E-RIHS IP

European Research Infrastructure for Heritage Science

IMPLEMENTATION Phase

CALL: HORIZON-INFRA-2021-DEV-02 | TYPE OF ACTION: CSA | GA n. 101079148

D1.1 Project Handbook

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ABSTRACT

The E-RIHS IP Project Handbook offers a compact overview of the project objectives and execution and provides detailed descriptions for the management processes for quality assurance, project implementation performance (KPIs), risk management, internal communication, templates for reporting and ethics compliance.

It does not include the project's data management outlined in the dedicated deliverable, namely the E-RIHS IP Project Data Management Plan (see D1.2).

The Project Handbook is living document to be continuously updated throughout the project.

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Table of Contents

LIST OF FIGURES AND TABLES

ABBREVIATIONS

CA   Consortium Agreement

CH   Cultural Heritage

CO   Central Office

DEC   Dissemination, Exploitation and Communication

DMP   Digital Management Plan

E-RIHS European Research Infrastructure for Heritage Science

E-RIHS IP   European Research Infrastructure for Heritage Science Implementation Phase

EB   Enlargement Board of E-RIHS IP

EC   European Commission

ERIC   European Research Infrastructure Consortium

ESFRI   European Strategy Forum on Research Infrastructures

FAIR   Findable, Accessible, Interoperable and Reusable

GA   Grant Agreement

HLEG   High-Level Expert Group

HS   Heritage Science

HS   Heritage Science

iCNN   (interim) Committee of National Nodes

iGA   (interim) General Assembly

MF   Methodological Framework of E-RIHS IP

KPI   Key Performance Indicator

RDSAB   Regional Development Strategies Advisory Board

RIAB   Research Infrastructure Advisory Board

RP   Reporting Period

SC   Steering Committee

SEAB   Scientific and Ethics Advisory Board

SLA   Service Legal Agreement

SSH   Social Sciences and Humanities

STD   Scientific and Technical Description of E-RIHS

T   Task

TL   Task Leader

WP   Work Package

WPL   Work Package Leader

INTRODUCTION

This document represents the project deliverable *D1.1 Project Handbook*. It is the output of Tasks *T1.1 Project Governance and Harmonisation, T1.2 Project Management and Quality Assurance* and *T1.3 Commitment to Responsible Science.*

The Project Handbook aims to provide a concise resource for the management processes of the E-RIHS IP Consortium. In complementarity of the Grant Agreement and the Consortium Agreement, it may be referred to by all consortium members regarding the project governance, management, communication and any other administrative issues.

The intended audience is all participants involved in the E-RIHS IP project.

The Handbook is organised into the following sections:

- **Section 1** focuses on the E-RIHS IP governance structure, the relationship with the interim governing bodies and expert boards;
- **Section 2** gives an overview of the E-RIHS IP project organisation and work plan detailing quality monitoring and risk management procedures of the project;
- **Section 3** describes E-RIHS IP communication providing internal and external communication guidelines, dissemination procedures and rules regarding E-RISH-IP publications;
- **Section 4** reminds reporting procedures under Horizon Europe.

Reference documents can be found in the Annexes, where specifically the lists of partners, Work Package and Task Leaders and Effort for each partner are provided in Annex A and Annex B groups the templates and forms that are to be used in the different management processes of the project.

1. THE E-RIHS IP GOVERNANCE

The functional governance of E-RIHS IP is structured as following in Figure 1:
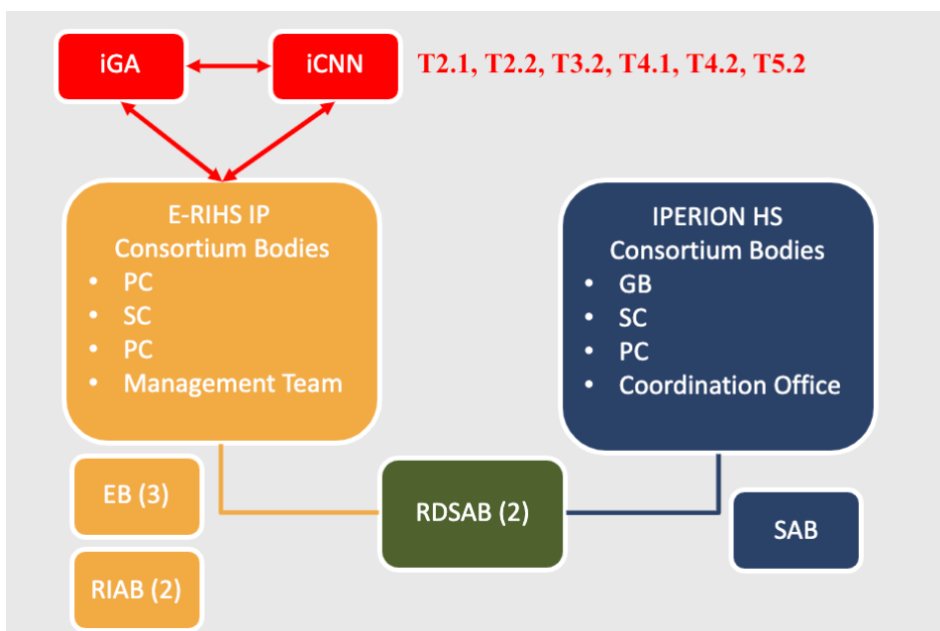

Figure 1. Governance of E-RIHS IP

The following Consortium Bodies constitute the governance of E-RIHS IP:

- the **Project Committee** composed of one representative of each consortium partner and chaired by the Coordinator – it supervises the project work plan and takes decisions as regards proposal for amendments of the Grant Agreement, if required, it acts as the ultimate decision-making body of the consortium of the Project;
- the **Steering Committee (SC)** constituted of the WP leaders and chaired by the Coordinator – it monitors and controls the project activities and budget as the supervisory body for the execution of the Project, which shall report to, and be accountable to, the Project Committee;
- the **Coordinator** steers the project and has overall responsibility of the organisation, planning and control of the E-RIHS IP project and is the legal entity acting as the intermediary between the Parties and the Granting Authority.
- the **Central Office** assists the Coordinator for financial, reporting, communication and other related tasks deemed useful. It acts as support management team of the project.

In order to ensure a smooth transition to the operation phase of E-RIHS ERIC and an effective harmonisation of the decision-making process, the E-RIHS IP project supports and relies on the existing E-RIHS governing bodies, as already defined in the E-RIHS Statutes namely the **interim General Assembly (iGA)** and the **interim Committee of National Nodes (iCNN):**

- The **iGA of E-RIHS**, which is set out in Article 18 of the E-RIHS Statutes, is the highest decision-making body for the adoption of strategic, legal and financial documents concerning the future ERIC;
- The **iCNN of E-RIHS**, which is set out in Article 20 of the E-RIHS Statutes, as scientific body to define the needs in terms of functioning of facilities at national level to ensure consistency and coherence between National Nodes and the future ERIC.

The interim mandate of the General Assembly and the Committee of National Nodes of E-RIHS will be dissolved after the establishment of the ERIC, which is expected during the lifetime of the Project.

The E-RIHS IP Coordinator and Steering Committee report to iGA regarding the project's state of advancement and present the documents that are necessary to implement the E-RIHS ERIC to be object of approval by iGA, according to the E-RIHS Statutes (travel expenses of governmental Delegates to iGA meetings are budgeted for). The information flow between the E-RIHS IP project and the iGA and iCNN be ensured throughout the project by E-RIHS management and coordination.

E-RIHS IP will build continuous interactions and cooperation with relevant stakeholders. To this end, E-RIHS relies on three boards:

- the **Research Infrastructure Advisory Board (RIAB)** composed of experts on RI (e.g., former or in charge DG of ERICs, members of ESFRI SWGs, executives of other ERICs) – it supplements the E-RIHS IP consortium expertise giving advice throughout different stages of the E-RIHS IP implementation phase thanks to their experience as regards best practices and lessons learned; it will be consulted at least twice during the lifetime of the project;
- the **Enlargement Board** includes scientists representing countries that are either not yet engaged in E-RIHS or are engaged in E-RIHS, without supporting yet the establishment of the ERIC, e.g., CZ, DE, IL and NO; the EB will be engaged at least three times during the project lifetime to boost interest in E-RIHS (WPs 2, 4 and 6) – it will be provided with information and documents necessary to start the national process to join E-RIHS ERIC by T4.2;
- the **Regional Development Strategies Advisory Board (RDSAB)** which has been convened in IPERION HS and is composed of experts appointed by the National Nodes to scout

prospective national facilities and identify regional/national/EU resources – it will be engaged to support the activities of T4.2 and in WP6 at least two times.

2. E-RIHS IP Project Management Process

2.1 The E-RIHS IP Organisation
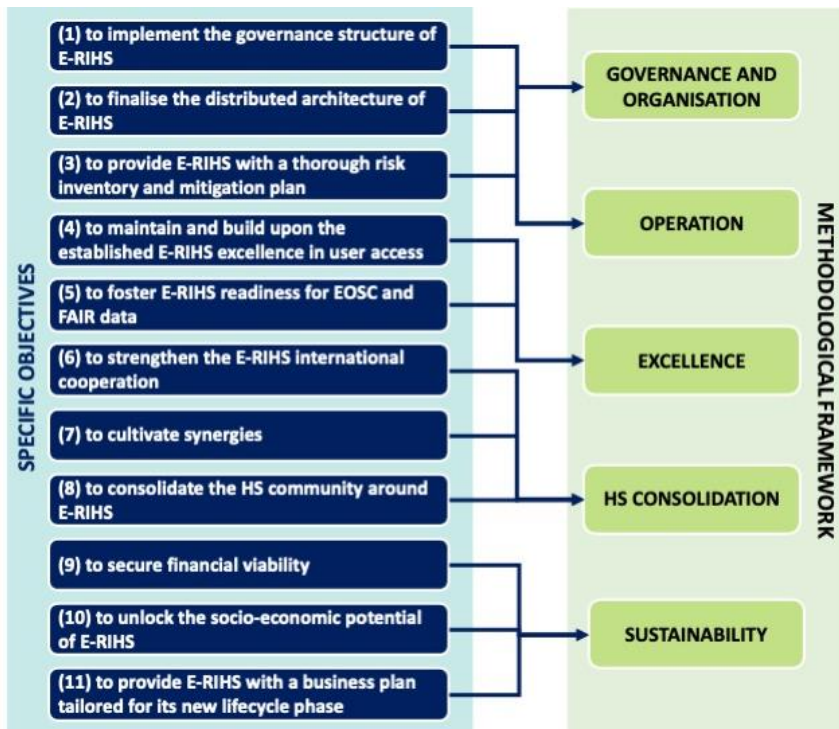
Figure 2: E-RIHS IP Specific Objectives

The E-RIHS IP project has been constructed in collaboration with the E-RIHS IP consortium (Annex A) to specifically address the recommendations received from the ESFRI monitoring for the Roadmap 2021, the High-Level Expert Group (HLEG) of the European Commission and the assessment of the E-RIHS ERIC step 1 application. The activities undertaken by E-RIHS IP have been planned to correspond with each recommendation, with the exception of those that have already been overcome or are currently being taken care of during the remaining operativity of IPERION HS. The blishment of E-RIHS ERIC is key to achieving the conditions for effective operational activity in a timely manner. Through E-RIHS IP, E-RIHS will consolidate its architecture as a distributed RI of pan-European dimension through clearly attaining the following objectives to:

1. implement the governance structure of E-RIHS
2. finalise the distributed architecture of E-RIHS
3. provide E-RIHS with a thorough risk inventory and mitigation plan
4. maintain and build upon the established E-RIHS excellence in user access
5. foster E-RIHS readiness for EOSC and FAIR data
6. strengthen the E-RIHS international cooperation
7. cultivate synergies
8. consolidate the HS community around E-RIHS
9. secure financial viability
10. lock the socioeconomic potential of E-RIHS
11. provide E-RIHS with a business plan tailored for its new lifecycle phase

Each of the above 11 objectives has been inserted into the E-RIHS IP work plan linked to main methodological frameworks surrounding (See Figure X):

– **Governance and Organisation** to implement the governance structure of E-RIHS and finalise the distributed architecture of E-RIHS (objectives 1 and 2);

- **Operation** to support the E-RIHS operational management with necessary strategies and implementation plans regarding HR, procurement, risk management and quality system (objectives 2 and 3);
- **Excellence** to maintain and build upon the established E-RIHS excellence in user access and to foster a culture of open data access (objectives 4 and 5);
- **Heritage Science Consolidation** to strengthen the E-RIHS international cooperation, to cultivate synergies and to consolidate the HS community around E-RIHS (objectives 6-8);
- **Sustainability** to secure financial viability, unlock the socioeconomic impact of E-RIHS and provide it with a business plan tailored for its new lifecycle phase (objectives 9-11).

2.2   THE E-RIHS IP WORK PLAN

E-RIHS IP has a duration of 24 months. The Work Packages (WPs) as shown in Table 1, are assembled around the aforementioned methodological frameworks to accomplish the objectives of the E-RIHS IP project.

Table 1: E-RIHS IP Work Packages and their corresponding Methodological Frameworks

Methodological Framework	Work packages			
	No	Title	Start Month	End Month
Governance and Organisation	1	Project Management and	1	24
Governance and Organisation	2	Governance and Structure of E-RIHS	1	24
Operation	3	Preparing Operational Documents of E-RIHS	1	24
Sustainability	4	Sustainability of E-RIHS	3	24
Excellence	5	Access and Digital Services of E-RIHS	1	24
Heritage Science Consolidation	6	Communication, Dissemination and Cooperation	1	24

The inter-relations between the WPs are shown below in Figure 2.
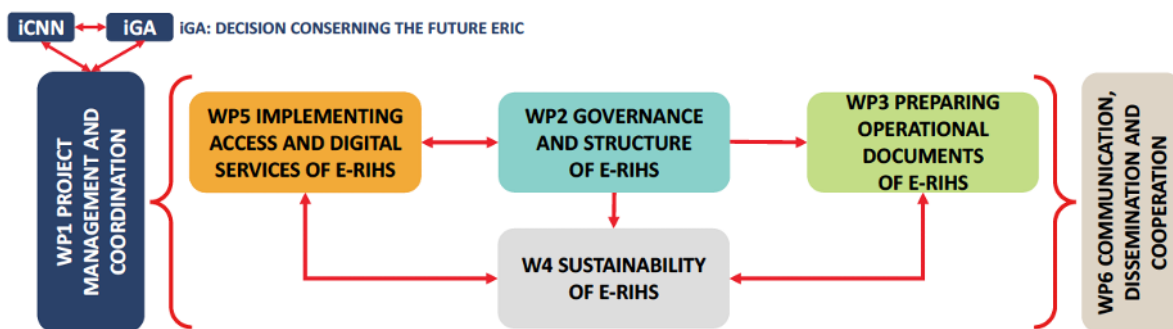
Figure 3: Work package inter-relations

According to the complexity of the planned actions, each WP is split into Tasks (T) - for a total of 22 Tasks - and, when necessary, Subtasks – for a total of 5 Subtasks – to better handle the structured activities. The Gantt chart in Table 2 depicts the Tasks and Subtasks of each WP and related timing. The activities of WPs and expected deliverables were scheduled in consideration of the best-case scenario for the establishment of the ERIC, originally expected at the first quarter of 2023, and aligned to the time-to-grant general rule of Horizon Europe (eight months from the submission deadline). The E-RIHS ERIC step 2 application was submitted to the EC on 27 March 2023.

Table 2: Gantt chart of E-RIHS IP

WORK PACKAGE - Task	YEAR 1												YEAR 2											
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
WP1 PROJECT MANAGEMENT AND COORDINATION																								
Task 1.1 Project governance and harmonisation																								
Task 1.2 Project monitoring and reporting			D1.1																					
Task 1.3 Commitment to responsible science				D1.2																				
Task 1.4 Synergies with IPERION HS																								
WP2 GOVERNANCE AND STRUCTURE OF E-RIHS																								
Task 2.1 E-RIHS regulatory framework for the relationship between the National Nodes and the ERIC																					D2.1	D2.2		
Task 2.2 Supporting the establishment of E-RIHS National Nodes																				D2.3				
Task 2.3 Setting up the Central Hub																			D2.4					
Task 2.4 Updating the E-RIHS Rules of Procedures										D2.5														
WP3 PREPARING OPERATIONAL DOCUMENTS OF E-RIHS																								
Task 3.1 Human resources policy, strategy and procedures									D3.1															
Task 3.2 Procurement policy, strategy and procedures									D3.2															
Task 3.3 E-RIHS risk management															D3.3									
Task 3.4 Implementing the E-RIHS quality system																								D3.4
WP4 SUSTAINABILITY OF E-RIHS																								
Task 4.1 Revising E-RIHS business plan and developing a marketing strategy																					D4.1			D4.2
Task 4.2 E-RIHS enlargment strategy																						D4.3		
Task 4.3 Training of RI access providers and managers																					D4.4			
WP5 ACCESS AND DIGITAL SERVICES OF E-RIHS																								
Task 5.1 Steps towards building DIGILAB																					D5.1			
Subtask 5.1.1 Modelling of data creation processes																								
Subtask 5.1.2 Steps towards the definition of a digital twin for heritage assets																								
Subtask 5.1.3 Typology of services and types of access																								
Subtask 5.1.4 Simulating the use and costing of a selection of key DIGILAB services																								
Subtask 5.1.5 Preparing the Data Management Plan for E-RIHS ERIC																				D5.2				
Task 5.2 Preparing the first Catalogue of Services of E-RIHS ERIC																						D5.3		
Task 5.3 Upgrading the E-RIHS Catalogue of Services online platform																								
Task 5.4 Updating and upgrading the Access Policy																				D5.4				
Task 5.5 Updating and upgrading the User Strategy																				D5.5				
WP6 COMMUNICATION, DISSEMINATION AND COOPERATION																								
Task 6.1 Communication strategy and implementation						D6.1												D6.2						
Task 6.2 Dissemination and exploitation strategy and implementation																		D6.2						
Task 6.3 Strengthening E-RIHS cooperation on the EU scene and beyond																				D6.3				
	M1							M2	M3			M4				M5		M6			M7	M8		M9

Activity period

Deliverable

Milestones

Expected start of E-RIHS ERIC

Expected end of IPERION HS

Table 3 lists all the deliverables to be produced during the lifetime of the project and their timings in association with each WP and lead beneficiary. It is noted that in phase of GA preparation of E-RIHS IP, seven ulterior deliverables (in red) were added to the calendar to highlight the progression of specific tasks.

The specific milestones and respective delivery dates are set out in table 4.

Table 3: E-RIHS IP Deliverables and Timings

Deliverable No	Title	WP No	Lead Beneficiary	Delivery date (months)	Corresponding month
D1.1	E-RIHS IP Project Handbook	WP1	CNR	M03	December 2022
D1.2	E-RIHS IP Project DMP	WP1	CNR	M04	January 2023
D3.4	Draft of the Quality System Implementation Plan	WP3	CNR and UCL	M06	March 2023
D6.1	E-RIHS IP Dissemination, Exploitation and Communication Plan	WP6	CNR	M06	March 2023
D6.3	Report on Cooperation Activities: Approach and Advancement	WP6	CSIC	M07	April 2023
D3.1	E-RIHS ERIC Human Resource Strategy and Procedures	WP3	CNR	M09	June 2023
D3.2	Detailed Rules on Procurement Procedures and Criteria	WP3	CNR	M09	June 2023
D5.5	E-RIHS ERIC Access Policy: Approach and Advancement	WP5	MCC-FSP	M10	July 2023
D5.7	E-RIHS ERIC User Strategy: Approach and Advancement	WP5	ICCROM	M10	July 2023
D2.1	Draft of E-RIHS SLA Template	WP2	FSP	M12	September 2023
D4.1	E-RIHS Business Plan: Approach to its Revision	WP4	UL-ZVKDS	M12	September 2023
D5.3	E-RIHS ERIC Catalogue of Services: Approach and Advancement	WP5	CNR	M12	September 2023
D2.6	Updated E-RIHS Rules of Procedures	WP2	RCE	M15	December 2023
D3.3	E-RIHS Risk Management Strategy	WP3	CSIC	M15	December 2023
D6.2	Dissemination, Exploitation and Communication Strategy of E-RIHS ERIC	WP6	CNR	M18	March 2023
D2.5	Guidelines for the E-RIHS Central Hub Management Practices	WP2	CNR	M19	April 2024
D2.4	Best Practices and Lessons Learned for Establishing E-RIHS National Node	WP2	NCU	M20	May 2024
D5.2	DMP for E-RIHS ERIC	WP5	NG	M20	May 2024
D5.6	E-RIHS ERIC Access Policy	WP5	MCC-FSP	M20	May 2024
D5.8	E-RIHS ERIC User Strategy	WP5	ICCROM	M20	May 2024
D6.4	Report on Cooperation Activities	WP6	CSIC	M20	May 2024
D2.2	E-RIHS SLA Template	WP2	FSP	M21	June 2024
D4.5	Revised E-RIHS Training Strategy	WP4	UCL	M21	June 2024
D5.1	DIGILAB Implementation Plan	WP5	CNRS-FSP	M21	June 2024

D2.3	E-RIHS Accounting Guidelines for Service Provision Costing	WP2	FSP	M22	July 2024
D4.2	Marketing Strategy for Boosting E-RIHS Services	WP4	CNR	M22	July 2024
D4.4	E-RIHS Enlargement Strategy	WP4	ZVKDS	M22	July 2024
D5.4	E-RIHS ERIC Catalogue of Services	WP5	CNR	M23	August 2024
D3.5	E-RIHS Quality System Implementation Plan	WP3	CNR and UCL	M24	September 2024
D4.3	Revised E-RIHS Business Plan	WP4	UL-ZVKDS	M24	September 2024

Table 4: E-RIHS IP milestones

Milestone No	Title	WP No	Delivery date (months)	Corresponding month
1	Kick-off meeting and project set-up	WP1	M01	October 2022
2	Updated E-RIHS website set online	WP6	M06	March 2023
3	Draft of the E-RIHS Quality System Implementation Plan	WP3	M06	March 2023
4	Workshop on experiences from established ERIHS National Nodes	WP2	M09	June 2023
5	Draft of E-RIHS SLA template	WP2	M12	September 2023
6	DIGILAB conceptual design - first release	WP5	M15	December 2023
7	Draft of the revised E-RIHS Business Plan	WP4	M18	March 2024
8	Cooperation framework between National Nodes and the ERIC established	WP2	M21	June 2024
9	Catalogue of Service set online	WP5	M24	September 2024

2.3 QUALITY ASSURANCE PROCESS FOR DELIVERABLES

To ensure the production of high-quality documents and deliverables in the E-RIHS IP Project, a structured internal procedure for their review has been established. This procedure applies to all major documents generated within the project and is outlined as follows:

- The initial draft of the deliverable should be shared in the corresponding folder of the Work Package Channel within the Teams platform, ensuring it is **made available at least 15 days before the deadline**. The draft can be supplemented with explanations and specific feedback requirements.
- Comments and remarks can be provided directly in Reviewing mode.
- Once the reviewing process is complete, the final version of the deliverable must be **submitted to the Coordinator no later than one week prior to the deadline**.
- The Central Office is responsible for uploading the approved deliverable to the designated portal.

By implementing this review procedure, the E-RIHS IP project aims to maintain consistent quality standards throughout its documentation and deliverable outputs.

2.4 PROJECT QUALITY MONITORING

The project monitoring will be performed all throughout the implementation of the project, in line with task T1.2. The coordinator and the WP leaders (Steering Committee) will be responsible for monitoring the development of the project and implementation of mitigation strategies if needed. It will be done in correspondence with the main needs, objectives and success criteria identified in the initial E-RIHS IP proposal.

The approach to **quality monitoring** in E-RIHS IP follows two main directives where:

1) A series of ESFRI recommended KPIs have been selected as a project-management tool used to monitor the performance of this project, vis-à-vis its objectives and the efficient use of resources (outlined in Table 5).

2) A set of additional project targets has been formulated to monitor the project progress towards the expected key results of the E-RIHS ERIC KPIs (given in Table 6). The involvement of the Steering Committee (including WP Leaders) is foreseen in collaboration with the Central Office and T1.2, where they will be invited to provide the periodic inputs for the reckoning of effective qualitative indicators. Such inputs are directly related to the activities being carried out in relation to the overall objectives of the E-RIHS IP project crucial for the delivery to the operational phase of E-RIHS ERIC.

The KPI list will be a tool to ensure that the project will demonstrably meet its contractual commitments, and it will be published in the final report at the end of the implementation phase.

Table 5: E-RIHS IP project implementation KPIs

E-RIHS IP OBJECTIVE	RATIONALE	PROPOSED INDICATORS	TARGET VALUES Deliverable (M)
Optimising management	High standard of "social responsibility"	E-RIHS IP ethics Gender balance and diversity?	Y/N Deliverable D1.1 (M3)
	Effective risk management	E-RIHS IP risk management plan	Y/N Deliverable D1.1 (M3)
	Sound financial management and accountability	Budget and milestones in plan/deviations	Y/N
	Administration	Schedule Adherence Indicator monitored each three-month period	Number of milestones/deliverables/objectives achieved on time within a three-month period / Total number of milestones within that three-month period) * 100
		Delivery of E-RIHS IP deliverables	Delay in weeks: Week of delay/no. deliverables
	Internal communication	E-RIHS IP internal communication strategy through: • Management to partner communication (top-down) • Partner-up communication (bottom up)	Y/N Deliverable D1.1 (M3)

		• Partner-to-partner communication	
Optimising data use	Basic requirements	E-RIHS IP DMP	Y/N Deliverable D1.2 (M4)
	Adherence to open data guidelines	E-RIHS IP Compliance to FAIR	Y/N Deliverable D1.2 (M4) Deliverable D6.1 (M6)
Outreach to the public	Extent of outreach and engagement achieved	• E-RIHS IP DEC plan	Y/N Deliverable D6.1 (M6)
		• E-RIHS IP website and social media	- Yearly no. of website accesses - Avg. session duration (mins) - Social media insight (yearly no. people engaged)

Table 6: E-RIHS IP Targets towards E-RIHS ERIC Objectives

OBJECTIVE OF E-RIHS ERIC	KPI RATIONALE	E-RIHS IP SPECIFIC OBJECTIVE & WPs involved	UNIT TO MEASURE	TARGET (IF DELIVERED Y/N AND EXPECTED MONTH)
Enabling Scientific Excellence	Attractiveness of RI	**Objective 4**. To maintain and build upon the established E-RIHS excellence in user access WP4; WP5	• DIGILAB implementation • Training strategy • Marketing strategy for services • User Strategy	Y/N Deliverables: D5.1 (M21) D4.5 (M21) D4.1 (M22) D5.7 (M10) D5.8 (M20)
Enhancing collaboration in Europe (sub-objective) Integration of distributed facilities	Policies related to integration of distributed RI	**Objective 1**. To implement the governance structure of E-RIHS WP1; WP2	• E-RIHS Statutes • E-RIHS STD • Updated E-RIHS Rules of procedures	Adoption by iGA Y/N
		Objective 2. To finalise the distributed architecture of E-RIHS WP2; WP3; WP5	• SLA • Central hub management • HR • Procurement • Access Policy • Best practices for national nodes	Adoption by iGA Y/N D2.1 (M12) & D2.2 (M21) D2.5 (M15) D3.1 (M9) D3.2 (M9) D5.5 (M10) & D5.6 (M20) D2.4 (M20) D2.6 (M15)
		Objective 9. To secure financial viability WP2	Accounting guidelines/ financial plan	Adoption by iGA Y/N D2.3 (M22)

		Objective 11. To provide E-RIHS with a business plan tailored for its new lifecycle phase WP4	Revised E-RIHS business plan	Adoption by iGA Y/N D4.2 (M12) & D4.3 (M24)
Optimising management	High standard of "social responsibility"	**Objective 3**. To provide E-RIHS with a thorough risk inventory and mitigation plan WP3	Risk management strategy	Y/N D3.3 (M15)
Optimizing data use	Adherence to open data guidelines	**Objective 5**. To foster E-RIHS readiness for EOSC and FAIR data WP5	E-RIHS ERIC DMP	Y/N D5.2 (M20)
Facilitating international co-operation	Internationalisation strategy	**Objective 6**. To strengthen the E-RIHS international cooperation WP4	E-RIHS Enlargement Strategy EB	Y/N D4.4 (M22)
		Objective 7. To cultivate synergies WP1; WP6	RIAB set-up Cooperation Activities	Y/N D6.3 (M07) & D6.4 (M20)
Outreach to the public	Engagement with stakeholders and new communities	**Objective 8**. To consolidate the HS community around E-RIHS WP4, WP6	RDSAB Outreach events/training	Y/N User satisfaction
		Objective 10. Unlock the socioeconomic potential of E-RIHS WP6	ERIHS ERIC DEC plan	Y/N D6.2 (M18)
	Outreach via web and social media	**Objective 8**. To consolidate the HS community around E-RIHS WP5	E-RIHS ERIC Catalogue of Service	Y/N 1.D5.3 M12 2.D5.4 M23

2.5 Risk Management

The Project Risk Management Plan. The project monitoring process will consider the main E-RIHS IP risks identified in the initial proposal, always paying attention to potential new risks arising during the course of the project's implementation and taking necessary remediation and mitigation measures to keep the projects in line with its objectives.

The initially identified risks and the proposed mitigation measures can be found in the table below.

Table 7: List of critical risks and risk management strategy

Risk No	Description of risk	WP	Proposed risk-mitigation measures
1	Delays in performing activities and releasing deliverables	all WPs	Mechanisms for early warning are in place and successfully implemented in previous E-RIHS related projects (WP1).
2	Failure to align the project outcomes with the mandates of the E-RIHS iGA	all WPs	Fostering proactive participation of iGA by adopting an effective and continuous communication to transfer the project's outcomes to E-RIHS iGA (WP1) for their decisions concerning the implementation phase of the ERIC.
3	Failure to engage governments in E-RIH	WP2, WP5	Strengthening the interest of National Authorities to prioritize E-RIHS within national roadmaps; engaging appropriate stakeholders in countries that have not yet express formal interest in joining, also through the Enlargement Board (WP1, WP2, WP4 and WP6).
4	Failure to implement a reliable governance and legal framework	WP2	Reinforcing cooperation between the National Nodes and the ERIC (WP2); widening the engagement of relevant stakeholders (iGA, iCNN and service providers) in the development of SLA and in the adoption of a shared accounting practices for service costing (WP2).
5	Underestimation of real costs of the implementation phase of the ERIC	WP4	The proposed methodology for revising the business plan reflects the latest financial analysis and cost book of E-RIHS and is based on input from iGA and the iCNN to ensure a realistic sustainability perspective (WP4).
6	Failure to finalise the DIGILAB implementation	WP5	The necessary human resources and available skills are planned in WP5 to push forward the building of DIGILAB. WP1 will oversee the realistic progress assessment towards its implementation.
7	Failure to engage users and stakeholders to fully exploit the E-RIHS services	WP5, WP6	Improving the attractiveness and user-friendliness of E-RIHS resources and services (WP5) and the effectiveness of communication and dissemination strategies (WP6).

A risk measurement scale is also applied and is defined in the following terms:

IMPACT	PROBABILITY	PROXIMITY	WEIGHTING
Very High	Very High	Now/At any time	5
High	High	Very Soon	4
Medium	Medium	In 1 Year	3
Low	Low	In 2 Years	2
Very Low	Very Low	In > 2 Years	1

A Risk is identified with a High Impact, Medium Probability and likely to occur in 2 Years. The weightings are thus 4 x 3 x 2 = 24

Another Risk is identified with a Medium Impact but a Very High Probability which is likely to occur Very Soon. The weightings are therefore 3 x 5 x 4 = 60
Provided agreed, consistent definitions are applied to each weighting, this system can be used to compare and prioritise risks.

Starting from the 6th month of the project, the Risk Management Database will be reviewed every three months by the Steering Committee.

This list of critical risks will be completed in the first year of the project.

It is important to emphasise that the Risk Management Plan referred to is different from the Risk Management Strategy of E-RIHS ERIC, which will be developed within WP3 (D3.3: M15). The Risk Management Strategy of E-RIHS ERIC will be based on the Risk Management Framework developed during the E-RIHS Preparatory Phase, following the guidelines of ISO31000:2018.

Regarding the Risk Management Plan of the project, it does not require approval from the E-RIHS (interim) General Assembly. It is part of the E-RIHS IP Project Handbook and implemented throughout all work packages.

Furthermore, the Risk Management Database will be made available within the Teams platform for access by project participants.

A Risk Management Database developed based on the previous E-RIHS-related has been made available on the General channel within the Teams platform of E-RIHS IP and SharePoint (see Risk Management Database) for access by project participants.

2.6   Ethics

As highlighted in the GA, the E-RIHS IP project will not raise major ethics issues. However, it will continue to monitor and self-assess the (possible) ethical implications throughout the entire duration of the project. The CNR Commissione per l'Etica e l'Integrità nella Ricerca (Ethics Commission for Ethics and Research Integrity of the Italian National Research Council) will act as an advisor for the ethics issues related to this process.

E-RIHS IP will align with the follows:

- Commitment to responsible science and research integrity;
- Compliance "do not significant harm" principle as per Art. 17 of Regulation (EU) No 2020/852;
- Compliance with the General Data Protection Regulation (GDPR), Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC. The E-RIHS IP Project will always control and guarantee that all collected and processed personal data will be treated following the ethics provisions set out in the Grant Agreement, and notably the highest ethical standards and the applicable international, EU and national laws. If requested, approval from local/national authorities in charge of data protection will be secured;
- Application of Open Sciences practices and FAIR principles, including awareness-raising of such practices also amongst the Project's stakeholders;
- Application of the "precautionary principle" with respect to environment as well as with the health and safety of the researchers.

In addition, the project will apply non-discriminatory practices, also by aligning with the priorities of the EU Gender Equality Strategy 2020-2025 toward ensuring gender mainstreaming, gender equality and the gender dimension to all phases, governance, results and outputs of the E-RIHS IP.

3. COMMUNICATION AND COLLABORATIVE WORKING TOOLS

Timely and accurate communication is a critical factor for project success, and in particular for managing the expectations of the European Commission and all consortium members. Communication and information needs will be constantly monitored as part of WP6.

As far as responsibilities for internal and external communication:

- The Coordinator is responsible for communication between the project and the European Commission;
- Work Package Leaders are responsible for communication within their work packages, specifically with task leaders and sub-task leaders; they are also responsible for communicating with the Coordinator as needed, including regular update meetings as a part of the Steering Committee and reporting.

3.1 INTERNAL COMMUNICATION

The selected E-RIHS IP communication and management tools are listed here below:

- Internal communication, virtual working space and working meeting: Microsoft Teams
- Document sharing and management: SharePoint
- Document storage: D4Science and Zenodo as open repository
- Direct communications: email
- Virtual and hybrid webinars, seminars, lectures: Microsoft Teams

3.1.1 INTERNAL COMMUNICATION AND VIRTUAL WORKING SPACE: MICROSOFT TEAMS

The Microsoft Teams Platform is the primary day-to-day management tool to be used by all partners of the E-RIHS IP project for internal communication and collaborative writing, documents' exchange, organisation of internal meetings and chats.

The tool was chosen primarily to enhance collaboration, to ensure consistency in the format of deliverables — all being in Microsoft Word — and to increase efficiency by having all internal communications and documents integrated in one shared working space.

The guidelines below relate to the E-RIHS IP customised set-up in Microsoft Teams:

1. The E-RIHS IP Team is articulated in different channels, which respond to the six project WPs. In addition, specific private channels have been created for:

- Project Committee
- Steering Committee
- E-RIHS IP Communication Officers

Further restricted groups/private channels might be created according to the specific work needs of WPs and tasks.

Participants can enter the working space using their account, which will grant them access to the E-RIHS IP Teams as "Guest users".

Each member should join the channel(s) on which they will be working and will automatically be added to the channels relevant to the entire partnership.

IN ORDER TO AVOID RECEIVING NOTIFICATIONS FROM ACTIVITY RELATED TO CHANNEL THEY ARE NOT DIRECTLY INVOLVED IN IT IS ADVISABLE THAT EACH MEMBER SETS ITS NOTIFICATIONS PREFERENCES WITHIN EACH WP CHANNEL DIRECTLY USING THE SETTINGS ICON AT THE TOP RIGHT HAND-SIDE.
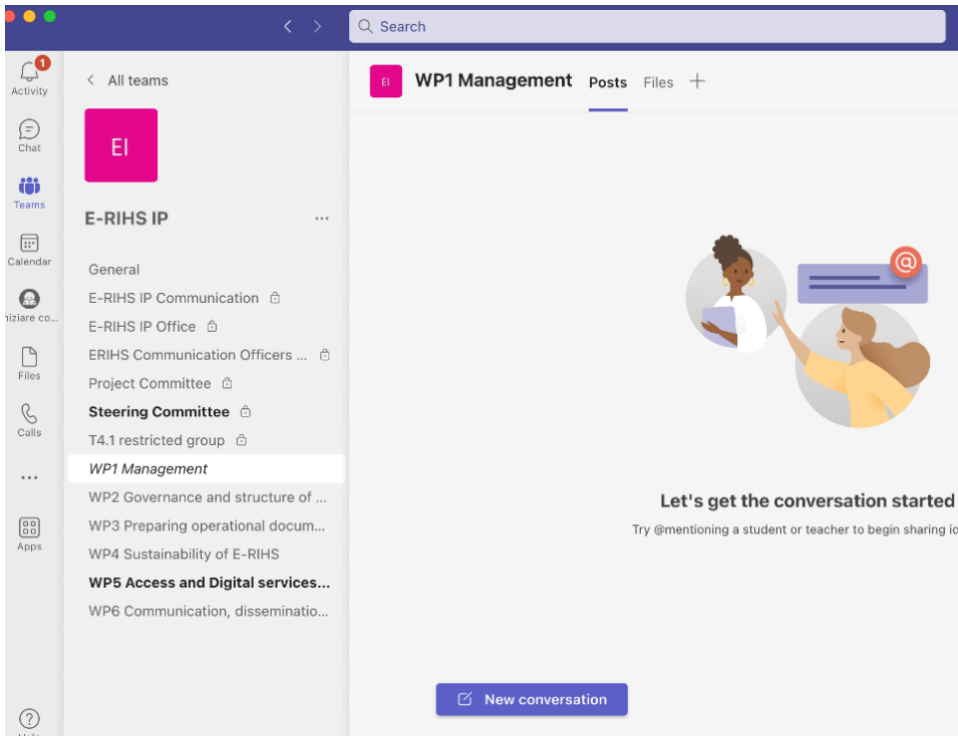
2. Each channel contains the tabs Posts and Files, and namely:

- Posts should be used for communication related to the channel's topic and for meeting scheduling and news sharing;
- Files gives you access to the SharePoint folder (and sub-folders) connected to that individual channel;
- The tab Calendar is currently not available on Teams for Guest users: we are working on a Calendar to be linked to Teams provided by third parties.

3. The General channel contains files and communications targeted to the whole partnership (all WPs/channels).

3.1.2 VIRTUAL WORKING MEETINGS: MICROSOFT TEAMS

Microsoft Teams is the preferred solution for all virtual working meetings. WP and tasks meetings will be held in the corresponding WP channel.

In general, virtual meetings should be scheduled at least one week in advance, have a set agenda and produce meeting notes which will allow tracking of action items. The meeting notes should be stored in Microsoft Teams in the folder linked to the correct channel.

Ad hoc virtual meetings should be organized regularly at WP and Task levels to:

- Define and refine action plans, discuss progress and assign responsibilities;
- Share ideas, address areas of concern and clarify any questions / doubts.

Best practice for virtual meetings is as follows:

- Post on the appropriate channel a meeting invitation with the agenda and any other related information. Please notice that:
  - **in case of public channels**, the meeting can be scheduled on the channel calendar (by selecting the option "Schedule a meeting") by the Central Office members, and a link can be created to be shared in advance with participants;
  - **in case of private channels**, the meeting cannot be scheduled nor a link can be created in advance: at the date and time of the meeting, each participant must enter in the appropriate channel and select the "join" option;
- Upload in the Files section any preparatory material and activities to be undertaken by each participant;
- During the meeting, activate the registration and transcription tool of Microsoft Teams;
- After the meeting, posts a link in the appropriate Microsoft Teams channel to enable the participants to evaluate the content.

Direct telephone calls or messages can be used for faster response to urgent matters, but it is recommended to follow-up with an email for confirmation of agreed upon actions.

3.1.3 DOCUMENT SHARING AND MANAGEMENT: SHAREPOINT

SharePoint is the preferred management platform for the management and sharing of E-RIHS IP files.

SharePoint is a Microsoft online tool. File folders are automatically created in SharePoint for each team in Microsoft Teams. Each channel also has a file folder automatically created within this structure.

E-RIHS IP team SharePoint homepage: https://cnrsc.sharepoint.com/sites/E-RIHSIP

To ensure consistency of documentation produced throughout the project, and most importantly consolidation and integration with the final deliverable, it is strongly recommended to open files with SharePoint (and not OneDrive) and to always use Microsoft Word.

3.1.4 DOCUMENT STORAGE: D4SCIENCE AND ZENODO

D4Science is used as cloud repository for deliverables and approved documents.

Deliverable files should be named according to the following file naming convention: **Dx.x_E-RIHS IP_ Deliverable Name**

Zenodo is a repository for publications and datasets, developed and operated by CERN and OpenAIRE. During the E-RIHS PP project, a community was created in ZENODO (https://zenodo.org/communities/871034/). The E-RIHS IP community will continue to upload research and outreach products in this community.

3.1.5 DIRECT COMMUNICATIONS: EMAIL

Email is the secondary method used by the E-RIHS IP Project. This should only be used when direct chat or messaging to groups in the proper Microsoft Teams channels is not possible.

An updated and collaborative mailing list can be found at E-RIHS IP_ MailingList.xlsx and is accessible in the 'Files' section of the General channel in Teams.

It is the responsibility of each partner to keep its own contacts updated and to inform the Central Office of any changes (co@e-rihs.eu). Special attention should be paid to fill all the sheets (General, Task leaders and Financial-Administrative contacts).

The following guidelines should be adhered to when communicating via email:

- Use explicit subject lines and in particular avoid ambiguous subject lines.
  - Subject Line Guidelines/Best Practice:
    - E-RIHS IP WP# Task# (if applicable) – SUBJECT
    - Example 1: E-RIHS IP WP1 Task1.1 – Project manual draft for review
    - Example 2: E-RIHS IP WP6 – Monthly review meeting minutes
- Only address email communication/information to necessary parties and do not 'reply all' or copy in collaborators unnecessarily;
- Keep the Central Office (co@e-rihs.eu) in copy in all the project email communications;
- Be mindful of attachment size and share large files and folders via SharePoint in Microsoft Teams / Office 365 when sensible.

3.1.6 VIRTUAL AND HYBRID WEBINARS, SEMINARS, LECTURES: MICROSOFT TEAMS

For hybrid and virtual webinars, seminars and other kinds of public events, Microsoft Teams will be preferably used.

3.2 EXTERNAL COMMUNICATION

Comprehensive guidelines for dissemination, exploitation and communication activities: Horizon Europe – Programme Guide.

For more information on rules for Dissemination and Communication, please refer to Article 17 of the Grant Agreement.

All communication related to the project (including electronic communication, using social media, etc.) and all major results funded under the grant must:

- Display the European flag and, when appropriate, the version with the funding statement
  - https://europa.eu/european-union/about-eu/symbols/flag_en
- Include the following disclaimer:
  - Funded by EU, HORIZON-INFRA-2021-DEV-02-02, under GA N. 101079148
  - 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 Commission. Neither the European Union nor the European Commission can be held responsible for them.

3.2.1 PROJECT IDENTITY

The complete project digital communication toolkit with all versions of the E-RIHS IP logo and the approved visual elements of E-RIHS's identity, will be available for consultation and download in the "General" E-RIHS IP Teams channel by March 2023.

In the meantime, the logo to be used is the following:

For any queries or additional assistance refer to the E-RIHS Central Office (co@e-rihs.eu). Guidelines on the use of logo will also be made available.

3.2.2 WEBSITE

The existing E-RIHS website (www.e-rihs.eu) will be redesigned in order to optimise visibility and to improve user experience; it will be online by M6.

The E-RIHS IP website will develop the existing E-RIHS PP website and will continue its legacy during both the implementation and the operational phase of E-RIHS ERIC. It will contain all relevant project information and will inform stakeholders about the advancement of the infrastructure. It will be updated to serve as a gateway to E-RIHS IP services as a unique access point, including those provided by #HS Academy of the E-RIHS ERIC.

3.2.3 SOCIAL MEDIA ACCOUNTS

To optimise resources and energies, E-RIHS IP will continue to use the social media accounts designed for the E-RIHS PP project, and namely:

- Facebook: https://www.facebook.com/e.ri.heritage.science/
- Twitter: https://twitter.com/ErihsEu
- LinkedIn: https://www.linkedin.com/company/e-rihs/?originalSubdomain=it
- YouTube: https://www.youtube.com/channel/UCuN9HLbVXleJtOxCjiYjHyw/videos

4. TECHNICAL AND FINANCIAL REPORTING UNDER HORIZON EUROPE

The reporting process allows the European Commission to follow the project closely, to ensure that it is implemented as stated in the Grant Agreement and in conformity with the financial rules.

The E-RIHS IP project will last 24 months and is divided into the following two reporting periods (RP):

- **RP1: M1 (01/10/2022) - M12 (30/09/2023)**
- **RP2: M13 (01/10/2023) - M24 (30/09/2024)**
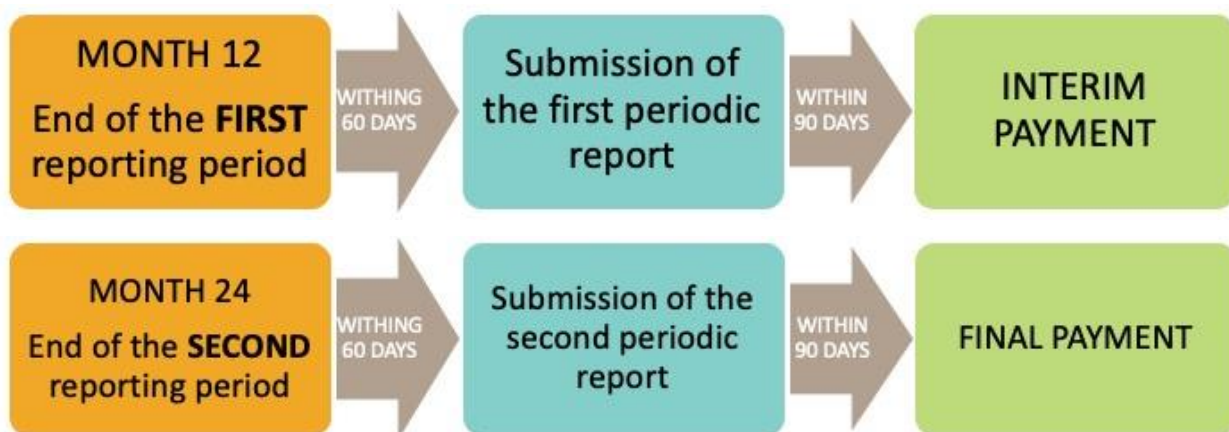
Periodic reports are composed of two different reports:

- periodic technical report
- periodic financial report

The Final report must be submitted in addition to the second periodic report at the end of the second (and last) reporting period. It adopts the same framework than the periodic ones:

- Final technical report (generated by IT system):
- Final summary financial statement

— Certificate on financial statement (only for partners requesting a total financial contribution of 430.00€ or more as a reimbursement of actual costs and unit costs)

Full details for reporting under Horizon Europe can be found in the online manual for all funding programmes 2021-2027 managed through the Funding & Tenders Portal: https://webgate.ec.europa.eu/funding-tenders-opportunities/display/OM/Online+Manual

ELIGIBLE AND INELIGIBLE COSTS

The Grant Agreement is the official reference for all budget and cost related items, as it covers in details all eligible and ineligible costs for the project (Art. 6 — Eligible and ineligible costs and contributions). It is strongly advised that all project team members in charge of reporting for their institution become familiar with it and are aware of the relevant details in their case.

Any question regarding the project reporting should be addressed to the Central Office (co@e-rihs.eu) and to the coordinator's administrative/financial contacts.

PUBLISHING UNDER HORIZON EUROPE

The Horizon Europe online manual contains full details and rules for publishing: https://webgate.ec.europa.eu/funding-tenders-opportunities/display/OM/Online+Manual

Any questions or concerns should be addressed to the Central Office (co@e-rihs.eu).

ANNEXES

Annex A: Overview of the E-RIHS IP Consortium

THE E-RIHS IP CONSORTIUM MEMBERS

Participant No	Participant organisation name	Short name	Country
1 (Coordinator)	CONSIGLIO NAZIONALE DELLE RICERCHE	CNR	IT
2	KONINKLIJK INSTITUUT VOOR HET KUNSTPATRIMONIUM	KIK-IRPA	BE
3	FONDATION DES SCIENCES DU PATRIMOINE	FSP	FR
3.1 (Affiliated)	CENTRE NATIONAL DE LA RECHERCHE SCIENTIFIQUE	CNRS	FR
3.2 (Affiliated)	MINISTERE DE LA CULTURE ET DE LA COMMUNICATION	MCC	FR
4	IDRYMA TECHNOLOGIAS KAI EREVNAS	FORTH	GR
5	ATOMMAGKUTATO INTEZET	ATOMKI	HU
6	UNIVERSITA TA MALTA	UM	MT
7	MINISTERIE VAN ONDERWIJS, CULTUUR EN WETENSCHAP	RCE	NL
8	UNIWERSYTET MIKOLAJA KOPERNIKA W TORUNIU	NCU	PL
9	UNIVERSIDADE DE EVORA	UEVORA	PT
10	INSTITUTUL NATIONAL DE CERCETARE DEZVOLTAR PENTRU OPTOELECTRONICA	INOE	RO
11	JAVNI ZAVOD REPUBLIKE SLOVENIJE ZA VARSTVO KULTURNE DEDISCINE	ZVKDS	SL
11.1 (Affiliated)	UNIVERZA V LJUBLJANI	UL	SL
12	AGENCIA ESTATAL CONSEJO SUPERIOR DE INVESTIGACIONES CIENTIFICAS	CSIC	ES
13	THE CYPRUS INSTITUTE	CYI	CY
14	INTERNATIONAL CENTRE FOR THE STUDY OF THE PRESERVATION AND RESTORATION OF CULTURAL PROPERTY	ICCROM	IT
15 (Associated)	UNIVERSITY COLLEGE LONDON	UCL	UK
16 (Associated)	THE NATIONAL GALLERY	NG	UK

THE E-RIHS IP WORK PACKAGE AND TASK LEADERS

Task	Name and Affiliation
WP1 PROJECT MANAGEMENT AND COORDINATION	**Vania Virgili (CNR)**
Task 1.1 Project governance and harmonisation	Vania Virgili (CNR)
Task 1.2 Project monitoring and reporting	Vania Virgili (CNR)
Task 1.3 Commitment to responsible science	Vania Virgili (CNR)
Task 1.4 Synergies with IPERION HS	Sophia Sotiropoulou (FORTH)
WP2 GOVERNANCE AND STRUCTURE OF E-RIHS	**Rémi Petitcol (FSP)**

Task 2.1 E-RIHS regulatory framework for the relationship between the National Nodes and the ERIC	Rémi Petitcol (FSP)
Task 2.2 Supporting the establishment of E-RIHS National Nodes	Piotr Targowski (NCU)
Task 2.3 Setting up the Central Hub	Jana Striova; CNR
Task 2.4 Updating the E-RIHS Rules of Procedures	Jan van 't Hof (RCE)
WP3 PREPARING OPERATIONAL DOCUMENTS OF E-RIHS	**Emilio Cano (CSIC)**
Task 3.1 Human resources policy, strategy and procedures	Costanza Miliani (CNR)
Task 3.2 Procurement policy, strategy and procedures	Costanza Miliani (CNR)
Task 3.3 E-RIHS risk management	Emilio Cano (CSIC)
Task 3.4 Implementing the E-RIHS quality system	Josep Grau-Bove (UCL); Brenda Doherty (CNR)
WP4 SUSTAINABILITY OF E-RIHS	**Matija Strlic (UL-ZVKDS)**
Task 4.1 Revising E-RIHS business plan and developing a marketing strategy	Matija Strlic (UL-ZVKDS)
Task 4.2 E-RIHS enlargement strategy	Polonca Ropret (ZVKDS)
Task 4.3 Training of RI access providers and managers	Josep Grau-Bove (UCL)
WP5 ACCESS AND DIGITAL SERVICES OF E-RIHS	**Sophia Sotiropoulou (FORTH)**
Task 5.1 Steps towards building DIGILAB	Livio de Luca (CNRS-FSP)
Subtask 5.1.1 Modelling of data creation processes	Sophia Sotiropoulou (FORTH)
Subtask 5.1.2 Steps towards the definition of a digital twin for heritage assets	Sorin Hermon (CYI)
Subtask 5.1.3 Typology of services and types of access	Yannis Tzitzikas; Maria Theodoridou (FORTH)
Subtask 5.1.4 Simulating the use and costing of a selection of key DIGILAB services	Alberto Buccero (CNR)
Subtask 5.1.5 Preparing the Data Management Plan for E-RIHS ERIC	Joseph Padfield (NG)
Task 5.2 Preparing the first Catalogue of Services of E-RIHS ERIC	Zita Szikszai (ATOMKI)
Task 5.3 Upgrading the E-RIHS Catalogue of Services online platform	Laura Benassi (CNR)
Task 5.4 Updating and upgrading the Access Policy	Victor Etgens (MCC-FSP)
Task 5.5 Updating and upgrading the User Strategy	Alison Heritage (ICCROM)
WP6 COMMUNICATION, DISSEMINATION AND COOPERATION	**Jana Striova (CNR)**
Task 6.1 Communication strategy and implementation	Laura Benassi (CNR)
Task 6.2 Dissemination and exploitation strategy and implementation	Laura Benassi (CNR)
Task 6.3 Strengthening E-RIHS cooperation on the EU scene and beyond	Marta Castillejo; Paula Carmona (CSIC)

SUMMARY OF TASK EFFORT

Total Person Months (EC contribution and own resources)

	WP1	WP2	WP3	WP4	WP5	WP6	Total PM per partner
1/CNR	14	5,5	8,5	3,5	11,5	14,5	**57,5**
2/KIK-IRPA	0	0	0	0	9	0	**9**
3/FSP	1	10	1	1	2	1,5	**16,5**
4/CNRS-FSP	0	2	0	0	8	1,5	**11,5**
5/MCC-FSP	0,5	0,5	0	0	3,5	0	**4,5**
6/FORTH	6	2	2	4	11	3	**28**
7/ATOMKI	0	1	2	0	6	1,5	**10,5**
8/UM	1	2	0	0,5	6	1,5	**11**
9/RCE	0	4,5	0	0	3	0	**7,5**
10/NCU	0	5	1	0	5	2	**13**
11/HERCULES	0	2	0	1	2	3	**8,5**
12/INOE	0	2,5	2,5	0	1,5	1,5	**8**
13/ZVKDS	1	3	0	3	5	2	**14**
14/UL-ZVKDS	3,5	4	1,5	7	4,5	2,5	**23**
15/CSIC	5	2,5	10	2,5	2,5	5	**27,5**
16/UCL	2	1	2	4	1	2	**12**
17/NG-UCL	0	0	0	0	5	1	**6**
18/CYI	0	1	0	2	4	2	**9**
19/ICCROM	0	0	0	0	2	0	**2**
Total PM	**34**	**48,5**	**30,5**	**28,5**	**92,5**	**45**	**279**

Total Person-Months provided as own resources:

	WP1	WP2	WP3	WP4	WP5	WP6	Total PM per partner
1/CNR	3	1,5	2,5	0,5	5,5	4,5	**17,5**
2/KIK-IRPA	0	0	0	0	2	0	**2**
3/FSP	0	2	0	0	1	0,5	**3,5**
4/CNRS-FSP	0	1	0	0	1	0,5	**2,5**
5/MCC-FSP	0	0,5	0	0	0,5	0	**1**
6/FORTH	1	1	1	1	1	1	**6**

7/ATOMKI	0	1	0	0	1	0,5	**2,5**
8/UM	1	0	0	0,5	0	0	**1,5**
9/RCE	0	1,5	0	0	0	0	**1,5**
10/NCU	0	1	0	0	0	2	**3**
11/HERCULES	0	1	0	0	0	1	**2**
12/INOE	0	0,5	0,5	0	0,5	0,5	**2**
13/ZVKDS	0	1	0	1	1	0	**3**
14/UL-ZVKDS	1	1	1	2,5	1	0,5	**7**
15/CSIC	1	0,5	2	0,5	0,5	1	**5,5**
16/UCL	1	1	0	0	0	0	**2**
17/NG-UCL	0	0	0	0	1	0	**1**
18/CYI	0	0	0	2	0	0	**2**
19/ICCROM	0	0	0	0	0	0	**0**
Total PM	**8**	**14,5**	**7**	**8**	**16**	**12**	**65,5**

ANNEX B: TEMPLATES AND RESOURCES

The following templates have been created and can be found on Microsoft Teams and SharePoint:

- Template for project deliverables (Word), ERIHS IP deliverable template_final.docx
- E-RIHS IP Risk Management Database (Excel), E-RIHS IP_RiskManagementDatabase.xlsx
- Background for VideoCall (Image), Background for VideoCall_E-RIHS IP.png
- E-RIHS IP Template for presentations (PowerPoint), PPT Tempale_ERIHS IP.pptx
- E-RIHS IP Letterhead (Word), ERIHS IP letterhead.docx
- List of deliverable, due date and actual delivery date (Excel), List of deliverables_DueDate_ActualDate.xlsx

REFERENCES

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Consortium Agreement E-RIHS IP GA No 101079148

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Braumer, K. (2019). *D1.1 Time Machine Project Manual*.