

Project Management Handbook

WP1: Deliverable D1.1 Detailed Project Management Handbook

Lead-beneficiary: UNIOVI

Work package Leader: UNIOVI

Relevant Task: Task 9.2 Project quality and risk management

Dissemination Level: Public

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Introduction: project summary and purpose

Europe is a key cultural tourism destination with an astonishing and incomparable tangible & intangible cultural heritage. Almost 50% of tourists nowadays choose their destination based on its cultural offer. However, there must be an adequate balance between promoting cultural tourism and respecting the values and traditions of local communities. This situation is particularly relevant in rural & remote areas, where handicrafts, artifacts, and other forms of heritage are deep rooted into the local traditions. Developing sustainable, inclusive cultural & creative tourism models through stakeholder cooperation and engagement of the local ecosystem is also very challenging in rural & remote areas, usually suffering from depopulation, lack of services, and the inexistence of social fabric. However, these territories represent an excellent opportunity to develop new & innovative business models that can promote the development of the local territories by fostering co-creation processes through community engagement and social inclusion. This contributes to the economic development and diversification of territories by promoting sustainable tourism destinations to attract investments and create new employment opportunities in lagging regions like rural shrinking areas, particularly for youth and women.

Developing sustainable cultural tourism (SCT) models towards sustainable and regenerative tourism can be a powerful tool and platform for revitalizing and regenerating local ecosystems through the involvement of local communities and the promotion of local endogenous resources. It also provides a framework for place-responsive and community-engaged activities by balancing local and visitor interests through small-scale activities. Furthermore, it can boost local economic development and cultural vitality by integrating sustainable practices and promoting the distinctive elements of the local identity, establishing suitable connections and interactions between the visitors and the local ecosystems towards positive social, economic, and environmental impacts. On the other hand, promotion of SCT at the local level can bring new products, services, and business opportunities, contributing to the development of community-based regeneration strategies for increased resilience and competitiveness. This is an opportunity to develop communities and ecosystems where alternative economic models more suitable for urban environments may not be possible (rural, remote, shrinking areas) and that are suffering the loss of population due to the ongoing demographic challenge. COVID-19 has brought some light into the matter and a change of paradigm, with more people looking for rural & remote areas as places to work and enjoy a prosperous life. However, tools and opportunities must be provided to local populations and future settlers to develop profitable businesses supporting a decent life in rural & remote areas.

The main goal of the project is to contribute to the promotion of cultural and creative tourism activities, considering the different capacities, resources, and specificities (material, creative, human...) of the territories, as a mean to help with the sustainable development of peripheral rural areas, favoring job creation and population settlement. For this, the potential of its cultural heritage will be researched, considering both the artisan material culture (techniques, materials, patterns and decorative elements), as well as the intangible culture (music, oral knowledge and culinary traditions) as a resource. To promote non-seasonal tourism as a form of sustainable development with a stable population settlement we are going to research the crafts linked to the territory and their implications, but we will also carry out a documentation of the productive processes. First and foremost, we are going to cater to the necessities of the local communities and pay attention to aspects related to societal groups at risk of exclusion, such as women, the elderly and the youth.

All this will be developed from a multidisciplinary perspective, for which we will count on the various teams —most of them linked to different countries— that will be part of the consortium. Each of these partners will contribute to the development, as well as to the final result of the project through input directly related to their area of expertise: for example, among the collaborators we have intellectual teams specialized in the digitalization of heritage, research, or communication and dissemination, as well as various institutions that will act as a testing ground for the more

practical parts of the proposal. However, if something will characterize our work, it will be the constant collaboration between all parties, as well as the exchange of advice and experiences that will help to enrich collective knowledge and guarantee optimal results.

All partners involved must always keep in mind that, although this is a project with strong aspirations to help people living in remote rural areas in a practical and tangible way, its development is based very heavily on research. It is a research project, first and foremost, and from this research work will emerge the practical solutions to the problems we will be trying to solve during the coming years.



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1. Scope of Deliverable D1.1: Detailed Project Management Handbook

Within the distribution of responsibilities of the CULTURALITY project, Work Package 1 (WP1), led by partner 1 - UNIOVI (PC) is in charge of "Project Coordination & Management". WP1 is structured in the following four (4) tasks:

- T1.1. Coordinate an effective communication (M1-M48);
- T1.2. Development and implementation of CULTURALITY management structure and tools (M1-M48);
- T1.3. T1.3 Administrative & financial coordination (M1-M48); and
- T1.4. Technical project coordination (M1-M48).

The results of the correct implementation of these tasks will be justified through the presentation of the three (3) deliverables associated with WP1:

- D1.1. Detailed Project Management Handbook;
- D1.2. Data Management Plan; and
- D1.3. Final Data Management Plan.

This document materializes the first deliverable to come as a result of the efforts of WP1. The work on its preparation has been led by partner no. 1 - UNIOVI as both the project coordinator (PO) and leader of WP1 but has also had the participation of all the Work Package leaders. The deliverable D.1. is made up of the Project Management Handbook, a document that must be consulted regularly during the lifetime of the project, and which has the following ambitions:

- Act as a dynamic and simple but detailed guide or manual to accompany and help consortium members during the development of their respective tasks;
- Serve as a reference for the resolution of common doubts; and
- Standardize certain procedures and elements that will be of common use during the duration of the project. Some templates will be provided in the section dedicated to Annexes.

This deliverable is a "public" deliverable, and therefore does not and will not contain any personal or confidential information.

DISCLAIMER: This document will be subject to changes, modifications, and updates as deemed necessary as the development of the project progresses.

Most of the information collected here is a compendium of data and agreements already reflected in the EU Grant Agreement (GA), Consortium Agreement (CA) and the Description of the Action (DoA). At no time is this document (Project Management Handbook) intended to replace any of these previous agreements, nor the official EU guidelines. If contradictory information were to be found, this Management Handbook is overruled by those three aforementioned documents (the GA, including its Annexes; the DoA; and the CA with its possible addendums or modifications).

1.1. Navigating Deliverable D1.1

1.1.1. Relation to other Project Documents (Deliverables)

Deliverable D1.1: Detailed Project Management Handbook is, arguably, the deliverable that shares the most dependency connections with the rest of the deliverables of the project, since the steps to follow for the correct completion of any other task will be based on the official guidelines established here.

Thus, its chronological position as the first one of all to be drafted and presented to the European Commission (EC) is justified, since it will establish procedures, lines of action and standardized behaviours that aim to facilitate the future work of all members of the consortium.

1.1.2 List of common abbreviations and Acronyms

- CA – Consortium Agreement
- EC – European Commission
- DoA –Description of the Action
- EB - Executive Board
- EC - European Commission
- ECAS - European Commission Authentication Service
- EU - The European Union
- EU GA - EU Grant Agreement
- FTOP – Funding & Tender Opportunities Portal
- GA – Grant Agreement
- KOM - Kick-Off Meeting
- OA - Open Access
- OSc - Open Science
- ORP – Official Reporting Period
- PC – Project Coordinator
- PFR – Project Final Report
- PMP – Project Management Plan
- PO – Project Officer
- PR – Periodic Report
- REA – European Research Executive Agency
- SC – Steering Committee
- TBD – To be Disclosed
- TC – Technical Coordinator
- TL –Team Leader
- WP – Work Package
- WP(x)L – Work Package (x = WP number) Leader

1.1.3. List of tables

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2. Project Structure: participants & work packages

2.1. Participants

The CULTURALITY consortium is made up of professionals with vast experience in different areas of expertise, which guarantees multidisciplinary collaboration to cover all sides and ensure that the project objectives are met. The list of Project Participants is included in the Grant Agreement, in the Consortium Agreement, and it is also shown in the list below:

Number	Role	Short name	Legal name	Country	PIC
1	COO	UNIOVI	UNIVERSIDAD DE OVIEDO	ES	999848647
2	BEN	POLITO	POLITECNICO DI TORINO	IT	999977754
3	BEN	ZRC SAZU	ZNANSTVENORAZISKOVALNI CENTER SLOVENSKE AKADEMIJE ZNANOSTI IN UMETNOSTI	SI	999867950
4	BEN	UAVEIRO	UNIVERSIDADE DE AVEIRO	PT	999865331
5	BEN	MN	STIFTELSEN MUSEUM NORD	NO	936214707
6	BEN	RV	REGION VARMLAND	SE	941555527
7	BEN	ESPTOR	ESPACIO TORMALEO SL	ES	889773047
8	BEN	LAPONTE	LA PONTE-ECOMUSEU	ES	936366124
9	BEN	UTARTU	TARTU ULIKOOL	EE	936366124
10	BEN	URIAXAIT	URIAXAIT SL	ES	883178017
11	BEN	CJMM	JUDETUL MARAMURES	RO	950618431
12	AP	USTAN	THE UNIVERSITY COURT OF THE UNIVERSITY OF ST ANDREWS	UK	999984253
13	AP	AAS	APPLIED ARTS SCOTLAND SCIO	UK	883186456

Table 1 - List of CULTURALITY participants

2.2. Work Packages list

CULTURALITY is a 48 months-long project, whose lines and plans of action are organized in the following Work Packages (WPs):

WP 1	Project coordination & management
Lead Beneficiary	1. UNIOVI
WP 2	Field work and data collection for roadmap development
Lead Beneficiary	9. UTARTU
WP 3	Applied research models and replicators

Lead Beneficiary	8. LAPONTE
WP 4	Towards the development of new business models in rural & remote areas
Lead Beneficiary	1.UNIOVI
WP 5	Stakeholder engagement, clustering and awareness raising
Lead Beneficiary	8. ESPTOR
WP 6	Training and knowledge transfer for ecosystem development
Lead Beneficiary	2. POLITO
WP 7	Digital resources for research, outreach and cooperation
Lead Beneficiary	12. USTAN
WP 8	Communication, dissemination & outreach
Lead Beneficiary	4. UAVEIRO

Table 2 - Work packages and objectives

The detailed description of each Work Package’s work can be found in *Annex I* of the EC GA: Description of Action (DoA), but nevertheless, here is a summary in a few words of the responsibilities of each of them:

- WP1 is responsible for ensuring the correct coordination of the consortium's internal communications and workflows, providing partners with all the information and documents they may need at every step of the progress and carrying out quality checks before the delivery deadlines to the EC.
- WP2 will coordinate what is perhaps one of the project’s most practical parts: mapping crafts and design, tangible and intangible manifestations, through standardized catalogue sheets so that each partner can carry out their fieldwork. This will include exhaustive documentation (photo, video and any kind of records) of the artisanal creative processes through different media.
- WP3 will oversee the research and inventory of good practices located in various geographical locations that have positively affected the local population and can serve as a starting point for the organization of our events. Through fieldwork and information collection, Culturality will develop examples and manuals of good practices and then disseminate them to the target audience that may be interested in them so that they can put them into practice.
- WP4 will guarantee that the actions related to the project reward the agents involved in them, studying the tourism and cultural potential of the cases that we will be working with and developing action guides and recommendations.
- WP5 will monitor relationships with and between potential stakeholders, creating a database for them to strengthen the structure of the project ecosystem and its connections with both external and internal agents, both academic and general public, regional and local administrations as well as local communities and associations. The objective of this database is to have a directory of people or organizations interested in collaborating with the project, carefully ordered according to their needs and level of involvement.

- WP6 will ensure that the knowledge obtained through actions related to the development of the project is beneficial to society in the long term, establishing lasting connections between the academic sphere and local communities. This transfer of information will be carried out through the organization of courses and micro-credits, lifelong learning examples to maintain the knowledge of material and immaterial rural culture for the future.
- WP7 is responsible for digitising all types of heritage contemplated within the DoA with the intention of protecting and preserving them, as well as facilitating their study in the future. For this, an exclusive platform will be established, which will serve as an online archive of crafts.
- Finally, WP8 will be responsible for the dissemination and communication of the project results to a broader public, by carrying out activities such as opening and maintaining the project website, social networks, or monitoring all presentations and publications related to the actions carried out within the project.

2.3. Team Leader (TLs) and their duties

Each partner has a designated Team Leader (TL) or leading member of the team that must have been elected by the members themselves. The PC will not interfere within the internal organisation of the rest of the partners, although they may supervise that the tasks described in the DoA are scrupulously fulfilled, both in the work package TL lead and, in the tasks, and investigations of other packages where its team has person/month assigned. This person will have the responsibility of managing and coordinating all the economic and technical aspects of the Grant Agreement, as well as organising the distribution of work within their own team. Some of these tasks will include preparing technical reports, ensuring tasks and milestones are completed, obtaining deliverables, and ensuring that any documents, reports, or deliverables are sent to the PC in a timely manner and always within the deadline. In the event that the person in charge of performing this role changes during the development of the project, it will be necessary for this modification to be communicated to the PC in advance.

More often than not, this is also the person in charge of signing on behalf of the entire team the official documents required by the EC to ensure the correct development of the project. This person, therefore, must ensure that they are available every time a process of urgency or special relevance is underway, in order not to paralyze or delay the rest of the consortium.

In addition, an internal communications system has been established according to which each partner team must appoint a person as the main contact for each of the WPs. Thus, TL will know who to contact directly from each team if they need to request any type of document or information. This will ensure fluid communication and a smooth workflow.

The individual responsibilities of each of the TLs will be the following:

- Monitor that the work is correctly distributed among the members of their respective teams, as well as its development;
- Maintain frequent contact with consortium members who collaborate with the WPs that is involved, stimulating the communication among partners;
- Synchronize tasks internally;
- Guarantee good use of the budget and development of the action that corresponds to it;
- Coordinate the team to ensure that all the purposes and objectives of the project indicated in the DoA are met in chronological order. This coordination will, in most cases, be carried out through online meetings organized by the PC;
- Provide all the information required within the deadlines stipulated for the preparation of the periodic reports;

- Ensure the production of quality deliverables; and
- Notify the PC with sufficient time in advance in case any potential risk is detected (already registered in the DoA or not) or issue that may hinder the normal development of the action so that preventive measures can be taken as soon as possible.

2.4. List of Deliverables

Each WP has deliverables associated with some partners. Below is the simplified list of these deliverables, as well as the institution responsible for the coordination of each one of them.

Work Package No	Work Package Name	Lead Beneficiary	Deliverables
WP1	Project coordination & management	1 - UNIOVI	D1.1 – Detailed Project Management Handbook D1.2 – Data Management Plan D1.3 – Final Data Management Plan
WP2	Field work and data collection for roadmap development	9 - UTARTU	D2.1 – First Inventory for the Rural Crafting Archive D2.2 – Rural Crafting Archive D2.3 – First Report of Modern Manifestations Based on Craftsmanship D2.4 – Final Report of Modern Manifestations Based on Craftsmanship D2.5 – Best Practice Report (Circular Economy) D2.6 – Report on Women’s Role in Rural Crafting
WP3	Applied research models and replicators	8 - LAPONTE	D3.1 – Inventory of Good Practices D3.2 – Report of Potential LivingLabs D3.3 – Handbook of Good Practices D3.4 – RuralToolbox D3.5 – Models & Replicators Manual
WP4	Towards the development of new business models in rural & remote areas	1 - UNIOVI	D4.1 – First Report of the Attractiveness of Rural and Remote Areas D4.2 – SWOT Reports D4.3 – Artificial Intelligence Report D4.4 – Contingent Valuation Report
WP5	Stakeholder engagement, clustering and awareness raising	7 - ESPTOR	D5.1 – CULTURALITY Stakeholder Database D5.2 – Summary on RuralEvents and Rural Spots D5.3 – Summary on Networking and Clustering Activities
WP6	Training and knowledge transfer for ecosystem development	2 - POLITO	D6.1 – Literature background D6.2 – Training Materials of Pilot Workshop D6.3 – Preparation Report of the Materials of master’s degree

WP7	Digital resources for research, outreach and cooperation	12 - USTAN	D7.1 – Virtual European Rural Artisans Platform (VERAP) D7.2 – Digitization of Crafting Heritage D7.3 – Virtual Crafting Landscapes - Climate
WP8	Communication, dissemination & outreach	4 UAveiro	D8.1 – CULTURALITY Visual Identity and Branding Kit D8.2 – First Dissemination, Communication and Exploitation (DCE) Plan D8.3 – First Policy Brief DG RTD D8.4 – Second Dissemination, Communication and Exploitation (DCE) Plan D8.5 – Second Policy Brief DG RTD D8.6 – Report of the Results of the Policy Round Table D8.7 – Final Dissemination and Communication Activities Overview

Table 3 - Simplified list of deliverables

2.4.1. Detailed list of Deliverables in chronological order

The deliverables appear organised in chronological order, in such a way that their visualization facilitates the follow up of the deliverable submission to the EC. It will be of vital importance during the duration of the CULTURALITY project that all deliverables, as well as their delivery dates and the contents they must include, are rigorously tracked.

No	D No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
1	D8.1	CULTURALITY Visual Identity and Branding Kit	WP8	4 - UAveiro	R - Document, report	PU - Public	2
2	D1.1	Detailed Project Management Handbook	WP1	1 - UNIOVI	R - Document, report	PU - Public	3
3	D8.2	First Dissemination, Communication and Exploitation (DCE) Plan	WP8	4 - UAveiro	R - Document, report	PU - Public	4
4	D1.2	Data Management Plan	WP1	1 - UNIOVI	R - Document, report	SEN - Sensitive	6

5	D7.3	Virtual Crafting Landscapes - Climate	WP7	12 - USTAN	DEC - Websites, patent filings, videos, etc	PU - Public	7
6	D2.1	First Inventory for the Rural Crafting Archive	WP2	9 - UTARTU	R - Document, report	SEN - Sensitive	12
6	D6.1	Literature background	WP6	2 - POLITO	R - Document, report	SEN - Sensitive	12
7	D6.2	Training Materials of Pilot Workshop	WP6	2 - POLITO	R - Document, report	PU - Public	14
8	D3.1	Inventory of Good Practices	WP3	8 - LAPONTE	R - Document, report	PU - Public	15
8	D4.1	First Report of the Attractiveness of Rural and Remote Areas	WP4	1 - UNIOVI	R - Document, report	PU - Public	15
9	D8.3	First Policy Brief DG RTD	WP8	4 - UAveiro	R - Document, report	PU - Public	16
10	D4.2	SWOT Reports	WP4	1 - UNIOVI	R - Document, report	PU - Public	17
11	D2.3	First Report of Modern Manifestations Based on Craftsmanship	WP2	9 - UTARTU	R - Document, report	PU - Public	18
11	D5.1	CULTURALITY Stakeholder Database	WP5	7 - ESPTOR	R - Document, report	PU - Public	18
12	D8.4	Second Dissemination, Communication and Exploitation (DCE) Plan	WP8	4 - UAveiro	R - Document, report	PU - Public	24
13	D7.1	Virtual European Rural Artisans Platform (VERAP)	WP7	12 - USTAN	DEM - Demonstrator, pilot, prototype	PU - Public	27

13	D7.2	Digitization of Crafting Heritage	WP7	12 - USTAN	DEC - Websites, patent filings, videos, etc	PU - Public	27
14	D2.2	Rural Crafting Archive	WP2	9 - UTARTU	DEC - Websites, patent filings, videos, etc	PU - Public	30
14	D2.4	Final Report of Modern Manifestations Based on Craftsmanship	WP2	9 - UTARTU	R - Document, report	PU - Public	30
15	D6.3	Preparation Report of the Materials of Master's Degree	WP6	2 - POLITO	R - Document, report	PU - Public	32
16	D2.5	Best Practice Report (Circular Economy)	WP2	9 - UTARTU	R - Document, report	PU - Public	36
16	D2.6	Report on Women's Role in Rural Crafting	WP2	9 - UTARTU	R - Document, report	PU - Public	36
16	D3.2	Report of Potential LivingLabs	WP3	8 - LAPONTE	R - Document, report	SEN - Sensitive	36
16	D3.3	Handbook of Good Practices	WP3	8 - LAPONTE	R - Document, report	PU - Public	36
16	D3.4	RuralToolbox	WP3	8 - LAPONTE	R - Document, report	PU - Public	36
16	D3.5	Models & Replicators Manual	WP3	8 - LAPONTE	R - Document, report	PU - Public	36
17	D5.2	Summary on RuralEvents and Rural Spots	WP5	7 - ESPTOR	R - Document, report	PU - Public	37

18	D8.5	Second Policy Brief DG RTD	WP8	4 - UAveiro	R - Document, report	PU - Public	40
18	D8.6	Report of the Results of the Policy Round Table	WP8	4 - UAveiro	R - Document, report	PU - Public	40
19	D5.3	Summary on Networking and Clustering Activities	WP5	7 - ESPTOR	R - Document, report	PU - Public	42
20	D4.3	Artificial Intelligence Report	WP4	1 - UNIOVI	R - Document, report	SEN - Sensitive	45
20	D4.4	Contingent Valuation Report	WP4	1 - UNIOVI	R - Document, report	SEN - Sensitive	45
21	D1.3	Final Data Management Plan	WP1	1 - UNIOVI	R - Document, report	SEN - Sensitive	46
22	D8.7	Final Dissemination and Communication Activities Overview	WP8	4 - UAveiro	R - Document, report	PU - Public	48

Table 4 - Detailed list of deliverables in chronological order

All deliverables that appear registered in the EU GA Annex 1: DoA must be submitted to the EC within the deadlines agreed by all members of the consortium and registered in the official reference documents. TIs must always ensure that the deliverables will be passed to the PC always within the official established deadline. In the event that the TIs responsible of each WP detect any circumstance or problem that may result in a significant delay in the delivery of any of the deliverables or reports linked to their WP, they must immediately inform the PC, the rest of the beneficiaries and the granting authority so that corrective measures can be taken in time. Failure to meet deadlines may result in a reduction of the grant amount, so we recommend strictly complying to the deadlines.

All documents must follow the same template that has been provided in the CULTURALITY Visual Identity and Branding Kit.

The PC, on the other hand, will be in charge of acting as an intermediary in these communications and deliveries. The PC will receive the deliverables with sufficient time in advance to be able to review them and verify their quality and completeness before submitting them to the granting authority.

The deliverables will be delivered to the EU electronically, through the specific section dedicated to this purpose within the Participant Portal. All deliverables that contain sensitive information will be delivered through special procedures agreed with the granting authority.

2.4.3. Deliverable review procedure

The deliverables must go through a series of quality controls before being submitted to the EC through the aforementioned portal. First, they must be reviewed by the TL who is responsible of the WP or a designated member of that specific WP for a first quality check before being sent to the PC. This control will be followed as soon as possible by the review carried out by the coordinator (PC) once the deliverable has reached them. The PC will be in charge, once again, of carefully checking that the expected content of the deliverable is complete and that it complies with the quality standards set by the EC. If major further corrections or revisions are required, the deliverable will be returned to the TL of the team in charge of its preparation in time so that the pertinent modifications can be carried out.

The review process and compliance with the set deadlines will be monitored by the PC. To guarantee the preparation and submission of the deliverables on time, a breakdown of the ideal time limits for each of the parts of this process can be found in the following table:

Action	Time Allowance
First review of the deliverable (WPL)	7 working days prior to submission to the EC
Deliverable is sent to review by the coordinator (PC)	3 working days (at most) after feedback from first review phase is discussed and all needed modifications (if there was any) have been applied
Coordinator returns their feedback	2 working days after having received the deliverable. If the deliverable is complete and meets the quality standards, no further modifications will be requested
Final submission to coordinator	1 working day after having received feedback by the coordinator (if modifications have been requested)

Table 5 - Proposed schedule for document revision

3. Project Basis and Legal Aspects

3.1. Project duration and budget

The effective start date of the project is 01/04/2024, and the project will come to an end 48 months later, on 31/03/2028.

The project has an overall budget of 3.000.000,00 €, of which a maximum of 2.444.223,75 € shall be financed by the European Commission.

The associated partners, USTAN and AAS, will receive financing for amounts of €338.708,75 and €217.067,50, respectively.

The budget detailed per beneficiary and the corresponding EU contribution of each beneficiary is detailed in *Annex II* of the Grant Agreement – 2. Participants. Total Eligible Costs.

3.2. Contractual Documents and Legal Aspects

3.2.1. Grant Agreement

Grant Agreement with the EC: Grant Agreement No. 101132628 - CULTURALITY.

This is the contractual document signed by all the project partnership which defines the rights and obligations of the Consortium regarding the EC, and establishes the legal basis for the implementation of the project and all of the actions related to it. Although the Grant Agreement has been signed by the EU and the PC (project coordination team: partner no. 1 – UNIOVI), all partners have the same obligation to adhere to its guidelines and have individual contracts formed from the signing of the Accession Forms.

The Grant Agreement includes the following annexes:

- Annex 1. Description of the Action.
- Annex 2. Estimated budget for the action.
- Annex 2a. Additional information on unit costs and contributions (if applicable).
- Annex 3. Accession forms (if applicable).
- Annex 3a. Declaration on joint and several liability of affiliated entities (if applicable).
- Annex 4. Model for the financial statements.
- Annex 5. Specific rules (if applicable).

The Grant Agreement and its annexes will be available for all partners at all times in the project's website (<https://culturalityproject.eu/>), through the intranet/private repository link, accessible only for the project partners, or will be distributed upon request by partner no. 1 - UNIOVI, in charge of coordinating the action. It can also be downloaded in the participant portal, as part of the CULTURALITY project document library.

3.2.2 Grant Agreement Amendments

An amendment to a Grant Agreement (GA) is a legal act modifying the commitments stated in the Grant Agreement and which may create new rights or impose new obligations on the parties. It allows the Consortium to modify the GA during its lifetime. The circumstances that can lead the consortium or one of its partners to request an amendment may vary, but these changes usually involve:

- Changes in the composition of the consortium (i.e partner changes).
- Change of legal entity.
- (Minor) changes and modifications of the DoA (EU GA: Annex 1).
- Substantial changes in the budget (EU GA: Annex 2). Small changes in the budget can be taken care of by the consortium itself, after having been approved by a majority in the General Assembly and communicated to the *PO*.

Amendments can and may be requested by any of the partners involved in the project, but cannot entail any substantial enough changes in the DoA that would call into question the initial decision to have been awarded the grant or break the principle of equal treatment between all applicants.

Amendments can only be done in writing and have to be done through the project coordinator, submitting the requests for amendment signed directly in the Portal Amendment tool. The amendment is effected through an exchange of letters:

- A letter-request from the coordinator on behalf of the consortium.
- A letter of acceptance of the amendment (the coordinator on behalf of the consortium).

Any request for amendment must include:

- The reasons why.
- The appropriate supporting documents.
- For a change of coordinator without its agreement: the opinion of the coordinator on the matter (or proof that this opinion has been requested in written form).

Of course, any project amendment is subject to official acceptance by the EC. Any substantial modification to the content of Annex I (Description of the Action), as well to the administrative information of the project (related to project partners, project budget, etc.) needs the official acceptance of the EC through an amendment process. This granting authority may request additional information.

When (or if) these amendment requests are approved by the EC, the coordinator will be in charge of distributing the updated version of the GA among the partners, as well as ensuring that it is available on all platforms used as a document repository.

The project coordination team strongly recommends the partners to check with the project coordinator any issue that might be subject to an amendment.

3.2.3. Consortium Agreement

The Consortium Agreement is the internal contract of the consortium partners themselves, which therefore shall be signed and accepted by all partners. It defines the Consortium internal rules for project management as well as the Consortium organisation and decision-making mechanisms. In case of discrepancy, the Consortium Agreement is overruled by the Grant Agreement.

The project Consortium Agreement will be also available for all partners in the project website (<https://culturalityproject.eu/>, through the intranet/partner’s private repository link, accessible for project partners).

The overall plan of the project follows the tasks and activities and schedule as laid down in the DoA (*Annex 1* to the EU GA). The guiding point of all work and planning will be the Deliverables due to the European Commission, along the three (3) official reporting periods of CULTURALITY:

- ORP nº 1 (M1-M15)
- ORP nº 2 (M16-M32)
- ORP nº3 (M33-M48)

The oficial due dates for these reporting periods will be as follows:

Reporting Period	Report Due Date	Means of submission	Submission recipient
From: 01/04/2024 To: 30/06/2025	31/08/2025	FTOP	REA
From: 01/07/2025 To: 30/11/2026	31/01/2027	FTOP	REA
From: 01/12/2026 To: 31/03/2028	31/05/2028	FTOP	REA

Table 6 - Official CULTURALITY Reports due dates/schedule

4. Project Management Structure & Consortium Bodies

4.1. Management Structure

The organisational structure of the project will be as shown in the following diagram:

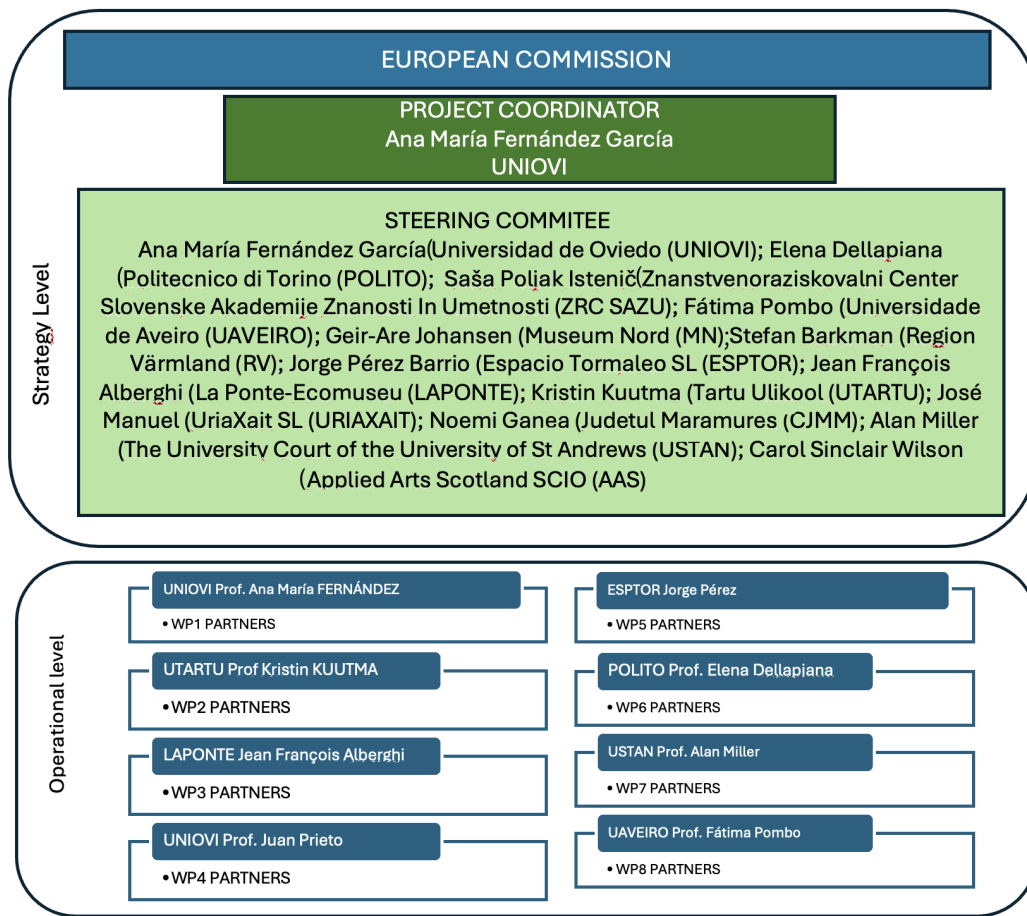


Figure 1. CULTURALITY management structure

On the other hand, the project will also have various organizational layers in terms of decision-making and advice-seeking.

4.1.1. Steering Committee

The Steering Committee (SC) will be made up of one member representing each of the partners that make up the consortium. It is the higher body in charge of decision making. The chosen member must be authorized by their team members to deliberate, negotiate, and ultimately decide on behalf of all of them in the best interests of the project. It will be chaired by the Project Coordinator. All partners shall abide by the decisions taken by the SC, without exception.

It is the body in charge of making the most relevant decisions in terms of their impact on the initial project proposal: entry and exit of partners, reorganization of work, budget adjustments, and conflict resolution. The SC must be able to act on its own in terms of making relevant decisions and creating proposals. Furthermore, in the event that a partner has a proposal or request, it must be the team representative in the SC who is in charge of officially presenting this document to the rest of the members. The following decisions must always be taken officially by the SC, which cannot be replaced by any of the other organisational bodies or by any individual member of the consortium:

- Changes in the consortium, members exiting or joining;
- Changes in content or deadlines;
- Financial issues; and
- Changes in the composition of the teams.

The following table shows the composition of the SC of the CULTURALITY project:

No.	Organisation name & acronym	Name	Contact e-mail
1	Universidad de Oviedo (UNIOVI)	Ana María Fernández García	afgarcia@uniovi.es
2	Politecnico di Torino (POLITO)	Elena Dellapiana	elena.dellapiana@polito.it
3	Znanstvenoraziskovalni Center Slovenske Akademije Znanosti In Umetnosti (ZRC SAZU)	Saša Poljak Istenič	sasa.poljak@zrc-sazu.si
4	Universidade de Aveiro (UAVEIRO)	Fátima Pombo	fpombo@ua.pt
5	Museum Nord (MN)	Geir-Are Johansen	geir.are.johansen@museumnord.no
6	Region Värmland (RV)	Stefan Barkman	stefan.barkman@regionvarmland.se
7	Espacio Tormaleo SL (ESPTOR)	Jorge Pérez Barrio	jperez@espaciotormaleo.es
8	La Ponte-Ecomuseu (LAPONTE)	Jean François Alberghi	laponte.project@gmail.com
9	Tartu Ülikool (UTARTU)	Kristin Kuutma	kristin.kuutma@ut.ee
10	UriaXait SL (URIAXAIT)	José Manuel Uría	j.uria@uriaxait.com
11	Judetul Maramures (CJMM)	Noemi Ganea	noemi.ganea@cjmaramures.ro
12	The University Court of the University of St Andrews (USTAN)	Alan Miller	ahr1@st-andrews.ac.uk
13	Applied Arts Scotland SCIO (AAS)	Carol Sinclair Wilson	aasculturality@gmail.com

Table 7- CULTURALITY Steering Committee composition

All partners must notify in due time if there will be changes regarding their representative member in the SC. The elected member must be able to be present at all meetings relating to this body. In the event that on any occasion this person cannot attend the meetings, they must duly justify it and propose a solution or send another person in their place with proper accreditation, but this should in no case become a habit. Thus, the members should:

- Be present (or, at the very least, represented) at every meeting;
- Appoint a substitute to attend at any meeting (if needed);
- Cooperate and participate positively in the meetings.

The Coordinator will be in charge of organizing ordinary SC meetings at least every six months, but they should also convene extraordinary meetings at any time upon written request by any of the members. The Coordinator (or chairperson) will give written notice of these meetings as soon as possible, and no later than 14 calendar days preceding an ordinary meeting and 7 calendar days before an extraordinary meeting.

This same schedule must be followed when sending the agenda, in which any item requiring a decision by the members will always be identified as such, so that they may discuss it in advance with their respective team members. Any member is allowed to add items to the agenda, but they must notify all the other partners no later than 7 days before an ordinary meeting and 2 days before an extraordinary meeting.

4.2. Detailed description of Project Roles and Responsibilities

4.2.1. Project Coordinator (PC)

The coordinator of the CULTURALITY project will be Ana María Fernández García (afgarcia@uniovi.es), who also acts as leader of the team of professionals that compose partner no. 1 - UNIOVI. As coordinator, her duties and responsibilities will be as follows:

- Monitor that the action is implemented properly (following *Annex I* of the EU GA: DoA);
- Prepare and properly implement the Consortium Agreement;
- Carry out and follow up adaptations to the project planning (if applicable);
- Distribute the payments received from the granting authority to the other beneficiaries without unjustified delay;
- Organise meetings as planned/required, carry out quality checks and assure the reporting in time towards the EC;
- Chair SC and EB meetings;
- Simultaneous monitoring of progress on all work packages and offering of help with coordination related tasks when necessary;
- Keep record of all relevant meetings, decisions, discussions and proposals so that they are available for subsequent consultation by all members;
- Review the work progress of the subgroups that are formed from the links between various work packages, whether or not there is participation of the WP1 leader;
- Monitor the expenses and allocation of the budget as well as offering assistance towards the participants concerning administrative aspects of the project;
- Ensure that each of the partners is clear about their obligations and monitor that they comply with them;
- Act as a reliable liaison between the consortium and the EC;
- Organise the internal review process of deliverables and reports before presenting them to the EC;
- Carry out and monitor all communications between the project and the Commission;
- Preparing and communicating the yearly project progress reporting to the General Assembly;
- Collect, review (for quality, completeness and consistency of format) and deliver reports and deliverables to the Granting Authority;
- Mediate in case of issues or problems, whether they are problems related to the development of the project or problems within the consortium; and

- Officially propose changes and modifications to the Grant Agreement or the Budget whenever strictly necessary for subsequent voting by the SC.

As mentioned above, the Coordinator will also be the person in charge of chairing most of the consortium meetings. In the case of meetings of the Steering Committee and the Executive Board, the Coordinator will always and without exception (unless decided by the members) be the person who presides over them. They are, therefore, in charge of communicating to the consortium all issues that require urgent decision-making. For decisions with zero or minimal foreseeable impact on the DoA or the GA, these may be taken by the Executive Board through a vote resulting in two-thirds of the votes cast. If an agreement cannot be reached, the Coordinator will transfer the issue to the General Assembly, which must make a final and binding decision following the same method.

4.2.2. The partners/beneficiaries

All partners participating in the project will be responsible for:

- Effective economic management of their own budget and conduct of the operational work in accordance with the program guidelines and with ethical and legal standards.
- Managing and supervising their own operational personnel;
- Actively participating in communication and collaboration with other work packages, exchanging constructive feedback and ensuring that all tasks and deliverables in which they are registered as participants go ahead;
- Maintaining frequent communication with the Project Coordinator to help make their work as a workflow reviewer and monitor more fluid and effective;
- Organize periodic meetings with those in charge of each work package (at least every 2-3 months);
- Avoiding issues or discrepancies with other members of the consortium as much as possible, especially those of a personal, family, religious or political nature;
- Meeting reporting requirements specific to the call;
- Keeping records and other supporting documents to prove the proper implementation of the action in line with the accepted standards in the respective field;
- For their finances, keeping adequate records and supporting documents to prove the costs declared (such as contracts, subcontracts, invoices, and accounting records); in addition, the beneficiaries' usual accounting and internal control procedures must enable direct reconciliation between the amounts declared, the amounts recorded in their accounts and the amounts stated in the supporting documents;
- Abide by the decisions taken by the Steering Committee;
- Dividing work efficiently and effectively to ensure that all deliverables, reports, tasks, and milestones can be completed on time and following the required quality parameters; and
- Maintaining a process of constant collection of information about their actions and workflow so that the preparation of reports (and possible justification before the EC if required) is more fluid.

4.2.3. Work Package Coordinators (WPCs)

Each of the work packages of the project is associated with one of the partners, which will be the team in charge of leading, coordinating and providing instructions to the rest of the participants to ensure that the actions included in the DoA are carried out correctly and within the established deadlines. The WPCs will be responsible for:

- Not only submitting the deliverables, but also coordinating the development of the work required by everyone and giving instructions to all partners who are involved in each work package;
- Giving instructions to the partners on information collection, field work, and the scientific coordination of their WP;
- Organising (always with the prior approval of the project coordinator and keeping them always informed) periodic online meetings to analyse the scientific criteria, the methodology and the dissemination strategy of each WP in scientific media and to the public;
- Organising meetings with the WPs that are involved in the objectives and activities that are related to their own WP and that require coordination prior to and during the execution of the project;
- Ensure compliance with everything established in the DoA;
- Verifying that the work of each partner matches with that is included in the DoA and, either by the PC's proposal or by their own initiative, they will propose to the Steering Committee the changes that are necessary to ensure compliance with its objectives and activities.
- Distributing within the indicated deadlines the document used to call for the collaboration meetings (Annex 4. Example of template for WPCs – WP Coordination Meetings: calling for meetings, distributing prior information & keeping track of the participants). It will be the responsibility of the WPCs to summon the partners whose presence is required for these meetings, keeping track of the relationships between WPs, justifying their participation and indicating if it is necessary for them to prepare any document or presentation in advance.

The coordination meetings will always be held in the presence of the PC and with a frequency of no less than 5 months. The following figure indicates the relationships and collaboration links between the different work packages:

WP 1	WP2	WP 3	WP 4	WP5	WP6	WP7	WP6
•ALL	•WP3 •WP4 •WP5 •WP6 •WP7	•WP2 •WP4 •WP5 •WP6 •WP7	•WP2 •WP3 •WP5 •WP6	•ALL	•WP2 •WP3 •WP4 •WP7	•WP2 •WP3 •WP6	•ALL

Figure 2 - CULTURALITY Links among the WPs

5. Communication

All project communications, both internal and external and as indicated in the CA, will be carried out using British English as the vehicular language. This will be the language used in all meetings, documents, notifications and written exchanges between partners.

5.1. Internal Communication

Internal communication will be considered to be that which involves the members of the consortium themselves.

5.1.1. E-mail

The main channel through which official project communications will be maintained will be email, so that there is written evidence of all notices and exchanges.

The consortium is made up of a broad group of professionals with busy work lives, and we know there is a risk of project communications getting lost in overcrowded inboxes. Therefore, a series of measures will be taken to ensure that messages related to the project are easily identifiable at first glance by their recipients.

We propose an idea for a standardized subject for emails. All messages related to the project will begin with the name of the project in capital letters, "CULTURALITY", followed by the work package number (if applicable) and a very brief and very specific description of the reason for the email. Here is an example:

Subject: #CULTURALITY WP1 – KoM Meeting Minutes

If the email in question requires urgent action by the contacts involved, this can be indicated in several different ways: it can be sent accompanied by the notification symbol that denotes high importance (!) or, if it is not available, by adding some annotation like "Action Needed" in the subject.

It will be mandatory to copy the most important emails and communications to the project coordinator and UNIOVI team leader (Ana María Fernández García, afgarcia@uniovi.es). In critical cases, EC PO may also be included in the CC.

An exhaustive contact list will always be available on the platform that will act as a repository for the official project documents (currently the shared Teams folders on the project's general Teams channel, in the future it will be the online repository of the intranet of the CULTURALITY's official website as developed by partner no. 4 - UAVEIRO), where the members of all the teams that make up the consortium with their respective means of contact must appear. Each of the teams that make up the consortium will have the responsibility of periodically updating the information reflected in this list and verifying that all the data is correct in order to guarantee that communication is fluid and does not cause problems or delays.

Furthermore, each WPL will have the responsibility of creating mailing lists with the main contact person designated in each of the teams for each of the WPs. The PC will, of course, take care of creating and updating the general mailing lists, as well as keeping the project's general Teams channel up to date. Any needed changes may be communicated

to WP1's coordinating team (partner no. 1 – UNIOVI) main contact person, Lucía Pérez Fernández (perezflucia@uniovi.es).

5.1.2. Online meetings and videocalls

All required video calls, regular online meetings and other communications that cannot be carried out seamlessly via email will be carried out using the Microsoft Teams app or website. A CULTURALITY general channel has been established by the coordinating team of WP1 where all currently registered members of the project are included to facilitate their presence at the meetings that take place online.

A series of general access folders have also been created where partners can access all the documents of interest and mandatory consultation. These folders can be updated by any of the beneficiaries as long as they have a document of general interest to share with others. If it were the case that the app or website caused problems when uploading documents, these can be sent to the WP1 coordinating team so that they can solve it and keep everything up to date.

5.1.3. Internal communication platform

In the future, the official website of the project (<https://culturalityproject.eu/>), developed by WP8 leader and coordinator, partner no. 4 - UAVEIRO will have an intranet for all members of the consortium. This intranet will then act as the main repository for all documents, minutes and periodic reports related to the project.

5.1.4. The “WP’s main contact person” structure

As the coordinating team of the CULTURALITY project we are aware that we work with a relatively extensive consortium, which includes quite a high number of professionals related to each of the teams. The presence of such a large number of attendees in meetings or the disorderly exchange of written communications could lead to misunderstandings and errors, and therefore, we have thought of a solution that makes things easier for all participants. To ensure that information flows develop smoothly and without anyone being left without receiving the latest notifications, we have implemented a "main contact people" system for each of the work packages. Through this structural organisation of the exchange of communications between teams, each of the beneficiaries has been asked to name one or two people who will be in charge of liaising between a specific work package and the rest of their team.

These people, therefore, will have the responsibility of attending all meetings proposed by the leaders of the work package to which they are affiliated, taking notes, communicating in writing with them, and conveying all relevant information to their own colleagues (such as deadlines, tasks that must be completed...).

In the table shown below you can see the contact people selected by each team for each of the project work packages:

	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8
1. UNIOVI	Lucía Pérez	Marina Bargón, Santiago Pérez	Llora Fuente, Jesús Fernández	Juan Prieto	Enrique Meléndez, Arturo Colina	Juan Prieto, M ^a Carmen Bermejo, Marina Bargón	Enrique Meléndez	Lucía Pérez
2. POLITO	Xiaoxu Liang	Xiaoxu Liang	Xiaoxu Liang	Xiaoxu Liang	Xiaoxu Liang	Xiaoxu Liang	Xiaoxu Liang	Xiaoxu Liang
3. ZRC-SAZU	Saša Poljak Istenič	Saša Poljak Istenič	Saša Poljak Istenič	Saša Poljak Istenič	Saša Poljak Istenič	Saša Poljak Istenič	Saša Poljak Istenič	Saša Poljak Istenič
4. UAIVEIRO	Fátima Pombo	Fátima Pombo	Violeta Clemente	Violeta Clemente, PhD student (TBD)	Bárbara Gabriel	Violeta Clemente, Bárbara Gabriel	Gonçalo Gomes, PhD student (TBD)	Gonçalo Gomes
5. MUSEUM NORD	Jonas Walsøe	Jonas Walsøe	Jonas Walsøe	Jonas Walsøe	Jonas Walsøe	Jonas Walsøe	Jonas Walsøe	Jonas Walsøe
6. VÄRMLAND (General contact email: culturality@regionvarmland.se)	Kajsa Stinnerbom	Kajsa Stinnerbom, Sara Olsson	Kajsa Stinnerbom, Sara Olsson	Kajsa Stinnerbom, Sara Olsson	Kajsa Stinnerbom, Sara Olsson	Kajsa Stinnerbom, Stefan Barkman	Stefan Barkman	Kajsa Stinnerbom
7. ESPTOR	Jorge Pérez	Ana Márquez	Ana Márquez	Ana Márquez	Jorge Pérez, Ana Márquez	Ana Márquez	Ana Márquez	Ana Márquez
8. LAPONTE	Jeff Alberghi	Carmen Pérez	Jeff Alberghi, Carmen Pérez	Carmen Pérez	Carmen Pérez	Carmen Pérez	Carmen Pérez	Carmen Pérez
9. UTARTU	Kristin Kuutma	Kristin Kuutma, Siarhiey Makarevich	Siarhiey Makarevich	Elo-Hanna Seljamaa, Siarhiey Makarevich	Elo-Hanna Seljamaa, Siarhiey Makarevich	Elo-Hanna Seljamaa	Elo-Hanna Seljamaa, Siarhiey Makarevich	Siarhiey Makarevich
10. URIAXAIT	José Manuel Uría	José Manuel Uría	José Manuel Uría	José Manuel Uría	José Manuel Uría	José Manuel Uría	José Manuel Uría	José Manuel Uría
11. CJMARAMURES (General contact email: culturality@cjaramures.ro)	Noemi Ganea	Talida Roman	Marius Muresan	Marius Muresan, Talida Roman	Marius Muresan	Talida Roman, Marius Muresan	Talida Roman, Marius Muresan	Talida Roman
12. USTAN (General contact email: culturality@st-andrews.ac.uk)	Alan Miller (stwp1@culturality.museum)	Catherine Anne Cassidy, Alan Miller (stwp2@culturality.museum)	Sharon Pisani, Catherine Anne Cassidy (stwp3@culturality.museum)	Catherine Anne Cassidy (stwp4@culturality.museum)	Catherine Anne Cassidy (stwp5@culturality.museum)	Catherine Anne Cassidy (stwp6@culturality.museum)	Catherine Anne Cassidy, Alan Miller, Sharon Pisani, Iain Oliver (stwp7@culturality.museum)	Sharon Pisani (stwp8@culturality.museum)
13. AAS (General contact email: aasculturality@gmail.com)	Carol Sinclair	Clare Waddle	Clare Waddle	Clare Waddle	Netty Sopata	Carol Sinclair	Netty Sopata	Clare Waddle

Table 8 - CULTURALITY Main contact person/people per WP

5.2. External Communication

External communication is considered to be any communication that has as specific targets people or social groups outside the consortium. Some examples may be stakeholders, artisan groups and associations, or the EC PO itself.

The external communication of the project is included within the tasks of WP8 - Communication, dissemination & outreach, of which WPL is the partner no. 4 - UAVEIRO. Guaranteeing effective communication of the results and achievements of the project both to specific target groups and to the general public is an essential part of the visibility strategies of the Horizon Europe plans. The main objective is to promote good actions to society as a whole, to demonstrate that projects with EU funding help solve real problems.

5.2.1. Project website

The project website (available at <https://culturalityproject.eu/>) will be the main external communications channel. It will give visibility to both the current activity of the consortium and its past achievements and future steps. WP8 leader and coordinator, partner no. 4 – UAVEIRO will be in charge of keeping it up to date and updated according to the latest news and developments related to the project, but all this information must be fed through constant feedback from the rest of the partners. The main contact person selected in each of the teams as responsible for communication with the WP8 must be in charge of keeping the WP8L up to date with any local news of interest that should be included on the website, as well as providing them with all the additional necessary information.

5.2.2 Social media presence

The project will also have official profiles on various social media platforms, such as Instagram, Facebook and X (previously known as Twitter), which will be heavily active to promote the activities that are being carried out in a more dynamic and interactive way. Both its operation and its objectives will be similar to those of the website: they will be managed by WP8L, and nourished by information and news provided by the rest of the partners.

5.3. General requirements: acknowledging EU fundings

- Any document or materialization of the project efforts, regardless of type, must comply with the funding visibility regulations established by the EU. That is, for any output, or even for any document for purely internal use between members of the consortium, there is an obligation to visibly indicate at all times that the project has received funding from the European Union. There are several requirements that must be complied with:
- All beneficiaries are required to prominently display the EU emblem (not to be confused with the European Commission logo) along with the funding statement. This emblem must be found on all materials resulting from the project activity:



**Funded by
the European Union**

- The following text should also appear, openly acknowledging that the project has received funding from the European Union (this statement can be translated into local languages if necessary):

“This project has received funding by the European Union’s Horizon Europe research and innovation programme under Grant Agreement No. 101132628 – CULTURALITY”

- Logo of the project in any of its forms, but with a prevalent position. WP8L has kindly created a variety of different formats for the official logo, so that it can adapt to any template we may need to work with. The folder with all the different varieties of the logo will always be available to all beneficiaries on the repository platforms.

5.4. Standardisation & templates

All documentation related to the project, both internal and external, must comply with the quality and format parameters established by the PC. The PC will be in charge of providing templates in order to standardize and facilitate these processes when needed. In other cases, the official templates provided by the EC through the Funding & Tenders Portal will be mandatory. Some, although not all, of the documents for which these templates may be required may be:

- Attendance lists for official project events;
- Reports and deliverables;
- Meeting minutes;
- and any type of public document so that they all. Some examples can be seen in the annexes to this document.

As this is a document in continuous evolution and will be edited as necessary during the development of the project, new templates will be added in the future.



6. Project Management Procedures

6.1. Document management

Management procedures are the series of rules that must guarantee that the documents resulting from the project are produced, updated, and stored correctly and efficiently. This task falls to WP1L - UNIOVI as responsible for the coordination of the project.

Official documentation, both private and public, as well as templates, presentations, meeting minutes and other paperwork relevant to beneficiaries will be available at all times on the platforms used as a repository for members. From the moment the project website (culturalityproject.eu) is finished and available for use, the CULTURALITY repository with all this documentation will be accessible through the intranet.

In order to get the most out of its usefulness, the website will be divided into two parts, one public and one private. The public part of the project page will act as the main communication and dissemination channel for the target audience of the research and its results. The private part, on the other hand, will contain sections to store the documentation needed by partners (repository).

6.2. Decision taking mechanism

All decisions will be made by the organizational body that corresponds to their level of urgency and foreseeable impact on the project's reference documents (either by the Steering Committee based on the aforementioned criteria). The PC will chair all meetings, unless decided otherwise by the members of these bodies.

The partners have agreed to abide by all decisions taken by the Steering Committee, but this does not prevent them from exercising their veto rights, or from opening a dispute for resolution as indicated in the CA.

CULTURALITY's associated partners (partner no. 12 – USTAN and partner no. 13 – AAS), however, will be excluded from voting and vetoing the following decisions related to the SC, and therefore will be not counted towards any respective quorum:

- Financial changes to the Consortium Plan;
- Distribution of EU contribution among the beneficiaries;
- Proposals of changes to *Annex 2* of the Grant Agreement to be agreed by the Granting Authority; and
- Decisions related to Section 7.1.4. of the Consortium Agreement.

Thus, regarding unanimity or majority decisions, only the members with voting rights regarding the item are taken into account, while members that will not be affected by the decision will be excluded.

The chairperson (PC) will convene ordinary meetings of the Steering Committee with a periodicity of at least six months, ideally coinciding with the planned in-person meetings. They will also organize extraordinary meetings at any time upon written request by any of the members. The PC will give written notice of these meetings to each of the members as soon as possible, no later than 14 days preceding the ordinary meetings and 7 days before the aforementioned extraordinary meetings. They will also prepare and send the agenda following that same schedule.

Any agenda item or issue requiring a decision by the members must be identified as such on the agenda, to give them time to consult the decision and their stance with their team. Any member may add an item to the original agenda prepared by the PC by written notice to all of the other members. This must be done at least 7 days before an ordinary meeting and 2 days before an extraordinary meeting. During the meeting, however, all members present or represented can unanimously decide to add a new topic to the agenda.

The Steering Committee meetings, although they will always favor in-person presence, may also be held online in exceptional cases. Additionally, in the event that the representative member of any of the teams cannot attend these face-to-face meetings, they may be present at the meetings via videoconference, and her attendance will be counted equally. However, they must notify of this circumstance with plenty of time (at least one week in advance) to reorganize the event and ensure that they have the necessary means to carry out this adjustment.

The decisions taken by the organisational bodies will only be binding once the relevant part of the minutes has been accepted.

The Steering Committee shall not deliberate in meetings unless two-thirds (2/3) of its members are not present or represented (quorum). Any decision taken outside of these circumstances cannot be considered valid, and therefore will not be binding or have any effect. If the quorum is not reached, the PC will convene another ordinary meeting within 15 days. If in this meeting the members fail to reach the quorum once more, the PC shall convene an extraordinary meeting which shall be entitled to decide even if less than the quorum of members is present or represented in order not to hinder the development of the project.

Each member present or represented in these meetings will have one vote. As mentioned above, Associated Partners will be excluded from certain decisions. Additionally, a member who has been declared a Defaulting Party by the SC will not vote.

6.3. Veto rights

A member who can demonstrate through sufficient and reliable evidence that his or her work, performance time, costs, liabilities, intellectual property rights or other legitimate interests will be severely affected by a decision made by the SC may exercise his or her right of veto. This must be supported by relevant documents. For more insight on this procedure, please refer to section 6.3.5 of the CA.

6.4 Monitoring and Progress Reporting

In order to monitor the correct progress of the workflow related to the project and all the practical and research actions linked to it, a series of reporting periods have been established. These are divided into internal and official reporting periods (with the respective payments linked to the latter, if applicable):

Type of report	Reporting period	Report due date	Means of submission	Submission recipient
Internal	From: 01/04/2024 To: 31/12/2024	31/01/2025	e-mail	University of Oviedo
Official	From: 01/04/2024	31/08/2025	FTOP	REA



	To: 30/06/2025			
Internal	From: 01/07/2025 To: 31/05/2026	30/06/2026	e-mail	University of Oviedo
Official	From: 01/07/2025 To: 30/11/2026	31/01/2027	FTOP	REA
Internal	From: 01/12/2026 To: 30/09/2027	31/10/2027	e-mail	Univeristy of Oviedo
Official	From: 01/12/2026 To: 31/03/2028	31/05/2028	FTOP	REA

Table 8 - CULTURALITY Reporting Periods (internal & external)

The internal reports will comprise both technical and financial information. Beneficiaries will inform the PC on the status of the Project concerning not only its technical implementation but also the associated costs and expenses. AP will include only information on the technical implementation on their reports.

The templates for the internal reports will be made available by the PC on the repository platforms.

Official reports will be submitted within 60 days following the end of each reporting period and will include a periodic technical report + a periodic financial report. The project's Final Report will be submitted in addition to the periodic report corresponding to the last reporting period, and will include the final technical report (summary for publication) and a final financial report.

These periodic and technical reports will be divided into two parts:

- Part A: Publishable summary (deliverables, milestones, risks, etc). It is generated by the IT system, using the information submitted by the partners through the Participant Portal and its document uploading tools. Participants are expected to continually update this information throughout the duration of the project, ensuring that the progress of the action can be reliably monitored.
- Part B: A narrative part containing the explanation of the work carried out by the beneficiaries during the corresponding period + an overview of the progress made. It will also include the pertinent explanations on deviations from the DoA (if applicable). Part B must be uploaded as a PDF document following the official templates. The WPLs will be in charge of compiling all the necessary information during the duration of the reporting period, and sending it to the PC with enough time in advance so that they can gather everyone's parts and review that the data obtained is correct and corresponds to the reality of the project. Once the PC has prepared the report, it should be sent to the consortium for review and approval. The approved version will be uploaded to the Participant Portal by the PC before the deadline. Each partner must include an overview of the resources they have used during that reporting period, including a record of the person months they have spent and a detailed list of their direct costs. The necessary explanations will be requested in the event that there has been any deviation from the initially planned use of resources, which is reflected in the reference documents.

The EC, as the Granting Authority, will analyse the reports and, if the results are complete and satisfactory, will complete the respective payment. If the reports are incomplete and more information is needed, the CB will request this data or the relevant documents from the PC. In the meantime, the payment deadline will be suspended. In very exceptional cases, the CB may reject the reports providing justification and suspend payments to one or more beneficiaries.

6.4.1. Possible issues regarding reporting

If the consortium fails to deliver their reports on time, the EC will send a reminder and the payment deadline will be suspended. If the report remains undelivered 30 days after the reminder, the EC may decide to terminate the Grant.

If one of the beneficiaries is late and does not have their report nor the information necessary to prepare it on time, hindering the work of the others, the PC may decide to submit the reports to the EC without this beneficiary. This partner's costs will be considered "zero" for this reporting period, but they will have the opportunity to declare them in the next one.

6.5 Risk Management

The project risk management process defines the activities to identify, assess, prioritise, manage and control risks that may affect the execution of the project and the achievement of its outputs. This is a three-step process:

- Risk identification: WPLs, as well as their collaborators, must remain continually alert to be able to identify risks that may arise during the lifetime of the project. If any risk were to arise, it must be documented and transmitted to WP1L - UNIOVI so that the necessary measures can be taken in time.
- Risk monitoring: risks will be assessed and discussed periodically based on their probability of happening and their foreseeable impact on the development of project actions and their desired results. In this way, a prioritization system will be established for the risks that the consortium must monitor more closely.
- Risk mitigation: as part of T1.4 - Technical project coordination, in collaboration with the rest of the WPLs, WP1L - UNIOVI will act following the specific risk contingency plan and proposed mitigation measures if necessary. Under the monitoring and advice of WP1L, the WPL of the affected work package will assume responsibility for implementing these measures.

The following is a list of the previously identified critical risks and their potential management strategies:

Risk number	Description	WP No(s)	Proposed Mitigation Measures
1	Partner leaving the consortium.	WP3, WP5, WP2, WP1, WP8, WP6, WP4, WP7	Alternative partner within the consortium to take the role. Complementary set of partners available.
2	Delays in reporting and administrative issues.	WP1	Continuous monitoring, organization of regular meetings. Strict internal deadlines.
3	Low engagement of artisans in the activities to be performed.	WP2	Redesign of the model, rescheduling of sessions, promote group sessions to gain trust.
4	Lack of consensus between the agents involved.	WP3	Planning, mediation, prior dialogue work, forming inclusive discussion groups from the beginning so that no agent feels excluded.

5	Lack of impact for activities performed	WP2, WP7	Good marketing and diffusion strategy, involving recognized contemporary artists with dragging effect.
6	Market prices from contingency studies are lower than expected.	WP4	Careful marketing studies taking into account synergies and other relevant aspects (sustainability, circular economy, sustainability).
7	Lack of interest from target groups (youth, women, silver age) in joining the training programme.	WP6	Reach agreements with local associations linked to target groups. Involve local action groups, local development or employment agencies to boost interest.
8	Inadequate dissemination & outreach.	WP8	Impacts assessed vs predefined goals & needs. WP members to meet regularly for updates and propose solutions.
9	M IPR issues on foreground generated during the project.	WP8	Early identification of Key Exploitable Results (KER). Consortium Agreement to be signed to protect foreground.
10	Limited interest of stakeholders in the activities performed.	WP5, WP8	DCE plan to monitor key indicators, clustering activities to promote engagement of stakeholders.
11	Challenges in information share between consortium partners.	WP3, WP5, WP2, WP1, WP8, WP6, WP4, WP7	Regular WP meetings and consortium meetings between partners. Careful documentation, shared files.
12	Restrictions to travel due to pandemic or similar situation.	WP3, WP5, WP2, WP1, WP8, WP6, WP4, WP7	Enhancement and improvement of virtual learning environments and platforms, use of virtual tools to minimise impact.

Table 9 - Identified critical risks

7. Financial provisions and payments

This section is not applicable to APs, who will receive their funding through other means.

The PC will be in charge of distributing the financial contribution of the Granting Authority to the members of the consortium. However, to have access to the funds it is necessary to consider a series of conditions:

- The Consortium Plan;
- The approval of the periodic reports by the Granting Authority; and
- The provisions of payment.

Consortium members shall remember that they will only receive their share of the funding if they perform their tasks in accordance with what is described in the DoA and the Consortium Plan, and the funds will only cover the expenses foreseen in these reference documents.

7.1. Justification of costs

Each of the partners will be solely responsible for justifying all their expenses and costs (and those of any Affiliated Entity, if applicable) related to the project to the Granting Authority. This involves gathering and retaining all original financial documents that may be required as supporting evidence by the Granting Authority during reporting periods in the event that any doubt or suspicion arises related to the expenses of a specific beneficiary. Neither the PC nor any of the other partners can nor will be, in any case, held responsible for carrying out this justification in its place.

Following a schedule parallel to that of the official reports, and as mentioned previously in this document, the beneficiaries will be requested to provide the PC with a series of internal reports of a private nature so that the coordinator can adequately monitor the financial status of the project and of each of the partners to detect in time any inconsistency with the Consortium Plan and the DoA. The APs will also have to provide informants on the technical implementation of the project. The PC will prepare and distribute templates for this purpose.

7.1.1. Payment principles & excess payments

If a beneficiary spends less than its planned share of the total budget as indicated in the reference documents or (in the case of reimbursement via unit costs) implements fewer units than those provided for in the Consortium Plan, it will be financed in accordance with its units/actual duly justified eligible costs.

If a beneficiary spends more than its planned share of the total budget as indicated in the reference documents, they will be funded only in accordance of justified eligible costs up to an amount not exceeding that share.

A beneficiary may receive excess payment. This means:

- That the payment received from the PC exceeded the amount declared; or
- That the beneficiary has received payments but, during the development of the last year of the project, their real costs related to the action fall significantly behind the costs they would be entitled to according to the documents of reference.

In the event that a beneficiary has been receiving excess payment, in no case may they keep this amount and use it for other purposes. Always, without exception, this partner must inform the PC and return the sum in question without delay. In the event that the return has not been made within a period of 30 days from the PC's written request, the beneficiary would be considered in substantial breach of the Consortium Agreement.

Following the instructions laid out in Section 7.1.4 of the Consortium Agreement: "amounts which are not refunded by a breaching Beneficiary and which are not due to the Granting Authority, shall be apportioned by the Coordinator to the remaining Beneficiaries pro rata according to their share of total costs of the project as identified in the Consortium Budget, until recovery from the breaching Beneficiary is possible. The Steering Committee decides on any legal actions to be taken against the breaching Beneficiary":

7.1.2. Financial consequences of the termination of the participation of a member of the Consortium

Not applicable to the APs.

A beneficiary partner leaving the consortium, whatever the reason (termination or withdrawal), must return to the PC all the payments it has received so far except for the amount of contribution accepted by the Granting Authority or another contributor.

Additionally, a beneficiary partner that has been declared as a Defaulting Party must, within the limits specified in section 5.2. of the CA, assume any reasonable and justified costs that may fall on the other partners when developing the tasks abandoned by the leaving beneficiary and any additional effort used to fulfil them as a consequence of this withdrawal. Any necessary procedures in relation to these additional costs that are not covered by the Defaulting Party must be discussed and agreed upon by the Steering Committee.

7.2. Payments

The distribution of payments to the beneficiaries will be the exclusive task of the PC, who must:

- Notify each beneficiary partner in advance of the date and composition of the amount that will be transferred to their bank account, following the relevant references;
- Perform diligently and responsibly any of their tasks related to the administration of project finances, maintaining financial accounts; and
- Following what is indicated in section 7.2.1 of the GA: "undertake to keep the Granting Authority's financial contribution to the Project separated from its normal business accounts, its own assets and property, except if the PC is a Public Body or is not entitled to do so due to statutory legislation.

No beneficiary shall receive, before the end of the project, a sum greater than his allocated share of the maximum grant amount less the amounts retained by the Granting Authority for the Mutual Insurance Mechanism and the final payment.

Transfers of the initial pre-financing, interim payments and final payment to all beneficiaries will be handled following the following payment reference schedule, based on what is indicated in the GA:

The funding costs reflected in the Consortium Plan will be distributed and paid by the PC to the partners to whom it applies after receipt of payments from the Granting Authority and without delays, following the relevant internal administrative procedures of the coordinator, and in accordance with the provisions in the GA.

7.2.1. Payment schedule

As stated in section 7.2.2 of the CA: “Specifically, 33,83% of the maximum grant amount will be transferred on receipt of the initial prefinancing from the European Research Executive Agency (REA). A second instalment, representing 14,50% of the maximum grant amount, will be transferred upon the submission of the first internal report, which will cover the first 9 months of the project duration and will have to be sent to UNIOVI no later than 31/01/2025 [...]. Both grant transfers will equal the initial prefinancing received from REA as detailed in Article 4.2. of the Data Sheet, taking into consideration that 5% of the maximum total grant included in the initial prefinancing stated in the Grant Agreement -amounting to 53,33% of the maximum total grant- will be deducted from this first instalment as retained by the European Research Executive Agency (REA) for the Mutual Insurance Mechanism.”

The following payments will strictly follow this scheme in accordance with what is indicated in the GA:

Reporting					Payments	
Reporting periods			Type	Deadline	Type	Deadline (time to pay)
RP No	Month from	Month to				
					Initial prefinancing	30 days from entry into force/10 days before starting date – whichever is the latest
1	1	15	Periodic report	60 days after end of reporting period	Interim payment	90 days from receiving periodic report
2	16	32	Periodic report	60 days after end of reporting period	Interim payment	90 days from receiving periodic report
3	33	48	Periodic report	60 days after end of reporting period	Final payment	90 days from receiving periodic report

Table 11 – Payment schedule

7.3. Financial reports

As has been already established, the beneficiaries must provide the Granting Authority with reports to request payments, in accordance with the schedule and modalities set out in the documents of reference:

- For additional prefinancings (if any): an additional prefinancing report;
- For interim payments (if any) and the final payment: a periodic report. The prefinancing and periodic reports include a technical and financial part.

The technical part includes an overview of the action implementation. It must be prepared using the template available in the Portal Periodic Reporting tool.

The financial part of the additional prefinancing report must include a detailed statement on the use of the previous prefinancing payment:

- The financial statements (individual and consolidated; for all beneficiaries/affiliated entities);
- The explanation on the use of resources (or detailed cost reporting table, if required); and
- The certificates on the financial statements (CFS).

The financial statements must detail the eligible costs and contributions for each budget category and, for the final payment, also the revenues for the action.

If any beneficiary partner earns any type of revenue that is deductible from the total funding reflected in the Consortium Plan, this deduction will only be directed and applicable to the beneficiary who has earned such revenue. The financial part corresponding to the other beneficiaries should never be affected by the revenue of another partner. In the event that the revenue is greater than the beneficiary's allocated share, this partner must reimburse the funding reduction suffered by the other beneficiaries.

All eligible costs and contributions incurred should be declared and justified by presenting the pertinent related documentation (if applicable, always in its original form), even if they exceed the amounts indicated in the estimated budget (*Annex II* of the GA). Amounts that are not declared in the individual financial statements will not be taken into account by the granting authority.

By signing the financial statements (directly in the Portal Periodic Reporting tool), the beneficiaries confirm that:

- The information provided is complete, reliable and true;
- The costs and contributions declared are eligible;
- The costs and contributions can be substantiated by adequate records and supporting documents (see Article 20 of the GA) that will be produced upon request (see Article 19 of the GA) or in the context of checks, reviews, audits and investigations (see Article 25 of the GA); and that
- For the final periodic report: all the revenues have been declared. Beneficiaries will have to submit also the financial statements of their affiliated entities (if any). In case of recoveries, beneficiaries will be held responsible also for the financial statements of their affiliated entities.

8. Dissemination of Results and Open Access

During the lifecycle of the project, all partners are subject to the obligation to disseminate (that is, make them public) the results obtained through research and field work, as soon as possible but after having subjected these studies to a quality review process. The goal of disseminating these results is to reach and help the largest fraction of the population possible, and several different means can be used to achieve this, depending on the target audience. Some of them are, but not all:

- The project's website
- Social media activity
- Participating in congresses and academic events
- Publications in Open Science Journals
- Introducing the project's results to local community groups
- Stakeholder engagement activities

The dissemination measures should however be consistent with the Communication and dissemination Plan (WP8) and proportionate to the impact expected from the action. Deliverable 8.2 'First Dissemination, Communication and Exploitation (DCE) Plan' will be ready in M4. This document provides with more guidelines. When deciding on dissemination, the partners must also consider the other partners' legitimate interests.

Objections to the dissemination of certain specific results may be accepted under certain conditions:

- The protection of the objecting party's results or background would be adversely affected;
- The objecting party's legitimate interests in relation to its results or background would be significantly harmed; or
- The proposed publication includes confidential or sensitive information of the objecting party.

The objection must be supported by relevant documentation and must include a precise request for modification.

8.1. Open Access

Open Access publications and the use of Open Science in general are an obligation within the framework of the Horizon Europe Programme. All dissemination of project results must be done under these parameters. CULTURALITY will strictly follow and apply this policy to all research results, methodologies, (public) deliverables, scientific publications and all data exempted from the GDPR. These practices shall be carefully implemented, assessed and updated during the periodic meetings held by the consortium.

8.1.1. Open Access to Scientific Publications

The beneficiaries must guarantee at all times during the lifetime of the project 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 either 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 licence with equivalent rights; for monographs and other long-text formats, the licence may exclude commercial uses and derivative works (e.g. CC BY-NC, CC BY-ND); and
- That 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.

Partners who are already familiar with Open Science policies and practices, such as the universities that are part of the consortium, will act as a guide for others if necessary. In addition, several of these universities have professionals who work as directors for open access reviews included in Scopus. The principle under which this practice is carried out is "as open as possible, as closed as necessary." It is therefore the duty of partners to implement the following measures:

- Contributing to already existing online platforms and repositories, and integration within the European Open Science Cloud (EOSC);
- Adopt appropriate management practices for ensuring that beneficiaries retain the intellectual property rights while they practice open-science policies; and
- Providing support to involved staff and personnel to help to comply with the OA obligations.

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

Metadata of deposited publications must be open under a Creative Commons Public Domain Dedication (CC 0) or equivalent, in line with the FAIR principles (in particular machine-actionable) and provide information at least about the following: publication (author(s), title, date of publication, publication venue); Horizon Europe or Euratom funding; grant Project name, acronym and number; licensing terms; persistent identifiers for the publication, the authors involved in the action and, if possible, for their organisations and the grant. Where applicable, the metadata must include persistent identifiers for any research output or any other tools and instruments needed to validate the conclusions of the publication.

Only publication fees in full open access venues for peer-reviewed scientific publications will be eligible for reimbursement.

8.1.2 Open Access to Research Data Management

The research data management under CULTURALITY will be monitored by WP1L partner no. 1 – UNIOVI. The beneficiaries must manage the digital research data generated in the action ("data") responsibly, in line with the FAIR principles (findable, accessible, interoperable and reusable) and by taking all of the following actions:

- Establish a data management plan ("DMP") and make sure to keep updating it regularly;
- Identify and protect the data first (if needed), then proceed with the publication of said data via the pertinent dissemination, exploitation, and communication measures;
- As soon as possible and within the deadlines set out in the DMP, deposit the data in a trusted repository. If required in the call conditions, this repository must be federated in the EOSC in compliance with EOSC requirements;
- As soon as possible and within the deadlines set out in the DMP, ensure open access (via the repository) to the deposited data, under the latest available version of the Creative Commons Attribution International Public License (CC BY) or Creative Commons Public Domain Dedication (CC 0) or a licence with equivalent rights, following the principle "as open as possible as closed as necessary", unless providing open access

would in particular: a) be against the beneficiary's legitimate interests, including regarding commercial exploitation; or b) be contrary to any other constraints, in particular the EU competitive interests or the beneficiary's obligations under this Agreement;

- Justify in the DMP all cases in which open access is not provided to some or all the data (if applicable); and
- Provide information via the repository about any research output or any other tools and instruments needed to re-use or validate the data.

Metadata of deposited data must be open under a Creative Common Public Domain Dedication (CC 0) or equivalent (to the extent legitimate interests or constraints are safeguarded), in line with the FAIR principles (in particular machine-actionable) and provide information at least about the following: datasets (description, date of deposit, author(s), venue and embargo); Horizon Europe funding; grant project name, acronym and number; licensing terms; persistent identifiers for the dataset, the authors involved in the action, and, if possible, for their organisations and the grant. Where applicable, the metadata must include persistent identifiers for related publications and other research outputs.

8.2. Dissemination Rules

The beneficiaries must disseminate the results of their research as soon as possible, in a publicly available and easily accessible format, subject to any restrictions due to the legal protection of intellectual property, security rules or legitimate interests.

Any partner wishing to publish, present or disclose information about the project must follow the following procedure:

- A beneficiary that intends to disseminate its results must give at least 15 days advance notice to the other beneficiaries (unless agreed otherwise), together with sufficient information on the results it will disseminate.
- Any other beneficiary may object within (unless agreed otherwise) 15 days of receiving notification, if it can show that its legitimate interests in relation to the results or background would be significantly harmed. In such cases, the results may not be disseminated unless appropriate steps are taken to safeguard those interests.

Additionally, beneficiaries must take into account:

- Where the call conditions impose additional dissemination obligations, the beneficiaries must also comply with those;
- Where the call conditions impose additional obligations regarding the validation of scientific publications, the beneficiaries must provide (digital or physical) access to data or other results needed for validation of the conclusions of scientific publications, to the extent that their legitimate interests or constraints are safeguarded (and unless they already provided the open access at publication); and
- Where the call conditions impose additional open science obligations in case of a public emergency, the beneficiaries must (if requested by the granting authority) immediately deposit any research output in a repository and provide open access to it under CC BY licence, a Public Domain Dedication (CC 0) or equivalent. As an exception, if the access would be Against the beneficiaries' legitimate interests, the beneficiaries must grant non-exclusive licenses -under fair and reasonable conditions- to legal entities that need the research output to address the public emergency and commit to rapidly and broadly exploit the resulting products and services at fair and reasonable conditions. This provision applies up to four years after the end of the action.

Unless excluded by the call conditions, the beneficiaries must provide and regularly update a plan for the exploitation and dissemination of results including communication activities.

ANNEXES

Annex 1. Layout design template & resources for official documents.



Fig. 1 – Caption Example

Table Tit. 1 Example of table 1

Item 1 Content 1

Item 2 Content 2

Item 3 Content 3

Table Tit. 2 Example of table 2

Item 1 Content 1

Item 2 Content 2

Item 3 Content 3

Example of table 3

Subtitle	item
1. Content 1	item
2. Content 2	item
3. Content 3	item



Annex 2. Example of template for attendance lists.

**CULTURALITY [Event Name]
ATTENDANCE SHEET**

SESSION N° (if applicable)

Weekday, XX/XX/XXXX

Title of the activity (if applicable)

NAME	AFFILIATION	SIGNATURE
<p>Participant name & surname – must already be provided by the organizer, in alphabetical order</p>	<p>(Blank space – the participant must write the official acronym of their organisation/institution)</p>	<p>(Blank space for the signature)</p>
...		
...		
...		
...		



Annex 3. Example of template for meeting minutes.

CULTURALITY [Meeting title/event name]
Date & hour [+ estimated duration of the meeting, if applicable].
Location [if it is an online meeting indicate the platform].

Previous notes and disclaimers [if applicable].

List of attendees. Please indicate if there is any deviation from the original plan (for example, if it is a face-to-face meeting, indicate if someone had to connect online, etc.). In the event that it is a meeting with mandatory attendance for some members of the consortium and one of them is not able to attend, please specify the reason or/if they have designated a substitute, indicating their identity.

Bullet point list of the agenda that was originally planned for the meeting and distributed by the organiser.

1. Development of the session according to the previously established order of topics.

Each of the topics will have its own section, properly individualized with respect to the others, so that those people who have not been able to attend can more easily follow the development of the meeting.

2. Repeat this format as many times as necessary.

Annex 4. Example of template for WPCs – WP Coordination Meetings: calling for meetings, distributing prior information & keeping track of the participants.

CULTURALITY [Meeting title/event name]

Organiser.

Date & hour [+ estimated duration of the meeting, if applicable].

Location [if it is an online meeting indicate the platform].

List of expected participants/attendees. Prepare a list with the partners/members of other teams who are expected to attend the coordination meeting and are being summoned for the meeting, briefly justifying why their presence is necessary [relationships between WPs, explanation of specific tasks, etc.]

- Bullet point list of the agenda planned for the meeting.
- Any deviation from this agenda must be indicated and detailed later in the minutes.

Relevant information prior to the meeting. This document should include, explained as briefly and simply as possible, any information that the organiser considers necessary for other participants to know before the meeting takes place.

Prior preparation required from the rest of the participants. The document must explicitly specify whether it is necessary for any of the participants outside the organizing team to prepare a document, presentation or information prior to the meeting to be shared with the rest. In this case, the meeting organiser is requested to distribute this notification as soon as possible so that other partners have the necessary time to prepare whatever it is asked of them.