



Circular bioeconomy transformation for regions by enabling resource and governance networks

D6.1 Management and Quality Plan

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List of Terms and Definitions

Abbreviation	Definition
PO	Project Officer
GA	Grant Agreement
CA	Consortium Agreement
EC	European Commission
Gen. A.	General Assembly
EB	Executive Board
WP	Work Package
MQP	Management and Quality Plan
DoA	Description of Action
VTT	Teknologian Tutkimuskeskus VTT Oy
ALCN	alchemia-nova GmbH

LIST	Luxembourg Institute Of Science And Technology
VITO	Vlaamse Instelling Voor Technologisch Onderzoek N.V.
CTA	Fundación Corporación Tecnológica de Andalucía
CLuBE	Cluster of Bioeconomy and Environment of Western Macedonia
CLIB	Cluster Industrielle Biotechnologie CLIB eV.
HUB	BioEast HUB
ACR+	Association of Cities and Regions for sustainable Resource management
Q-PLAN	Q-PLAN International Advisors PC

Table 1: Terms and Definitions

Executive Summary

This deliverable outlines the Management and Quality plan of the BIOTRANSFORM project. BIOTRANSFORM project management and internal communication are interlinked, and good implementation of both is an important factor for proper quality management. The BIOTRANSFORM project is well organised with a clear assignment of roles and dedication from all the project partners.

The BIOTRANSFORM project governance includes the Executive Board and General Assembly, which have specific complementary roles and division among responsibilities and decision-making. The General Assembly is the highest decision-making body of the project, including all the participating beneficiaries, whereas Executive Board is responsible for work package level collaboration ensuring the project progress and includes all the work package leaders. The Project Coordinator has the overall responsibility for executing the General Assembly's decisions and making sure that the work and governance plans are implemented throughout the project and manage and monitor the effectiveness of the plans.

Important aspects of quality management are frequent-enough and well-structured meetings, agreed reporting practices, continuous risk management, proper management of issues at hand and efficient available communication tools that are used by all partners. Communication with key external stakeholder groups and the Project Officer is also important for the proper execution of the project.

Adherence to the structures and procedures, such as quality review process, described in this deliverable is important for well-coordinated and appropriate project execution. The project management structure is the management framework of the BIOTRANSFORM project. All the roles and plans will be constantly monitored and updated by the responsible stakeholders. The WP leaders and Project Coordinator have important roles to monitor the quality from their perspectives through the project execution.

1. Introduction

This deliverable produces the Management and Quality Plan (MQP) to serve as project ‘Handbook’, which outlines procedures of the BIOTRANSFORM project consortium. It is to be used as a reference source for consortium members covering many day-to-day project management and execution activities, and document the agreed procedures for project deliverables, milestones, and reporting.

Professional management will ensure efficient working processes and high-quality project outcomes through:

- Competent overall project coordination including administration, quality management, risk management, financial management and data management, continuous progress monitoring, and corrective actions as required.
- The use of formal communication platforms ensuring efficient internal communication and timely information flows within the project, and towards the European Commission (EC).

1.1 Scope of the deliverable

This report outlines the plan for management and quality for the BIOTRANSFORM project including management structures, plan for internal communication, monitoring and quality control, risk management and contingency.

Data management is also an integral part of the project quality management; however, as this topic has its own deliverables, D6.2 and D6.3, it is excluded from this deliverable. Also, the plan for external communication and dissemination, Dissemination and Communication plan, is its own deliverable, D5.1 and D5.2, and is excluded from this plan. Innovation and IPR management will be covered in Exploitation and Sustainability plan, D5.3 and D5.4, that is also excluded from this plan.

1.2 Target audience

This report is intended primarily for the BIOTRANSFORM consortium, and external stakeholders interested to evaluate the quality measures of the project.

1.3 Contributions of partners

Participant short name	Contributions
VTT	Overall content to the report
ALCN	Reviewer of the report
CTA	Reviewer of the report
Q-PLAN	Reviewer of the report
LIST, ALCN, CLIB, VITO, CLUBE, HUB	Providing feedback to the report content

Table 2: Contributions of partners

1.4 Relations to other activities in the project

This deliverable should lay out internal quality management procedures and give guidance for all BIOTRANSFORM deliverables. The following Table 3 shows the main relationship of this deliverable to the other non-technical deliverables of the BIOTRANSFORM project and that should be considered along with this document to further understand its contents.

Deliverable number	Contributions
D5.1 Dissemination and Communication Plan – initial version	This deliverable explains the dissemination and communication management of the project
D5.2 Dissemination and Communication Plan – final version	This deliverable explains the dissemination and communication management of the project
D5.3 Exploitation and Sustainability Plan – initial version	This deliverable outlines innovation and IPR management strategy and exploitation of the project
D5.4 Exploitation and Sustainability Plan – final version	This deliverable outlines innovation and IPR management strategy and exploitation of the project
D6.2 Data Management Plan - initial version	This deliverable explains the data management of the project
D6.3 Data Management Plan - final version	This deliverable explains the data management of the project

Table 3: Relation to other activities in the project

1.5 Structure

The following sections are focusing on the topics underneath:

- **Section 2:** Contains the objectives and expected impacts of the deliverable.
- **Section 3:** Contains the management structures and internal communication plan.
- **Section 4:** Contains the monitoring and quality control plan, including risk and contingency management.
- **Section 5:** Contains the conclusions and discussion.

2. Objectives and Expected Impact

The Management and Quality Plan (MQP) defines project structures and practices as well as quality assurance procedures, which are set to ensure that BIOTRANSFORM:

- Complies with the requirements set out in the Grant Agreement (GA).
- Complies with the Consortium Agreement (CA) signed by the consortium partners.
- Project implementation and outputs are of high quality.
- Code of conduct, standards and good research ethics are followed.

The MQP supplements the GA and the CA and is based on General Assembly (Gen. A) and Executive Board (EB) decisions. The principles for the management structures and different roles are described in detail in the GA and CA.

BIOTRANSFORM project management and internal communication are interlinked, and good implementation of both aspects is important for the quality management. BIOTRANSFORM project management and internal communication are managed via the schematic depicted in Table 4.

Inputs	Tools and techniques	Outputs
<p>Project management plan: Management and Quality Plan, Data Management Plan, Dissemination and Communication Plan, Exploitation and Sustainability Plan.</p> <p>Project documents: deliverables, progress updates, meeting minutes, pre-technical and financial reports, EC reporting, risk assesment and management.</p>	<p>Communication tools and technology: e-mail, telephone, sound-based and video-based communications, Microsoft Teams workspace.</p> <p>Communication methods: verbal, non-verbal, written, listening, visual.</p> <p>Communication skills: competence, feedback, nonverbal, presentations.</p> <p>Team skills and individuals: active listening, conflict management, cultural awareness, meeting management, networking.</p> <p>Project reporting</p> <p>Meetings</p>	<p>Successful project management</p> <p>Project management plan updates: Management and Quality Plan, Data Management Plan, Dissemination and Communication Plan, Exploitation and Sustainability Plan.</p> <p>Project document updates: workplan, project schedule, resources, risk assessment and management.</p> <p>Project outputs: deliverables, reports, scientific publications.</p>

Table 4: BIOTRANSFORM project management and internal communication management schematics

3. Management Structures and Internal Communication

3.1 Management structures

Establishing the management structure of BIOTRANSFORM is important for the successful implementation of the project and for the quality of project results. The management structure is presented in Figure 1. The partners within the consortium have different roles as work package (WP) leaders, Task leaders, and contributing partners. The project is coordinated by VTT.

The project has two main management bodies: the General Assembly (Gen. A) and Executive Board (EB). The committees are complementary management bodies that ensure proper project progress at both steering and execution level.

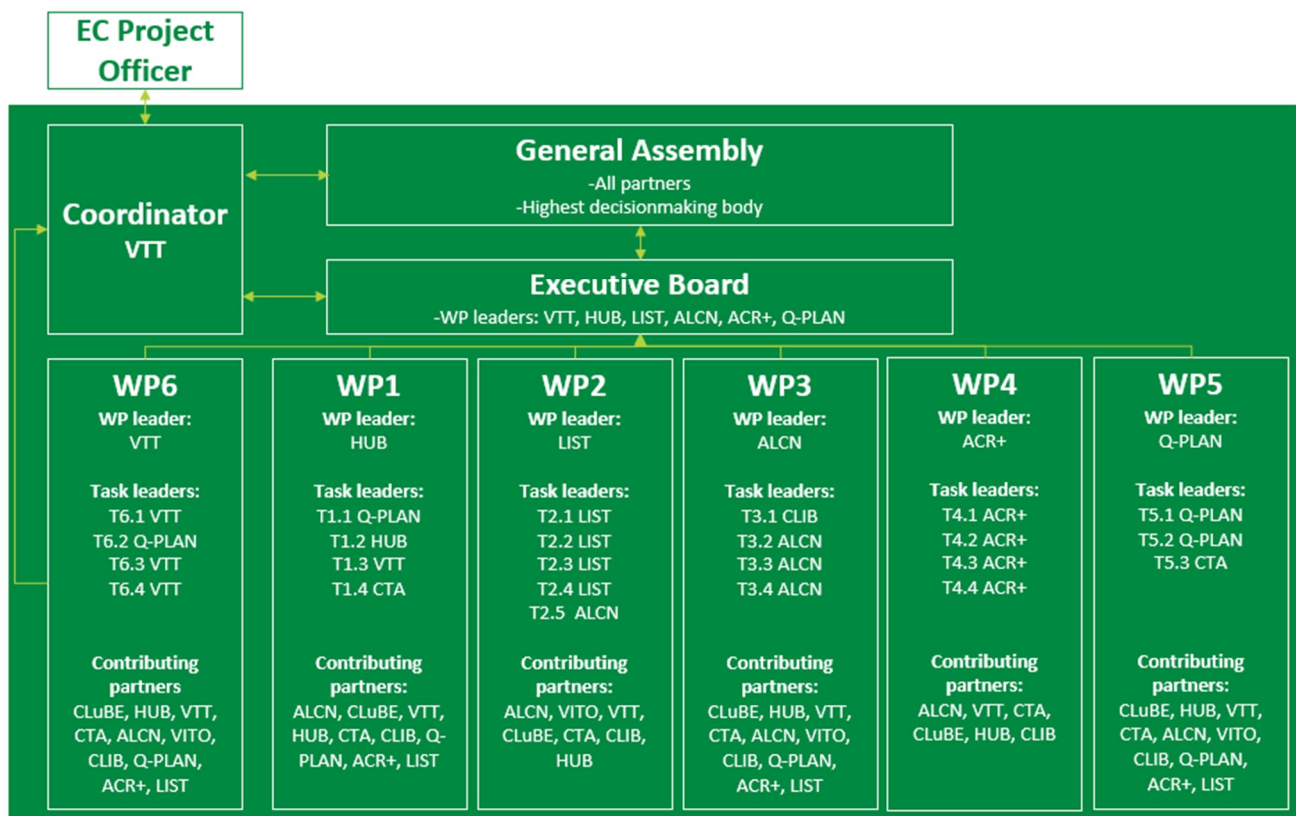


Figure 1: Management structure of BIOTRANSFORM project

3.1.1 Internal management structures and communication

The WP leader is responsible of all outputs in the respective WP and provides supervision to the WP team consisting of Task leaders and contributors. The task leaders are responsible to deliver high-quality work on time to the WP leaders. WP leaders organise regular WP-level meetings to ensure appropriate progress of the work. The progress of each WP is monitored in the monthly EB meetings composed of the WP leaders and managers of the project. Larger consortium meetings (typically 1-2 days in duration) are arranged every six months. At every consortium meeting the WP leaders shall

present information about the status of ongoing work covering the past 6 months and the work planned for the next 6 months. The Gen. A, EB, or the Coordinator might request additional status reports from the WP leaders outside consortium meetings when needed considering tasks in the critical path or with reported risks.

The Gen. A, the highest decision-making body of the project, convenes at least as often as consortium meetings are held. The Gen. A composes of all the partners. Gen. A and EB members have all official deputies to ensure decision-making ability of the consortium even in the absence of the members. The decision-making rules are detailed in the CA.

The Coordinator performs tasks assigned to it that are described in both the Grant Agreement and the Consortium Agreement, and implements decisions made by the Gen. A. The Coordinator chairs all EB and Gen. A meetings, unless otherwise decided. The Coordinator's key responsibilities are:

- Monitoring compliance by the partners with their obligations.
- Keeping a contact list of project members and other contact persons that is updated also by each of the member and WP leader.
- Collecting, reviewing to verify consistency and submitting reports, other deliverables including financial statements and related certifications, and specific requested documents to the Funding Authority.
- Preparing the meetings, proposing decisions, and preparing the agendas to the EB and Gen. A meetings, chairing them and preparing the minutes. Monitoring the implementation of decisions taken at meetings.
- Transmitting documents and information connected with the project to partners.
- Monitoring financial progress, administrating the financial contributions of the Funding Authority.

Day-to-day communication will be based on emails and Teams Workspace chat. Group emails will be sent to all partners, with individual additional reminders if needed. Many people may be working on several different projects/tasks and are likely to receive numerous emails every day, therefore, a standard subject title is used. This helps to quickly recognize the project related emails. Project related e-mails should include in the subject title: 'BIOTRANSFORM' and if applicable, a WP number followed by a more specific description of the subject, deadline for feedback or reply can be also included in the email title. Important messages and files where actions and contributions from the participants are needed, will be shared via email, containing a link to the related file or message in Teams/Sharepoint. Files, unless for a special need, should not be shared via email directly, but instead, saved in Teams and shared by sharing the link to the file. Discussion related to working with a document can take place in the Teams, but all the important messages and notifications should be addressed to dedicated partners via email.

3.1.2 EC and Project Officer

Communication with the Project Officer (PO) is of key importance for the proper execution of the project. The PO, representative of the EC, needs to be well informed of updates regarding the project and any possible deviations from the workplan need to be discussed immediately. The Coordinator is the single contact point between the PO and the consortium and project.

3.2 Management of the project documentation

Project documents like reports, presentations, agendas, and minutes of the meetings are deposited in the BIOTRANSFORM Microsoft Teams Workspace. The Workspace is used to store all produced reports. Also, all project contractual documents (contracts, CA, GA) and managerial documents (templates for reporting and finances, meeting documentations, contact lists) are stored in there.

Furthermore, the Workspace can be used for the additional following activities:

- Hold online Teams meetings
- Chat with participants, fast communication tool (also tagging users)

The Coordinator is responsible for administration of the Teams Workspace. All beneficiaries have access rights to the Workspace they can request for necessary personnel directly from the Coordinator. The Coordinator has ensured that the Workspace is safe to use – the Microsoft Teams Workspace is a secure team-wide and organization-wide two-factor authorisation, and single sign-on through Active Directory-based platform. The data is encrypted in transit and at rest.

The Coordinator submits all official documents, such as deliverables and periodic reports, to the EC.

4. Monitoring and Quality Control

The quality management principles of BIOTRANSFORM project follow the well-known and efficient PLAN-DO-CHECK-ACT process (Figure 2). The procedures and systems are set here in the MQP which is executed to have high quality control, performance is checked to assure quality, and finally, the quality management is continuously monitored for further development and improvement. The WP leaders and Coordinator have important roles to monitor the quality from their perspectives. WP leaders monitor their WPs, and the Gen. A and the Coordinator monitor the whole project with the assistance of the EB.

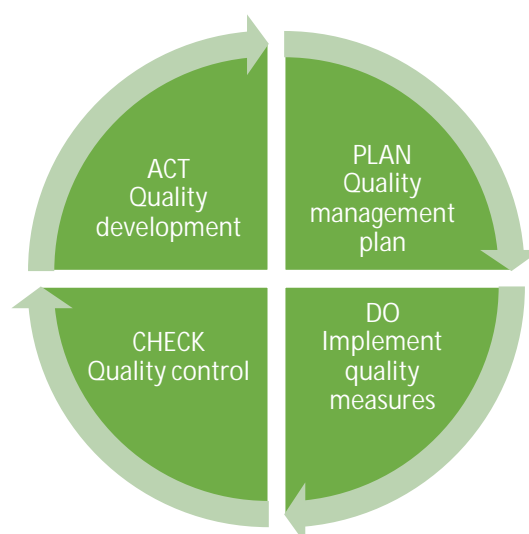


Figure 2: Quality management principles of BIOTRANSFORM project

4.1 Review process of deliverables and milestones

Deliverables, milestones, and their submission schedule are defined in the GA from where they have been copied to **Error! Reference source not found.** and Table 6. The immediate responsibility of the appropriate progress of the work and completion of deliverables and milestones is with each responsible partner, as defined in the GA.

The WP leader assures that the deliverables are of high quality and are completed in time. In detail, the deliverables need to:

- Correspond to the project and WP objectives.
- Be accurate and of high-quality, exhibit good research practices.
- Be delivered on time and within the cost constraints planned for the action.

The following deliverable quality process has been agreed as a peer-review process. Changes to the deadlines can be made only by agreeing it separately in EB meeting:

1. 1st draft of deliverable ready one month before deadline. Revision of the 1st draft by all GA members participating in the Tasks resulting into the deliverable and by the Coordinator within one week from delivery.
2. Submission version ready for review at the latest 2 weeks before submission. Review is conducted by the respective WP leader (1st reviewer) and Coordinator (2nd reviewer). If the WP leader is the deliverable main author, another beneficiary with significant role in the topic is chosen as the first reviewer. In cases where the WP leader and Coordinator are the same, the second quality review will be done by preselected member defined in the following **Error! Reference source not found.** again with the same criteria as for the 1st alternative quality reviewer. Review time is one week. To some deliverables, there is also one additional 3rd Quality Reviewer on a voluntary basis. Review time in this case is the same as for the 2nd Quality Reviewer.
3. The responsible partner for the deliverable will finalise the deliverable within the last week of the month when submission is foreseen.
4. Submission is done at latest on the last day of the due month if the submission date falls on a work-weekday. If the day lands on a weekend or holiday, the submission is done on the prior working day. Submission is done by the Coordinator.

Role of reviewers:

1st quality reviewer checks that the described details are understandable and in accordance with the activities planned for the work package as described in the DoA.

2nd reviewer ensures the comprehensibility of the overall text of the report and its coherence with other deliverables.

3rd reviewer reads the text as an outside observer and, if necessary, asks questions from that perspective.

Table 5: Deliverable deadlines, responsible partners and quality reviewer

Deliverable number	Responsible Partner	Participants	Deadline	1 st Quality Reviewer	2 nd Quality Reviewer	3 rd Quality Reviewer
D1.1	Q-PLAN	ALCN, ACR+, CluBE, VTT, HUB, CTA, CLIB	30.6.2023	HUB	Coordinator	
D1.2	HUB	ALCN, ACR+ CluBE, VTT, CTA, CLIB Q-PLAN	30.6.2023	Q-PLAN	Coordinator	

D1.3	VTT	ALCN, ACR+, CTA, CLIB, CLuBE, HUB, Q-PLAN, VTT, LIST	30.6.2023	HUB	ALCN	
D1.4	CTA	ALCN, LIST	30.6.2023	HUB	Coordinator	Q-PLAN
D2.1	LIST	ALCN, VITO	29.9.2023	VITO	Coordinator	
D2.2	LIST	VTT, CLuBE	31.3.2025	CLuBE	Coordinator	
D3.1	CLIB	CLuBE, HUB, VTT, CTA, ALCN, VITO, Q-PLAN	30.9.2024	ALCN	Coordinator	
D3.2	ALCN	ACR+, CLuBE, CTA, LIST, VITO, HUB, CLIB	31.1.2025	CLIB	Coordinator	CLuBE
D3.3	ALCN	CLuBE, HUB	31.3.2025	CLuBE	Coordinator	CLIB
D4.1	ACR+	ALCN, VTT, CTA, CLuBE, HUB, CLIB	31.3.2025	ALCN	Coordinator	
D4.2	ACR+	CLuBE, ALCN, VTT, CTA, CLIB, HUB	29.12.2023	CLuBE	Coordinator	
D4.3	ACR+	CLuBE, ALCN, VTT, CTA, CLIB, HUB	31.3.2025	CTA	Coordinator	
D5.1	Q-PLAN	VTT, ALCN, LIST, VITO, CTA, CLuBE, CLIB, HUB, ACR+	30.12.2022	CTA	Coordinator	
D5.2	Q-PLAN	VTT, ALCN, LIST, VITO, CTA, CLuBE, CLIB, HUB, ACR+	31.5.2024	LIST	Coordinator	
D5.3	Q-PLAN	VTT, ALCN, LIST, VITO, CTA, CLuBE, CLIB, HUB, ACR+	31.5.2023	CTA	Coordinator	
D5.4	Q-PLAN	VTT, ALCN, LIST, VITO, CTA, CLuBE, CLIB, HUB, ACR+	31.1.2025	LIST	Coordinator	
D6.1	VTT	ALCN, LIST, VITO, CTA, CLuBE, CLIB, HUB, ACR+, Q-PLAN	30.12.2022	Q-PLAN	ALCN	CTA
D6.2	Q-PLAN	VTT, ALCN, LIST, VITO, CTA, CLuBE, CLIB, HUB, ACR+	31.3.2023	ACR+	Coordinator	
D6.3	Q-PLAN	VTT, ALCN, LIST, VITO, CTA, CLuBE, CLIB, HUB, ACR+	31.3.2025	ACR+	Coordinator	

The finalised deliverable is to be sent to the Coordinator as a pdf and word format, where final updates are made, like the table of contents and references as well as numbering, and a quality check is done by the deliverable responsible. The final pdf and word format are stored in Teams under the Final deliverables channel by the Coordinator. Coordinator makes the submission of the deliverable to the EC.

Table 6: Milestone deadlines and responsible partners

Milestone	Work Package	Responsible Partner	Deadline
1	WP1	HUB	30.6.2023
2	WP2	LIST	29.9.2023
3	WP3	ALCN	30.11.2023
4	WP4	ACR+	30.9.2024

5	WP5	Q-PLAN	28.2.2023
6	WP6	Q-PLAN	31.3.2023

Based on status information from WP leaders, the Coordinator will assess the achievement of milestones and report it to the EC and Gen. A. Milestones are assessed as described in DoA, in the List of Milestones (Means of Verification). Milestones will be reported with a short report describing the carried-out actions and giving justification for the completion. Any deviations and implications due to deviations will be also assessed. If needed, contingency plans will be made if, for example, a delay has occurred that will affect project flow, progress, and outputs.

If any delays are anticipated, they must be promptly discussed as soon as possible to organise additional resources and if absolutely necessary, to reschedule. For rescheduling, proper justifications are to be provided to the Coordinator, who will discuss and agree with the Project Officer on an alternative submission date.

4.2 Risk management and contingency

The key management, implementation and technical (relating to WPs) risks have been identified and will be continuously updated. An iterative process is followed to identify and assess risks, evaluate the risks and make contingency plans, control the risk to avoid materialising the risk as well as mitigate impacts of occurred risks, and finally monitoring and review process is in place to make sure whole risk-loop functions and possible realisation of risks is caught as early as possible, contingency measures are properly working, and new risks are identified (Figure 3).

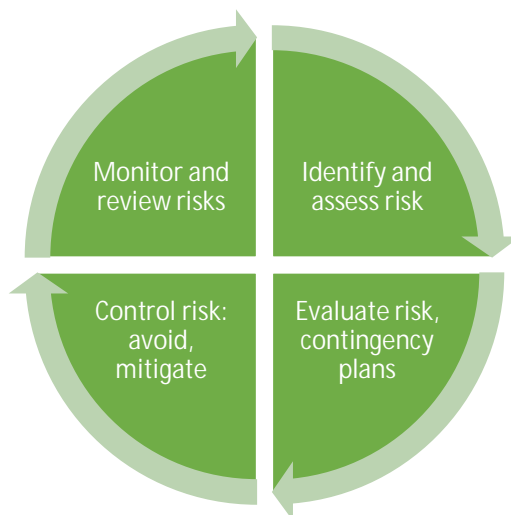


Figure 3: Risk management process of BIOTRANSFORM project

Risks have been documented with a quantification of the impact in case of occurrence (Low, Medium and High) and the probability occurring during the project (Low, Medium and High) Figure 4.

		Probability		
		<i>Low</i>	<i>Medium</i>	<i>High</i>
Impact	<i>Low</i>	Low	Low	Medium
	<i>Medium</i>	Low	Medium	High
	<i>High</i>	Medium	High	High

Figure 4: Risk severity assessment matrix

Risks have been identified during the proposal phase, reviewed during the Grant Agreement Preparation (GAP), and presented & discussed during the kick-off of the project. Each WP leader is responsible to monitor their WP for realisation of identified risks or identification of new risks.

The foreseen critical risks together with mitigation actions are listed in the Grant Agreement. All consortium partners together with WP leaders are responsible for identifying unforeseen risks. The risk register document, illustration in **Error! Reference source not found.**, will be reviewed in each E B and General Assembly meeting. The risk register document will be updated in each periodic report. The risk register document, including the foreseen risks listed GA and unforeseen risks, is stored in Teams workspace.

Risk No	Description	Work Package No(s)	Risk Mitigation Measures	Likelihood (1,2,3)	Impact (1,2,3)	Risk class	State of the Play Period	Did you apply risk mitigation measures	Did your risk materialise	State of the Play Comments
F1	Poor WP operation and communication leading	WP6	WP meetings; Sound communications tools & development of a tracking process. Reassess project management procedures implemented. Prioritise remaining workload & move resources	2	3	4	M1-M18	Yes	No	
F2	Partners with unique know-how leave	WP6	Ensure regular reporting & good communication between all partners & WP leaders	1	3	3	M1-M18	Yes	No	
F3	Risks involving WP cost/time overrun	WP6	Although the resources for the project have been assessed, the project management will check the project expenditures every 6 months	1	3	3	M1-M18	Yes	Yes	For WP1 and the data collection as well as WP3 developments, some beneficiaries already spent a significant amount of resources. For the second reporting period, these partners need to take care of their involvement while, they still need to fulfill all necessary tasks.
F4	No suitability of KPIs for impact pathways	WP1	The know-how & previous experiences of consortium will ensure establishment of suitable KPIs for the proposed methodologies, tools, & overall transition. KPIs can be adapted.	2	1	2	M1-M18	No	No	
F5	Inconsistent testing methodologies result in not comparable outputs	WP2	Previous experience, research & commercial projects applied by ALCN, LIST and VTT propose necessary tools & methodology for the assessment of environmental, economic, socio-cultural & technical aspects of the methodologies and tools in each case-study region.	3	2	4	M1-M18	No	No	
F6	Value chains not properly supported	WP3	Collaboration with stakeholders from the beginning to address bottlenecks at early stage. Possibility to adapt and cooperation with more value-chain actors.	2	3	4	M1-M18	No	No	
F7	Stakeholder participation or interest low	WP4, WP3	Case study leaders have track record of mobilising stakeholders. Attract interest through nice and understandable visuals. Identify pain-points and argumentation lines to attract more attention. Provide possible financing alongside with action plans.	2	3	4	M1-M18	Yes	Yes	Through tracking of specific important stakeholders and inviting them for expert feedback, we could attract more interest in the region.
F8	Financing of follow-up project difficult	WP4, WP5	Identify manifold tools and financing pathways in region and EU wide. Look into details and framework conditions. Team up with financing experts and match possibilities.	2	3	4	M1-M18	No	No	
F9	Policy analysis at use case level is very diverse & complex	WP4	Project partners have the expertise to deal with the diversity of policy making on a regional, national and EU basis. The policy analysis taking place in WP4 will feed WP5 while multiactor workshops will deal with policy design complexity.	1	2	2	M1-M18	No	No	
F10	Lack or poor participation from stakeholders	WP1	Provision of information and insights and accurate explanation for follow up of the project: involvement of a wider group; increase variety and tailoring of communication and dissemination means (social networks and digital technologies)	2	2	3	M1-M18	Yes	Yes	In addition to the stakeholders' workload and lack of official legal representatives (i.e., by local governments), they are approached by many different projects and cannot distinguish easily which projects really try to make a change. However, by inviting legal representatives from the regional governments and even mayors, the info sessions were still successful.
F11	Poor commitment from replication regions	WP3	Constant communication and envisioning of potential replication: identification of further replication opportunities beyond initial selected countries	1	3	3	M1-M18	Yes	Yes	With current lack of political commitment so far, we plan to engage higher-ranked officials from regional governance and decision makers from important companies in the next planned interactive sessions.
F12	Poor dissemination, exploitation and communication outreach	WP5	The dissemination and communication plan should be regularly reviewed, stakeholders feedback analyses for further improving, connecting with regional organisations that can act as multipliers	1	2	2	M1-M18	No	No	

Risk No	Description	Work Package No(s)	Risk Mitigation Measures	Likelihood (1,2,3)	Impact (1,2,3)	Risk class	State of the Play Period	Did you apply risk mitigation measures	Did your risk materialise	State of the Play Comments
U1	Delays in data collection due to unavailability or inaccessibility of required information.	WP1-WP3	Establish multiple data sources to ensure backup options. Engage with stakeholders early in the project to secure commitments for data sharing. Implement a flexible project timeline that allows for delays in specific tasks. Collaborate with statistical agencies to streamline necessary data collection in the future.	2	2	3	M1-M18	Yes	Yes	The collection of data points differs from region to region. Also, some of it is not available at all and can only be assumed (calculated) or collected through interviews. This is very time consuming and will not ease
U2	Recommendations may not be aligned with current policy priorities or may be perceived as impractical by policymakers.		Involve policy advisors and relevant stakeholders in the development of recommendations from the outset. Conduct a policy landscape analysis to ensure alignment with existing priorities and frameworks. Prepare adaptable and scalable policy recommendations to suit various contexts.	1	2	2	M1-M18	Yes	No	
U3	Project participants are using different systems for communication, time management (outlook, google) and this causes problems that results in missed meetings and in poor communication	WP1-WP6	Adhere to communication guidelines presented in Management and Quality plan. Address the issues to coordinator who can then react. Make sure you have a system that allows you to track and schedule meetings. Creation of common calendar to Teams environment to check for meeting timings. Send a reminder of a meeting 24 hours before the expected time stating time and timezone of the meeting.	2	2	3	M1-M18	Yes	No	
U4	Input from other partners is too slow, everything is done at the 'last minute'	WP1-WP6	More proactive communication, reminding of the deadlines, addressing the importance of timely working in project meetings.	3	2	4	M1-M18	Yes	No	
U5	The understanding of the project objectives and methodologies is not clear. New people entering the project might find it difficult to understand project goals & content.	WP1-WP6	Creation of a presentation / leaflet explaining the project basics. Effective onboarding by partner organisation.	2	2	3	M1-M18	Yes	No	
U6	People not showing up in meetings	WP1-WP6	Reminder of the importance to attend the meetings, address that notification is a must if you can not join the meeting. Finding substitute from organisation should be first option. Agree meeting times in previous meeting and adhere to them. When necessary, use Doodle / similar to set the meeting times. Shedule meetings well in time.	2	2	3	M1-M18	Yes	No	
U7	Project participants do not contribute the expected quantity/quality	WP1-WP6	Earlier deadlines for items needed from partners, reminders to perform set tasks, discussion with PC to escalate situation	2	3	4	M1-M18	Yes	Yes	9.11.2023: Decision in Consortium meeting to start organising weekly meetings
U8	Individual project members from the organisations involved leave the project	WP1-WP6	Each participant to have deputy who are up to date on project progress, good documentation of the work within organisations, good handover of the project to the new person	2	2	3	M1-M18	Yes	No	10/2023: Coordinator Jussi Lahtinen left VTT.
U9	Not achieving set KPIs	WP1-WP6	Active following of the KPI's and work towards them	1	3	3	M1-M18	Yes	No	
U10	System errors (Teams) that causes loss of information and overlapping work	WP1-WP6	Offline copies, avoiding editing simultaneously, editing parts to offline version and copy pasting?	2	1	2	M1-M18	Yes	No	

Figure 5: Risk register document

4.3 Budget

The project will follow the budget-related procedures defined in GA, especially in Article 7. Each of the project beneficiaries are responsible for following and reporting their budgets. The Coordinator will review the individual financial statements from each beneficiary to verify consistency with the action tasks, as well as their completeness and correctness. The Coordinator is not, however, obliged to verify the eligibility of these costs or to request justifications. Each beneficiary remains responsible for the costs it declared.

4.4 Project progress

The project progress will be monitored throughout the project lifetime by regularly following up and checking the project Gant chart, as well as the List of Deliverables and List of Milestones in the DoA. The quality review process is explained in detail in chapter 4.1.

The project Gant chart can be found in Figure 6. The Gant chart and the project progress will be reviewed in each of the EB and Gen. A. meetings.

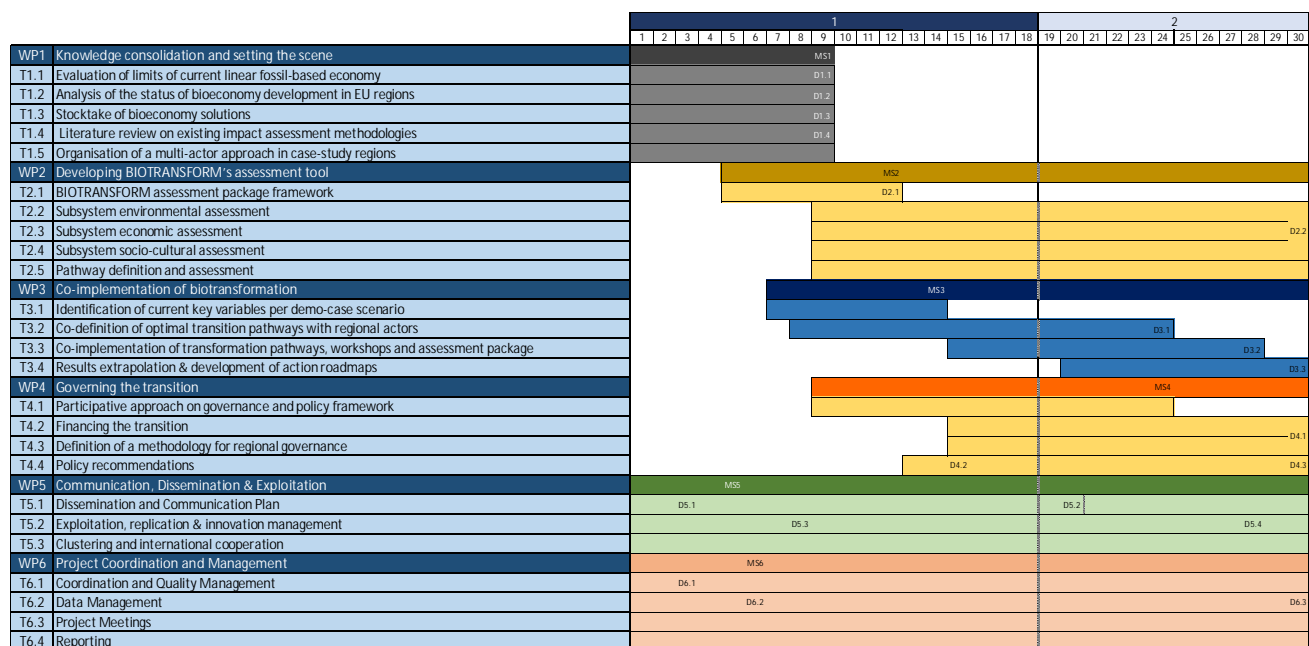


Figure 6: BIOTRANSFORM Gant chart

5. Conclusions and Discussion

Adherence to the structures and procedures described in this deliverable is important for well-coordinated and appropriate project execution. The project management structure is the management framework of the BIOTRANSFORM project. Without clear management structure and responsibilities, quality project execution is at risk. Clear management structure benefits the project in terms of assessing accountability, outlines the roles, responsibility, and relationships between partners, provides the means for prompt issue management and resolution, and is the foundation for proper and transparent information exchange. The management structure needs to be implemented immediately once the project starts and managed and updated throughout the project life cycle.

The BIOTRANSFORM project governance includes the Executive Board and General Assembly, which have specific complementary roles and division of responsibilities and decision-making. The General Assembly is the highest decision-making body of the project. The Project Coordinator has the overall responsibility for executing the General Assembly's decisions making sure that the work and governance plans are implemented throughout the project while managing and monitoring the effectiveness of these plans. Important tools and methods for monitoring and assessing the effectiveness are arranging adequate and well-structured meetings, agreed reporting practices, risk assessment and management, proper management of issues at hand and the different communication technologies and means available for the partners (Microsoft Teams Workspace, e-mails, teleconferences, phone calls, face-to-face meetings when possible).

Quality assurance policies are set in this plan. Clear overview of the responsibilities and the process to review the project deliverables is in place. The deliverables will all be made publicly available, and transparency and correctness of the documents will be assured with the process described where the documents will be reviewed by all the consortium members. To ensure efficient and high-quality review of the deliverables, quality reviewers have been set in this document for all of the project deliverables.

Monitoring the project progress and budget throughout the work will ensure reaching all the project milestones and developing all the deliverables in time and within the budget. The continuous reviewing of the deliverables and achieving the milestones according to the project timeline (Gant chart) together with having clear responsibilities in place, is of utmost important for the success of the project.

Communication with key external stakeholder groups and the Project Officer is also important for the proper execution of the project. The Project Officer, representative of the EC, needs to be well informed of updates regarding the project; any possible deviations from the workplan need to be discussed immediately. The outreach to the key external stakeholders and the Project Officer of the project is imperative for maximising the outreach of the BIOTRANSFORM project.

All the roles and plans will be constantly monitored and updated by the responsible committees and partners. The BIOTRANSFORM project is well organised with a clear assignment of roles and dedication from all the project partners.