

# D1.1

## Project Management Handbook



<https://ngisargasso.eu/>



<https://www.linkedin.com/company/ngi-sargasso/>



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*Abstract*

The Project Handbook is the primary and practical reference document for the consortium partners, supporting an efficient project implementation. It also supports the sound administration, procedural and financial management of the project, the quality of the project work and its outcomes. It sets out the key responsibilities of the partners in engagement and interaction with relevant stakeholders and the European Commission.

It sets out how the consortium will achieve the project objectives, the oversight by the project management team of progress on specific tasks and the timely delivery of project results. In addition, it provides up-to-date ethical guidelines, procedures and mechanisms for the research activities.

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Handbook, project management, internal communication, procedures, work structure, time management

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<i>CL</i>	Classified information as referred to in Commission Decision 2001/844/EC	
<i>CO</i>	Confidential to GENOMED4ALL project and Commission Services	

\* Deliverable types:

R: document, report (excluding periodic and final reports).

DEM: demonstrator, pilot, prototype, plan designs.

DEC: websites, patent filings, press and media actions, videos, etc.

OTHER: software, technical diagrams, etc.



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## List of Acronyms

Abbreviation	Meaning
AB	Advisory Board
CA	Consortium Agreement
DoA	Description of Action
EC	European Commission
GA	Grant Agreement
MB	Management Board
MBM	Management Board Meeting
PA	Project Administrator
PC	Project Coordinator
PM	Project Manager
PO	Project Officer
QAT	Quality Assurance Team
RFO	Research Funding Organisation
RPO	Research Performing Organisation
SC	Scientific Coordinator
WP	Work Package
WPL	Work Package Leader



# 1. The NGI SARGASSO project

The EU, the US and Canada share the values of democracy, human rights, the rule of law, and economic and political freedom, and have overlapping foreign policy and security concerns. Close cooperation and strategic relations with the US and Canada remain a priority for the EU.

The Next Generation Internet (NGI) initiative supports this vision of building bridges internationally, especially with the US and Canada. In fact, there have been many initiatives since 2016 focused on enhancing collaboration and cooperation in the development of NGI technologies, services, and standards with the US and/or Canada. The advancement of emerging topics for the EU NGI and corresponding US and Canadian programmes such as trust and data sovereignty, digital identity, internet architecture renovation, decentralised technologies and standards, it is of outmost importance to shape the future Internet.

In this context, NGI Sargasso's mission is to catalyse transatlantic collaboration on the development and experimentation of new ideas, implementation of prototypes, and contribution to standards and open-source communities on technology trends with the potential to reshape tomorrow's NGI technologies and services.

The project will run five open calls for proposals, attracting +300 EU + US and/or Canada teams working on emerging topics for the Next Generation Internet, and will support up to 96 projects that will be benefited from both equity-free funding and capacity building services in a 9-month programme.



# Project Consortium

	European Science Foundation (ESF) - Coordinator	FR
	SPLOROTECH SLU	ES
	FUNDACIO BARCELONA MOBILE WORLD CAPITAL FOUNDATION	ES
	MTU AUSTRALO ALPHA LAB	EE
	US Ignite, Inc.	US





# Summary

The Project Handbook is the primary and practical reference document for the consortium partners, supporting an efficient project implementation. It also supports the sound administration, procedural and financial management of the project, the quality of the project work and its outcomes. It sets out the key responsibilities of the partners in engagement and interaction with relevant stakeholders and the European Commission.

It sets out how the consortium will achieve the project objectives, the oversight by the project management team of progress on specific tasks and the timely delivery of project results. In addition, it provides up-to-date ethical guidelines, procedures and mechanisms for the research activities.

## 1. Introduction

### 1.1. Purpose of the Project Handbook

The Project Handbook supports the consortium partners in the effective and efficient management of the activities performed in the framework of NGI SARGASSO project. It covers the project implementation procedures and structures and sets out key responsibilities for the engagement and interaction with relevant stakeholders and the European Commission. It explains how the consortium will achieve the project objectives, the oversight by the project management team of partner's progress on specific tasks and the timely delivery of project results. The Project Handbook contains all relevant planning information that the consortium partners will use as guidance for scheduling their efforts and delivering their results during the project. It will be updated as necessary following any decisions to do so in Project Management Board meetings.

Project Handbook definition: "continuously updated primary and practical reference document for the project, supporting an efficient project implementation. It includes a quality and risk management plan to control and ensure high quality and effective monitoring of the activities and progress to expected results, which includes quality objectives, measurement criteria and associated indicators, the corresponding quality roles and responsibilities, as well as specific procedures for quality control and assurance. Finally, the Handbook defines the project's coordination and personnel policy, including handling and advising on legal issues, by ensuring that the members of the consortium adhere to common management principles, robust quality principles and highest professional standards."



## Relation to other deliverables

This deliverable prescribes the content and delivery dates of all other NGI SARGASSO deliverables.

## Project summary

NGI Sargasso will be a partner program to sponsor collaborative experiments between EU, US and/or Canada teams with a common ambition on disruptive technology. Our mission is to catalyse transatlantic collaboration on the development and experimentation of new ideas, implementation of prototypes, and contribution to standards and open-source communities on technology trends with the potential to reshape tomorrow's Next Generation Internet technologies and services.

## Overall objectives

NGI SARGASSO aims to create a unique collaborative ecosystem to harvest EU-US and/or EU-Canada technology breakthroughs that aim to revolutionize the Next Generation Internet technologies, services and standards, and contribute to the evolution of the Internet according to a human-centric approach of the internet commons.

To achieve this mission, NGI Sargasso has defined 6 Smart Objectives aligned with the WP and project structure:

### **SO#1. To reinforce and boost the transatlantic collaborative ecosystem (EU-US-Canada) aiming to cooperate on emerging topics for the Next Generation Internet**

Relation with the work programme (WP): *The aim of the topic is to reinforce EU cooperation and strategic partnerships with the US and Canada in the area of Next Generation Internet, and to establish a continuous dialogue among the actors involved in the US, Canadian and EU programmes, in particular as far as internet standardisation is concerned. The focus should be on trust and data sovereignty, in particular digital identity, and on internet architecture renovation and decentralised technologies.*

To address such endeavour efficiently, NGI Sargasso will identify the communities from the targeted regions, understand their priorities and how they work, and create solid synergies among the actors involved. NGI Sargasso will pursue to engage US and Canadian communities along the project lifetime with the goals of stimulate the development of common experiments with EU teams and build an easy reachable and long-lasting network. Indeed, we have defined an ad-hoc task for identifying, building and strengthening the collaboration between Canadian, US and European initiatives. We will set up a continuous dialogue among the US, Canada, and the EU not only with the



experiments per se, but also among the key stakeholders involved in the Next Generation Internet in the US and Canada. Quarterly meetings will be organised in order to introduce and present novelties in the R&D programmes from relevant players like and collect best practices. At proposal stage, some of these initiatives and organisations have been identified and contacted. Namely: National Science Foundation (US), Natural Sciences and Engineering Research Council (Canada) and initiatives (CNS Core, SaTC) as these organisations are already running some initiatives with the EU (i.e., DCL collaboration EU-US, NSERC-EU for quantum technologies), and our aim will be to continue and reinforce them.

KPIs:

- No. of research infrastructures and initiatives mapped: >50
- Total number of EU-US and EU- Canada partnerships: >20
- No. of collected best practices for EU-US-Canada cross-collaboration: >10

## SO#2. To design and run 5 calls for joint proposals involving EU teams together with USA and/or Canadian teams facilitated thanks to our brokerage system

*Relation with the WP: A RIA will organise open calls for joint projects involving EU teams together with USA and/or Canadian teams on emerging topics for the EU Next Generation Internet and corresponding US and Canadian programmes, including technology development, joint demonstrators and joint contributions to standards.*

NGI Sargasso will organise 5 lean and well-structured open calls throughout the lifetime of the project (36 months), with the ambition to attract >300 applications and select up to 96 projects and quickly onboard them in the 'OnCampus Programme'. Open calls are designed to receive applications coming from teams of open-source developers, researchers, universities, research centres, NGOs, foundations, SMEs or Startups, with at least one of these players coming from the US or Canada. This fact will be evaluated in the internal eligibility check. Thus, we do not limit the size of the consortium in terms of the number of applicants included in the teams, but it is limited by the fact that having at least one member from the US or Canada is mandatory.

To facilitate these partnerships NGI Sargasso will: 1) create a brokering system for applicants to share knowledge and connect with US and Canadian partners for applying to the programme, 2) organise matchmaking and brokerage activities using online platforms and tools (i.e., b2match or airmeet), 3) joint events and sessions in the US and Canada to promote the project and engage with US, Canadian teams, 4) scouting activities to directly connect and invite US and Canadian teams to our brokering platform.

KPIs:

- No. of teams facilitated: > 200
- No. of EU entities in matchmaking platform: >200
- No. of Canadian entities in matchmaking platform: >150
- Total number of applications: >300
- No. of NGI topics addressed: >8



### SO#3. To contribute and promote a sustainably open Internet environment

Relation with the WP: *The proposal should support open-source software and open hardware design, open access to data, standardisation activities, access to testing and operational infrastructures as well as an IPR regime ensuring lasting impact and reusability of results.*

The contribution to open-source HW and SW, open access, standards and access to testing and operational infrastructure will be mainly done by the third-party projects selected through the open calls. The advancement on these topics will be included as an eligible criteria and teams will need to demonstrate, for instance, how the contribute to the open access to data. Besides, calls will be open to all EU, US and Canadian (or even some combination) experimental platforms and operational infrastructures. Some examples include NGI Experimentation (NGI-EXP), FED4FIRE+, 5G-PPP, NSF's Wired and Wireless funded programs, such as ENTeR / GENI, FABRIC, and Future Cloud Platform, Platforms for Advanced Wireless Research (PAWR), among others.

On the consortium's side, different activities will be carried out (implementation of an open-Source strategy, standardisation workshops, IPR trainings, network activities) to promote the use of the above-mentioned topics.

KPIs:

- No. of activities organised with standardisation bodies and the experiments portfolio: >9
- % of the selected teams contributing to standards: >80%
- No. of open-source communities engaged: +15

### SO#4. To run a unique programme for internet talents and their pairing institutions both in the US and Canada offering equity free funding and free support services for contributing to the development of NGI Technologies and services.

Relation with the WP: *Each RIA will support third party projects, from open-source developers, to academic researchers, hi-tech startups, SMEs and other multidisciplinary actors, so that multiple actors are funded and collectively contribute to enhancing EU cooperation with the USA and Canada in the development of Next Generation Internet technologies and services. As the primary purpose of the action is to support and mobilise internet innovators, a minimum of 80% of the total requested EU contribution should be allocated to FSTP, selected through open calls. The Commission considers that proposals with an overall duration of typically 36 months would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of proposals requesting other durations. For ensuring focused effort, third parties will be funded through projects typically in the EUR 50 000 to 100 000 range per project, with indicative duration of 3 to 9 months.*

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ideas, implementation of prototypes, and contribution to standards and open-source communities on technology trends with the potential to reshape tomorrow's Internet.

Open-source developers, researchers, universities, research centres, NGOs, foundations, SMEs or Startups are the primary target groups of the NGI Sargasso project. A wide-reaching communication campaign (WP5) will be designed and implemented to generate awareness of and interest in the NGI Sargasso project and attract a high rate of high-quality applications to its open calls (WP3). All these groups will be engaged in the project with the aim of providing solutions addressing trust and data sovereignty domains, in particular digital identity, and on internet architecture renovation and decentralised technologies. The concrete sub-topics/challenges will be defined in a set of co-creation activities (WP2). NGI Sargasso will have a duration of 36 months and will design and execute 5 open calls for third-party proposals. Third party's projects selected in the open call will receive from 50 000 € to 100 000 €, depending on the duration of the experiments: up to 50 000 € for 3-months projects; up to 75 000 € for 6-month projects; and up to 100 000 € for 9-month projects. The duration of the third-party projects will be established by themselves (based on the budget and objectives) and will range from 3 to 9 months.

KPIs:

- No. of sub-topics defined for the open calls: >10
- Number of teams selected: from 48 to 96 (depending on the length of the experiments)
- Percentage project budget dedicated to Experiments: 80% / €4.8M

## **SO#5. To involve projects in the "OnCampus" programme aimed at upskilling teams and support them to acquiring the necessary competences to transform their innovative solutions into marketable tech products or services**

*Relation with the WP: The consortium should provide the programme logic for the third-party projects, ensure the coherence and coordination of these projects, and provide the necessary technical support, as well as coaching and mentoring, in order to ensure that the collection of third-party projects contributes to a significant advancement and impact in the research and innovation domain and in advancing EU collaboration with the US and Canada. These tasks cannot be implemented using the budget earmarked for the FSTP.*

NGI Sargasso project has been designed with the purpose of delivering high value services to collaborative teams and contribute to the advancement of Generation Internet technologies and services as well as to the EU collaboration with the US and Canada. After the evaluation of the proposals (WP3), selected experiments will be enrolled in the NGI Sargasso programme "OnCampus" (WP4) that follows the already-tested methodology (The Collider LLP ©) implemented by MWCB in its own Innovation Programme. The programme draws heavily from the Lean Startup methodology, pushing research teams to literally leave the lab, talk to potential customers and quickly iterate and pivot their projects based on the gathered feedback.



The main goal will be to generate impact by fostering evidence-based entrepreneur culture within the research community. To that aim, the project will provide specialised training programme in the form of: i) business coaching and tailored support to provide the necessary market insights and finetune business models that ensure value generation; ii) access to wide network of key stakeholders from the NGI ecosystem and its counterparts in US and Canada (i.e., National Science Foundation (US), Natural Sciences and Engineering Research Council (Canada) and initiatives (CNS Core, SaTC), technology domain, and beyond (researchers, tech-transfer offices, investors, corporates, startup ecosystems); iii) insights from high-level experts about the latest Next Generation Internet technologies, the NGI initiative and/or the startups scene around it; and, v) events exposure, investors connection and commercialisation opportunities.

KPIs:

- No. of business support trainings provided: 45 trainings (9 per cohort)
- No. of coaching sessions per team: 3-month project (9); 6-month project (15); 9-month project (21)
- Teams completed the training: >75%
- Inspirational talks organised: 6
- Participation in 4YFN event: 3

### **SO#6. To establish a fully-fledged master plan to attract top internet talents from the EU, US and Canada, while at the same time, create a long-lived ecosystem involving all the actors in the NGI world**

*Relation with the WP: Beneficiaries should make explicit the intervention logic for the area, their capacity to attract top internet talents, to deliver value-added services to the third-party projects, as well as their expertise and capacity in managing the full life-cycle of the open calls transparently and efficiently (a minimum of five open calls during the lifetime of the project). They should explore synergies with other research and innovation actions, supported at national or European level, to increase the overall impact.*

NGI Sargasso consortium has been strategically built to cover the call requirements and to maximise the attraction of top internet talents. The research partner (ESF) counts with a huge network of over 40,000 Experts across all scientific disciplines and Over 83 countries of affiliation represented. SPLORO's team has long experience in management of open call for third parties. The team at SPLORO counts with a remarkable experience on H2020 cascade grants and has recently launched an own innovation platform that unifies all the necessary tools for managing lean and transparent open call for third parties, unifying tools like submission management, pipeline management, web design and hosting, custom forms building, group evaluation and scorecards (see section 1.2.1.2). MWCB has huge experience in running and managing programmes providing support to individuals, researchers, SMEs and startups. Indeed, MWCB has launch is own innovation programme (The Collider) that has been able to foster the creation of 18 startups, by putting together senior researchers and serial entrepreneurs, that have raised +7M€ funds with a market value of +17M€ and +100 jobs created. On the other hand, some of our partners (AUSTRALO, MWCB, SPLORO) have participated in previous NGI initiatives (NGI Move, NGI Explorers, or NGI Assure) and the community built in those programmes will be leveraged to the NGI Sargasso. Finally, thanks to our community experts' partners (AUSTRALO and MWCB), we



will be able to widespread the visibility of the project through Europe, the US and Canada, as well as establish synergies with other projects, initiatives, and organisations (i.e., AUSTRALO already counts with a nodes network of +65 research organisations in the US). To maximise the impact of the project, participation in the next editions of the 4YFN event (co-organised by MWCB in the framework of the Mobile World Congress event) is foreseen.

KPIs:

- No. of open calls organised: 5
- Total number of attendees at networking and call promotional events: >3.000
- No. of clustering activities with other research and innovation actions: >30

## Work Packages

To reach these objectives, NGI SARGASSO is organised in 5 Work Packages (WPs):

WP1 – Project management

WP2 – Preparatory activities

WP3 – Open Call Management

WP4 – NGI Sargasso OnCampus programme

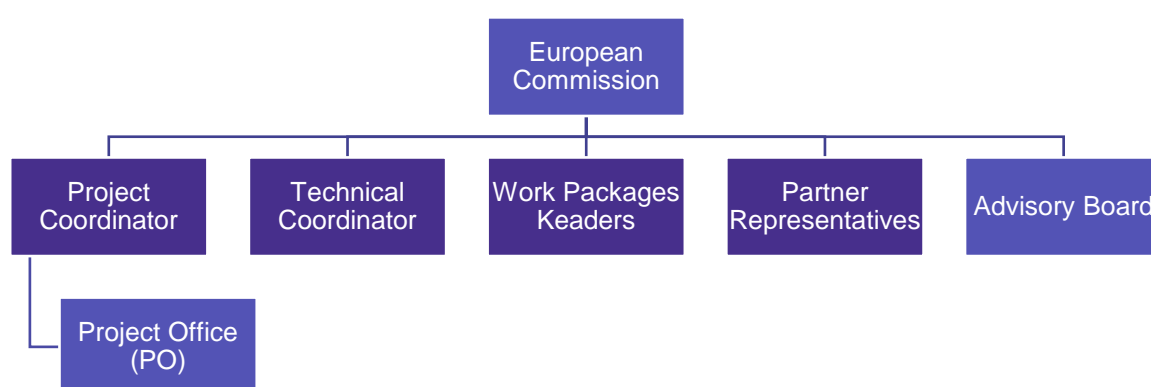
WP5 – Community building, exploitation, and dissemination



# Project Management Structure and Responsibilities

The management structure of the NGI SARGASSO project is composed of the Project Coordinator (PC), the Technical Coordinator (TC), the Project Office, the Advisory Board (AB), and the Work Package Leaders (WPLs); all roles are further described below.

## *Project Management Structure*



## Project Coordinator (PC)

Name : Emmanuel Detsis

Organization : ESF

Email : edetsis@esf.org

Role : The PC is responsible for: i) engaging in – and overseeing – project management procedures; ii) performing all activities under WP1; iii) liaising with EC services; iv) engaging in day-to-day contact with partners to monitor progress; v) ensuring timely submission of deliverables to the EC and attainment of milestones. The PC is the legal signatory for NGI SARGASSO and thus legally responsible for abiding by NGI SARGASSO's contractual obligations. The PC is supported by a project office in matters pertaining to financial administration, in legal matters, and in handling partnership agreements.





## Technical Coordinator (TC)

Name : Miguel Garcia

Organization : SPLORO

Email : [miguel.garcia@sploro.eu](mailto:miguel.garcia@sploro.eu)

Role : The TC is the reference partner of the state-of-the-art of the project, providing scientific/technical support, evaluating the operational strategy, and overseeing the entire work of the project.

## Project Office

Name : Mariette Vandermerch

Organization : ESF

Emails: [mvandermersch@esf.org](mailto:mvandermersch@esf.org)

Role : The project office is responsible for: i) supporting the PC in matters pertaining to financial administration, in legal matters, and in handling partnership agreements; ii) coordinating communication activities and project-related events; iii) commissioning and supervising suppliers that prepare project branding and communication materials; iv) developing and maintaining the project's website. The project office includes the project manager, project administrator and the finance officer.

## Advisory Board (AB)

The NGI SARGASSO Advisory Board (AB) is composed of 3 experts . The AB will have an active role and will be mixing environmental policy experts (in the broad sense) and experts on inequalities. These high-level experts will provide insights and challenge conventional thinking on crucial aspects of the project and will act as a board. In the recruitment of the experts diversity in terms of expertise, experience, gender and geographic distribution were considered.



Table 1 - AB Members

First Name	Surname	Email address
Daria	Tataj	daria@tatajinnovation.com
Ray	Walshe	ray.walshe@dcu.ie
Federico	Alvarez	federico.alvarez@upm.es

Daria Tataj, Founder&CEO of Tataj Innovation and global expert on innovation networks. Member of expert groups in Europe, book author, renowned keynote speaker, C-level & government advisor and creator of the Network IQ™ Index. Daria is a trusted expert to business and government on people, planet, and prosperity, Honorary Professor Alliance Manchester Business School, Founding Board EIT, EIT Manufacturing Board Member, Digital Leader World Economic Forum. She is also former Chair of the High-Level Advisors to the EU Commissioner on Research, Science, and Innovation and member of the World Economic Forum Global Agenda Council

Prof. Ray Walshe, Director of European Observatory for ICT Standards. Ray is Senior Researcher in the ADAPT Research Centre in Dublin City University, Ireland. He began his career in industry as a software engineer, software consultant and project manager with LM Ericsson, Software and Systems Engineering Limited and Siemens. Ray is Chair of BDVA Standards Task Force, Chair of Network Development @ Gender Responsive Standards at the United Nations Economic Committee for Europe, Chair of the External Advisory Board of StandICT.eu, Chair of the Foresight Committee for EUOS, Research Partner in StandICT2023.eu and Co-Lead on ELITE-S Fellowship Programme for Emerging Technologies Standardization (Elite-Fellowships.eu).

Prof. Federico Alvarez, Telecom Engineer with honours (2003) and Ph. D. (2009), both by the “Universidad Politécnica de Madrid”. He is working as Professor in UPM, in the area of media communications and applied AI. He is the head of the Visual Telecommunications Applications group (GATV) in UPM. He funded 3 startups in the last 10 years in the area of media technologies and AI for health. He was visiting researcher in the Institut für Rundfunktechnik (Munich) in 2006.

## Work Package Leaders (WPLs)

The Work Package Leaders (WPLs) have an overall responsibility for monitoring and applying quality management processes at Work Package (WP) level. WPLs responsibilities include successful execution of tasks; reporting to the PC and provision to the PC detailed plans for the WP; implementation of plans approved by the PC; monitoring progress within each activity; supervising the preparation of deliverables and final reports; requests for changes of activity schedules, if these are necessary for successful project execution; performance and progress of the WP with respect to the planned deliverables and milestones; reporting of any possible problems to the PC; circulation of information to other WPLs.

Table 2 – Work Package Leaders



WP	First Name	Surname	Partner	Email address
WP1	Emmanuel	Detsis	ESF	<a href="mailto:edetsis@esf.org">edetsis@esf.org</a>
WP2	Emmanuel	Detsis	ESF	<a href="mailto:edetsis@esf.org">edetsis@esf.org</a>
WP3	Miguel	Garcia	SPLORO	<a href="mailto:miguel.garcia@sploro.eu">miguel.garcia@sploro.eu</a>
WP4	Marta	Portales	MWCB	<a href="mailto:mportales@mobileworldcapital.com">mportales@mobileworldcapital.com</a>
WP5	Jose	Gonzalez	AUSTRALO	<a href="mailto:jose@australo.org">jose@australo.org</a>

## Management Board (MB)

The Management Board (MB) composed of the PC, the TC, the WP leaders and a representative from each of the other partners, will meet regularly to assure proper work coordination and timely delivery of project products. It is the only decision-making body of NGI SARGASSO. MB meeting procedures are described in the “Project Internal Communication”

The MB shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out by the CA - Section 6, and in line with standard European Commission’s rules.

## Project Mailing List

Table 3 - Project mailing list

Participant Organisation	Name	Contact
European Science Foundation	Emmanuel Detsis	<a href="mailto:edetsis@esf.org">edetsis@esf.org</a>
European Science Foundation	Mariette Vandermersch	<a href="mailto:mvandermersch@esf.org">mvandermersch@esf.org</a>
MTU Australo Alpha Lab	Jose Gonzales	<a href="mailto:jose@australo.org">jose@australo.org</a>
MTU Australo Alpha Lab	Vasilis Papanikolaou	<a href="mailto:vasilis@australo.org">vasilis@australo.org</a>
MTU Australo Alpha Lab	Raquel Carro	<a href="mailto:raquel@australo.org">raquel@australo.org</a>
MTU Australo Alpha Lab	Sara Abu	<a href="mailto:sara@australo.org">sara@australo.org</a>
MWCB	Marta Portalés	<a href="mailto:mportales@mobileworldcapital.com">mportales@mobileworldcapital.com</a>
MWCB	David Domingo	<a href="mailto:ddomingo@mobileworldcapital.com">ddomingo@mobileworldcapital.com</a>
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US Ignite, Inc	Glenn Ricart	<a href="mailto:glenn.ricart@us-ignite.org">glenn.ricart@us-ignite.org</a>



# Project Scope and Work Structure

NGI SARGASSO consists of 5 work packages.

## WP1 – Project management:

This WP will include all managements and overall coordination activities together with quality assurance procedures and risk management to ensure both the project to run in a coherent manner and the contractual obligations to be met. It also includes the management of the third-party funds.

## WP2 – Preparatory activities:

This WP deals with all the preparatory activities to be done after the publication of the open call. Concretely: ecosystem generation, setting up a brokering system, definition of the research subtopics to drive the open calls.

## WP3 – Open Call Management:

Proper definition, publication and evaluation of the 5 cut-off dates submissions following EC guidelines and partners expertise. The activities include the acquisition of new nodes after the cut-off dates and the organization and selection of evaluators to help the selection process of the experiments.

## WP4 – NGI Sargasso OnCampus programme:

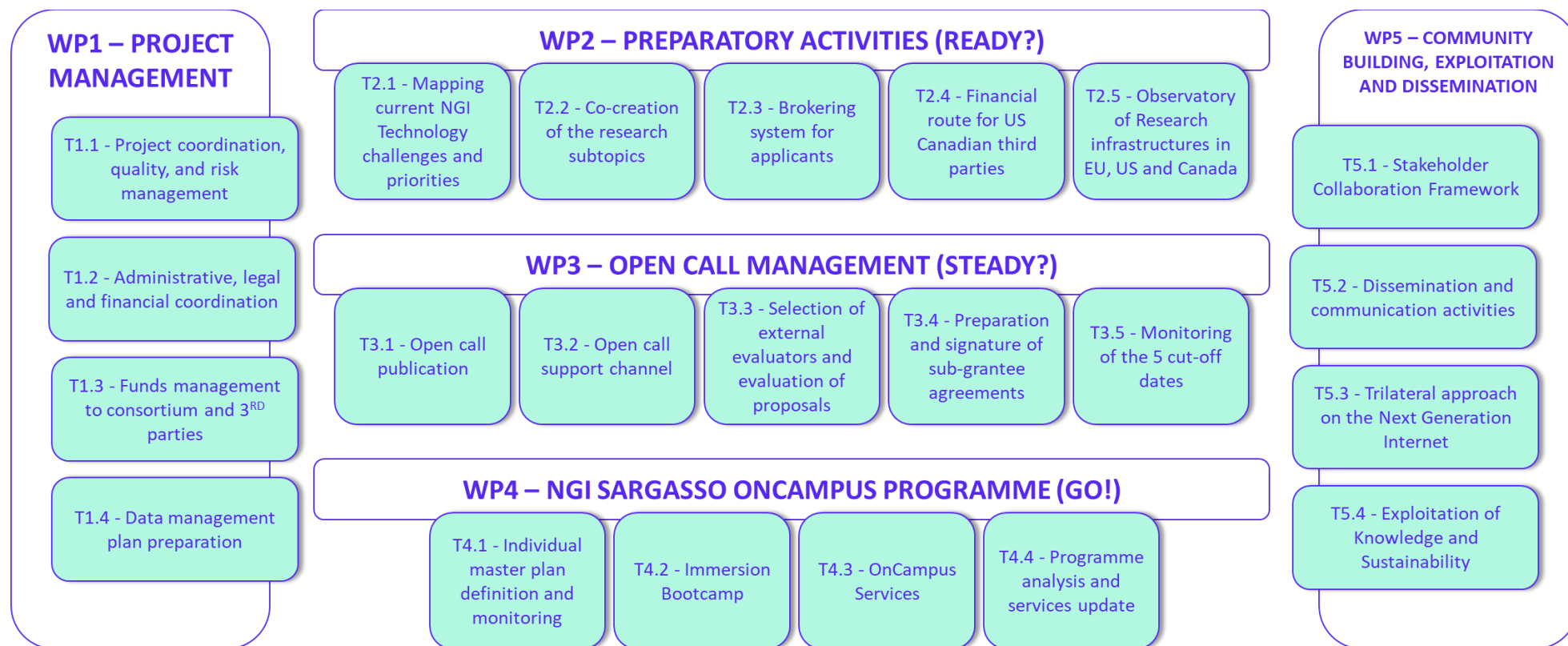
Implementation of NGI Sargasso OnCampus programme providing the free support services to boost the research, testing, and deployment operation of the experiments. It is important to mention this WP will define a master plan with each experiment in which they will determine their project activities and the procedures for their follow up.

## WP5 – Community building, exploitation, and dissemination:

Expand and ensure the development solid ecosystem in EU, USA and Canada, through a strong communication effort and partnering with other projects & initiatives. The community building activities and reach with other NGI initiatives will be managed in this WP.



Table 4 – Project WPs and Tasks



# Ethical Considerations

Following relevant Horizon Europe guidelines, NGI SARGASSO has undergone the Ethics Appraisal Procedure. From a procedural point of view, all partners are responsible for the application of ethical requirements in their work. Partners are responsible for ethics in each research line and the WPL has a general overview. The PC has the overall responsibility for the ethical management of the project, and any relevant issues or questions must be reported to the PC. Moreover, each WP incorporates quality control, assessment and review processes that may involve ethical considerations.

The Ethics Framework engages across the project with all WPs, and directly feeds into the WP1 deliverables:

- 1) Project Handbook (D1.1), providing guidelines, procedures and mechanisms relevant for the research activities, including as annexes: common standards of outreaching to the research subjects and informed consent procedures (including a template of the informed consent form) that ensure the voluntary participation and understanding of the purpose of the research, in particular to participants representing vulnerable groups, and a protocol for handling incidental or accidental findings. This section of the Project Handbook will be continuously updated.
- 2) Section “Ethics” of the Data Management Plan (D1.2), guaranteeing that the project’s data management is conducted in an ethically sound way: the DMP will accordingly define standards to be adopted (e.g., Statistical Disclosure Controls); how the data will be shared and/or made open, ensuring that data subject identification is not possible, thus ensuring their safety and well-being. This section of the DMP will also be continuously updated.

As emphasized in the Grant Agreement - Section 3.2.2 (Project management procedure), the NGI SARGASSO Consortium will co-jointly ensure that "the question of a safe, non-violent/violence-free research practice within and around the project be highlighted and given high attention throughout the project, not as an afterthought, but as a fundamental part of ways of working, doing research, and policy development within the consortium and with relevant others. This includes establishing strong codes of conduct, appropriate management of any conflicts, and innovative ways of working from the very beginning."



# NGI SARGASSO Code of Conduct

**Respect:** Partners interact with professionalism, integrity, and collegiality. To avoid linguistic misunderstandings from developing into conflicts, partners make their best reasonable efforts to clarify terms and reach a shared understanding -- especially when a significant effect on work planning is at risk. NGI SARGASSO project glossary can be made available. Any kind of discriminatory behaviour, harassment, bullying, or victimisation will not be allowed.

**Transparency:** atmosphere of respect permits all partners to put forward their concerns openly and in a manner conducive to project goals, and thus limiting opportunities for hearsay arguments. While recognising that involving everyone in the project in every discussion is neither necessary nor efficient, all practices that are or could be perceived as attempts to make a behind the scenes decision / fait accompli are inadvisable.

**Working together:** while relying on clearly stated tasks and responsibilities, NGI SARGASSO promotes collaboration between all partners for deliverables and project documents. To achieve this, a precision of form, needs and means is required.

**Form:** Take care in writing succinct emails and other communications.

Where possible, write clear short emails and other communications.

Do not use obscure phrases or make ungrounded suggestions in email and other communications.

Use clear and plain language as much as possible.

**Needs:** the requests are sent out in emails with deadlines noted, and with specific mentions on 1) what is needed 2) by whom and 3) where in the document. This can also be done in the beginning of a document as an "Editor's note" for shorter documents.

**Means:** partners commit to constructive engagement with authors. To avoid misunderstandings, requests are divided into two categories:

Request for 'INPUT' is used for documents that need added text from partners. Track-changes should be on.

Request for 'FEEDBACK' is used for documents that are ready to be reviewed. Use of comments is preferred.



# Project Time Management

## Deliverables schedule

NGI SARGASSO deliverables (Ds) are the channels through which project efforts – and the results thereof – are described and reported. The procedure of deliverables preparation is described in the “Reporting and Financial Provisions” Section.

Table 5 summarises NGI SARGASSO’s deliverables, their corresponding deadlines, the partners leading them and the peer review.





Table 5 – Deliverables schedule

Work Package No	Deliverable Related No	Title	Lead Beneficiary	Dissemination Level	Due Date
WP1	D1.1	Project Management Handbook	ESF	PU	31 Jan 2023
WP1	D1.2	Data Management Plan	ESF	PU	30 Jun 2023
WP1	D1.3	Monitoring Report 1	ESF	SEN	30 Jun 2024
WP1	D1.4	Monitoring report 2	ESF	SEN	31 Dec 2025
WP2	D2.1	Co-creation workshop Report 1	ESF	PU	31 Jan 2024
WP2	D2.2	Co-creation workshop report 2	ESF	PU	30 Sep 2024
WP2	D2.3	Brokerage System	SPLORO	PU	30 Apr 2023
WP2	D2.4	Matchmaking Activity Report 1	MWCB	PU	30 Jun 2024
WP2	D2.5	Matchmaking activity report 2	MWCB	PU	31 Dec 2024
WP3	D3.1	Open Call documentation	SPLORO	PU	30 Jun 2023
WP3	D3.2	Evaluation and subgrantee agreements 1	SPLORO	SEN	30 Nov 2023
WP3	D3.3	Beneficiaries' dataset 1	SPLORO	PU	30 Nov 2023
WP3	D3.4	Evaluation and subgrantee agreements 2	SPLORO	SEN	31 May 2024
WP3	D3.5	Evaluation and subgrantee agreements 3	SPLORO	SEN	30 Sep 2024
WP3	D3.6	Evaluation and subgrantee agreements 4	SPLORO	SEN	30 Nov 2024
WP3	D3.7	Evaluation and subgrantee agreements 5	SPLORO	SEN	28 Feb 2025
WP3	D3.8	Beneficiaries' Dataset 2	SPLORO	PU	28 Feb 2025
WP4	D4.1	Services Booklet 1	MWCB	PU	31 May 2024
WP4	D4.2	Evaluation Report of the NGI Sargasso program 1	MWCB	SEN	30 Jun 2024
WP4	D4.3	Services booklet 2	MWCB	PU	28 Feb 2025
WP4	D4.4	Evaluation report of teh NGI Sargasso program 2	MWCB	SEN	31 Dec 2025
WP5	D5.1	Impact Master Plan	AUS	PU	30 Jun 2023
WP5	D5.2	Community Building Activities 1	AUS	PU	31 Jan 2024
WP5	D5.3	Policy Brief 1	AUS	PU	30 Jun 2024
WP5	D5.4	Impact Assessment & Exploitation Report 1	SPLORO	PU	30 Jun 2024
WP5	D5.5	Community Building Activities 2	AUS	PU	31 Dec 2025
WP5	D5.6	Policy Brief 2	AUS	PU	31 Dec 2025
WP5	D5.7	Impact Assessment & exploitation report 2	SPLORO	PU	31 Dec 2025



## Milestone Schedule

Milestone (MSs) are sub-objectives or stages into which a project is divided for facilitating monitoring or work performance. NGI SARGASSO's MSs are presented in Table 6.

Table 6 – Milestones schedule

N°	Milestone name	Related WPs	Date due	Means of verification
MS1	Brokerage system is up and running	WP2, WP3	M3	Brokerage system working D2.2
MS2	First year Research challenges defined	WP2, WP3	M4	Challenges defined
MS3	1st Cut Off Date is announced	WP3	M6	Cut-off dates are published on the website
MS4	Outreach strategy is defined	WP5	M6	Outreach strategy defined D5.1
MS5	2nd Cut Off Date is announced	WP3	M12	Cut-off dates are published on the website
MS6	3rd Cut Off Date is announced	WP3	M15	Cut-off dates are published on the website
MS7	Second year Research challenges defined	WP2, WP3	M16	Challenges defined and D2.1
MS8	4th Cut Off Date is announced	WP3	M18	Cut-off dates are published on the website
MS9	Exploitation strategy established	WP5	M18	Strategy defined D5.4
MS10	Third Year Research challenges defined	WP2, WP3	M21	Challenges defined and D2.2
MS11	5th Cut Off Date is announced	WP3	M21	Cut-off dates are published on the website
MS12	OnCampus Programme delivered cut-off date 1	WP4	M21	Services delivered for cut-off date 1
MS13	OnCampus Programme delivered cut-off date 2	WP4	M27	Services delivered for cut-off date 2
MS14	OnCampus Programme delivered cut-off date 3	WP4	M30	Services delivered for cut-off date 3
MS15	OnCampus Programme delivered cut-off date 4	WP4	M32	Services delivered for cut-off date 3
MS16	OnCampus Programme delivered cut-off date 5	WP4	M36	Services delivered for cut-off date 5



# Project Internal Communication

For day-to-day work, the consortium will be using Slack application, using the channel: [ngisargasso.slack.com](https://ngisargasso.slack.com)

Emails will be used for important tasks and information. All consortium members need to be included in email communications that concern them.

For instance, when a communication for a particular WP task may impact the activities of other tasks (possibly in different WPs), the partners involved in these other tasks should be 'carbon copied' in the correspondence.

It is recommended to flag on the email body which partner is requested to provide an answer and to define the specific deadline for it.

The use of the "High priority" flag is recommended to be exceptional and only when an urgent response is requested.

Due to the fact that many partners participate in multiple projects, all email correspondence related to this project will be headed with "NGI SARGASSO" in the subject.

## File naming, exchange and repository

A document repository for NGI SARGASSO project has been created in the project's collaborative platform (SharePoint). Its access is restricted to project partners only, however for certain individuals outside of the consortium (i.e., members of the AB) a limited access can be granted to strictly identified folders/information. The site address is: <https://europeansf.sharepoint.com/sites/NGISargasso/>.

The SharePoint access settings and authorizations are all centrally handled by the Project Office, where the PM and PA are the curators. Core project documentation (i.e., project consortium info, GA, CA, among others) also exist as back-up versions on the server of the Project Office. Reference documents from the proposal stage are not to be edited or changed but can be copied to documents in WP folders. All requests for adding/removing team members and other individuals from the collaborative platform must be made by the person via email, addressed to the PA at the Project Office and with the team leader in cc. WP leaders are responsible for the organisation and curation of their dedicated WP folder. The following format for file naming is recommended:

- For deliverables: NGI SARGASSO\_DX.X\_Title. Where "X.X" is the deliverable number, "Title" is the deliverable title. To label the different working version "\_vYY" will be added at the end of the file name, where "Y" is the version number using 00 for the draft, 01 for the first version and f for the semi-final version.



For example, the file name for the first version of this document is “NGI SARGASSO\_D1.1\_Project Handbook\_v01”, and once submitted it will be “NGI SARGASSO\_D1.1\_Project Handbook”.

- For other files: NGI SARGASSO\_Title, following the same convention of adding “\_vYY” to identify the different working versions when needed.

## Project meetings

Project meetings will take place at regular intervals in the project, and when sensible, in conjunction with other planned events, i.e., project meeting organised back-to-back with EC mid-term review meeting. In light of the high possibility of meetings taking place online, fixed dates/locations of project meetings were not preliminary set. These will be decided at a later stage in frame of the MB meetings. In cases when meetings can take place physically, the partner hosting the meeting will select the location and will be responsible for all logistical arrangements. Table 7 indicates the meetings schedule already agreed by the partners.

The Management Board meetings (MBM) will take place online on a monthly basis. All partners are expected to join these meetings with at least one representative per organisation. If required, MBM may be rescheduled according to the availabilities of the partners, but rescheduling should be an exception, rather than a frequent practice. The meetings will be chaired by the PC or PM, and minutes must be taken and shared with the partners for comments within 15 calendar days after the meeting.

## Agenda and minutes

Meetings shall be convened by the chairperson based on a set agenda provided with at least 7 days' notice for Executive Board meetings, and 2 days for MBM. Agenda will include the link to, and time and time zone of the meeting. Modifications of the agenda and inclusion of new items can be suggested to the PC up to 1 days in advance and must be discussed at the beginning of the meeting. To help the WP leaders prepare and make the coordination efforts smoother, all issues for discussion should be added to the agenda prior to the meeting and any other business (AOB) limited to information items only. Partners ensure internally that the person acting at the meeting has the necessary authority or has obtained a mandate from the competent officer/s for the decisions to be taken. As the agenda is circulated before the meeting, with decision items marked, any necessary internal authorisation can and has to be obtained in advance in order to allow discussions on critical items at the meeting rather than trying to solve them in writing afterwards.

Minutes shall be sent to the partners within 15 working days after each meeting. The minutes shall be considered as accepted by the beneficiaries if, within 2 calendar days from being sent, no beneficiary has voiced objections to the chairperson. The chairperson shall send the accepted minutes to all the partners of the Management Board, and to the



coordinator, who shall safeguard them. If requested the coordinator shall provide authenticated duplicates to Parties. In cases when meetings are recorded for reporting purpose, and such recordings are saved on the collaborative SharePoint site, the PC/WP Lead/Other responsible for the meeting is required to dispose of the recorded file within a period of 15 days after the meeting, in order not to saturate the site.

Ad-hoc meetings to address emerging project issues with the whole consortium, as well as meetings to address WP-related issues with relevant partners, may be convened as needed and without restrictions. These can be hosted by the PC or by another member, when the presence of the PC is not required. Sharing of the meeting minutes via SharePoint should take place at the earliest opportunity. When the subject of a meeting is to discuss a particular document, organiser should share a draft on SharePoint at least 48 hours before the meeting.

## Voting rules, quorum and veto rights

Each Consortium Body shall not deliberate and decide validly in meetings unless two-thirds (2/3) of its members are present or represented (quorum).

Each Member of a Consortium Body present or represented in the meeting shall have one vote. Partners with Affiliated Entity/entities has one right of vote. Associated Partners have one right of vote. The electronic vote (by email) is allowed, with a deadline defined by the Coordinator

A Party which the Executive Board has declared to be a Defaulting Party may not vote, nor shall its presence account for the necessary quorum

Decisions shall be taken by a majority of (2/3) of the votes cast.



# Dissemination and communication strategy

## EU funding acknowledgement & Disclaimer

Unless otherwise agreed with the granting authority, communication activities of the beneficiaries related to the action (including media relations, conferences, seminars, information material, in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by the grant must:

1. display the EU emblem (below) and
2. include the following funding statement (translated into local languages, where appropriate): "This work has received funding from the European Union's Horizon Europe research and innovation programme through the NGI SARGASSO project under grant agreement No 101092887.



**Funded by the  
European Union**



**Co-funded by the  
European Union**



**Funded by the  
European Union**



**Co-funded by the  
European Union**

The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands or text. Apart from the emblem, no other visual identity or logo may be used to highlight the EU support. Emblems are available for download here [European Flag \(europa.eu\)](https://european-flag.europa.eu) and here [Info-regio - Download centre for visual elements \(europa.eu\)](https://info-regio.europa.eu/download-centre-for-visual-elements).

When displayed together with other logos (e.g., of beneficiaries or sponsors), the EU emblem must be displayed at least as prominently and visibly as the other logos.



This project has received funding from the European Union's Horizon Europe Research and Innovation programme under Grant Agreement No. 101092887

For the purposes of their obligations under Article 17.2 of the Grant Agreement, the beneficiaries may use the EU emblem without first obtaining approval from the Commission. This does not however give them the right of exclusive use. Moreover, they may not appropriate the EU emblem or any similar trademark or logo, either by registration or by any other means.

In addition, all publications either public or internal to the project, should include the mention of the responsibility for the publication content lying with the project consortium, in the following format:

“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 [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.”

As per GA 17.1, “Before engaging in a communication or dissemination activity expected to have a major media impact, the beneficiaries must inform the Agency”

## NGI SARGASSO Publication Policy

During the Project and for a period of 1 year after the end of the Project, all dissemination of project outputs is governed by the procedure of Articles 17.1 of the GA and 8.4.2 of the CA. To avoid any situation that might result in planned publications being blocked by miscommunication, NGI SARGASSO implements a proactive publication policy in alignment with GA and CA. This means that in all cases, once a project output has been drafted it will already be reviewed by consortium partners. Rather than waiting until 45 calendar days before publication, the consortium is kept in the loop from an early stage in a transparent manner, conducive to collaboration and co-creation.

All project outputs intended for publication that are produced within NGI SARGASSO-funded time remain subject to commonly agreed rules governing: (i) quality control, (ii) monitoring, (iii) storage, and (iv) Open Access requirements. In addition to peer-reviewed scientific publications, project outputs include conference papers, posters, maps, reports, newsletters, leaflets or blog articles, and other non-peer reviewed literature which may contain any previously unpublished work from the project or are made for the specific purpose of promoting the project. If the consortium finds it useful, distinction between different forms of dissemination can be made with different timeframes, for example for papers, abstracts, articles, monographs.

Unlike in the Quality Assurance process for project deliverables, partners can only object to publications on the grounds that (a) the protection of their own results would be adversely affected, or (b) their legitimate interests in relation to the results would be significantly harmed. Nevertheless, if partners choose to give feedback on the form, content or manner of the material to be disseminated, they commit to the same constructive engagement required in NGI SARGASSO to ensure the high quality of deliverables. By mutual agreement, partners may act as scientific peer reviewers as well.



In all cases the preparation of publication must be entered in the Publication log according to steps detailed in the following sub-section. Procedures regarding data management and datasets are described in the Data Management Plans; procedures regarding Project Deliverables are described in this Handbook.

## Publications Log

To support the smooth coordination and effective monitoring of the project, it is important to communicate to both the PC and the leader of WP5 the intentions to publish project outputs and to keep them updated on the status of such documents. To keep track of the ideas, encourage cross-project collaborations and to monitor the status of the publications, a Publications Log is available on the SharePoint site. While each beneficiary remains solely entitled to decide on first publication of its own unpublished materials, it is recommended as well that all potentially interested partners are informed about publications in the pipeline (even when at the idea stage).

Partners are therefore required to take the following steps:

1. Notify the PC, TC, and WP5 leader about the idea of a publication, providing a contact person (Lead Author) and potential co-authors;
2. Add an entry in the Publications Log;
3. When starting to draft the publication, be sure that early drafts include authorships, and keep the PC, SC and WP5 leader updated about the publication's status;
4. In case the final draft is to be peer reviewed by a consortium partner, notify in advance the peer reviewer about the timeframe when services would be required. This step may be omitted in case of peer-reviewed scientific publications.
5. Prior to submission, send the final document to partners as per CA requirements.

Important: ongoing publication initiatives will be part of the fixed items on the agenda of the MB meetings, where publication progress should be updated by the Lead Authors: idea stage; actively being drafted; under consortium partner peer review; submitted; under peer-review revision; resubmitted; in press; published. This will help PC/WP5 leaders to keep track of publications and update the Publications Log. The role of consortium partner peer review for each publication will be brought up by the WP5 leader for allocation in the frame of MB meetings.

## Open Access and Zenodo

All public deliverables and scientific publications will be uploaded onto Zenodo (Open access repository) which allows a Digital Object Identifier (DOI) to be assigned to any project outcome. ESF oversees uploading these publications to Zenodo via its institutional account. A Zenodo “NGI SARGASSO community”, also curated by ESF, gathers all the publications of the project.





It is noteworthy that, if needed, Zenodo allows to pre-assign a DOI to a draft before uploading the final document. This could be useful, for example, when in the preparation of a document the author wants to include a permanent external hyperlink leading to an annex. In this case, a pre-assigned DOI for the annex could be generated and embedded during the preparation of the document.

For the general legal requirements to publish, the references can be found in the Consortium Agreement Section 8 on Results, and Annex 5 (Article 17) of the Grant Agreement.

## Authorship

Authorship should be discussed between partners at an early stage in the publication development and renegotiated as necessary. Where possible, there should be agreement on which publication will be written jointly (and who will be the first author), and which will be single authored, with an agreed acknowledgement given to contributors. A record of these discussions should be kept. Early drafts of publications should include authorship and other credits to help resolve any future disputes. Reference can be made to section 'Confidential Information and Ethics' below.

More senior partners are encouraged to give more junior colleagues opportunities to be first author when appropriate.

Everyone listed as an author should have made a substantial direct academic contribution (i.e., intellectual responsibility and substantive work), critically reviewed the drafts, approved the final version and be accountable for all aspects of the work. The authorship criteria of the [ICMJE](#) will be the guiding principle to be followed.

When uploading the publications to Zenodo, the authorships of the publications will be respected, and if agreed by the authors, their ORCID numbers will be linked to them. For public deliverables, all NGI SARGASSO partners will be assigned in Zenodo as “Project Members”, and the PC will be assigned as contact person.

National experts involved in specific tasks in the frame of WP2, WP3 & WP4 will be contracted under the explicit stipulation that their accepted national expert reports, with attribution of their authorship, will be made publicly available on the project website and may be used by third parties in line with standard authorship attribution rules for scientific publications. The role and names of national researchers will be explicitly acknowledged via the project website, and on any publication of results by the project using the formulation provided in the deliverable template, and in acknowledgement section of the publications, without implying an automatic authorship right to the project outcomes.

## Confidential information and ethics



Situations may arise when partners encounter issues with, for example, intellectual property, personal data, moral rights, which prevent the sharing of information among all project partners. In any of those cases the partners should inform the PC in confidence. Reference can be made to Section 10 of the Consortium Agreement that allows for designation of confidential information, and subsequent methods of disclosure.

## Quality Assurance and Risk Management

The PC coordinates the overall quality assurance of the project, encouraging consortium members to adopt appropriate standards, quality principles and procedures, and verifying the application thereof throughout the entire project lifetime. This involves the clear assignation of roles and responsibilities of consortium members in the execution of the project work and outputs. The PC is supported by the Management Board and the Deliverable Quality Editors in the implementation of the quality assurance process.

The regular project Management Board meetings assure that the project work and the timely quality delivery of products are closely monitored.

## Deliverable Quality Assurance Procedure

The NGI SARGASSO project will produce 28 deliverables which will be a major result of the project and a tool to monitor its proper implementation and timely execution is shown in Table 5.

Each deliverable has a leading Deliverable Editor (DE) who is responsible for the production of the deliverables according to the deliverable preparation procedure. DE is responsible for circulating the Table of Contents (ToC) and assigning contribution responsibilities in due time and to outline the final version of the deliverable for approval at least 15 days before the deadline. Updates on deliverable developments are made at MB meetings to assure that the whole consortium is kept in the loop from an early stage in a transparent manner, and the risk of irreconcilable views is mitigated.

A peer reviewer (PR) is assigned from the consortium members who sends comments 10 days before the deadline. Eight days before the deadline, all partners will have the possibility to review each deliverable and have a right to comment even if they have not contributed directly to the deliverable. All parties contributing to a deliverable should carefully consider whether the deliverable is public or restricted in any way. A final version should be ready five days before the deliverable is due for submission to the EC, at which time the Deliverable Editor will send the final version in electronic format to the PC and the WP Leader. Any change in the deliverable plan must be communicated to the PC in time and submitted and agreed to by the Funding Authority.

The DE is responsible for assuring that the reviewing process is done in due time. Therefore, it is recommended that the DE considers carefully whether the complexity of the document is at a level where more than the 10 days minimum will be needed for the DE to be able to properly consider the PR's and partners' comments, and duly informs all partners about the specific dates and deadlines before launching the reviewing process. The



finalized version that has integrated the feedback from PR and partners is sent to PC and PR for final review and submission. In cases where the deliverable has received unexpectedly copious feedback, authors send the finalized version as soon as feasible to the final review. This is to allow the PR to raise any remaining concerns to the authors without risking delays to the submission.

Authors act in good faith to integrate comments to the best of their ability and provide info to the PR on how they did so. In turn, PRs commit to constructive engagement to ensure the high quality of deliverables. Should all else fail, the final decision to submit will be based on consensus at the consortium level.

As agreed with the MB, the Quality Assurance is arranged among the WPLs. The role of quality checking of deliverables, prior to their submission to EC, is distributed among all the members of the NGI SARGASSO project on a voluntary basis (PRs). These activities are coordinated by the PC.

Deliverables that are updated after submission with significant changes are subject to the same Quality Assurance process within a reasonable timeframe and consortium agreement. Minor revisions can be made with simple consortium decision.

## Project-related risks and mitigation strategy

Risk Management will be continuously monitored by the project management team in collaboration with all partners based on the initial identification of the potential risks and means for their mitigation depicted in the Grant Agreement DoA Part A.

If any risk arises, partners are recommended to first communicate it to the WP leader, and if needed to the PC.

The risk assessment and mitigation strategy will be reviewed by the Coordinator and presented to the MBM in preparation for reporting.

## Amicable conflict resolution and grievances procedures

The PC has the first level responsibility to resolve issues before they become serious and will seek to create a climate of trust where the project partners, and any other third parties feel free and safe to exchange ideas. The PC will review project progress at periodical intervals to be able to detect any possible problems before they arise and will create a list of activities where project issues are captured and their status (open, under investigation, deferred, fixed etc.) is tracked.

If conflicts arise at the implementation level, the PC will organise an ad-hoc meeting, to be attended by the MB members. The issue will be discussed and documented in the minutes. For technical issues or conflicts within given contractual commitments that do not involve a contract change, a budget change or a change of resources/overall focus, decisions will be made by majority consensus. If the conflict cannot be resolved by the MB, the PC will



decide with respect to the responsibilities and tasks written in the CA. The processes highlighted here aim to ensure an agile and smooth-running project.

“The parties shall endeavour to settle their disputes amicably”. Therefore, in case a conflict arises, partners are advised to first liaise with the concerned partner/s and to try to reach an agreement. In cases where no agreement can be reached among the parties concerned, the following steps shall be taken. Partners are advised to contact the corresponding WP leader and to try to resolve the issue taking into account a broader perspective of the project as a whole. If the conflict is across WPs, partners are recommended to contact the PC for mediation. In the case of a conflict with the PC, partners are advised to contact any other partner that is not directly involved to mediate.

If after considering these steps there is still no solution, the issue shall be discussed at the earliest MB meeting or at a dedicated meeting with all the MB members. The MB will follow the voting procedure, as outlined in the Consortium Agreement. Optionally, and depending on the nature of the issue at stake, the Advisory Board may be consulted for input if the involved parties agree.

# Reporting and Financial Provisions

## Internal progress reporting

The technical progress of the project will be presented by the WPLs on a monthly basis at each MB meeting. For this the WPLs are responsible for gathering all information about the technical progress in their WP from the task leaders. The PC and the TC will oversee the overall project progress.

For the financial overview of the project expenses, the partners are requested to send to the Project Office financial officer an interim report on their expenses at fixed intervals – M6, M18, M30 and M36. This will allow the PC to follow-up of the project expenditure, which will help identification of possible deviations, and will facilitate the respecting of EC reporting process.

Partners are encouraged to keep a record of any attended meetings by keeping the attendance certificate, presentation, speech or abstract. This will serve as proof of outreach activities.

The action is divided into the following periodic reporting periods (RP):

RP1: M1 – 18; RV1: M18

RP2: M19 – M36; RV2: M36



The PC must submit to the EC a report within 60 days following the end of each reporting period. This report must include a 'periodic technical report' and a 'periodic financial report'.

Table 8 - Report preparation procedure

Report preparation procedure	Timing
PC provides reporting templates	a week before the start of the review period
Partner financial officers are contacted by coordinator financial officer.	two-four weeks before the start of the review period
Financial report required from partners for PC control	within 30 days after the start of the review period, or adapted to closest institutional possibility.
Contribution from partners to the technical report required for PC check	within 30 days after the start of the review period
Submission to EC.	within 60 days after the start of the review period, or as required by EC PO on the basis of set review meeting date
Pre-review meeting & Review meeting	<i>Tbd</i>

For the financial report, each participant will send an internal financial report to the PC following the corresponding template which will be previously distributed among partners. The internal financial report will inform on person-month efforts for each WP in which the participant is involved, and related costs incurred during the corresponding period. The match of reported person-month efforts with the planned activities for each WP and their time plan according to the Gantt Chart (Annex 1) will be first tool for evaluation of any significant deviations. Comments to specifically explain these deviations and changes to expected budgets should be included.

Specific comment for travels: partners are requested to provide the following details:

- Purpose of travel & Meeting dates
- Travel Dates & Place
- The traveller(s) job position
- Detailed amount spent on catering, venues & travels

E.g.: Kick Off Meeting, Bruxelles (BE): 18 January 2023; travel 17-19 January 2023, 1 Senior researcher + 1 Administrator = 987 €



Specific comment for hosting meetings: partners are requested to provide in addition to previous information, the list of attendance signed by all the attendees. This information is crucial to justify the expenses dedicated to catering services.

After compiling the internal reports provided by the partners, the Project Office's financial officer will prepare the 'periodic financial report', which consists of:

1. Individual financial statement (see GA - Annex 4) for each partner, for the reporting period concerned. This financial statement must detail the eligible costs for each budget category. Each partner and linked third parties must declare all eligible costs, even if costs exceed the amounts indicated in the estimated budget;
2. An explanation of the use of resources and information on subcontracting and in-kind contributions provided by third parties from each partner for the reporting period concerned;
3. A 'periodic summary financial statement' will be created automatically by the electronic exchange system, consolidating the individual financial statements of the partners, including the request for interim payment.

The PC will have a final check on the statements and submit electronically to the EC.

## Review Meetings

The date of the Review Meetings is defined by the PC and the PO. The PC will define potential dates based on the partners availabilities and the PO will select one. The MB will be consulted prior to selecting a final date. The presence of at least one representative of each WP is required, whilst the assistance of all the other partners is recommended.

## Payment arrangements

Financial provisions are described under the Consortium Agreement - Section 7 (Financial provisions). Payments will be made to the Coordinator, who must distribute them between the beneficiaries without unjustified delay, according to:

- the Consortium Plan (see GA - Annex II)
- the approval of reports by the Funding Authority, and
- the provisions of payment in CA-Section 7.3.

The payment schedule, which contains the transfer of pre-financing and interim payments to Parties, will be handled according to the following:

The Coordinator is entitled to withhold any payments due to a Party identified by the Executive Board to be in breach of its obligations under this Consortium Agreement or the Grant Agreement or to a Party which has not yet signed this Consortium Agreement or the Grant Agreement. The Coordinator is entitled to recover any payments already paid to a Defaulting Party except the costs already claimed by the Defaulting Party and accepted by



the Granting Authority. The Coordinator is equally entitled to withhold payments to a Party when this is suggested by or agreed with the Granting Authority.

## Budget allocation

The estimated budget for the action can be found in the GA Annex 2, whilst a summary is provided in Table 9.

The total budget for the NGI Sargasso project is €6.000.000.

70% of the budget (without the FSTP) corresponds with personnel resources. The 8% of the budget corresponds with Other Direct Costs (ODC).

The ODC includes mainly travels and matchmaking events organisation's costs, as well as exposure cost. Finally, 80% of the total budget is allocated to the provision of Financial Support to Third Parties as requested in the call text (€4.8M).

Table 9 - Budget allocation

	PERSONNEL	ODC	SUBC.	FSTP	INDIRECT	TOTAL COSTS
ESF	276,500 €	12,000 €	40,000€	4,800,000 €	73,125 €	5,205,625 €
SPLORO	205,000 €	16,000 €	-	-	56,125 €	280,625 €
MWCB	170,000 €	15,000 €	-	-	54,500 €	272,500 €
AUSTRALO	174,000 €	16,000 €	-	-	48,250 €	241,250 €
US-IGNITE	30,000 €	-	-	-	7,500 €	37,500 €
TOTAL COSTS	855,500 €	59,000 €	40,000€	4,800,000 €	239.500€	6,037,500 €
EU CONTRIBUTION	825,500 €	59,000 €	40,000€	4,800,000 €	232.000€	6,000,000 €



## Summary of staff efforts

Table 10 – Staff effort

	WP1	WP2	WP3	WP4	WP5	Total Person/months per Participant
ESF	12,00	15,00	3,00	0,00	5,00	35,00
SPLORO	1,00	5,00	25,00	5,00	5,00	41,00
MWCB	1,00	5,00	3,00	20,00	5,00	34,00
AUSTRALO	1,00	3,00	5,00	5,00	5,00	29,00
US-IGNITE	0,00	2,00	1,00	0,00	0,00	3,00
Total PMs	15,00	30,00	37,00	30,00	30,00	142,00

## References

Further information can be found on the Grant Agreement and the Consortium Agreement.





# Annex 1 – GANTT Chart

		YEAR 1												YEAR 2												YEAR 3												
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	
WP2	Preparatory activities (Ready)																																					
Task 2.1	Mapping current NGI Technology challenges and priorities																																					
Task 2.2	Co-creation of the research subtopics																																					
Task 2.3	Brokering system for applicants																																					
Task 2.4	Financial route for US Canadian third parties																																					
Task 2.5	Observatory of Research infrastructures in EU, US and Canada																																					
WP3	Open Call Management (Steady)																																					
Task 3.1	Cut-off dates publication																																					
Task 3.2	Open call support channel																																					
Task 3.3	Selection of external evaluators and evaluation of proposals																																					
Task 3.4	Preparation and signature of sub-grantee agreements																																					
Task 3.5	Monitoring of the Open Call																																					
WP4	OnCampus Programme (GO!)																																					
Task 4.1	Individual master plan definition and monitoring																																					
Task 4.2	Immersion Bootcamp																																					
Task 4.3	OnCampus Services																																					
Task 4.4	Programme analysis and services update																																					



# Annex 2 – Ethics: common standards of outreach

Ethically conducted research activities will be key in ensuring the quality and relevance of NCI SARGASSO research results and recommendations. Common standards of outreach to human participants in the research is a fundamental part of the project's Ethics framework.

These standards are divided into 3 parts as per their setting.

## General setting

- Participation will always be entirely voluntary
- Potential and actual participants will get clear and intelligible information, in relevant languages:
  - o on the purpose of the research
  - o the voluntary nature of their participation
  - o their rights as research participants including how their data will be used and stored
  - o the format of the research event
  - o the identity of the project consortium and the identity of the researcher involved.

## Legal setting:

Respect of the articles 3, 8 and 13 of the European Charter of Fundamental Rights relative to the

- 'right to the integrity of the person',
- 'protection of personal data', and
- 'freedom of the arts and sciences'.

The principles of responsibility that apply in general toward participants:

- Respect of the integrity and dignity of persons
- Confidentiality of their personal information
- Proportionality:
  - o Do not impose more than necessary on the participants
  - o Do not go beyond stated objectives -
- Protection from harm and discomfort

