



D 6.1 – Project Management Handbook

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Executive Summary

The Project Management Handbook defines the general approach to be followed for partner communication, documentation, deliverable's production, and quality control. It describes:

- Project organisation and management structure
- Project reporting
- Procedures and quality assurance measures to be followed during the project
- Main financial management rules and principles
- Communication procedures between partners

1 Introduction

The purpose of the Project Management Handbook is to facilitate collaboration by defining a set of rules for the organisation of the day-to-day work in the MAASive project.

This document acts as a project handbook, including Risk Management and Quality Assurance Plan. Particularly, it sets out guidelines for the general approach for MAASive administrative management, including deliverables, deadlines, internal and external reviews.

It will contribute to the efficient and effective organisation of the project's activities and facilitate collaboration by defining a set of rules and a common framework for the efficient operation of all aspects of the project.

The handbook is intended to be a living document, and will be updated, when necessary, throughout the project duration.

2 Project Organisation

In the sections below, the structure of the MAASive project is described and the roles and responsibilities will be outlined.

2.1 Work Packages and cross-WP interactions

The project is structured in 6 work packages (WPs). See Table 1.

Table 1. List of work packages

WP	WP title	Lead	PMs	Start	End
WP1	Opportunities and requirements	TUH	49.00	1	18
WP2	Models' foundation and governance	AAU	131.00	3	13
WP3	Technology and system development	AAU	104.00	1	30
WP4	Demonstration and lesson learned	ECN	225.00	18	36
WP5	Dissemination, Communication, and Exploitation	POL	95.00	1	36
WP6	Project Management and Coordination	AAU	41.00	1	36

The interaction and inter-dependencies between the WPs are illustrated in Figure 1.

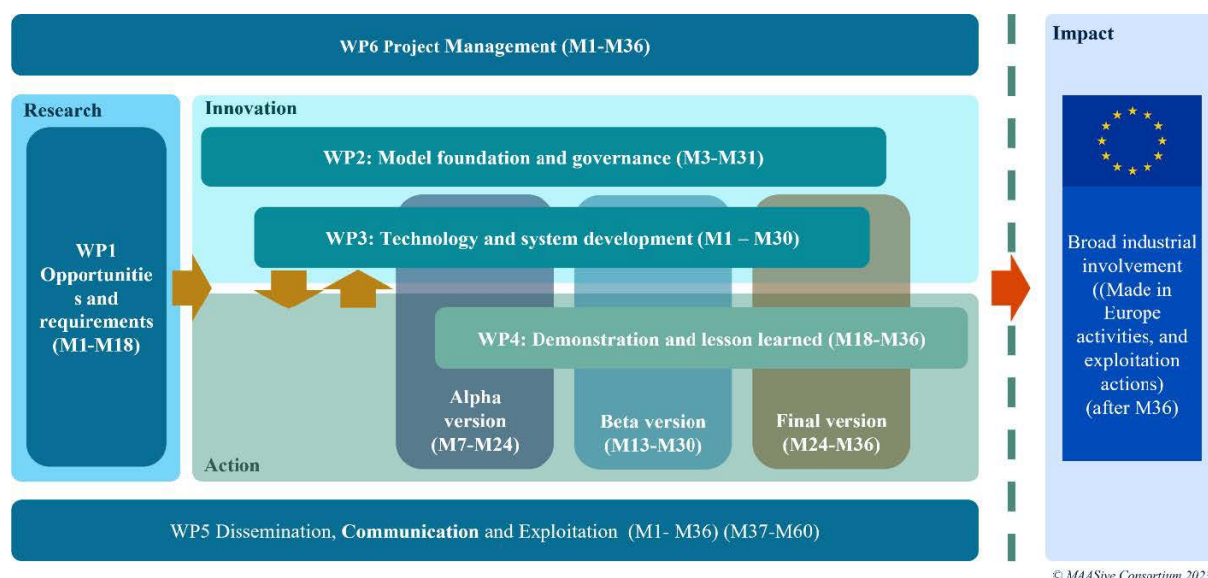


Figure 1. MAASive WP structure.

2.2 Management Structure and Meetings

The daily management and overall coordination of MAASive is led by the project coordinator and the administrative project manager and further supported by a Risk Quality and Exploitation Manager (RQEM), a Pilot Demonstration Manager (PDM) and a Communication Manager (CM).

The MAASive consortium consists of 12 partners located in seven different countries with representatives from research institutions and industry.

WP6, the project management work package forms the basis for the project with the aim of ensuring a successful implementation the project. The objectives of this WP are as follows:

- to set up and ensure a strong governance structure
- to ensure sufficient quality by coordinating collaboration between the different management bodies, individual partners and individual work packages
- to ensure vertical and horizontal integration within the project
- to guarantee adequate risk management procedures to ensure that all occurring and potential risks are mitigated
- to coordinate the activities in the project, assure deadlines are met, implement mitigation measures in case of delays or deviations from the original plans and ensure all necessary communication and flow of inputs among work packages and partners is effective and efficient and to ensure an effective administrative management (reporting, budgets and payments)
- to administer ethics and data management protocols to ensure compliance and integrity throughout the project.

To match the complexity of the project, a strong organisational structure with several governing bodies (General Assembly and Executive Board) has been established, see Figure 2. The rules for decision-making, composition, voting rights and procedures, organisation, rules for amendments etc. are detailed in the Consortium Agreement which is based on the DESCAs model.

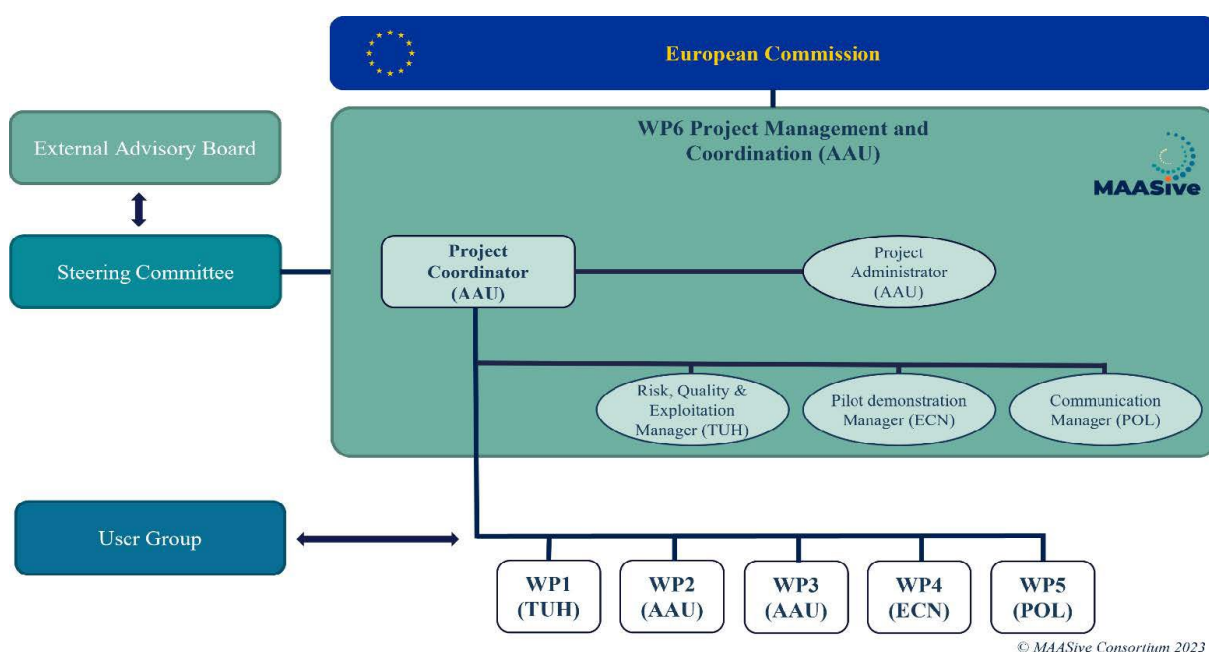


Figure 2. MAASive management structure.

2.2.1 Management team (coordinator and administrative project manager)

The MAASive project is coordinated by Kjeld Nielsen (AAU), who has the overall scientific and technical responsibility of the project. The coordinator, together with Charlotte Fonseca Holmene (the administrative project manager) (AAU), has the following tasks and responsibilities:

- Interface between the EC and the project consortium.
- Coordination of the work according to the project time schedule.
- Acquisition and monitoring the financial and administrative data from the partners and the processing and preparation for the submission to the EC.
- Assembly and preparation of progress reports based on the input of the partners.
- Decision on proposed modifications on the work packages after discussion with the WPLs, the partners involved, the GA and in consultation with the EC.

2.2.2 General Assembly (GA)

The General Assembly is the ultimate decision-making body of the consortium. It performs the strategic management of the project and consists of one representative per partner organisation (hereinafter referred to as “Member”). There can be more than one representative attending the GA-meetings, and the member may appoint a substitute or a proxy to attend and vote at any meeting. The main tasks include the overall supervision of the project’s progress, milestones’ achievement, conflict resolution and risks’ management.

Each member has equal voting rights with one vote, irrespective of their contribution in the project. The decisions are made by a two-third majority. The rules, as laid down in the Consortium Agreement, form the basis of the decision-making and quorum.

Notice of a GA meeting will be given 45 calendar days prior to the meeting and agenda is shared 21 calendar days before. Any member of the consortium may up to 14 days before the meeting add items to the agenda.

The Project Coordinator chairs the General Assembly meetings and minutes will be taken by the administrative project manager and will be circulated within 10 days of the meeting. If no objections are received within 15 days after circulation of the minutes, they will be considered accepted, and the final minutes will be circulated.

GA meeting will be held at least twice a year, in conjunction with a consortium meeting. The meetings discuss strategic questions on both technical and non-technical issues related to project management. Apart from the scheduled meetings, any urgent need for decision-making may be initiated by conducting online meetings and exchanging emails.

Table 2. General Assembly members

Partner	Name of the General Assembly members
AAU	Kjeld Nielsen
POL	Margherita Pero
TUH	Thorsten Blecker
ECN	Catherine da Cunha
KAM	Carsten Kusk
ARC	Abdurrahman Can
ART	Musa Karagöz
IKP	Halit Filik
IRO	Özgür Kurt

SMO	Metin Turkey
TXT	Michele Sesana
ETK	Mads Vejnø Lund

2.2.3 Executive Board (EB)

The Executive Board is the supervisory body for the execution of the project, which shall report to and be accountable to the General Assembly. It supports coordinator in supervising the execution of the project and consists besides the coordinator of the administrative project manager, the RQEM, PDM and the CM.

Executive Board meetings will be held online once a month as a starting point, but the frequency will be evaluated if needed. The meetings will be scheduled at the latest 14 calendar days before and the agenda will be set at least 7 days prior to the meeting. Minutes will be drafted latest 10 days after the meeting, and they will be agreed and finalised at the next meeting. The validated minutes will be accessible to all partners on the Team folder.

2.2.4 Work Package Leaders (WPLs)

The WP leaders will oversee the execution of the scientific, technological and exploitation activities within the scheduled time in their respective WPs. All WP leaders have been selected based on their substantial experience in their field and/or with coordination. The individual tasks within the WP may be managed by other project partners in the form of Task Leaders (TL). The WP leaders ensure their tasks integrate with activities in the wider project and collaborate closely with the management team.

Table 3. WP leaders

WP	WP title	Partner	Name
WP1	Opportunities and requirements	TUH	Mohamed Osman
WP2	Models' foundation and governance	AAU	Thomas Ditlev Brunø
WP3	Technology and system development	AAU	Thomas Ditlev Brunø
WP4	Demonstration and lesson learned	ECN	Catherine da Cunha
WP5	Dissemination, Communication, and Exploitation	POL	Margherita Emma Paola Pero
WP6	Project Management and Coordination	AAU	Charlotte Fonseca Holmene

2.2.5 External Advisory Board (EAB)

An External Advisory Board (EAB) will be established at the beginning of the project but has not yet been finalized when completing this deliverable.

2.2.6 User Group

A user group will be established at the beginning of the project but has not yet been finalized when completing this deliverable.

3 Project Reporting

3.1 Periodic reporting to the EC

Periodic reports are a contractual obligation as defined in article 21 of the Grant Agreement. The consortium shall submit a periodic report to the European Commission for each reporting period within 60 days after the end of each respective period.

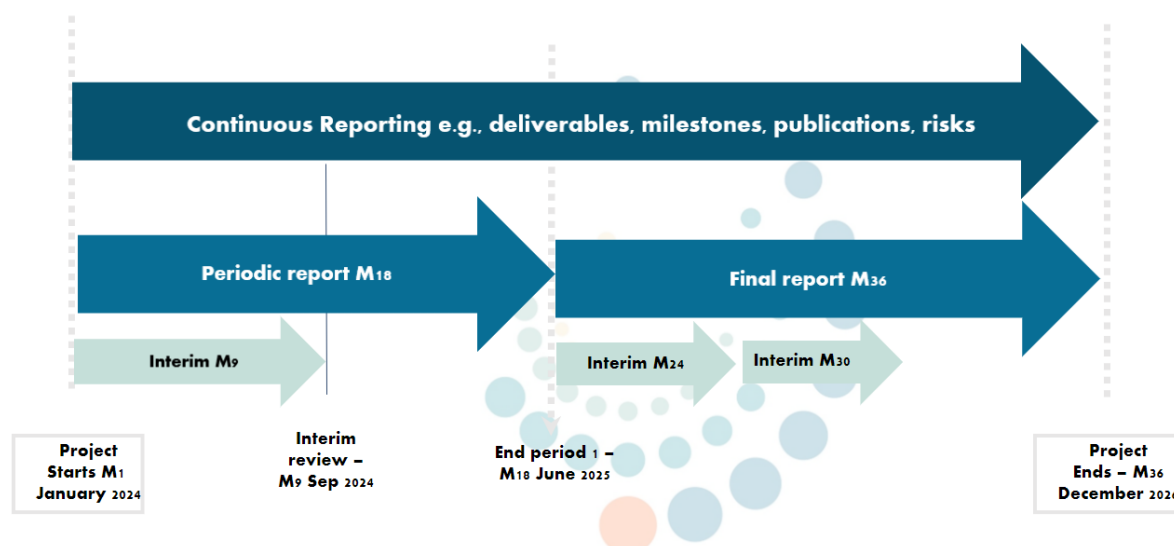


Figure 3. Reporting timeline.

Table 4. Overview of periodic reports.

Reporting Period	Project months covered	Due Date (end of Month plus 60 days)
RP1	M1-M18	30 June 2025 + 60 days = 31 August 2025
RP2	M19-M36	31 December 2026 + 60 days = 28 February 2027

The periodic reports include a technical and a financial part:

- The technical part includes an overview of the action implementation.
- The financial part includes:
 - financial statements for all beneficiaries/affiliated entities (apart from Interdigital Europe (IDE), which as an associated partner is not required to submit a financial statement).
 - for the final report, all beneficiaries with a requested EU contribution for costs higher than € 430,000 will have to submit a certificate on the financial statements (CFS).

The project manager will prepare the templates for the reporting, which will then be circulated to the partners for their input. There are 2 templates, one which will be sent to the partner's administrative representatives (financial) and a second template which will contain the technical

status, which will be sent to the partners. It is the responsibility of each partner to deliver input to reports both on financial and technical. Continuous reporting, e.g., deliverables, milestones, publications, risks, must be up to date at the time of submitting the periodic report.

3.2 Internal progress reports

In addition to the official periodic reports (M18 and M36), internal progress reports will be produced to allow the management team to monitor progress more closely. These reports are for internal use only. The due dates of the internal reporting periods are shown below:

Table 5. Overview of internal progress reports.

Reporting Period	Project months covered	Due Date (end of month)
RP1.1	M1 – M9	M9 (September 2024)
RP1. Official periodic reporting	M1 - M18	M18 (+60 days)
RP2.1	M19 - M24	M24 (December 2025)
RP2.2	M25 – M30	M30 (June 2026)
RP2. Official periodic reporting	M19-M36	M36 (+60 days)

The internal reports will consist of a financial overview of the expenses, PM effort used, and a progress description from each partner. A template will be created and distributed together with a timeline for providing input. The administrative project manager will well in advance provide the two templates requesting input from all partners (financial and progress input) and to the WP leaders requesting input for overall progress in their WPs.

If any irregularities or deviations are reported or identified in the reports, these will be addressed at an EB meeting or GA meeting, depending on the nature and impact they may have on the project.

3.3 Deliverables

MAASive has 29 deliverables, which shall be submitted on the last day of the month indicated in the GA. Each deliverable will have a main author and will go through an internal review to ensure the highest quality possible (see D6.2 for more information). By default, deliverables have to be submitted using British English. Table 7 presents the no. of deliverables in each reporting period.

Table 6. Deliverables in each reporting period.

Reporting Period	Project months covered	No of deliverables	Lead
RP1 M1-M18	M3	2	AAU
	M6	7	TUH, POL, AAU, ECN, TXT
	M9	1	AAU
	M12	2	TXT, POL
	M18	5	AAU, SMO, TUH
RP2 M19-M36	M22	1	SMO
	M24	3	TXT, POL
	M27	1	AAU
	M28	1	TXT
	M30	2	SMO
	M34	1	ECN
	M36	3	TUH, POL
		29	

4 Meetings

An overview of the meetings planned in MAASive can be found in Table 13.

Table 7. List of planned meetings in MAASive.

Meeting type	Occurrence	Length	Aim	Participants
Consortium & General Assembly	Every six months	2 days	Overall supervision of the project's progress, milestone achievement, conflict resolution and risk management. GA = decision making body	All partners to be present or represented.
Executive Board	Every three months	2 hours	Check progress and identify/solve any cross-WPs issue	WP Leaders to be present or represented. Other consortium members are encouraged to join
WP level	When needed	1-2 hours	Collaborate and check progress at WP level	Participants in this specific WP
Advisory Board	Once a year	1-2 hours	Network with sister projects and stakeholder engagement. Dissemination of project results.	AAU, NXP, OFCOM, ABB, Orange

In addition to the regular meetings, the communication in the consortium will be carried out mainly through e-mail and MS Teams. As a rule, all meetings shall be recorded in writing (notes/minutes) and be uploaded to its respective folder on Teams. A template for minutes can be found under the folder “Templates”. The main objective is to provide an overview of the progress. The minutes include the following key points: participants, agenda, decisions, key points of discussion, list of action points = WHO does WHAT until WHEN. For physical meetings, all participants will have to sign an attendance list to make sure that they are able to document their presence. The default solution for virtual meetings is MS Teams but other solutions such as Zoom can be used whenever necessary.

Review meetings with the EC Project Officer and appointed external evaluators will take place after the end of each reporting period. Meeting venues are by default in Brussels unless there is a specific request to hold it elsewhere. Meetings could also be held online, depending on the PO request. The coordinator, the administrative project manager and the WPLs (of active WPs in the reporting period covered) are as a minimum expected to participate in these meetings. Other project members may be invited if necessary. The organisation of the reviews will be coordinated by the coordinator, the administrative project manager, and the PO.

5 Procedures

5.1 Quality assurance measures

Procedures for project quality management has been described in deliverable D6.2 – Quality and Risk Management Plan.

5.2 Deliverable review process

A process for ensuring quality in all our project deliverables has been established and has been described in deliverable D6.2 – Quality and Risk Management Plan.

5.3 Document management

Management of our internal project documents is part of the quality assurance and has been described in deliverable D6.2 – Quality and Risk Management Plan.

5.4 Legal, financial and administrative management

The Consortium Agreement (CA) is the legal reference to all matters regarding the cooperation between all partners in MAASive, and each partner is responsible for following the rules set up in the CA as well as the Grant Agreement (GA).

All Partners are encouraged to consult the Annotated Grant Agreement (AGA), when in doubt concerning the GA, and all partners are at any time welcome to contact the administrative project manager for guidance on all legal financial and administrative questions.

5.5 Procedures for risk management

Potential project risks have been identified and is presented in Table 8. Procedures for risk management throughout the project duration has been described in deliverable D6.2 – Quality and Risk Management Plan.

Table 8 – Description of potential risks

Risk No.	Description of risk	WPs involved	Proposed Mitigation Measures
1	Delays in or low quality of input from MAASive partners. Impact: M / Occurrence: M.	All WPs	Complementary and careful selection of the consortium partners. MAASive management structure. Possible transfer of workload and resources to other partners if a partner repeatedly fails to deliver.
2	Post Pandemic affecting the ability of the consortium to deliver on the MAASive objectives. Impact: H/ Occurrence: H	All WPs	Technical partners close to the industrial partners reduce travel needs. Capacity to work on the ground for the demonstration actions (operational work structures). Proof within the writing of the proposition that collaborative remote work was possible within consortium.
3	Conflict in Europe affecting the ability of the consortium to deliver on the MAASive objectives. Impact: H / Occurrence: M	All WPs	Technical partners close to the industrial partners reduce travel needs. Capacity to work on the ground for the demonstration actions (operational work structures). Proof within the writing of the proposition that collaborative remote work was possible within consortium.
4	Unreliability of collected data. Impact: M / Occurrence: M.	WP2, WP1, WP3	Early identification of data source (WP2). Design of robust data collection framework (WP3).
5	Risk on EO1: The KPI and alternative scenario of the MAASive toolkit are not understandable by the users.	WP4, WP2, WP1, WP3	Human-centric requirement collection (WP1). Human-centric modelled development (WP2). Human-centric toolkit development (WP3). Review and retrospective at each development and demonstration loop (WP4).
6	Risk on EO2: the results of MAASive do not translate to available technologies for Europe.	WP5, WP3	Wise choice of solution provider (Consortium build) Toolkit development aiming at further exploitation (WP3). Clear Exploitation & IPR roadmaps (WP5).
7	Risks on RO3: the results of MAASive	WP5, WP1	Early identification of requirements throughout networks (WP1).

	cannot be used throughout networks.		Clear Stakeholder engagement and policy uptake (WP5).
8	Technical and functional requirements are difficult to be applied or implemented in the demos due to a lack of technology resources or (local) technical capacities. Impact: M / Occurrence: L	WP3	Early identification of existing tools (WP1). Prioritisation of functionalities in MVP approach (WP1). Bug fixing task (WP4).
9	Technologies become obsolete during the project due to SoA progress. Impact: M / Occurrence: L	WP3	Continuous SoA revision during MAASive (WP3). Relying on technology observatory of technological partners (WP3).
10	ML/AI methods cannot be coordinated to obtain an integrated solution due to unavailability of data. Impact: M / Occurrence: H	WP3	Coordination among innovation partners (WP1). Early assessment of datasets and normalisation (WP3). Meeting with MAASive users' experts to understand datasets (WP3). MAASive users' involvement and data sharing asap (WP3). Frequent interoperability tests (WP3).
11	Development complexity leads to technology implementation delays. Impact: M / Occurrence: M	WP4, WP3	Prioritisation of developments (WP1). MVP approach and prioritisation of incremental deliveries (WP3). Integration meetings among technical partners (WP3).
12	Technology replicability limitations Impact: M / Occurrence: M	WP4, WP3	Multi-perspective Modelling (WP2). Generic solution with specific connectors (WP3).

5.6 Management of intellectual property (IPR)

To ensure maximum impact from the project, IPR of the partners needs to be assured. The Consortium Agreement therefore includes rules to address this and should be consulted actively by the project partners. It includes among others:

- How joint ownerships will be managed and how ownership provisions can be transferred.
- Which access rights are provided and which background is included.
- How to publish findings of the project, including protection in relation to dissemination and exploitation of results.
- How to handle software generated in the project whether the software is developed jointly or not.
- How to treat any limitations in relation to findings.
- Any additional rules on access rights.
- How third-party involvement will be managed.

5.7 Notification prior to dissemination of results

In accordance with the GA and the CA, a procedure, i.e., a notification period for all dissemination of results developed as part of the MAASive project is established. This will allow all partners who contributed with information, data or otherwise to check and confirm that their IPR is respected prior to publication.

Any partner planning to disseminate results must inform the consortium in advance and must notify the consortium 45 days prior to the publication.

“Dissemination” refers to any publishing of results which includes publications, presentations etc. Note that publications are considered as a special form of dissemination.

According to the GA, a beneficiary that intends to disseminate its results must give an advance notice at least 15 calendar days to the other beneficiaries (unless agreed otherwise), together with sufficient information on the results it will disseminate. The Consortium has agreed on a longer 30 calendar days’ notice for publications (see CA art. 8.4.2.1.). Notification is not needed for general communication about the project (without dissemination of results) (e.g., for marketing purpose).

Table 9 - Communication/dissemination categories and information to be provided.

Categories	Ruled by	Example	Notification to Consortium beforehand
General communication about project (without disclosure of results)	Art. 17 GA	Twitter post about a project meeting	Not requested
Publication of project results	Art. 8.4.2.1 CA	Scientific publication	Prior notice of any planned publication shall be given to the other Parties at least 45 calendar days before the publication.

All material produced by the consortium is jointly owned and can be used by partners according to the rules stipulated in the GA and CA.

POL as the dissemination and exploitation manager of the project coordinates and manages the dissemination activities. This includes:

- Selection of the conferences and journals, and coordination of the papers to be submitted.
- Coordination of journal special issues centred on the project’s findings.
- Coordination of project whitepapers.
- Coordination of workshops, project booths events and demonstration activities.
- Managing the statistics of the IPRs generated within the project.

5.8 Open access for scientific publications

All partners must ensure open access to peer-reviewed scientific publications relating to their results. In particular, they must ensure that:

- At the latest at the time of publication, a machine-readable electronic copy of the published version or the final peer-reviewed manuscript accepted for publication, is deposited in a trusted repository for scientific publications.
- immediate open access is provided to the deposited publication via the repository, under the latest available version of the Creative Commons Attribution International Public Licence (CC BY) or a license with equivalent rights; for monographs and other long-text formats, the license may exclude commercial uses and derivative works (e.g., CC BY-NC, CC BY-ND) and
- information is given via the repository about any research output, or any other tools and instruments needed to validate the conclusions of the scientific publication. Gold open access is also part of the early access.

Beneficiaries (or authors) must retain sufficient intellectual property rights to comply with the open access requirements.

5.9 Acknowledgement of EC funding

All communication activities of the beneficiaries related to the action (including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by the grant must acknowledge EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate). The following two options can be used:



Figure 4. EU emblems.

Acknowledgement of EC funding must also be mentioned when submitting publications for approval.

6 Financial Management

6.1 EC payments

AAU, as project coordinator, received € 4.283.994,38 in pre-financing which is the equivalent of 75% of the maximum EC grant. The pre-financing will be transferred to all partners according to their share of the budget. Pre-financing (in contrast to interim payments) remains the property of the EC until the final payment. The purpose of the prefinancing is to make it possible for the beneficiaries to have a positive cash flow during (most of) the project.

5% of the maximum EC grant has been withheld by the EC for the Mutual Insurance Mechanism (MIM). Subsequent payments will be made as interim payments corresponding to the amount accepted for the first reporting period and as final payment. The 5% transferred to the MIM will be transferred to the beneficiaries together with the final payment after the end of the project. A maximum of 90% of the partner's total EC contribution can be paid before the final payment.

6.2 Eligibility rules

To be considered eligible, actual costs must comply with article 6 GA. They must be, e.g.:

- Actually, incurred by the beneficiary.
- Incurred during the action duration.
- Declared under one of the budget categories set out in budget.
- Incurred in connection with the action and necessary for its implementation.
- Identifiable and verifiable, in particular recorded in the beneficiary's accounts in accordance with accounting standards.
- Comply with the applicable national law.
- Reasonable, justified and must comply with the principle of sound financial management.
- Actual costs are not considered eligible if they do not comply article 6 of the GA. The following costs are by default ineligible:
 - Return on capital and dividends, debt and debt service charges, provisions for future losses, interest owed, currency exchange losses, bank costs in relation to bank transfer of EC payment.
 - Deductible or refundable VAT.
 - Excessive or reckless expenditure.
 - Costs or contributions declared under other EU grants.
 - Costs incurred during suspension of the implementation of the Action.

IDC, an associated partner, must implement the action tasks attributed to them in Annex 1 of the GA in accordance with Article 11. They may not charge costs or contributions to the action and the costs for their tasks are not eligible. Instead, they should follow their internal guidelines for managing their budget.

An overview of the different cost categories used in MAASive can be found in figure 7 below.

A. Personnel costs

- A.1 Employees, A.2 Natural persons under direct contract, A.3 Seconded persons
- Actual costs: **All except SMO**
- Unit costs: **N/A**
- A.4 SME owners and natural person beneficiaries: **SMO**

B. Subcontracting costs

- Not foreseen. But if arises, will require an amendment.

C. Purchase costs

- C.1 Travel and subsistence: cost actually incurred. **All**
- C.2 Equipment: depreciation cost. **ARC, ART, IKP, IRO, SMO**
- C.3 Other goods, works and services: cost actually incurred. **All except ETK**

Indirect costs: 25% (except for subcontracting)

Figure 5. Cost categories in MAASive

6.2.1 Indirect costs

Indirect costs, also known as overheads, include costs connected with infrastructures and the general operation of the organisation such as, e.g., hiring personnel, depreciation of buildings and plants, water/gas/electricity, maintenance, insurance and costs connected with horizontal services such as administrative and financial management, human resources, training, legal advice, documentation etc. For indirect costs a flat rate (25% of direct cost) is applied by the EC.

6.2.2 Personnel costs

Unit costs are possible in some cases but will not be used in the MAASive project.

For actual costs, personnel must be directly hired by the partner (or under a direct contract) according to its national legislation, work under the supervision of the partner and be remunerated in accordance with the normal practices of the partner. Only the costs of the actual hours worked by the persons directly carrying out work under the project may be charged. Working time should be recorded using monthly timesheets or a declaration. Whatever system you use, the document must be signed monthly by the person and their supervisor. A template for this is available in Teams under the folder Templates.

6.2.3 Purchase costs

Purchase costs must:

- fulfil the general conditions for costs to be eligible.
- be based either on the best value for money (considering the quality of the service, good or work proposed, i.e., the best price-quality ratio) or on the lowest price.
- Not be subject to conflict of interest.
- Purchases between beneficiaries are in general not accepted.

6.2.4 Travel and subsistence costs

Travel and subsistence costs must comply with the partner's usual practices and must be adequately recorded.

In case of audit or Certificate of Financial Statement (CFS,) the following documents are typically required to provide the following:

- Short justification for the travel.
- If it is a conference, paper or poster presented.
- Agenda and Minutes of any project meeting.
- Invoice and itinerary for plane tickets.
- Receipts of accommodation and meals (travel expense settlement form from the beneficiary)

Note that all travel and expenses must be of relevance to the project.

6.2.5 Other goods and services

This budget category includes costs such as:

- costs for consumables and supplies (e.g., raw materials, office supplies).
- communication and dissemination costs (e.g., translation and printing costs or graphic. Designer fees for printed products such as leaflets or other promotional items in relation to communication activities; conference fees; costs for speakers and interpreters).
- costs related to intellectual property rights (IPR) (e.g., costs related to protecting the results such as consulting fees or fees paid to patent offices).

The CFS price (exclusive of VAT in case VAT is reimbursable by local tax authorities) is a direct eligible cost under other goods and services.

6.2.6 Equipment

Only equipment used for the purposes of carrying out project activities can be charged as direct costs. Only the portion of the equipment used in the project may be charged. The amount of use (percentage used and time) must be auditable.

Depreciation is charged in each relevant periodic report and must be calculated according to the partner's own internal depreciation rules. A proportionate share of equipment purchased before the starting date of the project may be included but only for the share used in 65-SHINE.

6.2.7 Subcontracts

A subcontractor is a legal entity which is not a partner of the consortium and is not a signatory to it. Tasks to be subcontracted must be identified in Annex I – Description of Action. So far, a need for subcontracting has not been identified in MAASive.

Subcontractors should be selected on a best value for money principle (considering the quality of the service, good or work proposed, i.e., the best price-quality ratio) or the lowest price. There should not be subject to conflict of interest. Subcontracting between beneficiaries in the same

EC Grant Agreement is not accepted. Note that the rules for subcontracts are strict and it is advisable to check on a case-by-case basis with the project manager.

7 Dissemination and Communication

7.1 Dissemination tasks

The main goal of the MAASive dissemination and communication strategy is to design the dissemination strategy through the project management handbook, the set-up of dedicated communication tools and the individuation of networks and stakeholders potentially interested in participating and in receiving the project main products and in further disseminating them.

7.1.1 Dissemination & Exploitation Strategy Development

The task consists of the definition of the Communication and Dissemination Strategy (DS) to be presented to the consortium. By Month 12, POL in cooperation with Aalborg University (AAU), Hamburg University of Technology (TUHH), Ecole Centrale de Nantes (ECN), Kamstrup, Arçelik Global, Arctic, ILPEA, SmartOpt, and TXT GROUP will have developed and presented an Exploitation Strategy to provide a framework for the dissemination of project results and its follow-up after the end of the project.

7.1.2 Implementing the Dissemination Strategy and Communication Tools

7.1.2.1 Mailing lists

All partners will register for the mailing lists identified below. The updated list is available on Teams and all mailing lists will regularly be updated according to this file. By using the mailing lists, we ensure that all partners receive the same information and that no one is left out of the communication. Partners can request changes to the lists at any time. The lists are updated and maintained by the administrative project manager ensuring that only persons involved in the project will get access to the communication. Hence, if a partner needs to sign up a colleague for any of the mailing lists, an email must be sent to Charlotte Fonseca Holmene (cfh@adm.aau.dk) requesting to be included.

The following lists have been created:

- All scientific/technical participants: MAASive_all@lists.aau.dk
- EB members: MAASive_EB@lists.aau.dk
- General Assembly members: MAASive-GA@lists.aau.dk
- Administrative and financial contacts: MAASive_adm@lists.aau.dk

Specific mailing lists for Work Packages 1 – 5:

- All members of WP1: MAASive_WP1@lists.aau.dk
- All members of WP2: MAASive_WP2@lists.aau.dk
- All members of WP3: MAASive_WP3@lists.aau.dk
- All members of WP4: MAASive_WP4@lists.aau.dk
- All members of WP5: MAASive_WP5@lists.aau.dk

Additional lists can be created, if necessary.

7.1.2.2 Website and Social Networks

A MAASive project website, LinkedIn and X (twitter) pages will be set up and used as a powerful communication and dissemination tool. They will be updated throughout the project life with the contribution of each partner. POL will coordinate social media work facilitating graphic and copy writing. Existing tools of each project's partner (social media and network, mailing lists, journals, etc.) will be capitalised to disseminate and exploit project activities and results.

7.1.3 Monitoring Dissemination

POL will monitor the implementation of dissemination and its results and will facilitate partners with tools to collect key information such as outreach data analytics. Information will be collected throughout the project's lifetime to visualise trends, successes and challenges. Communication results will be included in the midterm and final narrative project's reports. 3 main tools to collect information from partner:

- Newsletter using mailing lists (maasive_eb mailing list, maasive_eb@lists.aau.dk, etc.) web contents and news, video and podcast monitoring
- Social media monitoring (e.g., [X](#), [LinkedIn](#), etc.)
- Publication, conferences and events monitoring (e.g. journal article, book chapter, book)

7.1.4 Visibility Events

POL will organise events in which partners and external speakers will discuss MaaS news and present key project's outputs and initiatives, in particular research results, workshops, etc.

7.2 Partners' Tasks and Timeline

Each partner, based on its role, has different responsibilities and related activities to conduct:

- POL will be in charge of coordinating all the dissemination activities, with the fundamental help of partners, in order to guarantee the general promotion of the project, the identification of partner's networks and other stakeholders to reach, the contact and information towards regional, national and European institutional actors. It will coordinate partners' contribution to the dissemination tasks.
- WP leaders and multiplier events and webinar organizers will be responsible to share knowledge and insights for POL to be able to produce dissemination contents for outputs, training opportunities and events.
- Each partner will be responsible to activate the associated partners for the project to support dissemination activities, including multiplier events. Each partner will promote project results on their websites, social media channels and mailing lists and, through a networking activity, in meetings/events at local, national, European and international levels.
- All partners leading results, tasks, outputs and webinars will provide promotion contents regarding the development of project's results to be disseminated online through the project and partners' website, newsletters, and other partners' other social media channels.

From Table 9 to Table 12 the dissemination tasks (respectively from 5.1 to 5.4) are shown, specifying also what needs to be done, who is/are the responsible/s, the related deadline and KPIs.

Table 10 - Dissemination & Exploitation strategy development (task 5.1)

What	Who	When	KPIs
Elaboration of the Dissemination Strategy Draft	POL	Early Spring 2024	Report proposing a dissemination and communication plan for MAASive.
Integration of Dissemination Strategy by partners	All partners	TBD	Set of Websites, patents filing, press & media actions, videos, etc.
Final Dissemination Strategy	POL	TBD	Report on the whole set of Websites, patents filing, press & media actions, videos, etc. produced during MAASive

Table 11 - Implementing the Dissemination Strategy and communication tools (task 5.2)

What	Who	When	KPIs
Development of project website	POL with partners' support for website texts development	Throughout project	1 Website in English
Social media planification document and xls spreadsheet "newsletter and web contents"	POL	Throughout project	Excel spreadsheet and GANTT including the planification of the posts to be published during the project
Social media contents	POL with partners' support for posts texts development	Throughout project	Social media posts and targets monitoring (views, likes, subscribers, etc.)
Project website management	POL leads development and management of website Content development updates: all partners	Throughout project	Website content updates and activity monitoring (visitors, clicks, etc.)
Newsletters in English	POL coordinates, and develops contents leading on project deliverables and milestones	Throughout project	# Newsletters in English

Table 12 - Monitoring dissemination (task 5.3)

What	Who	When
Monitoring activities and tools of communication results	POL controls, all partners provide information	Throughout project

Table 13 - Visibility events (task 5.4)

What	Who	When
Events discussing MaaS news and present key project's outputs and initiatives	POL in collaboration with partners and external speakers	Throughout project

8 References

- [1] Annotated Model Grant Agreement, pre-draft version0.2, last accessed 17/10/2022
https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/aga_en.pdf