AccelWater

Accelerating Water Circularity in Food and Beverage Industrial Areas around Europe

WP 2: Project Management
Deliverable D2.2 "Risk Management Plan and Quality Assurance Report"

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Partners

Beneficiary		Country	Logo
Agricultural & Environmental Solutions	AGENSO	EL	
National Technical University of Athens	NTUA	EL	
Institute of Communication and Computer Systems	ICCS	EL	
Athenian Brewery S.A.	AB	EL	
FrieslandCampina Hellas S.A.	FCH	EL	
Rezos Brands S.A.	REZOS	EL	
DIGNITY Private Company	DIGNITY	EL	
ProdAl Scarl	PRODAL	IT	
CALISPA SpA	CALISPA	IT	
Associazione Nazionale Industriali Conserve Alimentari Vegetali	ANICAV	IT	
University of Vic	UVIC	ES	
Associació Catalana D'Innovacio Del Serctor Carni Porci	INNOVAC	ES	
Mafrica	MAFRICA	ES	
Axia Innovation	AXIA	DE	
University of Iceland	UoI	IS	
Matís	MATIS	IS	
Útgerðarfélag Akureyringa	ÚA	IS	
Samherji Fiskeldi	SAMF	IS	

Document History

Version	Date	Author	Remarks
1.0	June 30th 2021	NTUA	Initial Version
1.1	July 20th 2022	NTUA	Revised version addressing reviewer’s comments

Executive Summary

The present document is the report of the actions carried out in the period between November 1st 2020 and June 30th 2021, when the definitive Quality Management Plan (QMP) was established. Moreover, it presents a guide for identifying, evaluating, responding, monitoring and controlling the potential risks which may arise during the project’s implementation. Particular emphasis will be given to the method of handling the risks, as well as potential suggestions for addressing them (contingency planning), so as to mitigate their impact if the latter occur.

This report is developed within the framework of WP 2, “Project Management”, and more specifically, is the output of Task 2.2, “Risk Management and Quality Assurance”.

The QMP is the document setting out the quality practices and processes followed within the context of the AccelWater project, ensuring that quality requirements are planned and fulfilled appropriately by all the participants.

The Risk Management Plan (RMP) describes the processes for risk management, defines the organizations responsible and beneficiaries and proposes the method of risk monitoring. Most of the potential risks presented in this document have already been identified and examined during the GA preparation phase. This deliverable presents information on the likelihood of the occurrence for each one of the risks, as well as their possible impact on the project's activities.

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Table of Abbreviations

Abbreviation	Explanation
CA	Consortium Agreement
EC	European Commission
EU	European Union
GA	Grant Agreement
GeA	General Assembly
HaDEA	Health and Digital Executive Agency
PC	Project Coordinator
PCT	Project Coordination Team
QMP	Quality Management Plan
RAG	Red, Amber and Green
RMP	Risk Management Plan
RQM	Risk and Quality Manager
STC	Scientific and Technical Committee
TL	Task Leader
WP	Work Package
WPL	Work Package Leader

1 Quality Management Plan

1.1 Overview

1.1.1 Purpose of the Quality Management Plan

The QMP is the document setting out the quality assurance procedures for the AccelWater project.

This document establishes agreed definitions of procedures for acceptance quality control. The project's GA and CA represent the baseline to which all partners will refer to when implementing the current QMP. In fact, some contents of this document have been extracted from these reference documents whilst others have been specifically developed for this deliverable to ensure compliance.

The procedures described will address the activities needed for the smooth and effective evolution of the AccelWater project across its duration, and will be oriented to achieve:

i. quality of the work performed

ii. quality of the documentation generated

Once accepted by the project's consortium, this QMP becomes an official project document. This means that all the actions of the consortium and all beneficiaries should be governed by the QMP.

1.1.2 Scope of the Quality Management Plan

This QMP is to be used by quality experts, responsible for reviewing the deliverables before their submission, as well as all beneficiaries, and describes the qualitative and quantitative procedures and tools necessary to ensure the highest possible standard for the quality of the project.

In particular, the QMP addresses the technical developments of the project, including deliverables, public events and activities pertaining to communication, dissemination and exploitation.

This QMP is compiled and documented by the Risk and Quality Manager and is authorised by the STC.

All subsequent revisions should also be approved and authorised by the STC.

1.2 Quality Management

Quality Management is about defining the outputs required by the project, with their respective quality criteria, quality assessment and the involved partners' responsibilities.

This section specifies the activities that need to be implemented, including their sequence, so as to ensure that the project and its deliverables conform to the project's requirements.

1.2.1 Roles and Responsibilities

Roles and responsibilities for maintaining and updating deliverables/plans are linked to roles within AccelWater. In case new personnel is assigned to a relevant role, responsibilities with respect to previously assigned tasks are also taken over. Figure 1 depicts the main management bodies of AccelWater and their interactions.

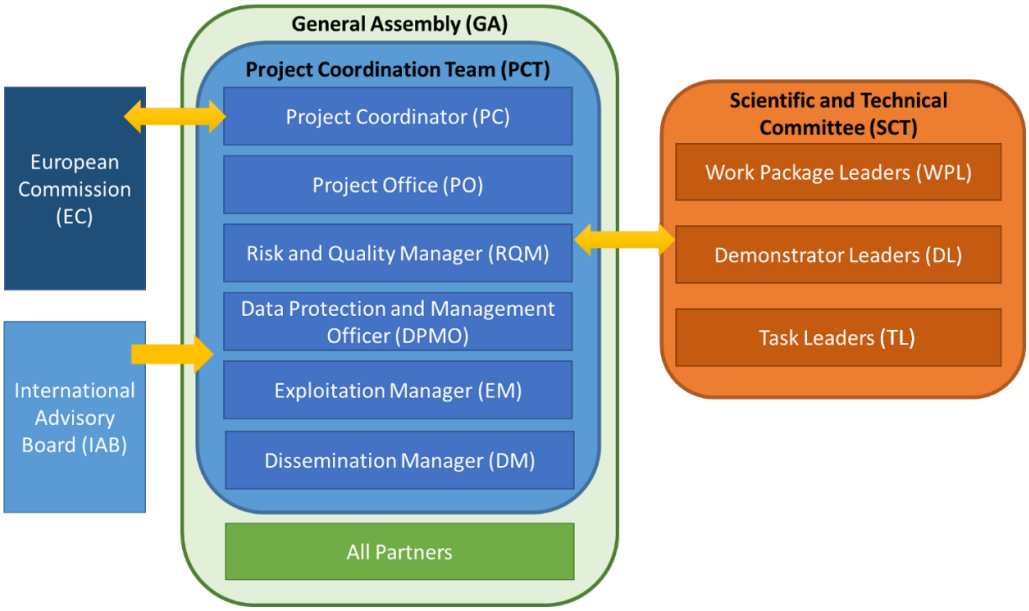

FIGURE 1: ACCELWATER MANAGEMENT STRUCTURE

In the table below, the project management roles involved in the coordination and implementation of the QMP are described.

TABLE 1: DESCRIPTION OF ROLES AND RESPONSIBILITIES

Role	Responsibilities
The Project Coordinator (PC)	The PC will be responsible for the overall management, communication, and coordination of the entire project. Special emphasis within its responsibilities will be to assure the overall integration of all WP activities. Furthermore, the coordinator will consolidate the input and will do the continuous reporting (online).

Role	Responsibilities
The Project Coordination Team (PCT)	The PCT will consist of representatives of each organization participating in the consortium. It will constitute the highest decision board and its main task will be project governance. It will have the overall responsibility of all technical, financial, legal, administrative, ethical, and dissemination issues of the project. It will monitor and assess the actual progress of the project and make amendments, where necessary.
The Scientific and Technical Committee (STC)	The STC will be responsible for planning, execution and controlling of the project, with regards to issues of both scientific & technical nature. It shall oversee the project progress and will decide upon all relevant technical and administrative issues, such as: redirection of work in a WP, major transfer of resources across WPs or Partners (over 20%), technological choices, changes in time plans, the inclusion of a new Partner, substitution or exclusion of an existing Partner, resolution of the conflict between different WPs. It will also administer Calls of Tenders or central equipment provision of specifications, etc. The STC will be composed by the PC and the Work Package Leaders (WPL) of the project who will be responsible for managing their work package as a self-contained entity. Their tasks include among other coordinating, monitoring and assessing the progress of the WP to ensure that output quality standards are met.
The Risk and Quality Manager (RQM)	The RQM will be responsible for the early identification, assessment, and along with the support of the PC- the management of administrative and technical risks, as well as the development of the Quality Plan, the implementation of the quality procedures determined in it and the verification of the project results.
Work Package Leaders (WPL)	WPLs are responsible for quality control measures within their work package and will monitor that this quality management plan is followed.
Task Leaders (TL)	TLs should give work package leader support in effectively monitoring the Quality Management Plan implementation. Work package leaders are responsible to report incidents of the Quality Management Plan not being followed to the Risk and Quality Manager.

1.3 Quality Control for Dissemination Actions

The following are considered dissemination actions:

- Publications in Scientific, Technical or Commercial Journals
- Publications and/or presentations in Conferences/Congresses
- Exhibition stands and demos

- Participation in non-project workshops, forums and/or events

A beneficiary intending to disseminate their results, must give notice of at least 30 days to the all the other beneficiaries, accompanied with sufficient information on the results that they will be disseminating. Any of the beneficiaries may object within these 30 days of receiving said notice, if they can prove that their legitimate interests in relation to the results or background would be significantly harmed. In such cases, the dissemination activity will not take place unless appropriate steps are taken to safeguard these legitimate interests.

In addition, the participation of any member of the consortium in an event, as well as the implementation of every dissemination activity related to the project, should be approved beforehand by the PC, the project's GeA and all the members of the consortium.

Therefore, a procedure regarding dissemination activities has been established from the very beginning of the project' lifetime so as to:

- avoid repetition of publishing the same work
- avoid publication of restrictive and/or confidential data
- avoid misunderstandings between partners and copyright or know-how issues
- ensure the optimum use of dissemination resources of the project
- guarantee the proper archiving of all dissemination material

All AccelWater publication activities will be catalogued in the dissemination part of WP 10. There, the status of external peer reviews, if any, will be recorded (e.g., a publication submitted to blind peer review and was accepted for publication on the journal or conference).

For all publications, the use of the following is mandatory:

- AccelWater logo
- EU logo
- EU acknowledgement
- EU disclaimer

1.3.1 EU Acknowledgement

Acknowledgement to the EU for its funding must be clearly indicated on every publication and presentation for which project funding will be claimed. The typical text is as follows:

This [paper/presentation/...] has received funding from the European Union's Horizon 2020 Research and Innovation programme, under grant agreement No. 958266.

1.3.2 EU Disclaimer

It is recommended to include a disclaimer on every publication and presentation. Typical text is as follows:

This [paper/presentation/...] and the content included in, reflects only the authors' views and cannot be considered to reflect the views of the European Union and/or HaDEA. The European Union and/or HaDEA do not accept any responsibility for any use that might be made of the information it contains.

1.4 Quality Control for Deliverables

1.4.1 Document Edition

The Microsoft Office suite (particularly Word, Excel and PowerPoint) as well as Adobe Acrobat Reader will be used as standard software tools for the project.

Alternative software that is fully compatible with the ones mentioned above can be used only if the deliverable editor agrees with contribution in advance and provides the template for the new format.

The language used is English.

The templates used include:

i. deliverables template in Microsoft Word

ii. presentations template in Microsoft PowerPoint

iii. deliverables review template in Microsoft Word

iv. reporting templates in Microsoft Word

1.4.2 Deliverables Production

The deliverables aim to provide information concerning the research carried out, its progress or the results achieved. Deliverables are the main project outcomes, and therefore, they need to be carefully drafted with rich content, a clear structure and professional presentation. Therefore, to ensure the homogeneous structure and visual aspect for all deliverables, the "Accelwater_Deliverable_template.docx" will be always available in the project's file repository, in a dedicated folder for templates.

Furthermore, the final versions of the deliverable will be kept in the project's file repository, in the corresponding deliverable folder, to make them available to the consortium.

To make readable and focused deliverables, the documents should be designed to be:

i. clear about the objective

ii. concise about the content to be included

In order to submit only documents of the highest quality possible to the EC, once a deliverable is completed, it will be going through a review process, as well as a quality check. All deliverables will be subject to a review within the WP participants before forwarding them to the PCT for final review and approval. If deemed necessary, the PC could request from the partner responsible additional modifications on a deliverable, so as to ensure that it complies with the project's contractual requirements. All deliverables will include the names the authors of the content, as well as the reviewers. Two different people within the consortium – one peer reviewer and the quality manager – will review the deliverables.

After the approval from the PCT, deliverables are submitted to the EC by the PC using the designated platform.

1.4.3 Deliverables Layout

The project's deliverables should follow the same structure throughout the project in order to be consistent. A template for the deliverables has been designed from the onset of the project (see Annex 4: Deliverables Template). All consortium members should use the logo and page layout suggested in that template, while they should also include the following sections:

- Cover Page
- Disclaimer of warranties
- Detailed information concerning each deliverable
- One page executive summary
- Tables of contents
- References should be included when necessary
- Technical information as well as additional information should be included in Annexes

1.4.4 Deliverables Review and Submission Process – Timetable

To ensure the quality of the deliverables and the in-time delivery, the processes and timing to consider will be:

1. At least three months prior to the submission of the deliverable, the partner responsible will propose to the other partners contributing a list of contents that covers the whole work and objectives the deliverable is supposed to tackle. This list of contents will be agreed among all participating.
2. Two months before the official delivery date of a deliverable, the PC confirms the delivery date with the partner responsible and informs via email the assigned reviewer about the date.
3. At least one month before the delivery date, all the partners contributing to a deliverable should send the partner responsible their contribution. It is the responsibility of the author to ask for these contributions from all partners in time, so as to check their quality and adequacy, as well as ask for modification or additional content.
4. The partner responsible for the deliverable sends the final draft and informs the RQM. This should be no later than one month before the set deadline. The deliverable template is included in Annex 4: Deliverables Template.
5. The RQM forwards the deliverable to the appointed reviewers.
6. The reviewers propose any modification they think necessary and prepare the "Peer Review Report" (see Annex 5: Peer Review Report Template) within five working days and send them to the RQM and the PC.
7. The aforementioned "Peer Review Report" is sent within two working days to author of the deliverable.
8. The author of the deliverable revises it by incorporating the proposed modifications they think are necessary within five working days and sends the final revised version to the RQM. The author explains the main actions taken and revisions made in the "Peer Review Report".
9. The RQM sends the updated version of the deliverable to the PCT for reviewing. If needed, the PCT asks for further modifications.
10. The PCT sends an e-mail to all the partners, announcing the upload of the final version of the deliverable on the file repository.
11. The PC submits the final version of the deliverable to the EC platform.

TABLE 2: PROCEDURE FOR DELIVERABLES REVIEW AND SUBMISSION

Step	Duration	Document Format	Communication via
Partner responsible for the deliverable proposes the list of contents that covers the whole	Three months before deliverable submission deadline	-	e-mail

work and objectives of the deliverable			
The PC confirms the delivery date with the partner responsible for the deliverable and informs via email the assigned reviewer	Two months before deliverable submission deadline	-	e-mail
The partner responsible for the deliverable asks all the designated partners for their contribution	One month before deliverable submission deadline	-	e-mail
The partner responsible for the deliverable sends deliverable draft to RQM	On month before deliverable submission deadline	Form in Annex 4: Deliverables Template	e-mail
The RQM forwards the draft deliverable to the appointed reviewer	On draft deliverable submission	-	e-mail
The reviewer sends the peer review report to the RQM	Five working days from RQM request	Form in Annex 5: Peer Review Report Template	e-mail
The RQM produces the review report and sends it to the PC, the WPL and the partner responsible for the deliverable	Two working days from receipt of single peer review reports	-	e-mail
The partner responsible for the deliverable revises and sends the final version to the RQM, together with explanation on the main actions taken and revisions made	Five working days from receipt of synthesized review report	Form in Annex 4: Deliverables Template	e-mail
The RQM sends the final deliverable version to the PCT and asks for further modifications (if needed)	Three working days from receipt of final document	Form in Annex 4: Deliverables Template	e-mail
The PCT sends an e-mail to all partners, announcing the upload of the final deliverable on the file repository	On final deliverable version submission	Form in Annex 4: Deliverables Template	e-mail
The PC submits the final deliverable to the EC platform	0 working days	Form in Annex 4: Deliverables Template	Online EC platform

1.4.5 Deliverables Review

For each deliverable there is a designated partner responsible for its preparation, and that is typically the WPL or TL. The supporting partners (i.e., those having effort in the said WP) provide their inputs to the WPL/TL for the preparation of the deliverable. After its preparation, the deliverable is being reviewed by a partner who has little or no effort in the given WP, while having related knowledge. In Annex 1: List of Deliverables' Reviewers, the list of the designated reviewers for each deliverable is presented.

The deliverable in the process of reviewing will be forwarded from the RQM to the appointed reviewers. The review process is the key mechanism for monitoring and compliance with the quality criteria, while the degree of compliance is evaluated by assessing indicators (see Table 3). The indicators concern categories of non-conformity and they are identified during the deliverable review.

Specifically, in the "AccelWater_Peer_Review_template.docx" (see Annex 5: Peer Review Report Template), the Quality Review Checklist developed by the RQM is given and documents the specific criteria used to evaluate the deliverable. This checklist provides the consortium with advanced information on the specific areas that will be subject to review. The quality criteria shall be evaluated on a scale from 1 to 5. In case of rating on a scale from 1 to 3, a comment will be written by the reviewer.

TABLE 3: INDICATORS FOR ASSESSING THE DEGREE OF COMPLIANCE

Basic aspects	Quality criteria	Indicators
Content	Completeness	Missing content
		Redundancy
	Accuracy	Error in content
		References
		Insufficient documentation
		Ambiguity
	Relevance	Irrelevant information
	Depth	Lacking detail
		Excessive detail
Appearance and structure	Accordance to standard	Lack of uniformity in presentation
	Punctuality	Spelling and grammar errors
Timeliness	Timing	Delays

The quality criteria to be considered when reviewing the deliverables are described in detail below:

1. Completeness: Information provided by the deliverables must be complete, reliable and corresponding with reality. This means that all background information used in the report should be appropriately supported by references and the work completed consistently and clearly explained, in order to avoid misinterpretation of the context.

2. Accuracy: Information used in the deliverables should be focused on key issues and be written in a way that takes into consideration the scope of the specific research work and its targeted audience.
3. Relevance: All information used should be provided up to the depth needed for the purpose of the reports and the project.
4. Depth: Appearance and structure. Although different partners of the AccelWater project will author deliverable reports, it is important that reports are prepared with uniform appearance and structure. This will result to the appearance being similar, as they originate from a common initiative. For this purpose, a deliverable template is available.
5. Accordance to standard: Uniformity.
6. Punctuality: This quality indicator is dealing with spelling and the correct grammar usage
7. Timing: Delays in the deliverables submission.

1.4.6 Other Documents Review and Submission Process – Timetable

Other documents, such as agendas, minutes, presentations etc., are reviewed by the RQM for their consistency with the templates. The designated members of the consortium should prepare the respective documents according to the processes and timetable described below:

1. The author of the report sends it to all consortium members and the RQM at least five working days before setting up deadlines for internally releasing this material.
2. RQM checks the report for consistency with the templates and sends all relevant comments to the author within 5 working days.

TABLE 4: PROCEDURE FOR OTHER DOCUMENTS REVIEW AND SUBMISSION

Step	Duration	Document Format	Communication via
Report author sends it to all partners	-	Forms in Annexes	e-mail
RQM checks the report for consistency with the templates and sends comments to author (if needed)	Within five working days	e-mail	e-mail

2 Risk Management

2.1 Risk Management Plan Overview

Risk is defined as any event potentially precluding the achievement of the objectives of a certain activity or task. Project risks describe the impact on the project and include technical, operational, functional and managerial risks, such as diminished quality of the results, failures in monitoring for the installed technologies, increased costs and delivery delays. The RMP has been designed based on existing and effective risk management practices and more specifically the Continuous Risk Management paradigm.

Although the risks are identified, monitored and reported to the RQM, the decision-making authority for major issues will remain with the PCT. Therefore, according to the D2.1 "Project Management Handbook", when the first traces of potential risk appear, the RQM requests from the respective WPL to identify the risks relevant to their activity, or tasks, and properly document them to the GeA.

All partners should be involved in this process, while each risk is assigned to specific partner(s). When new risks are identified within their WP, they should be reported to the PCT and RQM. The WPLs are responsible for:

i. monitoring and reporting the risks within their WPs
ii. ensuring the identification and management of the risks of their WP
iii. immediately informing the PCT and RQM when a risk occurs.

Risk management requires identification, analysis, mitigation, control and application of contingency plans when risks materialize. It is a balance of judgment in order to minimize the risks without over-emphasizing the potential problems. Specifically, the RMP incorporates:

i. the continuous monitoring and reporting, which includes the continuous assessment and reporting of risks
ii. the assessment of risks, where the risks that are important to be addressed are determined
iii. the contingency plans, which include the implementation of strategies, activities and actions to deal with those risks

2.1.1 Continuous Monitoring and Reporting

The process followed to address the risks that may occur during the project, the main actions to prevent these risks and the continuous risk management approach is depicted in Figure 2:

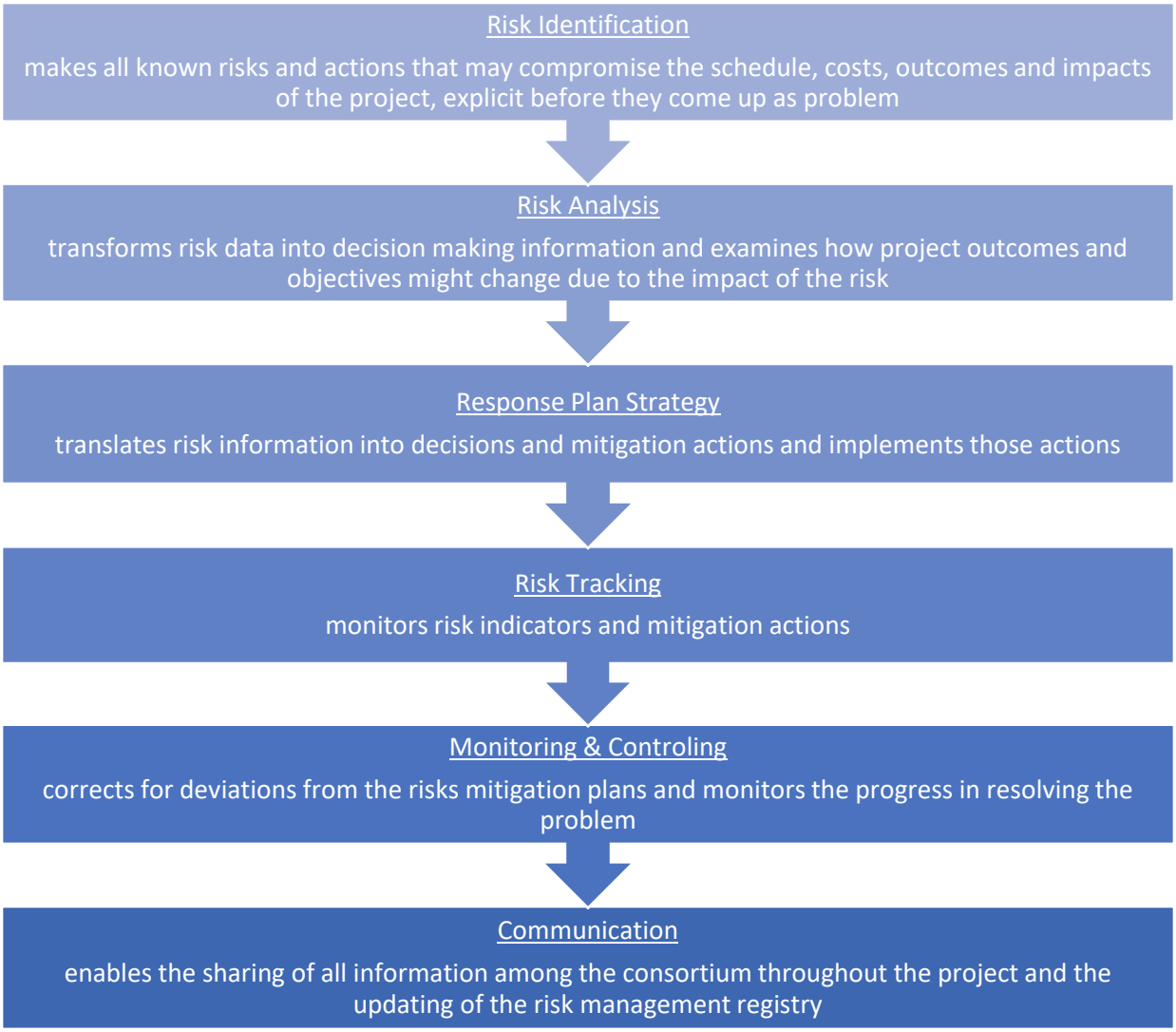

FIGURE 2: ACCELWATER RISK MANAGEMENT APPROACH

The continuous monitoring and reporting process of the risks implies continuous updates during the whole project lifecycle. Each risk will be analysed to determine its severity and probability of occurrence and a suitable procedure followed according to the type of risk.

Monthly meetings of the PCT will provide the necessary information flows from the WP basis, up to the RQM and PC. Furthermore, risk indications can be spotted during the implementation of tasks and can be directly reported to the people responsible. At each PCT meeting, the PCT and the WPLs will propose an update on the risks of the project and will evaluate their impact and probability of occurrence (see 2.1.2) and will also provide contingency plans if needed. Mitigation actions will be defined on a case-by-case basis in order to avoid the risk or reduce the probability of occurrence. Contingency plans should be defined when a risk materializes in case of high severity/increased probability of the risk.

More specifically, the risk monitoring and reporting process, being an ongoing process, should be implemented throughout the project's lifecycle and will be carried out as follows:

1. Each risk described in Table 1, as well as the new risks that may be identified or occur during the project, are assigned to the WPLs for monitoring.
2. In case of a change in the risk status or level, the partner responsible should report this directly to the PC and the RQM. The PCT and RQM will assess the risk and, in cooperation with the WPLs, will implement the contingency plans.
3. The risks that are identified as either "critical" or "high" will be monitored directly by the PCT.
4. All WPLs will report the progress on a bi-annual basis (every six months). The periodic reports should include sections on the progress of each WP and on issues that have been identified and ought to be resolved. In the periodic reports, potential risks are determined by taking a RAG state (Red, Amber, and Green, corresponding to High, Medium, and Low, respectively). The template of the periodic report is attached in Annex 7: Bi-annual Report Template. Bi-annual reports are submitted to the PCT for evaluation.
5. A reoccurring appointment on a bi-annual basis will be set to track and monitor risk reduction. Keeping detailed records on incidents and accidents is helpful in monitoring the control of existing risks. Records can also help in the identification of new risks.
6. Contingency plans will be developed and attributed to the identified risks. The monitoring of risks identified, as well as any relevant updates, will take place on an ad-hoc basis (i.e., when a new risk is identified) or once every six months.
7. For every new major risk identified, the PCT will prepare a contingency plan to reassure the quality of the project's results and deliverables and the on-time execution of the project's activities. All contingency plans will be incorporated into the overall organizational work plan of the project and will be further accompanied by partners' responsibility to follow them.
8. Meetings of the PCT with a representative from each partner in order to review possible risks, will take place every six months.

2.1.2 Risk Assessment

Risk assessment is a quantification of the risk created by combining its impact and manifestation probability. For each one of the risks, the PCT in collaboration with the RQM and the WPLs will estimate the manifestation probability of risks and the level of their impact on the project's implementation (Low/Medium/High/Critical). The exposure to each potential risk is estimated using the risk matrix (see Figure 3).

More specifically, risks can be evaluated in two ways – by their likelihood of occurrence, and their impact. These criteria are each measured in a 3-point scale. Two scores will be assigned (low, medium or high) for each risk, one score for likelihood and one score for severity (impact). The scores will be mapped on the two axes and risks with higher impact and likelihood will require more consideration than risks with lower probability and severity.

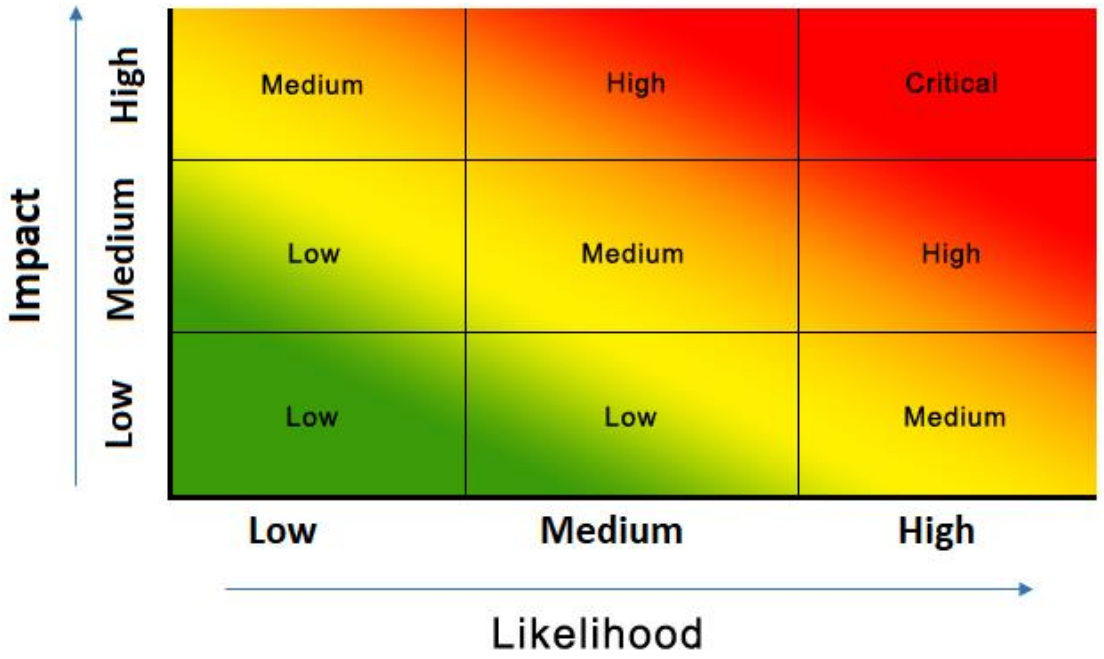

FIGURE 3: RISK MATRIX

The "impact" (severity) shows the effect a particular risk can have on the project, while the "likelihood" (probability) shows the probability that the particular risk occurs.

The monitoring and reporting actions, depending on the quantification of risks, have been also given in the deliverable D2.1 "Project Management Handbook", and are presented in the following table:

TABLE 5: RISK MONITORING AND REPORTING PROCEDURE

Quantification	Monitoring and Reporting Actions
High/Critical	Unacceptable risk: immediate detailed reporting to the Coordinator and immediate action initiation for risk mitigation and contingency plan. High frequency follow-up.
Medium	Unacceptable risk: immediate synthetic reporting to the Coordinator and action proposal for risk mitigation. Medium frequency follow-up.
Low/Minor	Acceptable risk: no reporting and optional action proposal for risk mitigation. Low frequency follow-up.

2.1.3 Contingency Plans

For the risks where the exposure is higher than Low (see Figure 3), a contingency or mitigation plan will be developed, in order to be ready to be activated in case the risk occurs during the course of the project's lifetime. The following table lists both the initial risks identified by the consortium and the respective contingency plans.

TABLE 6: RISKS AND ASSOCIATED CONSISTENCY PLANS

Description of Risk	WP	Risk Level	Status	Proposed Risk-Mitigation Procedure
Technical Risks				
The integration of the various technologies is complex and not feasible within the project time frame	WP 3, WP 4, WP 5, WP 6, WP 7	Low	Ongoing	The existing technologies together with the combined background, knowledge and experience of the partners that will advance these, and the existing technology providers will ensure that the prototypes will be realised for testing in the demonstrators.
Distribution losses due to monitoring failures	WP 3, WP 4, WP 5, WP 6, WP 7	Low	Ongoing	Maintenance and control of the monitoring systems
Lack of inventory for LCA for the specific technologies that will be tested in the project	WP 8	Medium		Development of inventory for LCA based on methods found in the literature review. If this is not possible, a reference inventory will be used for conducting both analyses.
Shortage of semiconductors for the construction of the low-cost systems	WP 3, WP 4, WP 5, WP 6, WP 7	Low	Foreseen	The amount of semiconductors needed for the purposes of the project has been already purchased
Hardware / software compatibility	WP 3, WP 4, WP 5, WP 6, WP 7	Medium	Foreseen	The equipment that is already installed in the demonstration sites was considered and specific details were given to the technology providers so as to

Description of Risk	WP	Risk Level	Status	Proposed Risk-Mitigation Procedure
				minimize hardware / software compatibility issues
Delays in the supply of the pilot plant equipment / components and system construction	WP 3, WP 4, WP 5	High	Foreseen	Early ordering of equipment
Membrane fouling	WP 3	Medium	Foreseen	The specific wastewater characteristics were determined and considered for the selection of the membranes
Contamination of reclaimed water by bacteria	WP 3	High	Foreseen	Check performance of UV
Failure / breakdown / malfunction of the pilot plant or its components	WP 3, WP 4, WP 5	High	Foreseen	Warranty is provided for systems (e.g sensors, pumps, UV lamps, membranes etc.) of the demonstrator. In addition, training courses, preventive maintenance and troubleshooting regarding the demonstrator's systems is also provided.
Delays in acquiring permissions	WP 3	Medium	On-going	Start procedure to obtain licenses immediately .To speed up the permission process, a company with extensive experience in licensing was contracted.
Lower or higher demand of reclaimed water in the selected irrigation areas	WP 3	Medium	Foreseen	Evaporation and precipitation data were collected, analysed and evaluated in order to ensure the adequacy of the irrigation area

Description of Risk	WP	Risk Level	Status	Proposed Risk-Mitigation Procedure
Protocols for protein recovery not efficient	WP 3	Medium	Foreseen	Alternative protocol will be used to increase efficiency and compatibility with current equipment
Biomass residue not suitable for gasification / low energy content	WP 3	Medium	Foreseen	Biomass will be reinforced with high quality wood chips and will be pelletized to reach optimum gasification properties
Biomass residue hard to dry	WP 3	Medium	Foreseen	Alternative methods of pretreatment and drying will be used until biomass has the desired water content
Quality of the industrial pre-treated wastewater is not suitable for direct treatment of Accelwater's pilot plant	WP 3, WP 5	Medium	On-going	Application of external pre-treatments (e.g. coagulation-flocculation, DAF, etc.) before the treatment units, installation of sensors for checking wastewater's quality
Difficulties in identifying the optimal PEF and HPH treatment conditions for the valorization of tomato processing wastes	WP 4	Low	Foreseen	Experimental trials were carried out in the field for the valorization of wastes, including tomato processing wastes
Difficulties in defining optimal treatment conditions at pilot scale for PEF assisted peeling of tomato	WP 4	Low	On-going	The experience of the research team on similar tests facilitates on the selection of the appropriate treatment conditions
Integration of PEF technology to assist peeling of tomato is complex	WP 4	Medium	Foreseen	A pulse generator (20 kV-500A) has been ordered. In addition, similar on-site tests at the industrial scale have been previously carried out.
Difficulties in the installation of steam flow measurement sensors	WP 4	Medium	On-going	Indirect calculation of thermal energy consumption will be used to solve the energy balances

Description of Risk	WP	Risk Level	Status	Proposed Risk-Mitigation Procedure
The quality / characteristics of the obtained products is not suitable for their posterior application, despite the technologies are optimized	WP 5	Medium	On-going	Application of post-treatment technologies
Sampling of fish demonstrations does not provide information on variation and therefore on the amount of potential material that can be taken from water streams, which influences decisions on the appropriate methods of collection and valorization.	WP 6	Low	Foreseen	Sampling protocols will be developed to ensure information regarding seasonality and equipment condition
Water recovery / recycling not financially feasible for demonstrators	WP 6	Low	Foreseen	Methods used for cleaning water will be kept as low cost as possible and focus kept on recovery of material for valorization purposes. Upcoming laws and regulations of run-off water (wastewater) in Iceland will motivate demonstrators for further recycling.
The amount of recoverable materials from water streams in fish demonstration facilities is small, therefore it is not financially feasible to collect and use for separation of higher-value valorization streams	WP 6	Medium	Foreseen	Focus will be on collection methods and the most appropriate way to use the collected material for the highest possible value by adding the material to an existing processing stream - e.g. minced meat from fishmeal production
Operational/Functional Risks				
Difficulty on designing the ICT infrastructure to fully support all of the sources	WP 7	Low	Foreseen	ICCS will contact partners responsiblefor a component or a data source. Detailed specification of componentsand data source will be drafted to make it easy to be used

Description of Risk	WP	Risk Level	Status	Proposed Risk-Mitigation Procedure
Delay on development of AccelWater's network, data repository, API or monitoring and controlling platform	WP 7	Low	Foreseen	Contact other researchers and/or companies for support. Alternatively, use third party components during the construction delay period.
Theft of Installations & assets integrity	WP 3, WP 4, WP 5, WP 6	Low	Foreseen	Systems installed in the partner premises
Management Risks				
Financial risk	WP 2	Low	Foreseen	Technical & scientific challenges and any uncertainty associated with AccelWater evolution can pose a significant impact on project costs. For this reason, administrative/financial management will not be limited to reporting, but it will also include a close financial monitoring process so as to constantly assess financial progress and be able to identify early signs of concern
Changes in the project team	WP 2	Low	Foreseen	Changes will be identified as soon as possible. Partners will be required to include substitutes with equivalent (or higher) qualifications and experience. The substitutes will be informed in detail about the project, their role and responsibilities.
Delay in the project timetable	WP 2	Low	Foreseen	The consortium agrees on: re-allocation of resources; parallel execution of tasks; or re-scheduling of activities or a suitable combination of those.

2.1.4 Risks due to COVID-19

Since February 2020, Europe (and the rest of the world as well) has gradually begun to be affected by the novel coronavirus disease (COVID-19), which has, in turn, turned into a pandemic.

Undoubtedly, everyday life and its routines have drastically changed across the continent. All this time, government officials in all countries have been imposing restricting measures on their citizens, disrupting many social and economic activities of everyday life.

More specifically, authorities worldwide have responded by implementing travel restrictions, lockdowns and quarantines, workplace hazard controls, and business closures. Also, educational institutions and public areas have been partially or fully closed, and many events have been cancelled or postponed.

Unfortunately, since the beginning of the AccelWater project (November 2020) and at the time of writing this report, the second and third wave of COVID-19 have griped Europe with numbers exceeding 15 million cases. During spring (third wave), COVID-19 infections, hospitalizations and deaths were increased in many countries as the continent struggled with a more infectious variant.

In this context, the implementation of the project cannot remain unaffected, and delays in the work plan have taken place, as it was predicted. The likelihood of further delays remains relatively high, however, with the development of vaccines and the vaccination campaign rolling out at a relatively quick pace, it is expected that the possibility of this risk will be reduced to medium for the next months.

During the first eight (8) months of the project, the activities regarding two of the local meetings at the Industry Demonstrators have all been postponed for the future after the partial or complete lifting of travel restrictions.

More specifically, milestones MS4 and MS6 regarding local meetings at the Tomato and Fish Processing Industry Demonstrators respectively, have been postponed.

On the other hand, milestones MS3 and MS5 regarding the Industrial Symbiosis Demonstrator and Meat Processing Demonstrator respectively were held according to the scheduled plan, up to the eighth month of the project (M8) and more specifically, on June 16th 2021 and May 14th 2021 respectively.

This is because all the partners who should be present at the meeting were all based in Greece and Spain respectively, where travel restriction within these two countries were recently lifted.

Once travel restrictions between countries are lifted and the vaccination program is completed, the other local meetings will take place at the earliest convenience. Tasks that are not being affected by the COVID-19 restrictions are carried out according to the work plan and meetings between partners are taking place with the use of virtual meeting platforms.

The possibility of a fourth wave of the pandemic during the next autumn/winter cannot be ruled out, hence this risk will be reviewed very often. This is an issue that has been raised and discussed extensively in every management, scientific and technical meeting among the participants. In the event of a project activity being unable to be completed due to the pandemic and to avoid delays in the project timeline, the consortium members agreed to communicate these problems immediately, engaging HaDEA if necessary, to decide the best course of action.

3 Conclusions

This deliverable presents the quality assurance and risk management plan of the AccelWater project, and presents the different roles and bodies.

The QMP refers to the reporting procedures, quality control for deliverables, reports and publications with an internal review process and implementation throughout the project's duration. The different levels of quality controls and assurance are also described. More specifically, this document presents the activities, processes and responsibilities for ensuring that the quality of the project is appropriate and the actions analysed in the relevant sections are in accordance and compliant with the project's GA.

The RMP describes the strategy for risk management, defining the partners' assignment and describing analytically the process of risk monitoring. This document aims to provide a guide for the identification, evaluation, response, monitoring and control of the potential risks that will and/or may arise during the project's implementation. Furthermore, it provides appropriate potential contingency planning to mitigate the impact of these risks, should the latter occur. The potential risks presented in this document have already been identified and examined during the grant preparation phase. Elsewhere, the impacts of the COVID-19 pandemic on the project's activities, as well as the actions for addressing them, are also reported. This deliverable presents for each of the risks, information on the likelihood of their occurrence and their possible impact on the project's activities.

Finally, in its Annexes, this deliverable provides the templates of the meeting agendas and minutes, the presentation slides, the deliverables and peer review reports, and the bi-annual report.

This document and the processes described within it, once accepted by the GeA, must be followed by all members of the consortium for the project's entire lifetime.

ANNEXES

Annex 1: List of Deliverables' Reviewers

Deliverable Number	Deliverable Title	WP Number	Type	Partner	Reviewer
D1.1	H - NEC - POPD - Requirement No. 1	WP 1	Ethics	AGENSO	NTUA
D1.2	EPQ - Requirement No. 2	WP 1	Ethics	AGENSO	NTUA
D2.1	Project Management Handbook	WP 2	Report	AGENSO	NTUA
D2.2	Risk Management Plan and Quality Assurance Report	WP 2	Report	NTUA	AGENSO
D2.3	Data Management Plan & Support Pack – Version 1	WP 2	ORDP: Open Research Data Pilot	AGENSO	ICCS
D2.4	Data Management Plan & Support Pack – Version 2	WP 2	ORDP: Open Research Data Pilot	AGENSO	ICCS
D2.5	Data Management Plan & Support Pack – Version 3	WP 2	ORDP: Open Research Data Pilot	AGENSO	ICCS
D3.1	System Requirements and Specifications	WP 3	Report	NTUA	UVIC
D3.2	Report & System on downstream separation protocol for recovery of proteins	WP 3	Report	NTUA	PRODAL
D3.3	Report & System on the waste water treatment and rainwater harvesting	WP 3	Report	NTUA	UVIC
D3.4	Report & System on energy recovery	WP 3	Report	REZOS	UVIC
D3.5	Preliminary results on the demonstration activities	WP 3	Report	NTUA	UVIC
D4.1	Schematic of the Current Value Stream Map (CVSM) of the SME company	WP 4	Report	PRODAL	AGENSO
D4.2	Schematic of the tomato processing facility water energy nexus (WEN) and WEN points	WP 4	Report	PRODAL	NTUA
D4.3	Report on waste generation	WP 4	Report	PRODAL	NTUA
D4.4	Report outlining the different strategies for water and energy conservation and waste management through the different stages of tomato processing	WP 4	Report	PRODAL	NTUA

Deliverable Number	Deliverable Title	WP Number	Type	Partner	Reviewer
D4.5	Report outlining optimal processing conditions for single treatments (PEF, HPH) for the recovery of valuable compounds from tomato processing waste	WP 4	Report	PRODAL	NTUA
D4.6	Final report outlining the most efficient strategies for water and energy conservation and waste management through the different stages of tomato processing	WP 4	Report	PRODAL	NTUA
D4.7	Final report outlining optimal processing conditions for combined (cascade) treatments PEF/HPH and downstream separation protocols for the recovery of valuable compounds from tomato processing waste	WP 4	Report	PRODAL	NTUA
D4.8	Report describing benefits derived from the introduction typical and innovative water- energy-waste reduction strategies in the SME company	WP 4	Report	PRODAL	REZOS
D5.1	Processes and technologies specification and set- up to valorise wastes from meat processing industry	WP 5	Report	UVIC	NTUA
D5.2	Report on the optimisation of operating conditions for each technology aiming to maximise the volume of reclaimed water, the energy recovery and the production of high-added value products	WP 5	Report	UVIC	NTUA
D5.3	Report on the production and characterization of reclaimed water, energy and high- added value products produced during waste valorisation from Mafrica – Version 1	WP 5	Report	UVIC	UoI
D5.4	Report on the production and characterization of reclaimed water, energy and high- added value products produced during waste valorisation from Mafrica – Version 2	WP 5	Report	UVIC	UoI
D6.1	Report on value streams of fish processing and land-based aquaculture	WP 6	Report	MATIS	PRODAL
D6.2	Report on physicochemical characteristics of side raw material from processing water	WP 6	Report	MATIS	NTUA

Deliverable Number	Deliverable Title	WP Number	Type	Partner	Reviewer
D6.3	Report on quality and stability of product proto types processed from side raw material collected from processing water of fish processing facilities and land-based aquaculture	WP 6	Report	MATIS	UVIC
D6.4	Report on characterization and amount of reclaimed water and energy achieved through AccelWater	WP 6	Report	MATIS	NTUA
D7.1	User requirements and specifications definition	WP 7	Report	ICCS	AGENSO
D7.2	System of systems architecture	WP 7	Report	ICCS	AGENSO
D7.3	Models for measuring AccelWater solutions performance	WP 7	Report	ICCS	AGENSO
D7.4	Design and Implementation of ICT infrastructure for data gathering and controlling	WP 7	Report	ICCS	AGENSO
D7.5	Data repository	WP 7	Other	AGENSO	ICCS
D7.6	AI enabled AccelWater platform development for monitoring and controlling decentralised water- waste-energy management – Version 1	WP 7	Report	ICCS	AGENSO
D7.7	AI enabled AccelWater platform development for monitoring and controlling decentralised water- waste-energy management – Version 2	WP 7	Report	ICCS	AGENSO
D7.8	Report on monitored micropollutants and pathogens	WP 7	Report	ICCS	NTUA
D8.1	Functional & Economic Indicators	WP 8	Report	DIGNITY	AXIA
D8.2	Social Impact Assessment Models	WP 8	Report	DIGNITY	AXIA
D8.3	Physical & Virtual Nexus Model	WP 8	Report	DIGNITY	AXIA
D8.4	Environmental Risk Assessment model	WP 8	Report	DIGNITY	PRODAL
D9.1	Exploitation Plan – Version 1	WP 9	Report	AXIA	AGENSO
D9.2	Exploitation Plan – Version 2	WP 9	Report	AXIA	AGENSO
D9.3	Marketing activities	WP 9	Report	AXIA	AGENSO
D9.4	AccelWater solutions in the context of the EU and international policy	WP 9	Report	AXIA	ICCS
D9.5	Replication assessment methodology	WP 9	Report	AXIA	ICCS
D9.6	Feasibility studies for the replication of the AccelWater demonstrators	WP 9	Report	AXIA	ICCS

Deliverable Number	Deliverable Title	WP Number	Type	Partner	Reviewer
D10.1	Report on Networking Activities – Version 1	WP 10	Report	AGENSO	AXIA
D10.2	Report on Networking Activities – Version 2	WP 10	Report	AGENSO	AXIA
D10.3	Communication and Dissemination Strategy and Action Plan	WP 10	Report	AGENSO	AXIA
D10.4	AccelWater newsletter	WP 10	Other	AGENSO	NTUA
D10.5	AccelWater brochure and leaflet – Version 1	WP 10	Other	AGENSO	NTUA
D10.6	AccelWater brochure and leaflet – Version 2	WP 10	Other	AGENSO	NTUA
D10.7	Report on Communication and Dissemination activities – Version 1	WP 10	Report	AGENSO	AXIA
D10.8	Report on Communication and Dissemination activities – Version 2	WP 10	Report	AGENSO	AXIA
D10.9	Report on Communication and Dissemination activities – Version 3	WP 10	Report	AGENSO	AXIA
D10.10	AccelWater Knowledge Platform and e-learning modules	WP 10	Other	AGENSO	ICCS

Annex 2: Template for Meeting Agendas

AccelWater

Accelerating Water Circularity in Food and Beverage Industrial Areas around Europe

Agenda of [Name of the Meeting]

Place of the Meeting

Date of the Meeting

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 958266.

Time	Agenda	Presenter
00:00-00:10	Agenda 1	PARTNER
00:10-00:30	Agenda 2	PARTNER
00:30-00:40	Agenda 3	PARTNER
00:40-00:45	Agenda 4	PARTNER
00:45-00:50	Agenda 5	PARTNER

Annex 3: Template for Meeting Minutes

AccelWater

Accelerating Water Circularity in Food and Beverage Industrial Areas around Europe

Name of the Meeting

Place of the Meeting

Date of the Meeting

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 958266.

Project Profile

Programme	**Horizon 2020**
Call	**H2020-LOW-CARBON-CIRCULAR-INDUSTRIES-2020**
Topic	**CE-SPIRE-07-2020**
Number	**958266**
Acronym	**AccelWater**
Title	**Accelerating Water Circularity in Food and Beverage Industrial Areas around Europe**
Start Date	**November 1st 2020**
Duration	**48 months**

Partners

Beneficiary		Country	Logo
Agricultural & Environmental Solutions	AGENSO	EL	
National Technical University of Athens	NTUA	EL	
Institute of Communication and Computer Systems	ICCS	EL	
Athenian Brewery S.A.	AB	EL	
FrieslandCampina Hellas S.A.	FCH	EL	
Rezos Brands S.A.	REZOS	EL	
DIGNITY Private Company	DIGNITY	EL	
ProdAl Scarl	PRODAL	IT	
CALISPA SpA	CALISPA	IT	
Associazione Nazionale Industriali Conserve Alimentari Vegetali	ANICAV	IT	
University of Vic	UVIC	ES	
Associació Catalana D'Innovacio Del Serctor Carni Porci	INNOVAC	ES	
Mafrica	MAFRICA	ES	
Axia Innovation	AXIA	DE	
University of Iceland	UoI	IS	
Matís	MATIS	IS	
Útgerðarfélag Akureyringa	ÚA	IS	
Samherji Fiskeldi	SAMF	IS	

Document History

Version	Date	Author	Remarks

Table of Contents

Table of Abbreviations

Abbreviation	Explanation

1 Overview

2 List of Participants

Participating Organization	Participant Name

3 Agenda of the Meeting

4 Meeting Minutes

Annex 4: Deliverables Template

AccelWater

Accelerating Water Circularity in Food and Beverage Industrial Areas around Europe

WP x:
Deliverable Dx.x "xxx"

Responsible Partner:	
Author(s):	
Editor(s):	
Dissemination Level:	
Type:	
Due Date:	
Submission Date:	
Version:	

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 958266.

Project Profile

Programme	**Horizon 2020**
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Partners

Beneficiary		Country	Logo
Agricultural & Environmental Solutions	AGENSO	EL	
National Technical University of Athens	NTUA	EL	
Institute of Communication and Computer Systems	ICCS	EL	
Athenian Brewery S.A.	AB	EL	
FrieslandCampina Hellas S.A.	FCH	EL	
Rezos Brands S.A.	REZOS	EL	
DIGNITY Private Company	DIGNITY	EL	
ProdAl Scarl	PRODAL	IT	
CALISPA SpA	CALISPA	IT	
Associazione Nazionale Industriali Conserve Alimentari Vegetali	ANICAV	IT	
University of Vic	UVIC	ES	
Associació Catalana D'Innovacio Del Serctor Carni Porci	INNOVAC	ES	
Mafrica	MAFRICA	ES	
Axia Innovation	AXIA	DE	
University of Iceland	UoI	IS	
Matís	MATIS	IS	
Útgerðarfélag Akureyringa	ÚA	IS	
Samherji Fiskeldi	SAMF	IS	

Document History

Version	Date	Author	Remarks

Executive Summary

xxx.

Table of Contents

List of Figures

List of Tables

No table of figures entries found.

Table of Abbreviations

Abbreviation	Explanation

1 Chapter one

1.1 Chapter one.one

Text

2 Chapter two

2.1 Chapter two.one

Text

2.1.1 Chapter two.one.one

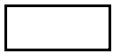

FIGURE 1: XXX

3 Chapter three

TABLE 1: XXX

XXX	XXX

4 References

Annex 5: Peer Review Report Template

Accelerating Water Circularity in Food and Beverage Industrial Areas around Europe

Review Report for WP x: Deliverable Dx.x "xxx"

Responsible Partner:	
Author(s):	
Editor(s):	
Dissemination Level:	
Type:	
Due Date:	
Submission Date:	
Version:	

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 958266.

Project Profile

Programme	**Horizon 2020**
Call	**H2020-LOW-CARBON-CIRCULAR-INDUSTRIES-2020**
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Start Date	**November 1st 2020**
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Partners

Beneficiary		Country	Logo
Agricultural & Environmental Solutions	AGENSO	EL	
National Technical University of Athens	NTUA	EL	
Institute of Communication and Computer Systems	ICCS	EL	
Athenian Brewery S.A.	AB	EL	
FrieslandCampina Hellas S.A.	FCH	EL	
Rezos Brands S.A.	REZOS	EL	
DIGNITY Private Company	DIGNITY	EL	
ProdAl Scarl	PRODAL	IT	
CALISPA SpA	CALISPA	IT	
Associazione Nazionale Industriali Conserve Alimentari Vegetali	ANICAV	IT	
University of Vic	UVIC	ES	
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Mafrica	MAFRICA	ES	
Axia Innovation	AXIA	DE	
University of Iceland	UoI	IS	
Matís	MATIS	IS	
Útgerðarfélag Akureyringa	ÚA	IS	
Samherji Fiskeldi	SAMF	IS	

Document History

Version	Date	Author	Remarks

Reviewers

Mr/Ms Y (Quality expert) – Company name
Mr/Ms Y (Quality expert) – Company name

Quality Manager

_____, National Technical University of Athens (NTUA)

Overall Peer Review Result

Deliverable is:

☐	☐	☐	☐
Fully accepted	Accepted with reservation	Rejected unless modified as suggested	Rejected

	Scale 5=Met, 1= Not Met	Comments
1. Is the content of the deliverable consistent with the required items as defined in the GA?		
2. Does the document/deliverable meet general requirements for all deliverables?		
3. Does the document/deliverable include all basic components of a scientific publication, including existing relevant research and gap, theoretical framework, methods, results and a discussion of findings?		
4. Does the executive summary provide an overview of the report, highlighting the main findings, conclusions, recommendations and overall lessons?		
5. Is the data analysis plan clearly explained, including for qualitative methods?		
6. Are the results clearly presented and discussed?		
7. Are the conclusions logically build on research results?		
8. Is the document/deliverable content logically organized to enhance readability?		
9. Is the document/deliverable content accurate and factual?		
10. Is the document/deliverable written concisely, unambiguously, and "to-the-point"?		
11. Is the document/deliverable comprehensive and complete in its coverage of the topic (for example, it is not missing any expected or required content)?		
12. Is the document/deliverable written to the appropriate level of detail for the type of document it is?		

13. Are terminologies and acronyms defined and used consistently throughout the document/deliverable?		
14. Is the document/deliverable content internally consistent (for example, no conflicting or contradictory information between document sections)?		
15. Is the document/deliverable content externally consistent (for example, no conflicting or contradictory information between different documents)?		
16. Does the document/deliverable include appropriate figures and tables to explain complex concepts and increase overall readability?		
17. Is the document/deliverable written with "one voice" (that is, does not appear to be written by multiple authors and in multiple writing styles)?		
18. Is the document/deliverable free of distractions (for example, grammatical, formatting, or other cosmetic errors) that hinder readability and comprehension?		

Annex 6: Template for Slides

AccelWater

Accelerating Water Circularity in Food and Beverage Industrial Areas around Europe

[Meeting/Title]

[Location] [Date]

Name

[Your company logo]

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Click to edit Master title style

Change this by going to View>Slide Master and editing the first slide footer

AccelWater

Accelerating Water Circularity in Food and Beverage Industrial Areas around Europe

Thank you for your attention

@AccelWater @AccelWater AccelWater www.accelwater.eu

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Annex 7: Bi-annual Report Template

Accelerating Water Circularity in Food and Beverage Industrial Areas around Europe

Bi-annual Report x for WP x:

Responsible Partner:	
Author(s):	
Editor(s):	
Dissemination Level:	
Type:	
Due Date:	
Submission Date:	
Version:	

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Project Profile

Programme	**Horizon 2020**
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Axia Innovation	AXIA	DE	
University of Iceland	UoI	IS	
Matís	MATIS	IS	
Útgerðarfélag Akureyringa	ÚA	IS	
Samherji Fiskeldi	SAMF	IS	

RACI Table for WP

Organization	WP x			
	T x.x	T x.x	T x.x	T x.x
AGENSO	R-A	R-A	A	R-A
NTUA	C	C	C	C
ICCS	C	C	C	C
AB	I	C	C	I
FCH	C	C	C	C
REZOS	C	C	C	C
DIGNITY	I	C	C	I
PRODAL	C	C	C	C
CALISPA	I	C	C	I
ANICAV	I	C	C	I
UVIC	I	C	C	I
INNOVAC	I	C	C	I
MAFRICA	I	C	C	I
AXIA	C	C	C	C
UoI	I	C	C	I
MATIS	I	C	C	I
ÚA	I	C	C	I
SAMF	I	C	C	I

R = Responsible (person working on activity)

A = Accountable (person with decision authority)

C = Consult (key stakeholder who should be included in decision on work activity)

I = Inform (needs to know of decision or action)

Progress to date on WP including deliverables and milestones ***Summary of progress made.*** *First Semester*	
RAG status (for progress) **Red R= activity not going to plan needs remedial action** **Amber A= activity experiencing some problems but still on track.** **Green G= everything going according to plan.**	**(Please fill in the corresponding colour and write the capital letter)**
Issues identified that need to be solved ***(Explanation of the issue who is responsible and the date this will be resolved)***	
Dependencies with other WPs **Anny issues with known dependencies?** **Any new dependencies between the work packages?**	
Budget ***How it work package managing the spend vs forecast? Is it on track?***	
Risks (Include both high level project risk and work package risks) *What* ***risks have been identified?*** ***What is the Impact & likelihood of the risk materialising?*** ***Include an action update – description of what is being completed.*** ***Responsible person and date the action is required.***	
RAG status (for progress) **Red R= Likely to happen** **Amber A= Could happen** **Green G= Unlikely to happen**	**(Please fill in the corresponding colour and write the capital letter)**
Outstanding actions ***Include a description of the action. Who is responsible for completing the action, what support or decision are needed from others and by what date.***	
Stakeholder engagement activity since last report	
Communication activity since last report	
WP planning for the next 6 months	