DELIVERABLE 8.1

Workplan

Grant Agreement No.: 872550
Project Acronym: TETRRIS
Project Title: Territorial Responsible Research and Innovation and Smart Specialization

Version: 1.0
Due Date: 31-10-2020
Submission Date: 04-12-2020
Dissemination level: Public
Author(s): Mika Nieminen
Contributors: All partners
Status: Plan, Draft, Working, Final, **Submitted,** Approved (select)

Document History

Version	Date	Author	Description
1.0	15.11.2020	Mika Nieminen (VTT)	First draft for partners to be reviewed
2.0.	3.12.2020	Mika Nieminen	Refined version on the basis of internal review by Emad Yaghmaei and Ezekiela Arrizabalaga
2.1.	4.12.2020	Mika Nieminen	Submitted version, with agreement from the Steering Group

TetRRIS

ACKNOWLEDGEMENT

LEGAL DISCLAIMER

Contents

1. Introduction

The purpose of this work plan is to offer the partners of the project in a short and "easy to digest" form all the essential information on the project, partners, management practices and other operational procedures as well as meetings and timetables. It is usual, for instance, that in the due course of time some agreed ways to proceed are forgotten if they are not in regular use, or just simply so that information is challenging to find from the DoA, GA, meeting minutes, and deliverables. Also new people may come to work on the project and this kind of document may help their orientation. This "manual of the project" is made to ease project partners' life in such situations and make the information easily available.

This is a "living document", which means that it will be regularly updated in the later phases of the project. The deliverable 8.1 is its first full version. It is usual that changes take place in the operational environment and the project has to adapt its actions accordingly, which may mean, for instance, that some procedures and operations has to be changed to fit better the requirements of the operational environment. Currently, the Covid-19 pandemic is a major example, forcing all the operations to virtual platforms and slowing down developments. In addition, new forthcoming deliverables like dissemination and communication strategy may also result in some additions or changes in the document. The updates are made in collaboration by the coordinator and the steering group of the project. The procedures included in this document stem from the Description of Action, general legal framework including Grant Agreement, and decisions made in the kick-off meeting as well as in the Steering Group meetings. As the content of the document is partially based on decisions in kick off meeting in mid-October as well as the following Steering Group meeting in November the submission of the deliverable was delayed to some extent from the original plan.

2. Short Overview of the Project

TetRRIS objectives are **to support four European pilot territories in integrating RRI practices into their territorial research and innovation systems and development approaches**; to promote mutual learning and interaction between territories; and to develop tools good practices and policy recommendations that can be used to integrate RRI in regional development in other European territories.

While there are common challenges across Europe, different territories are faced with specific challenges. Therefore, the project has four economically and socially different territories as pilots to extend learning opportunities across different territories in Europe. The project also sees the adoption of RRI related practices and targets as a systemic challenge, which emphasizes the need of inclusive approach for shared understanding and joint action of various actors and stakeholders.

Our understanding of RRI is tentatively twofold: On the one hand, the Commission defines the practice of RRI in terms of five dimensions; **public engagement of lay citizens and stakeholders, enabling easier access to scientific results, giving due attention to questions of gender and ethics in R&I processes, and providing formal and informal science education**. A more academic definition of RRI - or Responsible innovation - has usually included four dimensions; **anticipation, reflexivity, inclusion and responsiveness** (Stilgoe et al. 2013). TetRRIS project makes use of these both and several other approaches, which advance responsibility related thinking and action in research and innovation.

In short TetRRIS **general objectives are**:

- to support four European **pilot territories in integrating RRI practices** into their territorial research and innovation systems and development approaches;
- to promote **mutual learning and interaction** between territories;
- to develop tools for good practices and policy recommendations that can be used **to integrate RRI in regional development in other European territories**.

More specific objectives include:

- **Interactivity:** Regional actors will interact with each other by co-designing the pilot projects, collecting data, interpreting it, presenting it, etc.
- **From the territorial picture to the global view**: participants from regional actors have information of community-level in the different participating countries. Efforts will be made to translate local insights and recommendations into global recommendations for policy making and innovation strategies.
- **Increasing the development of other activities carried out by regional actors**: we will encourage regional actors to design other activities of interest related with the pilots, for example, general regional planning and strategy activities.
- **Innovation potentials**: TetRRIS will provide opportunities for future regional research and innovation within different types of stakeholders.

Besides general RRI related regional impacts and learning effects the project seeks integration of the three pillars of sustainability and related impacts with policy impacts:

- **Environmental impact.** Sustainability will occupy center stage or be considered as relevant aspects and implications of technological development
- **Economic impact.** TetRRIS activities will build upon and become integrated into initiatives for innovation-driven economic development. At the same time, they will match economic development with environmental and social concerns & impacts
- **Social impact:** TetRRIS actions will help avoid negative implications by giving room to regional stakeholders and citizens to articulate their concerns and at the same time actively contribute towards building responsible responses to overarching challenges.

- **Policy impact:** Experiences and findings from TetRRIS actions will be communicated as inputs to the related strategy processes and can become part of the strategy process itself.

On this basis **the concrete actions of the project are**:

- **to map and analyze** territorial drivers and barriers for change;
- **to co-innovate with the stakeholders** a desirable approach for the increasing implementation of RRI;
- **to organize and support the organization of the pilots**; organize opportunities for cross-regional learning and peer support internationally;
- **to initiate and support dialogue** between different levels of governance to make RRI related practices sustainable;
- **to collect the learnings and experiences** into a workbook to be used in other territories and put forward policy recommendations based on the pilots.

3. Partners and partner information

We have currently nine partners including:

VTT Technical Research Centre of Finland Ltd (VTT), which is a state owned and controlled non-profit limited liability company established by law. The Ministry of Employment and the Economy is responsible for state ownership steering. VTT carries out research and innovation activities for the needs of industry and knowledge-based society. VTT is organized around three main areas: Knowledge intensive products and services, Smart industry and energy systems, and Solutions for natural resources and environment. VTT's expertise dedicated to the project is drawn from the studies related to business and industrial renewal, foresight and impact assessment of socio-technical change and innovation policy, as well as sustainability and RRI related themes.

YAGHMA is an SME, which helps businesses to embed value with success (impact) into their innovation initiatives. It helps companies to monitor their business innovation across six non-financial (commercial) value categories and create real value for their business, customers, and business partners.
- Embedding values e.g. sustainability into business processes
- Articulate a sustainable strategy for organization
- Minimize risks or maximize benefits of existing practices by setting right targets
- Ongoing value performance monitoring actions
- Increasing brand value

To employ values in business activities and to assign a financial value to the environmental or social impact of operations, YAGHMA develops sustainable key performance indicators, design suitable actions, and monitor value performance.

Fraunhofer is a non-profit research organization, which undertakes applied research that drives economic development and serves the wider benefit of

society. At present, the Fraunhofer-Gesellschaft maintains 72 institutes and research units. The participating unit Fraunhofer Institute for Systems and Innovation Research ISI (**Fraunhofer ISI**) analyses the origins and impacts of innovations. On this basis, they provide clients from industry, politics and science with recommendations for action and perspectives for key decisions. In TetRRIs, a group of researchers from three departments will be involved: The Department for Emerging Technologies, The Department for "Policy – Industry – Innovation", and The Department for "Sustainability and Infrastructures".

Fundación TECNALIA Research & Innovation is a private, independent, non-profit applied research center. Legally a foundation, TECNALIA is the leading private and independent research and technology organization in Spain and one of the largest in Europe. TECNALIA is committed to generate major impacts by means of innovation and technological development, addressed by divisions covering the domains of Digital Transformation, Advanced Manufacturing, Energy Transition, Sustainable Mobility, Urban Ecosystem and Health.
Several cross-cutting activities support these technical divisions and participate in tetRRIs, which links the technological challenges to the policy landscape on local, regional and European level. The POINT team of experts works in close collaboration with the technological units to explore, define and recommend policy actions that help to turn technological progress into social and market innovation. The Digital Innovation Lab is a research group focused around the phenomenon of the digitalization of society (citizenship and organizations) and the opportunities and challenges it produces, always from a techno-social point of view.

The European Association of Development Agencies (EURADA) was established in 1992 to support policy learning in regional development agencies. The core activities of EURADA are directed towards good practices sharing to increase the impact of the development agencies in share best practices in territorial development programmes, in special those dedicates to entrepreurship and support for SMEs. In practice, EURADA is a network of practitioners sharing their experiences and making common projects. To help them to contact with the other members of the network, EURADA organizes several conferences, matchmaking events and workshops each year to foster the exchange of experiences and the design of new projects.

SODERCAN is a non-profit public organization, as the Regional Development Agency of Cantabria, is the major stakeholder in the region of Cantabria dealing with the promotion of competitiveness and general development of the economy, with companies (especially SMEs) as the main target group of the activities involved. Cantabrian companies and Research groups are developing regional, national and international innovative projects in key sectors such as biotechnology, renewable energies, Information and Telecommunication technologies, Automotive or Aerospace. In that sense, all Sodercan policies are aimed at the promotion of Research and Development amongst companies, increasing competitiveness through internationalization, the fostering of cooperation and encouragement of entrepreneurship pass through the executive role of SODERCAN.

Pirkanmaan liitto (Council of Tampere Region) is one of the Finnish regional councils responsible for regional development and regional land-use planning.

The Council is involved in developing EU regional policy and draw up the programmes required for the granting of support from EU structural funds for their own regions and in part they also implement them. The renewal of manufacturing industries is at the core of the Finnish Structural Funds operational program and a key development area especially in the Tampere Region. Smart Specialization Strategy of the region, which is managed by the Council, includes manufacturing as one of the spearheads. The strategy is the result of the region's long history as the core area for the manufacturing industry and the associated development of urbanization that has pooled resources and expertise in the old center of the Tampere.

TechnologieRegion Karlsruhe GmbH (TRK GmbH) is a regional alliance (firm cooperation) made up of 29 shareholders from businesses, chambers of industry and commerce, scientific institutions and local authorities. TRK GmbH bundles the competences and resources of this close network of shareholders from industry, chambers, science, politics and public administration in one company with the aim to increase the competitiveness of the region at a national and international level. Those three groups of shareholders together are shaping the development of the region with the aim of strengthening and promoting it as a hub for business, science and innovation and to ensure the region's international competitiveness.

The mission of **DARINNO** is to increase the competitiveness its region while taking into account the principle of sustainable improvement. Research and Innovation Agency (RIA), bearing competitiveness in mind as priority, strives to improve the international competitiveness of the region; innovation and enterprise oriented improvements of the knowledge based economy; to map the function of the organisations involved in the innovation process; to manage and organize the stakeholders to support the cooperation in order to the effective implementation of the innovation; as well as to improve the competitiveness and the attractiveness of the rural areas in favour of both those who live in this area and who practice entrepreneurial activity. Furthermore, among the objectives of RIA there is the awareness of the importance of the scientific careers, and innovative thinking.

In addition, we have nine organizations submitted their LoS: Cluster de la Industria Nuclear de Cantabria, F.I.H.A.C., Consejera de Universidades, MARCA, Euscampus, Universidad de Cantabria, Region Värmland, Maribor Development Agency, and RDA Centru.

Partners' Contact Information

Organization	Email
DARINNO	gyulai.tamas@darinno.hu
DARINNO/YAGHMA partner	lukovicsmiklos@gmail.com
EURADA	christopher.mcinnes@eurada.org
EURADA	esteban.pelayo@eurada.org
EURADA	roser.tormos@eurada.org
EURADA	ulises.pisano@eurada.org

FRAUNHOFER ISI	nicholas.martin@isi.fraunhofer.de
FRAUNHOFER ISI	henning.kroll@isi.fraunhofer.de
FRAUNHOFER ISI	hendrik.hansmeier@isi.fraunhofer.de
FRAUNHOFER ISI	Nils.Heyen@isi.fraunhofer.de
FRAUNHOFER ISI	ralf.lindner@isi.fraunhofer.de
FRAUNHOFER ISI	Thomas.Stahlecker@isi.fraunhofer.de
Pirkanmaan liitto	tiina.ramstedt-sen@pirkanmaa.fi
Pirkanmaan liitto	lisbet.frey@pirkanmaa.fi
SODERCAN	iabaitua@gruposodercan.es
SODERCAN	rmanzanares@gruposodercan.es
TechnologieRegion Karlsruhe GmbH	petra.jung-erceg@technologieregion-karlsruhe.de
TechnologieRegion Karlsruhe GmbH	lukas.kurzmann@technologieregion-karlsruhe.de
TECNALIA RESEARCH & INNOVATION	raul.tabares@tecnalia.com
TECNALIA RESEARCH & INNOVATION	ezekiela.arrizabalaga@tecnalia.com
VTT (coordinator)	mika.nieminen@vtt.fi
VTT	Nina.Rilla@vtt.fi
VTT	ilona.koski@vtt.fi
VTT	juha.oksanen@vtt.fi
YAGHMA	ey@yaghma.nl
YAGHMA	adw@yaghma.nl

4. Management

Steering Group (Committee)

The Steering Group (S) is the highest decision making entity of the project. Its main role is to make strategic decisions regarding the project direction and responsibilities of consortium members.

The SG is composed of one representative (person) from each consortium member and each member will have an equal vote.

- According to the plan the SG will convene at least 6 times per year, mostly using teleconferencing and at least 2 times per year face to face of which once in conjunction with consortium meeting. **In the kick-off it was decided that SC meets once a month at least for a short update. Due to Covid-19 only virtual meetings will be held until further notice.** SC follows the pandemic situation and makes new decisions if the situation alters.

The SG's role includes management of **quality assurance, milestone reviews**, risk mitigation and contingency actions, IPR and ethics issues etc. The tasks include also:

- The S will **review and accept all deliverables related to exploitation**.

- The S will make **decisions about the project execution & strategy/roadmap**

- The SC will identify **criticalities and** approve **contingency plans**

- The S will decide on **submission of due deliverables to the EC**.

- The SC will take decisions on **contractual and financial** matter

Executive entities

Executive entities of the project include project coordinator, Work package leaders (WL), and Task leaders (TL). These entities make day-to-day operational decisions to be agreed by the involved participants. In the kick-off meeting, the following task leaders were accepted.

The WP and task leaders are:

WP1: **VTT**
Task 1.1 VTT
Task 1.2 VTT
Task 1.3 VTT

WP2: **FhG**
Task 2.1 FhG
Task 2.2 FhG

WP3: **FhG**
Task 3.1 FhG
Task 3.2 VTT

WP4: **YAG**
Task 4.1 TEC
Task 4.2 YAG
Task 4.3 EUR
Task 4.4 FhG

WP5: TEC
Task 5.1 TEC

Task 5.2 TEC
Task 5.3 YAG

WP6: YAG
Task 6.1 YAG
Task 6.2 FhG
Task 6.3 FhG

WP7: EUR
Task 7.1 EUR
Task 7.2 EUR
Task 7.3 EUR
Task 7.4 EUR

WP8: VTT

Task 8.1 YAG
Task 8.2 FhG
Task 8.3 FhG

WL and TL will ensure the quality of WP deliverables following the procedure established in section 5 of this deliverable.

Advisory Board

The Advisory Board consists of experts from academy, consultancy and public administration, European institution representatives etc. and will ensure the inclusion of additional perspectives to the project, assess the scientific value of the project achievements and their innovative contents. Advisory Board members will be invited into meetings if deemed necessary, but they are invited at least once a year to an SC meeting.

The proposed members that have accepted are:

Dr. Vincent Blok is an Associate Professor in Business Ethics, Philosophy of Management and Economics, and Responsible Innovation at the Management Science and Philosophy Group, Wageningen University.

Mr. Richard Tuffs is a former director of the ERRIN network and works currently as a consultant in the area of research and innovation policy, regional policy, and regional economic development. His expertise relies in particular in regional research and innovation ecosystems, smart specialisation and territorial development.

Dr. Susana Borrás is Professor at the Department of Organization at Copenhagen Business School (CBS). She conducts research on the interaction between governance and innovation, and her expertise are in the governance of change and organizing of scale-up processes in socio-technical systems, the design of innovation policy and its instruments mix, the organizational strategies of legitimation in science and technology regulatory areas, and theorganizational capacity and processes related to social learning and policy learning.

Mr. Jaime del Castillo is a founder of a consultancy company called Infyde. He has wide expertise in clusters, smart specialisation, innovation strategies and cross border cooperation in Europe and Latin America.

Ethics

Informed consent

Detailed information on the informed consent procedures are included in the deliverable D1.1. The deliverable includes also **the template for the informed consent forms** for interviews, workshops and interactive co-creation events. These are also available in the TetRRIS project's working area (files) in Teams.

All ethical issues regarding human participants will be addressed by providing consent form to confirm the understanding and participative agreement. No individuals unable to give consent will be included in the research. In the unlikely case, the consent of the legal guardian will be obtained. All forms and templates will be provided in English only. It is the responsibility of the partners to translate the template to other languages should this be required.

 The purpose of the informed consent is to verify that participants are clearly informed of the following:

· Participation is voluntary;

· Questions can be asked before making a decision to give consent;

· Any risks associated with being involved;

· Any benefits or rewards from participation;

· Duration of the study and procedures;

· How their data will be collected, stored and protected during the project, and either destroyed or reused at the end of the research;

· How to withdraw themselves and their data from the project at any time;

· How the findings from the study will be used and disseminated;

· Any potential commercial exploitation of the research. Participants will also be provided with clear opportunities to provide feedback regarding their participation.

Data protection officer

In Accordance of EU General Data Protection Regulation (2016/679, "GDPR") and applicable national legislation, Data Protection Officer of the TetRRIS project is the DPO of the host institution VTT.

Contact information of the Data Protection Officer:
Name of the DPO: Seppo Viinikainen
Address: VTT Technical Research Centre of Finland Ltd., Koivurannantie 1, 40400 Jyväskylä, Finland
E-mail: Seppo.Viinikainen@vtt.fi (DPO) or dataprotection@vtt.fi

Personal data

As defined in the Consortium Agreement (4.4), in the event personal data is processed in the project, the **partners undertake to respect their obligations in application of regulations in force and, especially, the GDPR regulation on the protection of natural persons** with regard to the Processing of personal data and on the free movement of such data. **The partners will not disclose to each other personal data without first entering into a separate written agreement for such purpose, except for the necessary personal data of persons participating in the Project** or conclusion of the Consortium Agreement, which the Party is legally entitled to disclose.

Technical details on data storage and transfer will be included in the Data Management Plan (DMP), which will specify the methodology, procedures and measures to be performed throughout the project in handling of research data.

It is at the **participant's discretion as to whether s/he wishes to participate** in the activity or not. Contact details of TetRRIS' researcher(s) will be provided for participants to contact the Project Consortium for information and decide whether they wish to join in. In the recruitment policy for interviews and events, **the project team will consider the gender dimension** aiming that the final number of participants participating in the different events includes a balanced number of males and females.

Adhering to the data minimization principle, personal data (e.g. name, affiliation, job experience) will primarily be collected for contacting different stakeholders to ensure a holistic view on topic of the project. **No sensitive personal data** (e.g. health, sexual lifestyle, ethnicity, political opinion, religious or philosophical conviction) is collected within the project. **The confidentiality of all information** supplied by participants will be respected. **Non-anonymised data** will be retained for the duration of the project, after which it will be anonymised or destroyed. **Anonymised data** will be retained for seven years beyond the end of the project, and then destroyed. **The data subjects have the right** to obtain from the Data Protection Officer (see D1.2)/the project Coordinator confirmation as to whether or not personal data concerning him or her is being processed and access to his or her personal data and information concerning the processing of his or her personal data (see in detail D1.3).

The consortium uses web-based **Microsoft Teams platform for internal communication** and collaboration **as well as data exchange and storage** for the project documents. The project workspace created by the Coordinator in the Microsoft Teams can only be accessed on invitation by the Project Coordinator to prevent unauthorized access to project related material. Technical details of protection are available in the D1.2.

Finance and administration

Legal basis for finance and operations of the consortium is formed by Grant Agreement between EU and the Consortium(Agreement and all the essential annexes, including e.g. DoA and budget, can be found from the funding and tender portal

https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home   under   My projects and TetRRIS).

Payments of EC grant from the Commission include pre-financing, interim payments, and payment of the balance. Pre-financing is 80 % of the total accepted partner budget and it was paid in September 2020. Interim payments depend on the reported and accepted costs. Payment of the balance will be made according to the reported costs of last reporting period and the amount of grant already paid. Minimum 15% of the grant is paid as final payment (10% retention + 5% guarantee fund).

Eligible costs as such that they are:

- Incurred by the beneficiary
- Incurred during the implementation of the project
- Indicated in the budget estimation set out in Grant Agreement Annex 2
- **Necessary** for the project implementation
- **Identifiable** and **verifiable** (recorded in the beneficiary's accounts)
- **Reasonable**, justified
- According to the **usual accounting principles** of the participant.

Forms of eligible costs are:

- For direct personnel costs: Actual costs and unit costs (VTT and Fraunhofer)
- For subcontracting: Actual costs (foreseen for DAR)
- For other direct costs: Actual costs
- For indirect costs: Flat rate: 25 % of direct costs for all organizations

More information on eligible costs can be found from the attachment 1 to this document.

Amendment. Change of cost form requires always an official amendment to GA. Consortium has to agree on any amendments and coordinator makes the Amendment request to EC, and signs and submits The budget may be adjusted by transfers of amounts between beneficiaries or between budget categories or both. No amendment needed if the action is implemented as described in Description if Action, DoA. Amendment is needed if changes are made to

- Budgets
- Deliverables
- Partners (added or deleted)
- PMs
- Subcontracting (if not foreseen in GA)
- Annex I (DoA)
- Project duration

Reporting

Periodic reporting includes the submission of periodic **technical** report, which includes

- o Explanation of the work carried out
- o Overview of the progress
- o A summary for publication
- o Answers to the questionnaire covering issues related to the action implementation and the economic and social impact

In addition the project needs to submit a periodic **financial** report, including

- o Individual financial statement
- o Explanation of the use of resources

The consortium has 60 days' time to prepare and deliver / submit the Periodic Report to the EC after the end of each **reporting period:**

RP1: M1-M15 (01/09/2020-30/11/2021)

RP2: M16-M36 (01/12/2021-31/08/2023)

Reporting is done electronically via Participant Portal. **All partners report directly in Portal**. If you fail to submit the financial statement, your costs will be considered zero for this reporting period. You can declare them in the next reporting period

Basic principles in financial reporting include:

- Report only actual and eligible costs
- Report only the costs occurred in the period concerned
- Report only costs recorded in the accounts
- Purchases: Best value for money
- Prepare the explanations of the use of resources: costs should be divided by WP and justified in detail.

5. Operational procedures

Internal and external communication

The consortium uses **Teams-based platform for storing and sharing** all project related documents. Teams functions also as an on-line working platform for co-working. The access to the platform has project-related persons in partner organizations and who have been invited by the coordinator. To include more users, please, send an e-mail to nina.rilla@vtt.fi. The Teams platform is provided by the coordinating organization, VTT.

For internal **day-to-day communication, the project uses primarily e-mail** for the whole consortium. Coordinator together with EURADA maintains e-mail lists for participants. **WPs may establish also their own Teams-channels** for internal communication if considered pertinent.

After you have been invited to the Teams channel by VTT, in Teams, change user as VTT (Guest). Access to Teams needs also to be verified by a phone code, which is sent to your phone by the system. In case you have problems in access, contact VTT team.
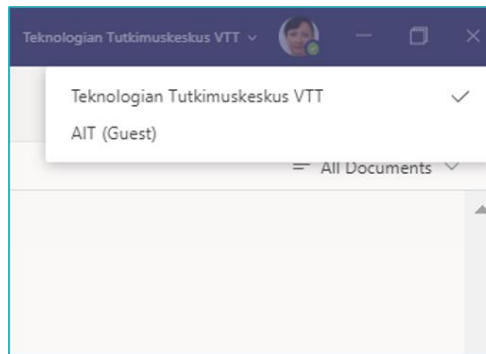
Link to the Teams channel is as follows:

https://teams.microsoft.com/l/team/19%3a3c32506a58244fc6b4bb6c21aaa11461%40thread.tacv2/conversations?groupId=4c69ac6f-0e9e-458b-a2be-a7f3ad9dfc3b&tenantId=68d6b592-5008-43b5-9b04-23bec4e86cf7

For virtual meetings are used both Teams and Webex.

For external communication, a separate Communication and Dissemination Strategy will be prepared (D7.1; M6). The document specifies how to communicate and disseminate the project and its results and successes. The webpages of the project website can be found from the address "tetrris.eu". In addition, the project has a Twitter account: @Project_TetRRIS. For ethical reasons the kick-off decided not to establish a Facebook account.

The project has a **visual identity and all the related templates and documents** (e.g. presentation and document templates) are freely available in the TetRRIS Teams channel. **They are expected to be used** in all the communication, reports, presentations etc. related to the project. Document templates are used also in the deliverables.
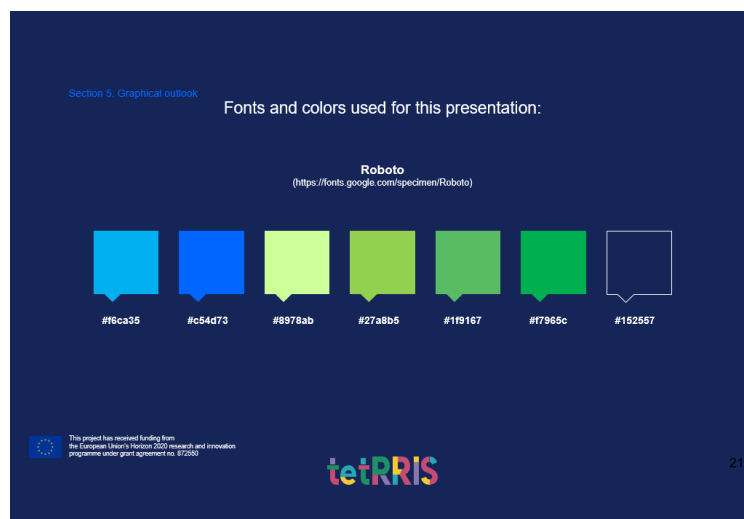
Quality assurance and submission of deliverables

In the kick-off it was decided that **two SG nominated project partners review deliverables before submitting. After review and revisions, the deliverable is e-**

mailed for decision-making comments to the whole SG. The deliverable should be e-mailed to the SC latest one week before the submission. This can be a draft version. After agreement, the deliverable is uploaded to the project portal by the responsible project partner. The final submission is made by the coordinator.

Internal monitoring of technical progress will be conducted by short monthly progress reports from each WL as oral reporting as part of SG meetings.

In addition, **the WL and TLs will prepare together a detailed work plan and build consent** about it within the task teams during the first month of the execution of WP in order to guarantee efficient and effective conduct of the tasks.

6. Meetings & workshops

Due to Covid-19 pandemic, the kick-off decided that for the near future all the meetings and workshops will be held virtually. There might be regional differences in the organizing regional or local workshops as national regulations and recommendations vary depending on the pandemic situation. The steering group follows the development of the pandemic and makes new decisions if the situation will change.

The agreed regular meetings included in the DoA are:

- Regular Steering Group meetings

- Regularly organized project meetings led by the work package leader to organize and follow-up the work. The meetings are meant for task leaders and all the participating partners for the conducting of the work in the WP.

- Meetings with coordinator before starting a WP for coordinating purposes.

- Advisory board members will be invited into meetings if deemed necessary but they are invited at least once a year to a Steering Group meeting.

- Review meetings with the EC: Review meetings will be held in Brussels and will be preceded by a preparation meeting among the consortium. The representatives of all the participants will attend these meetings. The CO will arrange the review meetings in collaboration with the EC.

If other meetings are needed, the Steering Group will make a separate decision on that.

In addition, the **project work entails number of regional and interregional meetings and workshops**, which are described in the DoA.

7. Timetable for actions

The project started at 1.9.2020 and will last 36 months. The official timetable for the project is as in the following table 1. The Steering Group may make changes in the general timetable and adjust it if needed for the smooth running of operations. If changes in the DoA are needed, an amendment will be prepared.

The WP leaders in collaboration with the task leaders coordinate the WPs' internal timetables and actions. These timetables are adjusted to the general framework and are discussed with the coordinator and if needed in the steering group.

	Year 1												Year 2												Year 3											
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36
WP1 Ethics requirements	█	█	█																																	
Requirement 1	█	█																																		
Requirement 2	█	█																																		
Requirement 3	█	█																																		
WP2 Mapping and analysis of actors	█	█	█	█	█	█																														
Task 2.1 Development of the Analytical Framework and Tool	█	█																																		
Task 2.2 Empirical Mapping			█	█	█	█																														
WP3 Scoping and Co-Design of actions						█	█	█	█	█	█	█																								
Task 3.1 Validation and Refinement of WP1 Findings						█	█																													
Task 3.2 Co-Design of Actions									█	█	█	█																								
WP4 Pilots											█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█						
Task 4.1 Launch of pilot actions											█	█	█																							
Task 4.2 Implementation and execution of pilot actions														█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█						
Task 4.3 Targeted communication to involve further stakeholders											█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█						
Task 4.4 Conclusion and concept for continuation																												█	█	█						
WP5 Experimenting, Learning & Sharing																						WS 1				WS 2				WS 3		WS 4				█
Task 5.1 Establishing the baseline																																				
Task 5.2 TetRRIS Policy Lab																						PL1			PL2		PL3				PL4					
Task 5.3 Lab Sustainability and External Stakeholder Involvement																																				
WP6 Analyses, Reflections and Recommendations																						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Task 6.1 Identification and compilation of key lessons																						█	█	█	█	█	█	█	█	█						
Task 6.2 Validation of key lessons																																				
Task 6.3 Policy Recommendations and Handbook																														█	█	█	█	█	█	█
WP7 Dissemination and communication activities	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Task 7.1 Establishment of a CDS and communication toolkit	█	█	█	█	█	█																														
Task 7.2 Development of different tools for communication	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Task 7.3 Development of the Plan for Dissemination	█	█	█																																	
Task 7.4 Dissemination events						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
WP8 Management	Ko	█	█	█	█	PM	█	█	SC	█	█	█	█	█	█	PM, SC	█	█	█	█	█	SC	█	█	█	█	█	PM, SC	█	█	█	█	█	SC	█	█
Task 8.1 Administrative and financial management	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Task 8.2 Quality assurance and risk management	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Task 8.3 Communication	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

Steering group meeting =SC   Kick-off meeting=Ko   Project/consortium meeting=PM   TetRRIS Policy Lab=PL1-4   Workshop=WS

Table 1. Timetable for the project

The deadlines for deliverables and milestones define more precisely when actions need to be completed. Currently the timetable for deliverables is as in the following table 2. The postponement of deadline for a deliverable can be asked from the Commission if needed. Now, it seems that due to the new Covid-19 outbreak in Europe, some actions may be delayed and therefore the submission of some deliverables may be delayed to some extent. If there is a need for a delayed submission, this will be discussed with the project officer in each case separately.

Tasks and deliverables

	D 1.1. H - POPD - Requirement No. 1		VTT		1.11.2020
	D 1.2. POPD - Requirement No. 2		VTT		1.11.2020
	D 1.3. H - Requirement No. 3		VTT		1.11.2020
	T 2.1. Development of the Analytical Framework and Tool		FhG		1.11.2020
	D 2.1. Validated Mapping and Analysis Framework		FhG		1.11.2020
	T 2.2. Empirical Mapping		FhG		1.2.2021
	D 2.2 Mapping Report for each Pilot Territory		FhG		1.2.2021
	D 3.1 Brief reports on region-specific challenges and identified areas		FhG		1.5.2021
	D 3.2 Concrete action plans for pilot interventions to be pursued		VTT		1.9.2021
	D 4.1. Documentation of results of short survey on perceived benefits		YAG		1.8.2022
	D 4.2. Promotional materials (to be produced on a needs-basis		YAG		1.8.2022
	D 4.3. Final Documentation of activities and outcomes under the		YAG		1.3.2023
	D 4.4. Concept for continuation		YAG		1.3.2023
	D 5.1. TetRRIS Policy Lab baseline and thematic briefs		TEC		1.6.2023
	D 5.2. TetRRIS Policy Lab report		TEC		1.9.2023
	D 6.1. Key lessons from TetRRIS for integrating RRI into regional		YAG		1.7.2023
	D 6.2. Pilot Territory-specific policy briefs		YAG		1.9.2023
	D 6.3. Handbook of Policy Recommendations		YAG		1.9.2023
	D 7.1 Communication strategy and visual identity		EUR		1.2.2021
	D 7.2 Project website		EUR		1.12.2020
	D 7.3. PDER		EUR		1.3.2023
	D 7.4. Report on dissemination and exploitation of results events		EUR		1.8.2023
	D 8.1. Work Plan for the project		VTT		1.11.2020
	D 8.2. Data Management Plan		VTT		1.1.2021
	D 8.3. Interim report of the project		VTT		1.2.2022
	D 8.4. Final report of the project		VTT		1.9.2023
	D 8.5 Policy Brief on challenges and interventions		VTT		1.12.2021
	D 8.6. Policy Brief on project results		VTT		1.9.2023

Table 2. Deadlines for deliverables

8. Other issues

The Steering Group, on the initiative of any partner organization, will decide, in the context of DoA and GA, on the changes in the operational procedures of the project.

9. Attachments

Attachment 1. Eligible costs

Eligible costs: personnel costs

- Must be related to personnel working for the beneficiary under an employment contract (or equivalent appointing act) and assigned to the action.

- Must be limited to salaries, social security contributions, taxes and other costs included in the remuneration, if they arise from national law or the employment contract (or equivalent appointing act).

- Only hours worked for the project can be charged.

- Record & report ALL hours worked (even if over the budget).

- Working time to be charged must be recorded throughout the project (time-sheets). An estimation of hours worked is not enough.

- No obligation to keep time-sheets for periods covered by a declaration on exclusive work.
- Time records must be dated and signed at least monthly by the person working for the action and his/her supervisor.
- Person months need to be split into work packages in periodic reporting.

Eligible direct costs: Subcontracting

- Subcontracting should be implemented as described in Annex 1 (DoA).
- Beneficiaries may not add costs relating to subcontracts not provided for in Annex 1.
- Additional subcontracts should be approved by EC in advance.
- The beneficiaries must award the subcontracts ensuring the best value for money or, if appropriate, the lowest price. In doing so, they must avoid any conflict of interests -> sufficient documentation is important.
- **Subcontracting is never allowed between project partners.**

Eligible direct costs: Other costs

- Travel costs:
  - In line with the beneficiary's usual practices on travel
  - Sufficient documentation is important (agendas, boarding passes etc.)
  - Dinner at meetings, i.e. working dinner

- Other goods and services:
  - Consumables
  - Open access costs
  - Certificate on Financial Statements (if required by the GA)

Ineligible costs

- Costs that do not comply with the conditions:
  - costs related to return on capital;
  - debt and debt service charges;
  - provisions for future losses or debts;
  - interest owed;
  - doubtful debts;
  - currency exchange losses;

- bank costs charged by the beneficiary's bank for transfers from the *Commission*;

- excessive or reckless expenditure;

- deductible VAT;

- costs incurred during suspension of the implementation of the action;

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