FERRO
Fostering European Lake Restoration

Deliverable D1.1 – Internal and EC Reporting Manual

Lead Beneficiary: Helmholtz-Zentrum für Umweltforschung GmbH -UFZ

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Subject to change

2   Preface

The FERRO "Internal and EC Reporting Manual," referred to hereafter as the FERRO Project Management Manual (PMM), is a comprehensive guidance tool for all project partners. It provides essential rules, procedures, and references to facilitate the project's overall implementation and day-to-day activities. The manual outlines the management structure, decision-making processes, communication protocols, quality monitoring systems, and risk management strategies, ensuring alignment with the Grant Agreement (GA), Description of Action (DoA), and Consortium Agreement (CA).

While it does not replace these agreements or official European Union (EU) guidelines, the PMM simplifies and adapts them into an accessible format for partners. It incorporates European Commission (EC) and project-specific internal templates and provides guidelines for creating and reviewing deliverables, utilizing the shared project drive, managing reporting requirements, and effectively addressing risks. As a dynamic document, it will be updated as necessary to reflect improved procedures or the evolving needs of the Consortium, supporting the project's legal, organizational, quality management, and risk mitigation objectives throughout its duration.

3   List of Abbreviations

BEN – Beneficiary

CA – Consortium Agreement

CINEA – European Climate, Infrastructure, and Environment Executive Agency

COO – Coordinator

DoA – Description of Action

EC – European Commission

EU – European Union

FSTP – Financial Support to Third Parties

GA – Grant Agreement

KPI – Key Performance Indicator

MM – Month

PC – Project Coordinator

PMM – Project Management Manual

PO – Project Officer CINEA

SC – Steering Committee

WP – Work Package

YYYY – Year

4 Introduction

FERRO is a Horizon Europe project under the Mission: Restore our Ocean, Seas, and Waters by 2030, addressing the call *"European natural lakes: demonstration of integrated approaches for protection and restoration of natural lake ecosystems and their biodiversity"* (HORIZON-MISS-2023-OCEAN-01-04). It focuses on mitigating eutrophication, a critical issue degrading the ecological health of European lakes, with impacts further intensified by climate change. At the same time, FERRO addresses the global challenge of phosphate depletion, a threat to food security, by recovering nutrients from lakes.

FERRO introduces a groundbreaking approach, combining targeted lake restoration techniques with nutrient recovery and recycling. This integrated solution delivers multiple benefits: improved lake ecological status, circular economy support, climate adaptation, enhanced food production, biodiversity conservation, and strengthened ecosystem services. The project's environmental and socio-economic benefits extend beyond the lakes, aligning with broader sustainability goals.

FERRO is structured around four core pillars:

1. **Lake prioritization:** Using in-situ and remote sensing methods to classify and prioritize lakes for restoration.
2. **Catchment solutions:** Employing biotechnologies to reduce nutrient losses in agriculture and recover nutrients at lake inflows for reuse.
3. **In-lake restoration:** Recovering nutrients directly from lakes for agricultural applications.
4. **Knowledge transfer:** Sharing methods and insights to reshape lake restoration practices.

By linking nutrient enrichment challenges with global P depletion through circular management, FERRO offers an innovative solution for protecting and restoring European natural lakes. The FERRO project's beneficiaries (or partners) are listed in Table 1, while the work package structure is illustrated in Figure 1.

Table 1. FERRO beneficiaries

| Number	Role	Short name	Legal name	Country
1	COO	UFZ	HELMHOLTZ-ZENTRUM FÜR UMWELTFORSCHUNG GMBH - UFZ	DE
2	BEN	SDU	SYDDANSK UNIVERSITET	DK
3	BEN	UH	HELSINGIN YLIOPISTO	FI
4	BEN	BC CAS	BIOLOGICKE CENTRUM AKADEMIE VID CESKE REPUBLIKY VEREJNA VYZKUMNA INSTITUCE	CZ
5	BEN	BG	BROCKMANN GEOMATICS SWEDEN AB	SE
6	BEN	BC	BC BROCKMANN CONSULT GMBH	DE
7	BEN	PENSOFT	PENSOFT PUBLISHERS	BG
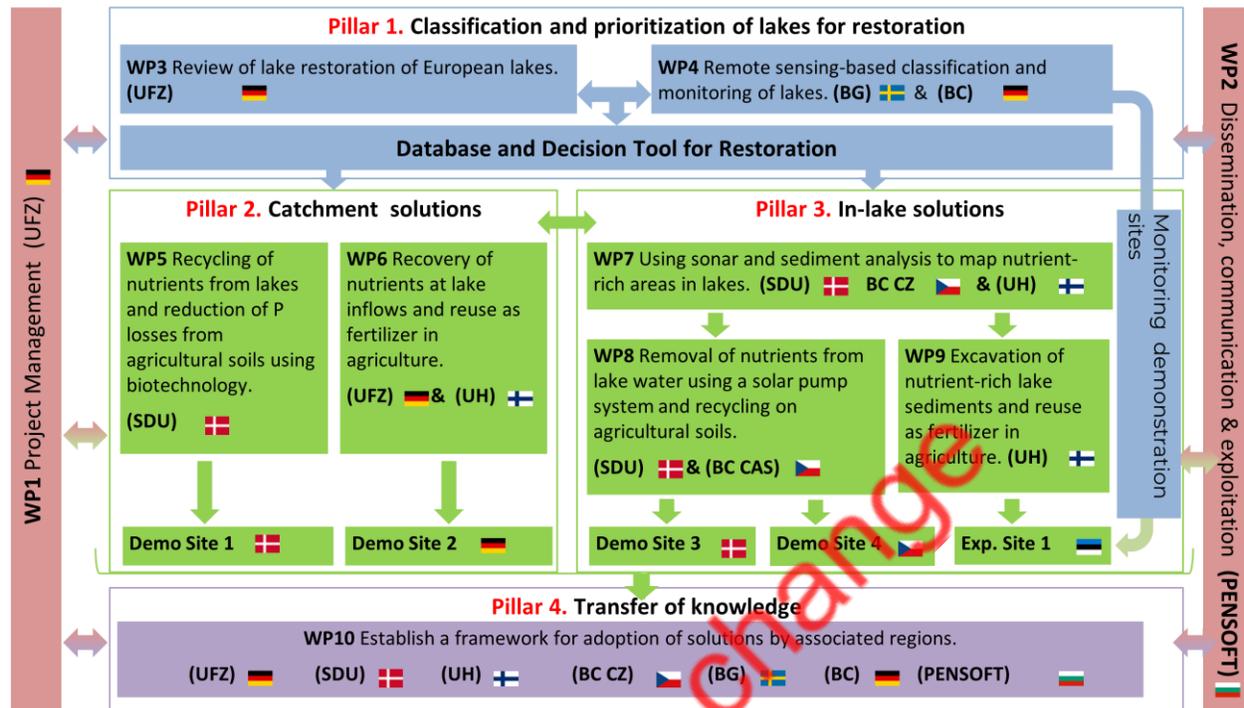
Figure 1. FERRO work package structure

5 Manual's Purpose and Scope

The FERRO Project Management Manual (PMM) is a practical guide for project partners, providing instructions on routine tasks and ensuring consistency in managing reports and deliverables through standardized procedures and templates. As a key component of the project's management framework, it facilitates effective execution, seamless implementation, and efficient communication. The PMM integrates governance structures, processes, templates, repositories, and digital tools to support task monitoring, fulfill Grant Agreement obligations, and adapt to evolving project requirements.

The PMM provides a structured framework for the FERRO consortium, including:

- **Governance and guidelines:** Clear procedures to manage financial administration, deliverable production, and briefings for the European Commission, ensuring timely, accurate, and transparent reporting.
- **Internal communication and documentation protocols:** Standards for effective collaboration, secure storage, and streamlined access to project-related materials.
- **Quality assurance and risk management plans:** Tools and strategies to assist work package (WP) leaders and partners in maintaining high-quality outputs while identifying and mitigating potential risks.

This manual serves as a key resource for ensuring efficient project coordination, fostering collaboration among partners, and delivering successful outcomes in alignment with the project's goals.

Precedence

The Project Manual aligns with the EU Grant Agreement (GA), the Description of Action (DoA), and the Consortium Agreement (CA). In case of inconsistencies, the following precedence applies:

  i.   EU Grant Agreement (GA).
  ii. Consortium Agreement (CA).
  iii. Project Management Manual (PMM, this document).

6   Governance structure and meetings

6.1   Governance structure

The FERRO governance structure (Figure 2) is made up of the General Assembly (GenA) and the Steering Committee (SC), Board of Stakeholders. The Project Coordinator (PC), UFZ, establishes management structures and procedures, ensures adherence to the project timeline, and coordinates work and information flow. The PC oversees overall administrative and financial coordination, internal communication, and liaison with the EU, as specified in the GA (Section 6.5), and chairs both the GenA and SC meetings.
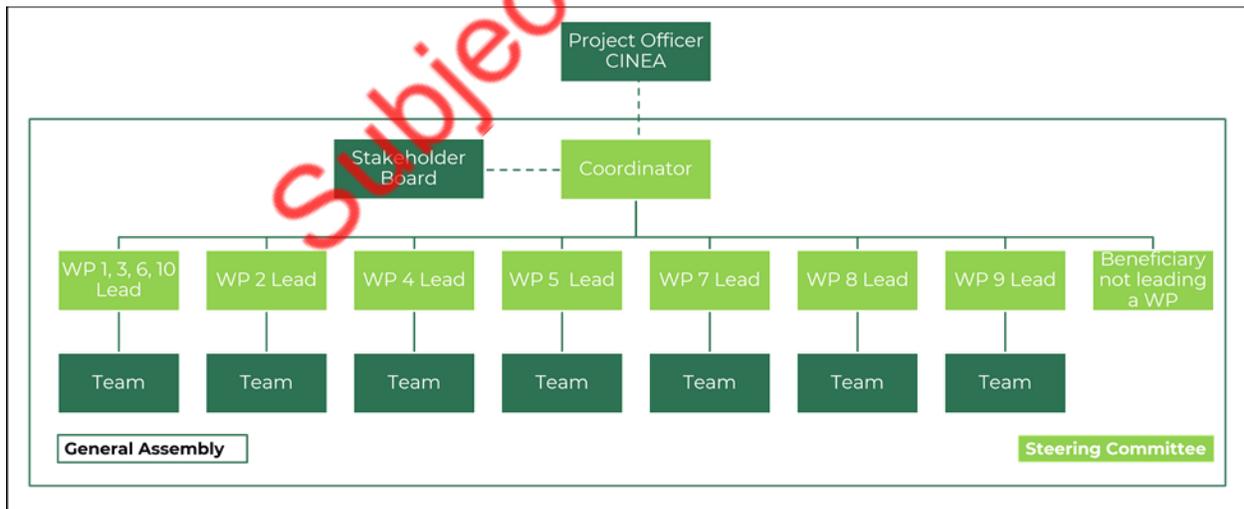

Figure 2. FERRO governance structure

WP Leads: WP Leaders coordinate and monitor the implementation of Work Packages (WP), facilitating the integration of inputs and outputs between their WP and others, as outlined in the Grant Agreement (Section 6.4). WP Leaders are responsible for executing WP activities, with support from their respective WP teams in carrying out WP tasks.

General Assembly: The GenA serves as the Consortium's ultimate decision-making body. It meets twice a year in ordinary sessions, once in person and once online, and may also convene in extraordinary sessions upon written request from any Member. The GenA includes at least one representative from each partner organization, providing a forum for all beneficiaries to receive project updates, discuss key issues, make decisions, and offer feedback. The GenA may also invite other individuals deemed relevant to the agenda to attend meetings as needed. Further details about the GenA are provided in the consortium agreement (Section 6.3.1).

Steering Committee: The SC serves as the supervisory body for the execution of the project, reporting to and being accountable to the GenA. The SC holds ordinary meetings at least twice a year and may convene extraordinary meetings at the request of any SC member. The SC is composed of the PC and the WP Leaders. It provides strategic oversight and guidance, ensuring that project objectives are met, making key decisions, and offering support to maintain alignment with the project's goals. Further details about the SC are available in the consortium agreement (Section 6.3.2).

Stakeholder Board: The Board of Stakeholders will be established in the first year by the GenA and will include four members chosen from the communities of FERRO demonstration sites. These members may come from policy-making bodies, government authorities, or private companies. The Board's primary role is to provide independent assessment and feedback on the implementation and rigor of FERRO's research activities, offering guidance on specific scientific or ethical issues within the project. Members of the Board of Stakeholders will be invited to participate in the General Assembly's annual plenary consortium meetings, where they will report on project progress and recommend any necessary corrective actions. Additional details about the Board of Stakeholders are available in the consortium agreement (Section 6.6).

6.2 Meetings

Project meetings in the FERRO project are crucial in aligning objectives, planning and organizing tasks, monitoring progress, resolving issues, and fostering collaboration among team members and stakeholders. They provide a platform for sharing updates, making decisions, engaging stakeholders, and reviewing deliverables to ensure the project remains on track and meets its objectives efficiently. Additionally, meetings help address risks, promote teamwork, and evaluate outcomes for continuous improvement.

i. **Meeting Organization and Format**
ii. The PC is responsible for organizing meetings as outlined in Table 2. Online and in-person meetings will be conducted to balance efficiency with sustainability. Online meetings will minimize the project's carbon footprint, while in-person meetings will rotate

among partner countries, enabling all participants to visit the demonstration sites. Budgets were allocated to partners for organizing these meetings.

iii. **Participation and Responsibilities**

iv. All consortium members must attend scheduled meetings and adhere to the agenda and timelines. The PC will prepare meeting agendas and schedules as stipulated in the GA. After each meeting, the PC will ensure that minutes and protocols are prepared and distributed to participants.

v. **Record Keeping and Templates**

vi. Maintaining accurate records of meetings is essential. For formal meetings, minutes must be prepared and shared with participants. To standardize this process, the Meeting Template *(FERRO_Meeting_Template_v#)*, available in the FERRO_Repository folder, will be used. For informal meetings, brief summaries sent via email may be sufficient for smaller, ad hoc discussions.

FERRO meetings will be effective, inclusive, and aligned with the project's objectives and sustainability goals by adhering to these guidelines.

Table 2 FERRO Planned Meetings

Meeting	Format	Project Month	Approx. Date
1. Kick-off meeting	In-person	1	06/2024
2. Steering committee	Online	4	09/2024
3. General assembly	Online	7	12/2024
4. Steering committee	Online	9	02/2025
5. General Assembly	In-person	12	05/2025
6. Steering committee	Online	16	09/2025
7. General Assembly	Online	18	11/2025
8. Steering committee	Online	21	02/2026
9. General Assembly	In-person	24	05/2026
10. Steering committee	Online	28	09/2026
11. General Assembly	Online	30	11/2026
12. Steering committee	Online	33	02/2027
13. General Assembly	In-person	36	05/2027
14. Steering committee	Online	40	09/2027
15. General Assembly	Online	42	11/2027
16. Steering committee	Online	45	02/2028
17. End of Project Meeting	In-person	47	04/2028

Note:

- *GA, KoM, and End of Project Meeting* will be attended by *All partners, the Stakeholder Board, Invited Guests,* and *Associated Region Representatives* (from month 25).

- *SC Meetings* will be attended by *WP Leaders, Partner Leaders,* and, optionally, *WP Teams.*

7 Reporting

Effective reporting is critical to ensuring compliance, transparency, and efficient management in the FERRO project. In the FERRO project, reporting is organized into three main types: continuous, periodic, and internal reporting (Table 3). By integrating these processes, the project establishes a cohesive and comprehensive system that enhances transparency in decision-making, optimizes resource allocation, and strengthens risk management. Through this approach, the project strives to maintain high management standards and achieve its objectives.

Table 3 Types of reporting

Type	Document	Frequency	Nature
1. Internal Reporting	WP Progress Reports, PC Project Reports	WP Reports every 3 months, PC Report every 6 months	Internal
2. Continuous Reporting	Deliverables, Milestones, Critical Risks, Outputs	Continuously according to agreed deadlines in the GA	EC
3. Periodic Reporting	Periodic and Final Reports (technical and financial)	Three Reporting Periods: Month 1 – 18, 19 – 36, 36 – 48	EC

EC Reporting

To facilitate reporting to the EC:

- Refer to the EU Funding & Tenders Portal: https://webgate.ec.europa.eu/funding-tenders-opportunities/pages/viewpage.action?pageId=34471953

- Training on periodic financial reporting can be requested from the coordinator as needed.

Templates for Internal Reporting

Progress will be monitored using WP reports produced using the following template (FERRO_WP_Report), which is located in the UFZ Nextcloud Folder: FERRO_Repository/FERRO_Docs/Project_Management. The WP reports will be the main input into the PC Report.

8   Internal Communication

Efficient and clear communication is critical for successful collaboration and execution within the FERRO consortium. This section outlines the guidelines and expectations for internal communication among the 7 beneficiaries. All internal communication will be conducted in English to ensure consistency across the Consortium. Different communication channels will be used to ensure effective information exchange, foster collaboration among project partners, and streamline the internal coordination required for achieving FERRO's objectives.

8.1   Communication channels:

In-person Meetings

These meetings (Table 2) aim to facilitate the presentation of results, in-depth discussions, and collaboration. Each partner must ensure at least one representative attends every in-person meeting.

Online Meetings

Online meetings will be conducted using a platform chosen by the meeting host in consultation with participants. To ensure productive and professional online meetings:

- Active participation is encouraged.
- Maintain meeting etiquette, such as muting microphones when others are speaking.
- Videos should be turned on at the beginning and end of meetings, as well as during discussions, except during presentations or when limited internet connectivity prevents it.

Email

Email is the primary channel for internal communication. The following rules will apply:

- Use a standardized subject line format: **FERRO - [Topic]** to ensure easy identification of email content.
- Avoid mass emailing by targeting only the relevant mailing list or individuals directly concerned with the Topic.
- Maintain an up-to-date mailing list, *FERRO_Contact_List, in the FERRO_Repository folder (*Annex 3*)*. Notify the coordinator of any changes to ensure effective communication.
- Regularly check emails and respond within a reasonable timeframe.
- Set up an out-of-office message when unavailable, indicating the duration of absence, return date, and a contact person for urgent matters.

FERRO_Repository Folder

The FERRO_Repository folder is a centralized repository for all project-related documents, deliverables, and outcomes. It is hosted on the UFZ-NEXTCLOUD. It is structured into subfolders for logical and accessible document management (detailed in Section 6: *Documentation Management*).

- Beneficiaries have upload and download permissions only. File deletions must be requested in writing to the coordinator, specifying the files for removal.
- The PC manages access permissions for all consortium members. Inform the PC of any team changes requiring access adjustments.

Document Collaboration

Collaborative document editing ensures efficient preparation, review, and finalization of deliverables, meeting minutes, manuscripts, and other shared documents. The document's lead author will select a suitable collaboration platform (e.g., Google Docs, Microsoft Teams) in consultation with the contributors.

Grant Management Service (SyGMa) in the EU Funding and Tenders Portal

The SyGMa platform, provided by the European Commission, is used for managing official project documents, including:

- Grant Agreement, Part A, and Part B of the Description of Actions (DoA).
- Draft and final versions of periodic and final reports.
- Final project deliverables.

It also hosts the Communication Centre, primarily used by the PC for official correspondence with the Project Officer (PO). The Coordinator and PO also agreed to communicate via institutional email when necessary.

8.2 Communication Best Practices

Adhering to these communication guidelines will ensure efficient collaboration and the achievement of project objectives. Suggestions for improving communication channels or processes are welcome and should be directed to the Project Coordinator.

9 Document management

Effective document management ensures that all project-related information is organized, accessible, and up-to-date. This section outlines the policies and procedures to be followed by all project partners for creating, collaborating on, storing, sharing, and maintaining project documentation.

9.1 Document Storage and Accessibility

- **Centralized Repository**:

- All finalized documents and subsequent revisions (if applicable) must be stored in the **FERRO_Repository** hosted on the UFZ-NEXTCLOUD, the primary source of all project deliverables and records.

- **FERRO Website Internal Repository**:

  The FERRO website includes an internal repository (https://ferroproject.eu/internal-repository) designed for storing selected project documents, such as the grant agreement, consortium agreement, deliverables, and milestones. Due to its limited storage capacity, not all project documents can be accommodated in the repository.

- **Folder Structure**:

- The initial FERRO_Repository folder structure (Annex 1) and folder descriptions (Annex 2) should be followed to avoid duplication and ensure documents are easy to locate. Updates to the structure will be made if the need arises.

- **Access Control**:

- Permissions should be assigned based on roles to ensure sensitive information is accessed only by authorized personnel.

- **Collaborative Platforms**:

- Project partners may use collaborative platforms such as **Google Drive** or **Microsoft Teams for working drafts**. The lead author is responsible for selecting the platform, sharing access with collaborators, and ensuring the finalized document is uploaded to the FERRO_Repository.

9.2 Collaborative Document Workflow

To streamline collaboration while maintaining proper document management, the following workflow must be followed:

i.   **Drafting and Collaboration**:

- The **lead author** selects a collaborative platform (Google Drive or Microsoft Teams) for drafting and editing the document.

- All collaborators must share access links, ensuring appropriate permissions (e.g., Viewer, Commenter, Editor).

- Use version control or tracked changes within the platform to ensure transparency and efficient collaboration.

ii. **Finalization**:

- Once the document is finalized, the **lead author**:

  o Uploads the final version to the FERRO_Repository in the appropriate folder.

  o Follows the standardized **naming conventions** for all documents.

- Notify collaborators and relevant partners that the document is finalized and provide a link to its location in the repository.

iii. **File Lifecycle**:

- Collaborative platforms are only used for working drafts and intermediate versions.

- The FERRO_Repository remains the **Official Repository** for finalized project documents.

9.3 Document Naming Conventions

To ensure consistency and traceability, all documents must adhere to a standardized naming convention:

- **Format**:

- Naming conventions are outlined in the folder descriptions. If no specific convention is provided, use the following generic format:

- [Date YYYYMMDD]_[Project Acronym]_[Document Type]_[Version]

- For example 20241120_FERRO_FinalReport_v1.0.

- **Versioning**:

- Ensure explicit versioning to distinguish updates and maintain document traceability.

  o **v0.x**: Draft versions.

  o **v1.x**: Final versions with minor edits.

  o **v2.x**: Major revisions.

9.4 Version Control

Version control must be used to track changes and avoid confusion:

- Use tools with versioning features (e.g., Google Drive, Microsoft Teams) during the drafting phase.

- Upload finalized versions to the FERRO_Repository with an explicit version number to ensure consistency and accountability.

9.5 Document Review and Approval

- **Review Process**:

- Drafts must be reviewed by assigned reviewers before finalization for quality control purposes (see Section 7).

- **Approval Workflow**:

- Draft Creation → Internal Review → Final Version Upload.

- Keep records of approvals and review comments for accountability and auditing purposes.

9.6 Communication and Sharing

- Use links to the centralized FERRO_Repository when sharing documents to avoid outdated versions in circulation.

- Sensitive documents should be shared using password protection or encryption if necessary.

9.7 Retention and Archiving

- All FERRO documents must be retained for at least 5 years after the project ends, as specified in the Grant Agreement.

- At the end of the project, archive all relevant documents in a secure and accessible format within the FERRO_Repository.

10 Quality Assurance

This section outlines the activities and procedures designed to ensure the high quality of the FERRO project's deliverables and outputs, as defined in the DoA. The key objectives of the quality assurance include regular progress monitoring, ensuring adherence to the project workflow, and defining standards for documentation and reporting. The PC will track progress, monitor tasks, and assess whether the project's key performance indicators, as outlined in the DoA, are being met. Progress updates are systematically reviewed during quarterly Steering Committee meetings and through quarterly reports from the WP Leads.

In addition to progress monitoring, this section specifies clear rules for preparing, exchanging, and submitting project deliverables and reports. These rules are summarized in Table 4, which serves as a comprehensive guide for consortium members, ensuring the production of consistent and high-quality outputs.

10.1 Deliverables and Reports

To ensure the quality and coherence of deliverables and reports, the following process and timeline will be adhered to:

i.   Draft Preparation

The lead author prepares the first draft of the deliverable and submits it to the assigned reviewer(s) and PC at least **one month before the submission deadline**. A second reviewer is designated to ensure impartiality if the PC is the lead author.

ii.   Initial Review

Reviewers and the PC provide feedback within **10 days** of receiving the first draft. If revisions are deemed minor, the second review step may be skipped upon mutual agreement, and the author finalizes the draft for submission.

iii.   Revisions

For deliverables requiring a second review, the author revises the draft based on the initial feedback and resubmits it within **7 days**. This ensures adequate time for final adjustments.

iv.   Second Review (if applicable)

The second review, if required, is completed by the reviewers and the PC (or designated second reviewer) within **5 days**. Final feedback is provided to the author for incorporation.

v.   Final Draft and Submission

The author incorporates final feedback and submits the deliverable to the PC **by 5 days before the official submission deadline**.

vi.   Adjustments to Review Timelines

If necessary, review timelines may be shortened with mutual agreement among the lead author, reviewer, and PC. This ensures flexibility while maintaining quality standards.

vii.   Consortium-wide Deliverables

All partners review deliverables affecting the entire Consortium to foster alignment and inclusivity. This ensures that all consortium members can provide input before finalization.

viii.   Reviewer Selection

Reviewers for non-consortium-wide deliverables are selected on a volunteer basis. If no volunteers are available, the PC assigns a reviewer. To maintain impartiality, individuals who author or execute the deliverable cannot serve as reviewers. For a detailed timeline of responsibilities and deadlines, refer to Table 4 below.

Table 4:Timeline of Deliverables and Key Responsibilities

Days before Deadline	PC	WP Lead	Reviewer
60	Sends a reminder email to the WP Lead and assigns 1 or 2 reviewers	Prepares 1st draft **(30 days)**	
30	Review 1st draft (**10 days)**	Submits 1st draft to reviewer	Review 1st draft **(10 days)**
20		Prepares 2nd draft based on reviewer and PC comments **(7 days)**	
13	Reviews 2nd draft (if applicable) – **5 days**	Submits 2nd draft to reviewer	Reviews 2nd draft (if applicable) **– 5 days**
8		Prepare final draft and submit to PC (**3 days)**	
5	Final check and submission of deliverable on the EC portal		

10.2 Review Process Quality Guidelines

Reviewers ensure that deliverables align with the objectives and tasks described in the relevant WP section of the GA. WP Leaders are responsible for verifying that all tasks in the WP are addressed before submission and coordinating with contributors and reviewers to close any gaps.

Project deliverables must adhere to the editorial standards outlined in the FERRO deliverable template, including the inclusion of document information on the first page. Each deliverable must be assessed against three key quality criteria: completeness (ensuring all relevant sections and elements are included), correctness (verifying alignment with the DoA), and understandability (ensuring the deliverable and its key messages are clear and easy to follow throughout). Reviewers should thoroughly evaluate the document for any inconsistencies, errors, or omissions and provide actionable feedback to the deliverable owner. This process ensures that all deliverables are of a high standard, fully address project objectives, and are ready for submission to stakeholders.

10.3 Distribution

Upon approval, the PC uploads the final version to the **FERRO_Repository** repository cloud folder and the FERRO website for public access. A download link is shared with the Board of Stakeholders, and the wider public is informed via FERRO's official X (formerly Twitter) and LinkedIn accounts. This ensures proper dissemination to both targeted stakeholders and the general audience while maintaining centralized storage and easy accessibility.

11 Financial Support to Third Parties (FSTP) Grants

The FERRO project will provide grants to three associated regions, selected through a competitive call process (DoA, Section 5). These FSTP grants are integral to the project's mission, enabling the transfer of restoration solutions to combat eutrophication on a broader scale. By fostering collaboration and capacity building in these regions, FERRO aims to amplify the impact of its restoration measures beyond the initial pilot sites.

All FERRO members are expected to play an active role in each stage of the FSTP grant process, including:

1. **Call Preparation:** Contributing to developing clear and transparent guidelines, eligibility criteria, and evaluation processes for the call.
2. **Call Dissemination:** Promoting the call widely through relevant networks, stakeholder engagements, and communication channels to ensure broad participation.
3. **Application Evaluation:** Participating in evaluating submitted applications, ensuring a fair and merit-based selection process that aligns with the project's goals.
4. **Collaboration with Selected Regions:** Actively engaging with the selected associated regions to support the implementation of restoration measures, provide technical expertise, and monitor progress toward achieving the desired outcomes.

The FSTP process will strictly adhere to EU standards of transparency, equal treatment, non-discrimination, and accountability, ensuring fairness and compliance throughout all stages. These grants will facilitate knowledge sharing and strengthen partnerships and capacity for combating eutrophication at the regional level, ensuring the sustainability of restoration efforts.

12 Risk Management

The critical risks for the FERRO project, as outlined in the DoA Part A, will be managed using the processes of Risk Identification, Risk Analysis, Risk Management, and Risk Monitoring & Reporting. These processes address risks that may impact the progress and success of the project.

At the end of each reporting period, beneficiaries are required to provide the PC with an update on the status of each risk identified in the DoA. This update must include:

- The current status of the risk.
- Any proposed new mitigation measures, if necessary.

The "Risks" list file in the FERRO_Repository (see Annex 3) serves as the central repository for tracking all identified risks and documenting their impact throughout the project. The PC is responsible for consolidating all risk-related information, while each partner is responsible for promptly informing the PC of any encountered issues. If a problem cannot be resolved immediately, the SC will convene to develop and implement appropriate mitigation measures, ensuring their effective execution.

In addition to reporting on existing risks, beneficiaries must document any unforeseen risks during the reporting period. This documentation should include the status of each new risk (e.g., mitigation measures applied, whether the risk materialized, etc.). WP leaders must also address risks in their quarterly reports, ensuring continuous monitoring and proactive management throughout the project.

13 Guidelines for Project Partners

13.1 Communication and Collaboration

Communication with CINEA:

- **Do**: Channel all official communication with the Project Officer (CINEA) through the Project Coordinator (PC).
- **Don't**: Contact the Project Officer (CINEA) directly. Consortium members will have opportunities to interact with the PO during the annual consortium meeting or other meetings to which the PO is invited.

Regular Communication:

- **Do**: Maintain open and regular communication with consortium partners and the Project Coordinator to ensure alignment and transparency.
- **Don't**: Delay communication about issues or concerns, as this could impact the project.

Active Participation:

- **Do**: Attend meetings (in person or online) and contribute actively to discussions.
- **Don't**: Miss meetings without providing prior notice or updates to the Project Coordinator.

Conflict Resolution:

- **Do**: Address conflicts or disagreements professionally and escalate unresolved issues to the Steering Committee or Project Coordinator if necessary.
- **Don't**: Allow conflicts to delay progress or affect the quality of deliverables.

13.2 Deliverables and Deadlines

Meet Deadlines:

- **Do**: Complete tasks and submit deliverables on time to avoid delays in the project timeline.
- **Don't**: Overlook deadlines or assume extensions without formal agreement.

Document Progress:

- **Do**: Keep records of your work, including meeting notes, decisions, and changes, to maintain accountability.
- **Don't**: Rely on verbal agreements or informal notes that can lead to misunderstandings.

Planned Manuscripts and Publications:

- **Do**: Notify consortium partners early about any planned manuscripts or publications arising from the project.
- **Don't**: Submit publications without informing the Consortium or allowing partners to provide input and discuss co-authorship.

13.3 Data Management and Compliance

Data Management and GDPR Compliance:

- **Do**: Follow the Data Management Plan (DMP) and ensure all data is handled in compliance with GDPR and project guidelines.
- **Don't**: Share sensitive data through unapproved or insecure channels.

Effort Reporting and Timesheets:

- **Do**: Accurately track and report your time and effort on project activities as the EC requires.
- **Don't**: Delay submitting timesheets or provide incomplete/misleading records.

13.4 Branding and Dissemination

Acknowledging EC Funding and Logos:

- **Do**: Acknowledge the European Commission's funding in all publications, presentations, and communication materials by including the funding statement: *This project has received funding from the European Union's Horizon Europe programme under Grant Agreement No. 101157743."*
- **Do**: Include the mandatory disclaimer in all external communication and publications: *Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Climate, Environment and Infrastructure Executive Agency (CINEA). Neither the European Union nor the granting authority can be held responsible for them. Grant Agreement No. 101157743*
- **Do**: Use the correct EC, consortium, and partner logos as specified in the project's branding guidelines.

- **Don't**: Modify, omit, or incorrectly display the logos or required statements in project-related materials without prior approval.

13.5 Resource Sharing and Sustainability

Resource Sharing:

- **Do**: Make project-related resources (data, materials, findings) accessible to consortium partners as appropriate.
- **Don't**: Restrict access to shared resources or withhold data that could benefit the Consortium.

Sustainability and Knowledge Transfer:

- **Do**: Contribute to long-term project sustainability by ensuring knowledge transfer and proper work documentation.
- **Don't**: Retain critical project knowledge without sharing it with the Consortium.

13.6 Respect and Inclusivity

Respect Confidentiality:

- **Do**: Protect sensitive project information and adhere to confidentiality agreements.
- **Don't**: Share confidential information externally without the Consortium's approval.

Respect for Cultural and Regional Diversity:

- **Do**: Foster an inclusive and respectful working environment by recognizing and respecting cultural differences among consortium members.
- **Don't**: Make assumptions or dismiss input based on cultural or organizational differences.

14 Annex

Annex 1 FERRO Repository Folder Structure

Level 1	Level 2	Level 3	Level 4	Level 5	File naming convention/comments
FERRO_Repository	Deliverables	WP1 to 10 Folders			[Deliverable Number]_[Delivereble Name]_v1.0
	Templates_Logos	Deliverable_Templates			
		Presentation_Templates			
		Meeting_Templates			
		Logos	FERRO_Logos		
			Partner_Logos		
			EC_Logos		
			Mission_Logos		
	Meetings	Kick_Off_Meeting	Pictures		
			Presentations		
		General_Assembly	Year	Pictures	Subfolders can be created if applicable
				Presentations	WP#_PresenterSurname
		Steering_Committee	Year	Pictures	
				Presentations	
		End_of_Project_Meeting	Pictures		
			Presentations		
	Partners	BC_CAS	Sharing		Subfolders can be created if applicable
			Official_portraits		Surname
			Pictures	Year folders	Subfolders could be created to group pictures
	FERRO_Docs	Agreements_Proposals			

Level 1	Level 2	Level 3	Level 4	Level 5	File naming convention/comments
		Financial_Reports			
		Project_Management			
		FSTP_Grants			
	FERRO_Outputs	Publications			YYYY_FirstAuthorSurname_JournalAcronym
		Media	Press_Releases		YYYYMMDD_PartnerAcronym
			Videos		YYYYMMDD_MediaOutlet
			Print_Online		YYYYMMDD_MediaOutlet
		Webinars			Subfolders can be created
		Presentations	Conferences	Year folders	YYYYMMDD_ConfrenceName_PresenterName
		Promotional_Material			

Annex 2 FERRO Repository Folder Description

Folder Name	Folder Level	Description
FERRO_Repository	**1**	**Contains all FERRO documents**
Deliverables	**2**	**Contains all work package deliverables (e.g., WP1-WP10).**
WP Deliverable Folder (eg. WP1)	3	Contains deliverables submitted to EC
Templates_Logos	**2**	**Includes templates and logos for project deliverables and presentations.**
Deliverable_Templates	3	Templates for deliverables following the project's standards.
Presentation_Templates	3	Templates for presentations to ensure consistent formatting.
Meeting_Templates	3	Meeting templates for the project.
Logos	3	Logos for various purposes, including FERRO, partners, EC, and mission-specific logos.
FERRO_Logos	4	Logos specific to FERRO branding.
Partner_Logos	4	Logos representing project partners.

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Folder Name	Folder Level	Description
EC_Logos	4	Logos required for EC branding.
Mission_Logos	4	Logos for specific project missions.
Meetings	**2**	**Stores agendas, minutes, pictures, and presentations for various meetings.**
Kick_Off_Meeting	3	Agendas, minutes, pictures, and presentations from the Kick-Off Meeting.
General_Assembly	3	Agendas, minutes, pictures, and presentations from General Assembly meetings, categorized by year.
Steering_Committee	3	Agendas, minutes, pictures, and presentations from the Steering Committee meetings, categorized by year.
End_of_Project_Meeting	3	Agendas, minutes, and presentations from the End of Project Meeting.
Partners	**2**	**Contains information about project partners, including official portraits and shared materials.**
Partner folder (e.g., BC_CAS)	3	Partner-specific shared folders, official portraits, and grouped subfolders for pictures.
FERRO_Docs	**2**	**Includes agreements, proposals, financial reports, and project management documents.**
Agreements_and_Proposals	3	Contains: FERRO Proposal, Budget, Grant Agreement, Consortium Agreement and other official project documents.
Financial_Reports	3	Holds financial reports and analyses for the project.
Project_Management	3	Project management resources and documents.
FSTP_Grants	3	FSTP-related grants, including Call 2025 documents.
FERRO_Outputs	**2**	**Stores project outputs such as publications, press releases, videos, and webinars.**
Publications	3	Published materials with the naming convention
Media	3	Media-related outputs, including press releases, videos, and printed materials.
Press_Releases	4	Press releases with the naming convention
Videos	4	Videos are categorized by media outlet and publication date.
Print_Online	4	Print and online article materials categorized by date and outlet.
Webinars	3	Webinar recordings and associated materials.
Presentations	3	Holds conference presentations categorized by year.
Promotional_Material	3	Promotional materials for the project, with subfolders as needed.

Annex 3 Names of Templates and Project Documents on the FERRO Repository

Template/Document	Location
Deliverable	*FERRO_Repository/Templates_Logos/Deliverable_Templates/FERRO_Deliverable_Template.docx*
Milestone	*FERRO_Repository/Templates_Logos/Deliverable_Templates/FERRO_Milestone_Template.docx*
Powerpoint	FERRO_Repository/Templates_Logos/Presentation_Templates/FERRO - Presentation template Final v2
Meeting Template	FERRO_Repository/Templates_Logos/Deliverable_Templates/Meeting_Templates/*FERRO_Meeting_Template.docx*
Internal Technical Reporting	*FERRO_Repository/* FERRO_Docs/Project_Management/FERRO_WP_Report_Template.docx
Project Management	FERRO_Repository/ FERRO_Docs/Project_Management/FERRO_Project_Mgt_xls Sheets: 1. Deliverables 2. Milestones 3. Risks 4. Contact_list 5. Demo_sites_list (Mission Reporting) 6. Engagement_log (Mission Reporting) 7. FERRO_Rep_Folder_Structure 8. FERRO_Rep_Folder_Description