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RESCCUE

RESILIENCE TO COPE WITH CLIMATE CHANGE IN URBAN AREAS.

PROJECT MANAGEMENT MANUAL

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Urban arEas - a multisectorial approach focusing on water
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Document history

DATE	VERSION	AUTHOR	COMMENTS
29/07/2016	1.0	M. Martínez (Aquatec)	First version of the deliverable
01/08/2016	1.1	M. Velasco (Aquatec)	First revision of the deliverable
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10/08/2016	Final	M. Velasco (Aquatec)	Final version of the document

1. Changes with respect to the DoA
   Not applicable

2. Dissemination and uptake
   Public (PU). The report is fully open and will be distributed through the web

3. Short Summary of results (<250 words)

D8.1-Project Management Manual has been developed by Aquatec within WP8 tackling the issues related to Consortium Coordination (T8.1), contractual administration and quality assurance (T8.2), financial management (T8.3) and reporting and EC relations (T8.4). Accordingly, it describes a common basis for communication among the consortium. It includes a list of important documents to be used by partners, a description of the RESCCUE governance structure, details on the internal communication mechanisms and relevant aspects of quality assurance.

4. Evidence of accomplishment
   Report

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1 Introduction

This document is developed as part of RESCCUE (RESilience to cope with Climate Change in Urban arEas - a multisectorial approach focusing on water) project, which has received funding from the European Union's Horizon 2020 Research and Innovation program, under the Grant Agreement number 700174.

The Project Management Manual corresponds to Deliverable 8.1 of Work Package 8 (WP8) – Management. WP8 will ensure an optimal coordination and management of RESCCUE, guaranteeing the effective implementation of the project activities. The specific objectives of WP8 include:

- Manage the Project and the consortium in an efficient and result-oriented manner to ultimately ensure the fulfilment of the whole project objectives
- Assure an effective interaction with the European Commission and the coordination of the legal, financial and administrative aspects of the project
- Implement coordination procedures, the quality-control of results and streamlined decision-making and re-planning procedures when necessary

This document provides an organized and harmonized set of practical guidelines, procedures and support documents that can be used for optimizing the project implementation. It will be kept up to date as needed throughout the project lifecycle.

This document is to be used by all partners to efficiently develop their individual and collective activities and contribute to the global objective of the project.

After this introduction, the structure of the deliverable is organized in the following sections:

2. Key Documents;
3. Governance Structure;
4. Internal Communication;
5. Rules for implementing H2020 project;
6. Templates and other resources;
7. Internal quality control

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2 Key documents

This is the list of key documents that will be addressed all along the project execution:

1) **Grant Agreement** (No. 700174) – the contract concluded between the EC (representing the EU) and the beneficiaries under which the parties receive the rights and obligations (e.g. the right of the Union's financial contribution and the obligation to carry out the research and development work). The Grant Agreement consists of the basic text and annexes, including Annex 1– Description of the action (DoA) - part A and part B.

   The DoA (Annex 1 part A) is also a key document to be taken into account given that it compiles a specific description of the tasks that will be carried out along the project and the expected results, deliverables and milestones to be obtained.

2) **Consortium Agreement**: the internal agreement signed between the members of the consortium establishing their rights and obligations with respect to the implementation of the action in compliance with the grant agreement.

All RESCCUE partners have one copy of these documents, and they are as well available on BaseCamp.

It is important to note that visibility of EU funding is mandatory while promoting project actions. Please use always:

a. The EU emblem - High-resolution emblems can be found here:
   http://europa.eu/about-eu/basic-information/symbols/flag/, and

b. The following text: The RESCCUE project has received funding from the European Union's Horizon 2020 Research and Innovation programme, under the Grant Agreement number 700174.

Figure 1. RESCCUE EU funding logo

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3 Governance structure

The RESCCUE Governance Structure is illustrated in Figure 1. The composition, roles and responsibilities of all management levels are described below. Specific operational procedures for the Consortium Bodies are described in the Consortium Agreement (point 6.2). Reading the Consortium Agreement carefully is thus advisable.
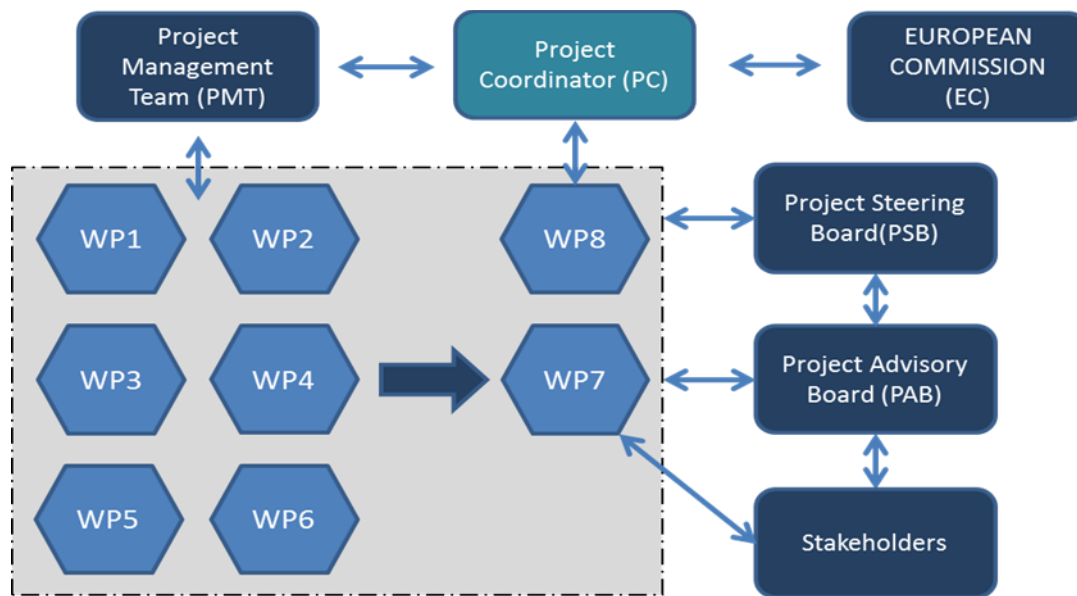

Figure 2. RESCCUE Governance structure

3.1 Project Coordinator (PC)

The Leading partner in the consortium, **Aquatec, is the Project Coordinator (PC),** who acts as the intermediary between the consortium and the European Commission. All administrative and financial issues will be translated to the EC in real time and, in the opposite direction, all suggestions and/or recommendations given by the European Commission will be transferred to the consortium. Thus, the PC will be in charge of the day-to-day coordination of RESCCUE. The Coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Grant Agreement and the Consortium Agreement:

- The **management** of the overall legal, contractual, ethical, financial and administrative issues of the project in close collaboration with the different boards specialized in each of the specific topics
- The **single point of contact** between the consortium and the EC. The PC, thus, will be in charge of gathering the necessary and updated information from the partners in order to report the Project progress in a proper manner, ensuring that the quality standards have been reached or in case of any change or relevant conflict appearing. Each participant will nominate an **Administrative Contact Person** who will be the contact point of its entity for legal, financial and reporting matters

- **Monitoring project progress** by collecting all periodic activities and evaluating key achievements, planned activities, progress towards deliverables and main concerns
- **Monitor compliance** by the Parties with their obligations;
- The **resolution of doubts** that may arise through direct communication or through the private area of the RESCCUE Basecamp, that will include discussion forums in order to offer a common space for sharing queries and clarifications
- **Chairing** the project meetings
- Keep **updated and available the contact list** of the Parties and other contact persons
- Dealing with any relevant matters not foreseen in the proposed management structure

The PC has the **support and assistance of the Programmes and Operations Department of Cetaqua**, specifically dedicated to project management, consortium coordination, quality-assurance, intellectual property regulation, administrative reporting and financial monitoring.

Additionally, in order to have a complete overview of the progress of an Action and the Project, the PC will work in close collaboration with the different boards described in Figure 2.

3.2 Project Management Team (PMT)

The **Project Management Team** is the **supervisory body** for the execution of the Project which shall report to and be accountable to the Project Steering Board (PSB). It is composed by the representatives of the following WP leaders: FIC, Aquatec, UNEXE, Opticits, Cetaqua and LNEC.

It will closely follow-up the progress of the Project in both technical and non-technical perspectives, as well as the quality and the delivery on time of the deliverables. The PMT will have the whole vision of the project progress, ensuring the proper implementation and interrelation between Work Packages.

The PC will chair the **PMT Meetings**, which will be held face-to-face on a six month basis coinciding with the Project Coordination Meetings. There will be also virtual meetings with an approximate frequency of 1 per month and whenever necessary upon written request of a Member of the Project Management Team.

The Project Management Team shall be responsible for the following tasks (more detail can be found in the Consortium Agreement):

- To **report the progress of the Work Packages** and any other necessary updates to the PSB. Proper execution and implementation of the decisions of the PSB.
- To **coordinate** on a day-to-day basis the progress of the **technical work under the WP**

- To **communicate** any plans, deliverables, documents and information connected with the WP between its participants and, if relevant, to the PSB
- To **organise the work** and outputs of the WP and resolving any conflict arising according to the project protocols
- To **follow up decisions** made by other consortium bodies insofar as they affect the WP
- To **review each of the Deliverables of the WP** before submitting them to the EC
- To **monitor the effective and efficient implementation** of the Action.
- To **collect information at least every 6 months on the progress** of the Action, examine that information to assess the compliance of the Action with the Action Plan and, if necessary, propose modifications of the Action Plan to the Project Steering Board.
- To **support the Coordinator** in preparing meetings with the Funding Authority and in preparing related data and deliverables

3.3 Project Steering Board (PSB)

The **Project Steering Board** (PSB) is the **decision-making body** of the Project. It consists of one representative from each participant and it is chaired by the PC. It will meet twice a year at the **Project Coordination Meetings**. They may also meet virtually according to the needs of the project (upon written request of a Member of the Project Management Team or 1/3 of the Members of the Project Steering Board).

The PSB is composed by the following 18 organisations, as shown in Table 1, ordered as in the Consortium Agreement and with the short names that should be used.

Table 1 - RESCCUE Consortium (Project Steering Board)

Participant No	Participant organisation name (short name)	Country
1 (Coordinator)	Aquatec, Proyectos para el sector del Agua, S.A.U. (Aquatec)	Spain
2	Cetaqua, Centro Tecnológico del Agua, Fundación Privada (Cetaqua)	Spain
3	Fundación para la Investigación del Clima (FIC)	Spain
4	Opticits Ingenieria Urbana S.L. (Opticits)	Spain
5	The University of Exeter (UNEXE)	UK
6	Laboratório Nacional de Engenharia Civil, I.P. (LNEC)	Portugal
7	Ajuntament de Barcelona(Barcelona CC)	Spain
8	Fundació Institut de Recerca en Energia de Catalunya (IREC)	Spain
9	United Nations Human Settlements Programme (UNHAB)	Kenya
10	Endesa Distribución Eléctrica, S.L. (Endesa)	Spain
11	Câmara Municipal de Lisboa (CML)	Portugal
12	EDP Distribuição Energia S.A (EDP)	Portugal

13	HIDRA - Hidráulica e Ambiente, Lda (Hidra)	Portugal
14	BRISTOL City Council (Bristol CC)	UK
15	Suez Advanced Solutions UK Limited (SASUK)	UK
16	UrbanDNA solutions LLP (UrbanDNA)	UK
17	AdP Águas de Portugal SGPS, SA (AdP)	Portugal
18	École des Ingénieurs de la Ville de Paris (EIVP)	France

The PSB will also act as an **Exploitation Committee (ExC).** An **Exploitation Manager (EM)** will be defined and will work, specifically, to determine the exploitability level of the results with the inputs provided by the PSB.

The PSB will gather Project results from the PMT and the Project Advisory Board (PAB), in order to fulfil the following tasks:

Decisions and approval
- To approve the implementation of the project, including deliverables and achievement of milestones
- To validate the adoption of contingency plans if necessary
- To agree on modifications, including budget redistributions and task schedule variations. This includes:
  - To vote for requests of changes to the EC GA, and decide on inclusions or exclusions from the consortium
  - To vote for changes to the Consortium Agreement, including withdrawals of background included

Reporting and coordination
- To discuss and assess the general progress and project achievements in relation to the Description of the Action (DoA)
- To promote gender equality, ensuring gender balance in decision-making and in research terms
- To ensure that beneficiaries respect the recruitment and working conditions for the researchers defined in the EC Grant Agreement

Dissemination
- To assess the dissemination level of all Deliverables
- To approve all press releases and joint publications of the consortium in compliance with the EC GA
- To provide its opinion on all publication plans with regard to the risks that such publications could imply for the protection or use of foreground
- To organize Stakeholder events to present the aims and objectives of the project and gathering and transferring the views of stakeholders to help formulate the overall strategic direction of future activity

Exploitation
- To monitor results to be protected and advising partners on the means of protection
- To provide its opinion on planned granting of exclusive licences to foreground to third parties if they could be contrary to the European economy or to security or ethical principles

- To review the plan for the use and dissemination of foreground
- To resolve disagreements on the necessary character of access rights between partners
- To review contributions to jointly-owned foreground and corresponding shares
- To follow up IP issues to make easy that partners reach agreements with third parties for use of the foreground (such as licensing or confidentiality agreements)

3.4 Project Advisory Board (PAB)

The **Project Advisory Board (PAB)** is a group of external experts that **ensure the scientific and technical quality** of the project. It will provide an additional process of quality control, advice, and validation of the vision, global impact and outreach of the project. It is appointed and steered by the Project Management Team.

The RESCCUE PAB is composed by the following 6 members from different backgrounds and regions, in order to achieve a varied and critical external point of view:

- **Lluis Alegre (ATM, Spain)**: civil Engineer with a long career in the public transport and mobility fields. Since 2006 he has been the mobility chief in ATM, and since 2014 its Technical Director. Mr. Alegre also has a lot of experience in the public administration sector, being the urban development and mobility director of the city of Terrassa.

- **Luis Ignacio Vicente del Olmo (Telefónica, Spain)**: responsible for the innovation management of Telefónica, the biggest telecommunications company in Europe and 5th one in the World. He has a lot of expertise in R&D and IPR management, technology transfer and R&D funding programmes.

- **Paul Flemming (Seattle Public Utilities, USA)**: responsible for developing and implementing the climate change program for an enterprise that provides water, drainage, wastewater and solid waste utilities. His expertise resides in the use of climate data and projections to assess climate impacts on the utilities' assets, as well as the development of strategies to enhance the resiliency and flexibility of the utility systems.

- **Manuel Gómez Valentín (UPC, Spain)**: responsible professor of the course of Urban Hydrology in the Civil engineering degree and co-coordinator of the Agbar post degree course on Urban Drainage. In both courses, he gives specific lectures about green infrastructures and nature based solutions and he was supervisor of minor thesis about these issues.

- **Frederick Krimgold (Virginia Tech, USA)**: co-Director of the World Institute for Disaster Risk Management and as a consultant to the Disaster Management Facility of the World Bank. His main areas of research have included specific earthquake related issues but also general disaster risk management experience in institutional

development for disaster management and market incentives for mitigation investment.

- **Enric Castellví (Aigües de Barcelona, Spain)**: industrial engineer with 30 years of experience in AGBAR (Aigües de Barcelona) Group. He has a long trajectory in water distribution networks management, asset management and operation. He had an important role in the 2007 drought, dealing with the water transport with ships.

Frequent interaction will be sought between the PSB and the PAB in order to gain insights on the evolutions in the state of the art and to obtain validation of the methodologies adopted. Progress reports will be sent to the PAB so as to obtain feedback about project results during the implementation. At the same time, PAB will make recommendations to the PSB with a view to achieving impacts.

The PAB will get together once a year (at least most of its members) with the PSB for discussion of findings, challenges and opportunities. The Project Coordination Meetings will be used to host these meetings. The PAB will also be asked to **review key project deliverables**, and assess difficulties and priorities identified by the PSB. In addition, the PAB will also be the link to international initiatives by **benchmarking, promoting and supporting the route to market** of RESCCUE.

4 Internal communication

The objective of this section is to maximize the effectiveness of internal communication and to facilitate the constant interaction among WPs and partners.

4.1 Project meetings

Virtual and face-to-face meetings will take place to monitor the progress of the project and to develop corrective measures where needed. In the following table there is a summary of the main expected meetings. It is worth noting that all the ordinary face to face meetings, will take place during the Project Coordination Meetings.
The Project Coordination Meetings will be hosted every 6 months, and besides having some plenary sessions to report the advancements of the WPs and case studies, it will also have parallel technical meetings, the PMT and PSB meetings, and once a year, the PAB meetings:

Table 2 - RESCCUE official project meetings

Item	Ordinary meeting	Extraordinary meeting
Project Steering Board meeting	Twice a year: face to face meetings	Virtual or face to face meetings may take place at any time, upon written request of a Member of the Project Management Team or 1/3 of the Members of the Project Steering Board
Project Management Team meeting	Twice a year: face to face meetings and	Virtual or face to face meetings may take place at any time, upon written

	monthly: virtual meetings	request of any Member of the Project Management Team
Project Advisory Board meeting	Once a year: face to face meetings	

Virtual meetings will be held regularly by conference calls with the aim to:

- Discuss the work progress within specific Work Packages / groups of work;
- Define responsibilities and actions to take;
- Agree on any potential amendments to the work plan;
- Share ideas and clarify questions / doubts.

One example of these virtual meetings is the monthly PMT meeting, but as commented, different groups within the consortium can meet as convenient.

The official tool to perform virtual meetings is **Skype for Business**. In case of unavailability the meeting organizer will decide on the best alternative. The general **rules for the project meetings** are the following:

- The partners will receive an invitation to the meeting (if necessary a Doodle will be launched in advance to find the most optimal date to everyone)
- The invitation will include the agenda for the call and preparatory work for each participant in case that is needed
- After the meeting, the attendees will receive a preliminary version of the minutes for their validation
- The final minutes of the meeting will shared via Basecamp (see platform description below)
- The follow up actions/next steps defined in each conference call will be listed in the meeting minutes to allow for a clear understanding of responsibilities and to better track the progress of the project

4.2 Platform

After a deep analysis of possibilities, **Basecamp** (www.basecamp.com) is the commercial platform that has been selected as the environment for the internal communication and management of the project. Basecamp is a user-friendly platform where partners share ideas within each Work Package (WP), check pending tasks and have access to the most up-to-date documents and information. The objective of this platform is therefore to set up an effective virtual communication between all RESCCUE partners.

Accordingly, RESCCUE Basecamp has been structured along the project's 8 Work Packages, so that it allows the different partners cooperating in the same WP to have productive discussion accessible to all WP members. It also allows file sharing and the development of new documents in a simultaneous collaborative style. Finally, it enables the scheduling of

tasks (to-do list), among many other features that make the distance between offices irrelevant.
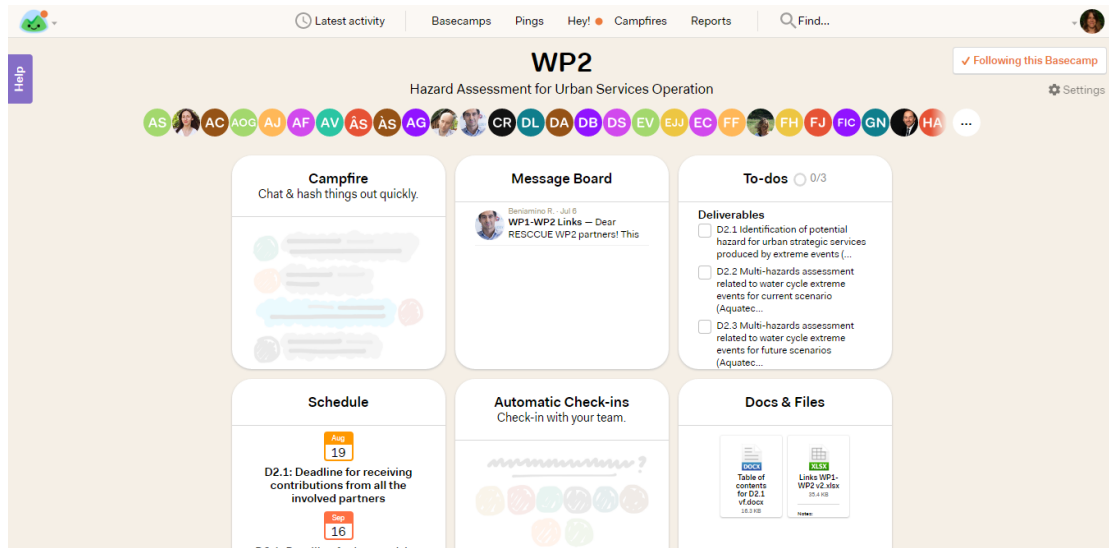

Figure 3. RESCCUE Basecamp screenshot

The main sections appearing under each Work Package are:

- Campfire: place for chat and hash things quickly
- Message Board: open up discussion topics and promote exchange of ideas and experiences.
- To-dos list
- Schedule for upcoming events or deadlines
- Automatic check-ins to keep up with the team on a regular schedule
- Docs & Files: place to share documents and files

Every action undertaken on Basecamp results in notifications via email (which can be customized). Communication through Basecamp can be performed by the use of various devices (email, Basecamp web, Basecamp mobile/tablet application, etc.)

Figure 4. Possible devices to use Basecamp

All RESCCUE partners have been invited to Basecamp and have joined the different units (basecamps) dedicated to each WP. By month 3, Basecamp is already actively used among the RESCCUE consortium.

The responsible for maintaining Basecamp active are both Aquatec, as project managers, and Cetaqua as communication (WP7) leaders.

As a summary, the main communication actions performed through Basecamp are:

- Share of documents and files related to the project: templates, working documents, preliminary versions of deliverables, administrative documents as Grant Agreement and Consortium Agreement, etc.
- Communication of upcoming events
- Minutes of meetings
- Discussion forum to exchange ideas
- Communication documents: news or communication activities related to RESCCUE published by partners (communication procedure posted on Basecamp must be followed)
- Updated list of contacts for the project (see next section)

4.3 Contacts

The RESCCUE contacts list is available in Basecamp and it is continuously updated according to the corresponding changes in the participants and contact data occurring throughout the project.

It includes a detail on the roles of each participant and its contribution to each work package, together with all the contact information: email, phone, skype address, etc.

There is also the **RESCCUE who's who**, which was distributed during the kick-off meeting to easily identify the partners in the early days of the project and it is available at Basecamp.

The following table compiles the main contacts of the RESCCUE project:

Table 3 - RESCCUE main contacts

Role	Name	Partner	email
Project Coordinator	Pere Malgrat	Aquatec	pmalgratb@aquatec.es
Project Manager	Marc Velasco	Aquatec	marc.velasco@suez.com
Financial Issues	Josep Graupera	CETaqua	jgraupera@externalpartner.com
Communication Issues	Laura Ventura	CETaqua	lventura@cetaqua.com
WP1 leader	Robert Monjo	FIC	rma@ficlima.org
WP2 leader	Beniamino Russo	Aquatec	brusso@aquatec.es
WP3 leader	Slobodan Djordjevic	University of Exeter	S.Djordjevic@exeter.ac.uk
WP4 leader	Ignasi Fontanals	Opticits	ifontanals@opticits.com
WP5 leader	Salvador Vela	CETaqua	svela@cetaqua.com
WP6 leader	Maria Adriana Cardoso	LNEC	macardoso@lnec.pt
WP7 leader	Laura Ventura	CETaqua	lventura@cetaqua.com
WP8 leader	Marc Velasco	Aquatec	marc.velasco@suez.com
Project advisor	Laura Palomo	CE-EASME	To be contacted via the PC

5 Rules for implementing H2020 projects

The implementation of the RESCCUE project should follow the rules and guidelines for Horizon 2020. The Grant Agreement (GA) is the document which sets out the rights and obligations and the terms and conditions applicable to the grant awarded to the RESCCUE partners for implementing the RESCCUE project. The following is a series of important points / rules to be considered.

5.1 Reporting

The reporting process allows the EC to follow the project closely and to ensure that it is implemented as stated in the GA and in conformity with the financial rules. The GA gives an overall picture of the progress of the project, in relation to the original and revised plans. It also provides a review of incurred costs.

The RESCCUE project lasts for 48 months and is divided into the following **3 Reporting Periods (RP)**:

- RP1: from month 1 (01/05/2016) to month 18 (31/10/2017)
- RP2: from month 19 (01/11/2017) to month 36 (30/04/2019)
- RP3: from month 37 (01/05/2019) to month 48 (30/04/2020)

There will be one progress report per period submitted to the Project Coordinator during the project (3 in total). These will be used to follow the progress and the budget use of the project, as well as to detect any deviations from the work plan. The internal progress reports focus on the progress of the activities and on the financial reporting (expenses). The reports will be requested in the following months (mid-term ahead of the formal periodic report to the EC):

- 1st Internal Progress Report – end of M6 (October 2016)
- 2nd Internal Progress Report – end of M12 (April 2017)
- 1st Periodic Report (M1_M18): First reporting period to the EC
- 3rd Internal Progress Report – end of M24 (April 2018)
- 4rth Internal Progress Report – end of M30 (October 2018)
- 2nd Periodic Report (M13_M36): Second reporting period to the EC
- 5th Internal Progress Report – end of M42 (October 2019)
- 3rd Periodic Report (M36_M48): FINAL reporting period to the EC
- Final report to the EC

A periodic report needs to be compiled and submitted to the EC at the end of each reporting period (within 60 days following the end of the reporting period). It includes:

- A periodic technical report (explanation of the work carried out; overview of the progress; publishable summary; answers to questionnaire)
- A periodic financial report (individual financial statement; explanation of the use of resources; periodic summary financial statement)
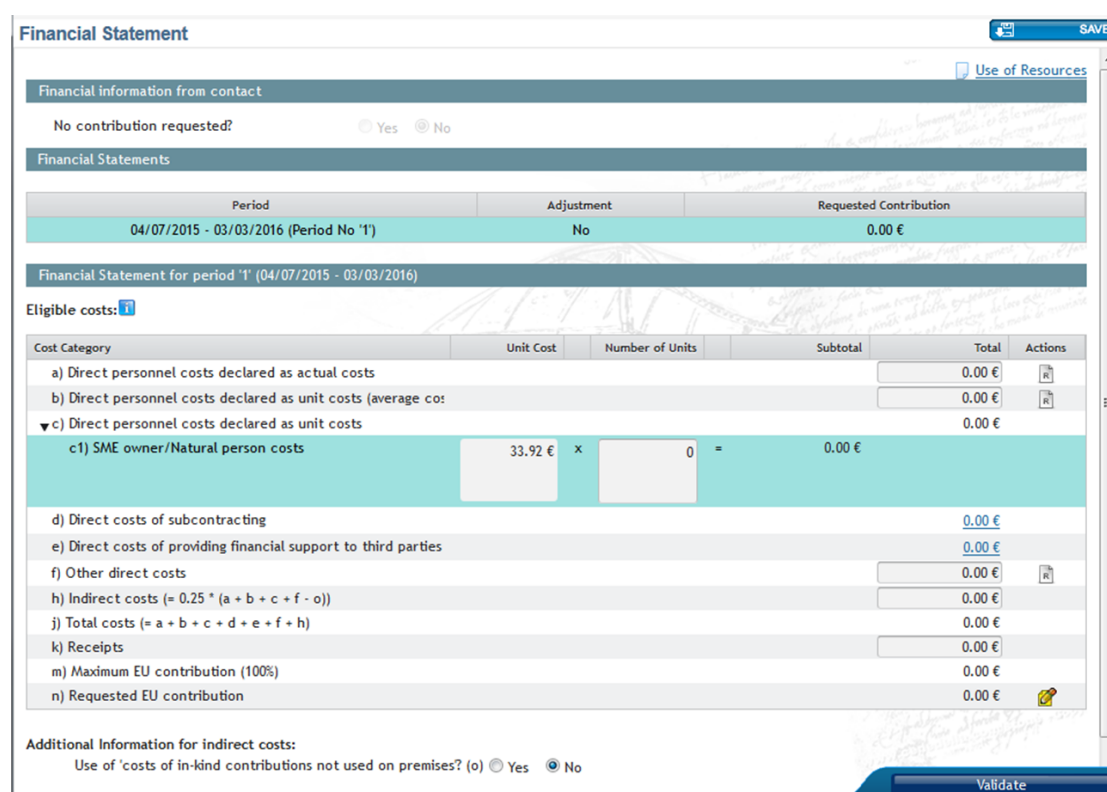
This is the specific procedure for the periodic report (all steps in 60 days):

1. All beneficiaries receive a notification and log on to the Participant Portal (day 0)

2. All beneficiaries share with Cetaqua all costs they have to claim and Cetaqua checks and reviews them (day 0 – 30)

3. All beneficiaries complete their own Financial Statement (see example in Figure 5) and their contribution to the Technical Part of the Periodic Report. Beneficiaries e-sign and submit their Financial Statements to the Coordinator (day 31 – 35)

4. The Coordinator approves the elements of the Periodic Report & submits to the EU Services (day 35-60)

5. The EU Services review the submitted Periodic Report and accept or reject it.

6. Interim Payment (90 days from reception of periodic reports)

Partners should refer to the guidelines on the Participant Portal to understand what exactly is expected from them (login to ECAS needed):

https://webgate.ec.europa.eu/fpfis/wikis/display/ECResearchGMS/Periodic+Reporting

Figure 5. Example of Financial statement in ECAS portal

A **final report** must be submitted within 60 days following the end of the last reporting period (in addition to the periodic report for the last reporting period). It must include:

1) A final technical report (overview of the results and their exploitation and dissemination; the conclusions of the action; the socio-economic impact);

2) A final financial report (final summary financial statement – created automatically by the electronic exchange system; a certificate on the financial statements – in some cases).

At the end of the project and for the final financial report, beneficiaries which request a total financial contribution of EUR 325 000 or more must provide a certificate on the financial statement (CFS). The certificate must be issued by an external auditor, using the template in Annex 5 of the Grant Agreement.

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Partners should keep the signed original in their files while the Coordinator submits the CFSs as a scanned copy (PDF) together with the financial statement for the final reporting period of each partner concerned. Costs based on lump sums, flat-rates (e.g. indirect costs) or unit costs are not included in the EUR 325 000 limit.

In addition to the periodic reporting to the EC, the Project Coordinator will monitor the progress of the project through **regular internal progress reports**.

5.2 Financial aspects

The **'maximum grant amount' is EUR 6,896,991.76** (six million eight hundred and ninety six thousand nine hundred and ninety one EURO and seventy six eurocents).

The grant reimburses 100% of the eligible costs of the beneficiaries that are non-profit legal entities and 70% of the eligible costs of the beneficiaries and the linked third parties that are profit legal entities (see Article 6 of GA) ('reimbursement of eligible costs grant') (see Annex 2 of GA).

The estimated **eligible costs of the action are EUR 8,023,342.50** (eight million twenty three thousand three hundred and forty two EURO and fifty eurocents).

Partners should refer to the **Estimated Budget** for the project in Annex 2 of the Grant Agreement, where there is a specific breakdown of costs by beneficiary and by category. There is also a table on section 3.4 of Grant Agreement providing details regarding the 'other direct costs' item for the participants for whom the sum of the costs for travel, equipment, goods and services exceeds 15% of the personnel costs.

The following is a description of the most relevant financial aspects to be considered classified by:
- A. Eligible Direct Costs
- B. Indirect Costs
- C. Ineligible Costs

5.2.1 Eligible Direct Costs

'Eligible costs' are costs that meet the following criteria:

a) For actual costs:
    (i)   they must be actually incurred by the beneficiary;
    (ii)   they must be incurred in the period set out in Article 3 of the Grant Agreement, with the exception of costs relating to the submission of the periodic report for the last reporting period and the final report;
    (iii)   they must be indicated in the estimated budget set out in Annex 2;
    (iv)   they must be incurred in connection with the action as described in Annex 1 and necessary for its implementation;

(v)   they must be identifiable and verifiable, in particular recorded in the beneficiary's accounts in accordance with the accounting standards applicable in the country where the beneficiary is established and with the beneficiary's usual cost accounting practices;

(vi)   they must comply with the applicable national law on taxes, labour and social security, and

(vii)   they must be reasonable, justified and must comply with the principle of sound financial management, in particular regarding economy and efficiency;

b) For unit costs:

(i)   they must be calculated as follows:

{amounts per unit set out in Annex 2 or calculated by the beneficiary in accordance with its usual cost accounting practices multiplied by the number of actual units};

(ii)   the number of actual units must comply with the following conditions:

- the units must be actually used or produced in the period set out in Article 3;
- the units must be necessary for implementing the action or produced by it, and
- the number of units must be identifiable and verifiable, in particular supported by records and documentation;

Specific conditions for costs to be eligible:

Costs are eligible if they comply with the general conditions (see above) and the specific conditions set out below for each of the following budget categories:

A. direct personnel costs;
B. direct costs of subcontracting;
C. other direct costs;
C. indirect costs;
E. not applicable.

'Direct costs' are costs that are directly linked to the action implementation and can therefore be attributed to it directly. They must not include any indirect costs (see next section below).

'Indirect costs' are costs that are not directly linked to the action implementation and therefore cannot be attributed directly to it.

Eligible direct costs – Heading costs

A. Direct personnel costs

Only the costs of the actual hours worked by the persons directly carrying out work under the project may be charged. Such persons must:

• Be directly hired by the beneficiary in accordance with its national legislation,
• Work under the sole technical supervision and responsibility of the latter, and
• Be remunerated in accordance with the normal practices of the beneficiary.

The beneficiary must keep records of the hours worked for the action (e.g. time-sheets, etc.) by each team member. The time sheets should have the time allocation by WP/task and should be produced by the person involved in the project. A template for the time sheets is available on the RESCCUE Basecamp. Partners who wish to use their own template should validate it with the Project Coordinator first.

B. Direct costs of subcontracting

A subcontractor is a type of third party, i.e. a legal entity which is not a beneficiary of the GA, and is not a signatory to it. It appears in the project because one of the beneficiaries appeals to its services to carry out part of the work, usually for specialized jobs that cannot carry out itself or because it is more efficient to use the services of a specialized organization. To justify the subcontracting expenses:

• Subcontract including project name, project number, duration and content of activity subcontracted, calculation of costs, signatures of all parties involved, dates of signing the contract, etc.);
• The proof of payment to the subcontracted person or institution.

Subcontracting is only allowed if previously specified in the GA.

C. Other Direct Costs

• Travel costs and related subsistence allowances

Travel and subsistence costs may relate to the personnel of the beneficiaries as well as to external experts that participate in the action on an ad hoc basis (e.g. attending specific meetings), if the experts' participation is envisaged in the GA. In this case, the beneficiary may reimburse the experts or handle the travel arrangements itself (and be invoiced directly). There is no distinction between travelling in or outside of Europe.

All travel costs must be limited to the needs of the action; costs related to extensions (for other professional or private reasons) are not eligible. Moreover, they must be adequately recorded.

• Depreciation costs of equipment

The depreciable amount of an asset must be allocated on a systematic basis over its useful life (i.e. the period during which the asset is expected to be usable; depreciated equipment costs cannot exceed the equipment's purchase price; depreciation cannot be spread over a period longer than the equipment's useful life. The depreciation costs must be calculated for each reporting period.

• Costs of other goods and services

It includes related duties, taxes and charges such as non-deductible value added tax (VAT) paid by the beneficiary.

They are eligible, if they are:

(a) purchased specifically for the action and in accordance with Article 10.1.1 of GA or
(b) contributed in kind against payment and in accordance with Article 11.1. of GA

Such goods and services include, for instance, consumables and supplies, dissemination (including open access), protection of results, certificates on the financial statements (if they are required by the Agreement), certificates on the methodology, translations and publications.

HOW TO BE SURE COSTS ARE ELIGIBLE?

- ✓ They must be actually incurred by the beneficiary
- ✓ They must be incurred in the period of duration of the action. There is only one exception costs relating to the submission of the periodic report for the last reporting period and the final report.
- ✓ They must be indicated in the estimated budget set out in Annex 2 of GA
- ✓ They must be incurred in connection with the action as described in Annex 1 and necessary for its implementation(necessary to achieve the action's objectives)
- ✓ They must be identifiable and verifiable, in particular recorded in the beneficiary's accounts according to the accounting standards applicable in the country and with the beneficiary's usual cost accounting practices (come directly from the beneficiary accounts and supported by documentation)
- ✓ They must comply with national laws on taxes, labour and social security
- ✓ And finally, they must be reasonable, justified and must comply with the principle of sound financial management in particular regarding economy and efficiency (in line with housekeeping   practice when spending public money and not be excessive).

IMPORTANT: Keep Records used to Proof eligibility and pay attention to the requirements for personnel costs records and hourly rate calculation (article 6)

5.2.2 Indirect costs

Indirect costs are all those eligible costs which cannot be identified by the beneficiary as being directly attributed to the project. They must be calculated by applying a 25% flat-rate to the beneficiary's eligible direct costs, minus:
- costs of subcontracting and
- costs of in-kind contributions provided by third parties which are not used on the beneficiary's premises;

5.2.3 Ineligible costs

Ineligible costs are:

(a) costs that do not comply with the conditions set out in Article 6.1 to 6.4 of GA, in particular:

- costs related to return on capital;
- debt and debt service charges;
- provisions for future losses or debts;
- interest owed;
- doubtful debts;
- currency exchange losses;
- bank costs charged by the beneficiary's bank for transfers from the Agency;
- excessive or reckless expenditure;
- deductible VAT;
- costs incurred during suspension of the implementation of the action (see Article 49);

(b) costs declared under another EU or Euratom grant (including grants awarded by a Member
State and financed by the EU or Euratom budget and grants awarded by bodies other than the
Agency for the purpose of implementing the EU or Euratom budget); in particular, indirect costs if the beneficiary is already receiving an operating grant financed by the EU or Euratom budget in the same period.

Accordingly, declared costs that are ineligible will be rejected.

Reading the H2020 annotated Model Grant Agreement is strongly recommended – namely the articles related to eligible and ineligible costs - that can be found in the following link:

http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/amga/h2020-amga_en.pdf

5.3 Review Meetings and Audits

The **RESCCUE Review Meetings** (with the EC) are currently planned by the Project Officer for months 20, 38 and 48.

Regarding audits:

During the implementation of the project or afterwards, the EC checks, reviews, investigates and audits the proper implementation of the project and its compliance with the grant agreement.

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The EC may order an audit to the grant during the project or at any time up to 2 years after the final payment. Any claimed ineligible costs will be recovered or deducted from the next payment.

In the context of checks, reviews, audits or investigations, partners must make available records and other supporting documentation that proves the proper implementation of the action and that the costs they declare as eligible (for a period of five years after the payment of the balance).

The audit statement costs are considered contracting, and not subcontracting.

6 TEMPLATES AND OTHER RESOURCES

As commented, the templates from the project will be always available on Basecamp to be used by the consortium members.

Templates are therefore available for the following items/tasks:

- Project deliverables (word)
- Technical reporting (word)
- Financial reporting (excel)
- Timesheets for direct personnel costs justification (pdf)
- Meeting presentations (powerpoint)
- Meeting minutes (word)
- Communication sheet (word)
- Event reporting (word)

European Commission resources / documents

- Annotated Model Grant Agreement
http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/amga/h2020-amga_en.pdf

• Participant Portal H2020 Online manual
http://ec.europa.eu/research/participants/portal/desktop/en/funding/reference_docs.html#h2020-grants-manual-lev

• Page on the Research participant portal where partners can find useful documents dedicated to H2020 projects:
http://ec.europa.eu/research/participants/portal/desktop/en/funding/reference_docs.html

Communication, Dissemination, Data Management

- Communication in the H2020 manual

http://ec.europa.eu/research/participants/docs/h2020fundingguide/grants/grantmanagement/communication_en.htm

• All the issues concerning Explotation, Dissemination and Business Plan for results will be developed in WP 7 by Aquatec and CETaqua.

• Dissemination (GA article 29) is a separate obligation (e.g. through scientific articles and conferences)
http://ec.europa.eu/research/participants/docs/h2020fundingguide/grants/grantmanagement/dissemination-of-results_en.htm

• Communication EU research and innovation: guidance for project participants
http://ec.europa.eu/research/participants/data/ref/h2020/other/gm/h2020guidecomm_en.pdf

• The Data Management Plan and the Contingency Plan will be developed in WP 8 by Aquatec.

Guidelines on Open Access to Scientific Publications and Research Data
http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/oa_pilot/h2020-hi-oa-pilot-guide_en.pdf

IPR (Intellectual Property Rights)
To learn more about the Horizon 2020 rules regarding intellectual property, please read the related articles of Section 3 of the Grant Agreement.

• IPR Helpdesk
https://www.iprhelpdesk.eu/

• Your Guide to IPR in H2020
https://www.iprhelpdesk.eu/sites/default/files/documents/EU_IPR_Guide-to-IP-H2020.pdf

• Intellectual Property Rights (IPR) is another important issue that will be tackled in task 7.2, within the deliverable 7.4 Explotation Plan.

Finance Helpdesk
• Checks, Audits, Investigations
http://www.finance-helpdesk.org

7 QUALITY ASSURANCE

The Deliverables identified in the DoA shall be delivered to the EC within the deadlines and in accordance with the conditions specified in the Grant Agreement (to be used as an indicator that the project is progressing on time).

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The Deliverable are developed by the Deliverable lead beneficiary with support from the respective task contributors, and submitted to the EC by the Project Coordinator through the electronic exchange system.

The RESCCUE Project Management Team and the Project Advisory Board both play an important role in the quality assurance of the project.

The following table summarizes the deliverables that will be developed throughout the project, the entity with main responsibility to develop it, the internal reviewer and the external reviewer(s) being defined to ensure such quality.

Table 4 – List of deliverables, responsible and reviewers.

Deliverable	Title	Month	WP	Entity	Reviewer (int.)	Reviewer (ext.)
D1.1	Data collection and quality control report	6	WP1	FIC	JRibalaygua	Paul Fleming
D1.2	Final climate scenarios report	18	WP1	FIC	JRibalaygua	Paul Fleming
D1.3	Report on extreme events prediction	24	WP1	FIC	JRibalaygua	Paul Fleming
D2.1	Identification of potential hazard for urban strategic services produced by extreme events	6	WP2	Cetaqua	BRusso	Manuel Gómez
D2.2	Multi-hazards assessment related to water cycle extreme events for current scenario	24	WP2	Aquatec	PMalgrat	Manuel Gómez
D2.3	Multi-hazards assessment related to water cycle extreme events for future scenarios	36	WP2	Aquatec	MVelasco	Manuel Gómez
D3.1	Literature review on methods for impact quantification	6	WP3	UNEXE	SDjordjevic	Luis Vicente del Olmo Enric Castellví Lluís Alegre
D3.2	Tools with updated impact assessment models	12	WP3	UNEXE	SDjordjevic	Luis Vicente del Olmo Enric Castellví Lluís Alegre
D3.3	Methodology for modelling of cascading and feedback effects	24	WP3	UNEXE	SDjordjevic	Luis Vicente del Olmo Enric Castellví Lluís Alegre

Deliverable	Title	Month	WP	Entity	Reviewer (int.)	Reviewer (ext.)
D3.4	Impact assessments of multiple hazards in case study areas	36	WP3	UNEXE	SDjordjevic	Luis Vicente del Olmo Enric Castellví Lluís Alegre
D4.1	Report from HAZUR® implementation in each city	18	WP4	Opticits	LFontanals	Frederick Krimgold
D4.2	City RESILIENCE Assessment software (HAZUR® Assessment)	30	WP4	Opticits	LFontanals	Frederick Krimgold
D4.3	City RESILIENCE Management software (HAZUR® Manager)	48	WP4	Opticits	LFontanals	Frederick Krimgold
D5.1	Multisectorial resilience strategies framework and strategies database development	18	WP5	Cetaqua	DMarín	Montse Martínez
D5.3	Report on methodologies for the selection of resilience strategies	36	WP5	Cetaqua	DMarín	Montse Martínez
D5.4	Functional design of a resilience assessment operational module	42	WP5	Aquatec	SVela	Marc Velasco
D5.5	Report on Enhanced communication system for stakeholder participation	48	WP5	Barcelona CC	SVela	Laura Ventura
D6.1	Report with the resilience diagnosis for each city	30	WP6	UNHAB	ACardoso	Dan Lewis
D6.2	Resilience plans of the RESCCUE cities	40	WP6	LNEC	RMatos	Dan Lewis
D6.3	Manual of best practices	48	WP6	LNEC	RMatos	Beniamino Russo
D7.1	Project branding (logo and templates)	3	WP7	Cetaqua	LVentura	Marc Velasco
D7.3	Business Plan	12	WP7	Aquatec	PMalgrat	Desirée Marín
D7.4	Exploitation Plan	12	WP7	Aquatec	PMalgrat	Desirée Marín
D7.3	Business Plan (updated version)	30	WP7	Aquatec	PMalgrat	Desirée Marín
D7.4	Exploitation Plan (updated version)	30	WP7	Aquatec	PMalgrat	Desirée Marín
D7.2	Content for dissemination and promotional material, including a video and digital communication material	48	WP7	Cetaqua	LVentura	Marc Velasco

Deliverable	Title	Month	WP	Entity	Reviewer (int.)	Reviewer (ext.)
D7.3	Business Plan (updated version)	48	WP7	Aquatec	PMalgrat	Desirée Marín
D7.4	Exploitation Plan (updated version)	48	WP7	Aquatec	PMalgrat	Desirée Marín
D8.1	Project Management Manual	3	WP8	Aquatec	PMalgrat	Desirée Marín
D8.2	Data Management Plan	6	WP8	Aquatec	PMalgrat	Desirée Marín
D8.3	Contingency plan	12	WP8	Aquatec	PMalgrat	Desirée Marín
D8.2	Data Management Plan (updated version)	24	WP8	Aquatec	PMalgrat	Desirée Marín
D8.3	Contingency plan (updated version)	24	WP8	Aquatec	PMalgrat	Desirée Marín
D8.4	Societal Impact Reports	24	WP8	Aquatec	PMalgrat	Desirée Marín
D8.3	Contingency plan (updated version)	36	WP8	Aquatec	PMalgrat	Desirée Marín
D8.2	Data Management Plan (updated version)	48	WP8	Aquatec	PMalgrat	Desirée Marín
D8.3	Contingency plan (updated version)	48	WP8	Aquatec	PMalgrat	Desirée Marín
D8.4	Societal Impact Report	48	WP8	Aquatec	PMalgrat	Desirée Marín