03/2026- M42	On-line operational PPM
PPM32	20/04/2026- M43	On-line operational PPM
PPM32	20/04/2026- M43	On-line operational PPM
PPM33	18/05/2026- M44	On-line operational PPM
	Jun 2026- M45	Face-to-face 9th General Assembly
PPM34	17 /09/2026- M48	On-line 10th General Assembly

4.2. Deliverable preparation procedures

4.2.1. Key agents for the deliverable preparation procedures

The key agents for the deliverable preparation procedure are:

- Lead Partner of the Deliverable (LPD) is responsible for producing the deliverable by gathering the information from Contributors to the Deliverable (CtD). The LPD is in charge of preparing the deliverable in due time. The LPD must inform all partners about the specific dates and deadlines before launching the reviewing process.
- Contributors to the Deliverable (CtD) are the members of the Consortium who have been involved in the development of the tasks linked to the deliverable. They are responsible for providing timely inputs to the LPD according to the role assigned to them in the deliverable preparation processes.
- Quality Assurance Editor (QAE) is responsible for reviewing the draft of the deliverable produced by the LPD and CtD according to the Quality Assurance Guidelines for the project deliverables (D2.4) elaborated by the QAL (Quality Assurance Leader). FUOC together with QAL will elaborate a "Check List for the Quality Assurance Editors" to facilitate the process of reviewing.



4.2.2. Process for the deliverable preparation procedures

The step-by-step process to prepare deliverables which are in the form of a report is:

1st. The LPD sends to CtDs a draft structured outline of the Deliverable and asks them to write their contributions.

2nd. The CtDs send to LPD their specific contributions.

3rd. The LPD sends the deliverable to the QAE to be reviewed and uploads it to the Project's shared folder.

4th The QAE reviews and sends the comments to the LPD. The rest of the members of the Consortium read the deliverable and make contributions if they deem it necessary.

5th The LPD integrates the comments of the QAE and the consortium members and sends the deliverable to the PC.

6th The PC checks it and submits the final version of the deliverable to the EC.

The timing of the deliverable procedures are the following:

Table 11. Timing of deliverable preparation

Timing of the preparation of deliverables						
	Recommended			Mandatory		
	1 st step	2 nd step	3 rd step	4 th step	5 th step	6 th step
What	LPD sends a draft to CtDs	CtDs inputs	LPD sends to QAE & Consortium	QAE & Consortium comments	LPD integrate comments Send to the PC	Submission to EC
When	At least 2 month before deadline	At least 30 working days before deadline	At least 20 working days before deadline	At least 10 working days before deadline	At least 5 working days before deadline	Submission day

The timing of tasks and responsibilities about deliverables production are the following:

Table 12. Key dates for the preparation of each deliverable

Key dates for the preparation of each deliverable						
	Deliverable	Lead Beneficiary	Quality Editors	Internal Submission to QAE & Consortium	Internal Submission to the PC	EC Submission
D1.1	Project Management Handbook	FUOC	EM	01/12/2022	22/12/2022	30/12/2022
D1.2	Data Management Plan v1	FUOC	INNO	03/03/2023	24/03/2023	31/03/2023
D1.3	Data Management Plan v2	FUOC	INNO	01/09/2025	22/09/2025	30/09/2025
D1.4	Mid-term evaluation report	FUOC	Fraunhofer	01/11/2024	22/11/2024	29/11/2024
D2.1	5 x State-of-the-art reports regarding 4 KSH domains + data monitoring	SRU	Notus	01/09/2023	22/09/2023	29/09/2023
D2.2	4 x Country-cluster reports, Member States country information	Notus	SRU	01/09/2023	22/09/2023	29/09/2023
D2.3	Populated database of Stakeholders (organizations, persons)	FUOC	Portia	01/09/2023	22/09/2023	29/09/2023



D2.4	Strategic guidance & quality assurance	ZRC SAZU	FUOC	01/09/2023	22/09/2023	29/09/2023
D2.5	INSPIRE intersecting equality vision in R&I	Portia	JR	01/09/2023	22/09/2023	29/09/2023
D2.6	Policy Brief INSPIRE VISION	FUOC	Portia	01/09/2023	22/09/2023	29/09/2023
D3.1	GEP prevalence monitoring indicator framework v1	GESIS	UJ	03/05/2024	24/05/2024	31/05/2024
D3.2	GEP prevalence monitoring indicator framework v2	GESIS	UJ	03/03/2025	24/03/2025	31/03/2025
D3.3	Report on GEP monitoring survey + webcrawl results	GESIS	UH	01/11/2024	22/11/2024	29/11/2024
D3.4	Methodological framework for intersectional EDI policy case studies	UH	GESIS	01/09/2023	22/09/2023	29/09/2023
D3.5	Report on barriers & facilitating factors of effective intersectional EDI policies	UH	FUOC	03/03/2025	24/03/2025	31/03/2025
D3.6	Methodological framework for QCA-based research	FUOC	SRU	01/09/2023	22/09/2023	29/09/2023
D3.7	Configurations & conditions for achieving GEP impact - results of QCA v1	FUOC	UH	03/09/2024	23/09/2024	30/09/2024
D3.8	Configurations & conditions for achieving GEP impact - results of QCA v2	FUOC	UH	01/09/2025	22/09/2025	30/09/2025
D3.9	GEAM version 3 questionnaire (PDF and LimeSurvey archive file)	Notus	UJ	03/05/2024	24/05/2024	31/05/2024
D3.10	Report on an inclusive innovation system for the private sector	Fraunhofer	Notus	03/03/2025	24/03/2025	31/03/2025
D3.11	Cross-cutting analytical synergies: Inclusive R&I	SRU	FUOC	03/07/2026	24/07/2026	31/07/2026
D3.12	Policy Brief Research Findings	FUOC	UH	03/03/2025	24/03/2025	31/03/2025
D4.1	Knowledge & Support Hub governance framework and work programme	JR	FUOC	01/09/2023	22/09/2023	29/09/2023
D4.2	12 Community of practice needs assessment summary report	JR	SDU	03/01/2024	24/01/2024	31/01/2024
D4.3	20 INSPIRE working papers	Portia	FUOC*	01/05/2026	22/05/2026	29/05/2026
D4.4	Reports on 4 co-creation activities	SDU	JR	01/09/2025	22/09/2025	30/09/2025
D4.5	Specification of 5 support packages	UJ	SDU	02/06/2025	23/06/2025	30/06/2025
D4.6	Report on 5 support package pilots	SDU	UJ	01/09/2025	22/09/2025	29/09/2025
D5.1	Specification of online collaboration and knowledge sharing environment	INNO	FUOC	03/03/2023	24/03/2023	31/03/2023
D5.2	INSPIRE main site and service platform specification	INNO	EM	01/09/2023	22/09/2023	29/09/2023
D5.3	Interoperable requirements and specification	INNO	FUOC	01/09/2023	22/09/2023	29/09/2023
D5.4	Adapted and operable online training platform	EM	INNO	01/09/2023	22/09/2023	29/09/2023
D6.1	10 CoE open training units, including high-impact videos	EM	FUOC*	02/01/2026	23/01/2026	30/01/2026
D6.2	Collection of 5 support packages	SDU	FLACSO	02/01/2026	23/01/2026	30/01/2026
D7.1	Dissemination, Exploitation Communication Plan	EM	Portia	03/03/2023	24/03/2023	31/03/2023
D7.2	INSPIRE Network of Strategic Alliances v1	Portia	FUOC	01/09/2023	22/09/2023	29/09/2023
D7.3	INSPIRE Network of Strategic Alliances v2	Portia	FUOC	03/03/2025	24/03/2025	31/03/2025



D7.4	INSPIRE Network of Strategic Alliances v3	Portia	FUOC	02/09/2026	23/09/2026	30/09/2026
D7.5	Sustainability Plan	EM	Portia	03/07/2026	24/07/2026	31/07/2026
D7.6	Policy Recommendations for EU GE Strategy 2025-2030	Portia	FUOC	02/09/2026	23/09/2026	30/09/2026
D7.7	Consolidated Dissemination and Exploitation Plan	EM	Notus	02/09/2026	23/09/2026	30/09/2026

*FUOC will distribute different parts of the deliverable to relevant consortium members

For deliverables that take a different format to reports, i.e., databases another process may be followed. For example, it might be more appropriate to invite the QAE to review the structure of the database at an earlier stage. Each LPD responsible for a deliverable other than a report can negotiate with the QAE the most appropriate process.

4.2.3. Deliverable Template

All the deliverables of the project will follow the word template in the nextcloud file WP 1/ templates.

5. Project Reporting to European Commission

5.1. Dates of the Official periodic reporting and payments

Reporting periods:

Ensuring that partners accomplish timely the technical reporting to European Commission (EC)

M1-M12 (September 2023) + 60 days of grace (30th November 2023 deadline 1st reporting)

M13-M30 (March 2025) + 60 days of grace (30th May 2025 deadline 2nd reporting)

M31-M48 (September 2026) + 60 days of grace (30th November deadline 3rd & final reporting)

Reviews (tentative date):

RV1: M15 – January 2024

RV2: M33 – January 2025

RV3: M51 – January 2027

The payments in the framework of the Inspire project are the following;

- One pre-financing payment at the beginning of the project (sent in October 2022)
- One or two interim payments during the project (until reaching 90% of the total budget)
- One payment of the balance after the end of the project (this includes the release of the MIM)



Table 13. Official periodic reporting and payment calendar

Calendar of the Official periodic reporting and payments						
Reporting periods				Payments		
RP No	Month from	Month to	Type	Deadline	Type	Deadline (time to pay)
					Initial prefinancing	30 days from entry into force
1	1	12	Periodic report	60 days after end reporting period	Interim payment	90 days from receiving periodic report
2	13	30	Periodic report	60 days after end reporting period	Interim payment	90 days from receiving periodic report
3	31	48	Periodic report	60 days after end reporting period	Final payment	90 days from receiving periodic report

5.2. Internal procedure of reporting preparation:

5.2.1. Technical Report

The project coordinator will send a template to the WP leaders immediately when the reporting period finishes.

WP leaders will have 21 days to include the relevant information about the WPs project progress and send it back to the Coordinator. Each WP leader is responsible for collecting the information from the Tasks Leaders.

The Coordinator will create a first version of the technical reporting and circulate it to the consortium to ensure that everything is well addressed 15 days before the deliverable submission deadline. The rest of the partners will have 7 days to review it.

5.2.2. Financial Report

The project coordinator will inform the consortium that the participant portal is open to upload the expenses and the effort for the period.

Partners will have 30 days to upload the information in the EC system.

The financial manager needs all the information 30 days before the deadline to include the information in the technical reporting.

5.3. Reporting Project Milestones

The Project Milestones will be reported by the Lead Partner of the Milestone (LPM) in their Technical Report.



The Project Milestones and their dates are the following:

Table 14. Dates for Key Milestones

Dates for Key Milestones				
	Milestone	WP	Lead Beneficiary	Due date
1	Basic structure stakeholder database	WP2	FUOC	31/12/2022
2	EU 27 Experts Contracted	WP2	Notus	31/01/2023
3	Future Vision Workshop	WP2	Portia	31/03/2023
4	GEP monitoring sampling frame	WP3	GESIS	31/05/2024
5	4 online focus groups to discuss indicators held	WP3	GESIS	30/06/2023
6	4 KSHs constituted	WP4	JR	30/09/2023
7	12 established Communities of Practice	WP4	JR	31/03/2024
8	4 co-creation workshops to translate research findings into practice based tools	WP4	SDU	30/09/2025
9	6 x Knowledge Exchange Events	WP4	JR	31/05/2026
10	INSPIRE main site online	WP5	INNO	30/09/2023
11	Zenodo repository account setup and accessible through GenPORT, INSPIRE main site	WP5	INNO	31/05/2024
12	Training platform online	WP5	EM	30/09/2025
13	15 Change Catalysts prepared	WP5	SDU	31/10/2023
14	10 Open Training Units Delivered & online	WP6	EM	31/01/2026
15	Sponsors Commitment	WP7	Portia	31/01/2026
16	3 x Policy Workshops Held	WP7	Portia	31/01/2026
17	2 x Conferences held	WP7	FUOC	30/09/2026

5.4. Reporting Key Performance Indicators (KPIs)

The Key Performance Indicators (KPIs) provide evidence useful to show that the project is on track. See Annex 2 for KPIs.

The Reporting of KPIs will be included in the Technical Report.



6. Dissemination Management

6.1. Reporting the dissemination and communication activities

The Dissemination Activities and Communication Activities will be reported through the Funding and Tenders Portal (Project Continuous Reporting) by the Leader of the Work Package 7 (WPL7), Europe Media (EM).

In case partners would need to discuss communication and dissemination related activities, EM's communication team should be informed.

Table 15. EM Communication Team and Roles

EM Communication Team and Roles		
Name and Surname	Functions	Contact
Gabriella Lovasz	WP leader	gabriella.lovasz@europamedia.org
Catalina Vrabie	Communication manager - handling social media, website content, press releases etc	catalina.vrabie@europamedia.org
Evdokia Bairampa	Project manager responsible for every-day implementation of EM tasks in all WPs and supporting/guiding partners in implementing the dissemination, communication and exploitation strategy	evdokia.bairampa@europamedia.org

6.2. Communication Requirements

The INSPIRE project will take an inclusive approach in all its communicative actions, products, and services. The guidelines for the Quality Assurance (D2.4) produced by the QAL will define the minimum requirements to be followed by all partners.

Some of the key references for an inclusive communication that will be included in the guidelines are:

- American Psychological Association (2021) Inclusive Language Guideline. <https://www.apa.org/about/apa/equity-diversity-inclusion/language-guidelines.pdf>
- (2022) Bias-Free Language. Bias-free language (apa.org)

All the publications and materials linked to the project has to include the INSPIRE logo and the following disclaimer:



While INSPIRE is 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 the European Research Executive Agency (REA). Neither the European Union nor the European Research Executive Agency (REA) can be held responsible for them.

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6.2.1. Oral Presentations Template

All the oral presentations of the project will follow the powerpoint template in the nextcloud file WP 1/ templates.

7. Ethics and Data Management

The Ethics and Data Management of the project will be regulated in the D1.2 Ethics and Data Management Plan (M6).





Annex 1. Key Performance Indicators (KPI)

KPIs will be used to assess the degree to which INSPIRE objectives are being met.

Table 16. Key Performance Indicators

Key Performance Indicators	
Progress Indicator	Description
WP 2: Strategic Analysis and Steering	
2.1 Number of relevant articles/ reports identified	Total number of articles/ reports identified and included in the shared INSPIRE zotero library.
2.2 Number of organisations and individuals included into the stakeholder data base	Total number of organisations/ individuals included into the stakeholder database.
2.3 Number of online exchanges for unplugged dialogue series.	Total number of online exchanges held as part of the unplugged dialogue series.
WP3: Building the evidence base	
3.1 Number of participants in focus groups	Total number of people who have participated in the focus groups to validate the monitoring indicators.
3.2 Number of survey responses	Total number of people who participated in the survey.
3.3 Number of case studies carried out	Total number of case studies carried out in T3.3, T3.4 and T3.6.
3.4 Number of institutions using the GEAM tool	Total number of institutions that carry out the GEAM survey.
3.5 Number of scientific publications	Total number of publications published in peer review journal/ books.
3.6 Number of Open Access publications	Total number of Open Access publications published in peer review journal/ books.
3.7 Number of scientific presentations	Total number of scientific presentations presented at conferences by partners.
WP4: Drive practice based knowledge creation and support services	
4.1 Number of Knowledge Exchange Events	Total number of knowledge exchange events held (including internal KSH events and cross KSHs events T4.2).
4.2 Number of participants to Knowledge Exchange Events	Total number of participants to the knowledge exchange events (T4.2).
4.3 Number of Communities of Practice supported by INSPIRE	Total number of new or consolidated Communities of Practice that are supported by the INSPIRE project.
4.4 Number of members of supported CoPs	
4.5 Number of participants in the co-creation workshops	Total number of participants that have taken part in the co-creation workshops (T4.3).
4.6 Number of working papers	Total number of working papers available online (T.2).
WP5: Technical and logistical infrastructure	



5.1 Number of blogposts	Actual number of blogposts posted on the INSPIRE website.
5.2. Sessions	Total number of sessions on the INSPIRE website. A session begins when a user navigates to a page and considers the period a user is actively engaged with the website. All usage data (screen views, events, etc) associated with a session.
5.3 Visitors	Users that have had at least one session in the INSPIRE website.
5.4 Geographical distribution of visitors	Geographic distribution of users of the INSPIRE website. Top ten traffic originating countries.
5.5 Pageviews	
5.6 Number of GEPs uploaded onto In-GenPORT.	Total number of GEPs uploaded onto In-GenPORT.
6. Scalable training, support and service provision	
6.1 Number of Open Training Units	Total number of Open Training Units developed throughout the project.
6.2 Number of Open Training Units visits	
6.4 Number of Support Packages	Total number of Support Packages developed throughout the project.
6.5 Number of Support Package visits	Total number of visits/ downloads of the Support Packages on the website.
7. Dissemination, sustainability and policy impact	
7.1 Number of strategic partners identified	Total number of strategic partners identified in D7.3 & D7.4. Strategic partners include sister projects, EU institutions, businesses and other relevant initiatives.
7.2 Number of participants to 2 INSPIRE conferences	Total number of participants to the INSPIRE conferences.
7.3 Number of participants to the policy workshops	Total number of participants to the policy workshops (in person and online).
7.4 External networking events, initiatives and programmes used for dissemination	Number of presentations offered by INSPIRE partners in networking events to introduce the project to diverse audiences.
7.5 Number of twitter followers	
7.6 Number of tweets	Number of tweets and retweets posted by @INSPIREquality_.
7.7 Tracking of tagging	Number of tweets that tag @NSPIREquality_.
7.8 Number of LinkedIn followers	Actual number of INSPIREquality LinkedIn followers.
7.9 Number of LinkedIn posts	Actual number of INSPIREquality LinkedIn posts.
7.10 Number of Facebook followers	Actual number of INSPIREquality Facebook followers
7.11 Number of Facebook posts	Actual number of INSPIREquality Facebook posts.
7.12 Number of Instagram followers	Actual number of INSPIREquality Instagram followers.



7.13 Number of Instagram posts

Actual number of INSPIREquality Instagram posts.
