



CLIMAS

CLIMAtE change citizens engagement
toolbox for dealing with Societal resilience

Deliverable 1.1. - Project Handbook, Management and Quality Plan

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Information table








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v0.2	2023/02/28	Initial version sent to the partners for review	ALL PARTNERS
v1.0	2023/03/30	Final version prepared based on the feedback received during the quality review process	VILNIUS TECH
v2.0	2024/06/25	Second version of document prepared in relation to preparation of D1.5	VILNIUS TECH

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List of Acronyms

Acronym	Definition
EC	European Commission
HE	Horizon Europe
REA	Research Executive Agency
GA	Grant Agreement
CA	Consortium Agreement
PO	Project Officer
PC	Project Coordinator
WP	Work Package
WPL	Work Package Leader
PR	Periodic Reporting

CLIMAS Project Overview

Climate change is one of the most critical issues to tackle today as it is foreseen to have detrimental social, environmental, and economic impacts in the near future. The last climate change events, such as flooding in Germany and Belgium in both Continental and Atlantic regions, heat waves and lack of water in both Mediterranean and Boreal regions, show that the policymakers, experts, and stakeholders' actions are not enough, and a 360° citizens engagement is urgently needed. Therefore, we need to learn from the good experience in citizens' engagement in climate change action and build up citizens' supporting infrastructure for climate adaptation measures to help the 150 European regions and local communities to resist. Climate assemblies and Living labs are considered as sustainable and reasonable tools to stimulate deliberative democracy in climate policymaking.

The ambition of the CLIMAS project is to support a transformation to climate resilience by offering an innovative problem-oriented climate adoption Toolbox, co-designed together with stakeholders by applying a values-based approach, design thinking methods and citizen science mechanisms. All that will be carried out with a gender and diversity approach. It is expected that the use of the Toolbox will anticipate possible tensions, points of controversy and dilemmas vis-a-vis the adaptation to resilience. Therefore, the Toolbox aims at enabling empowerment and engagement strategies that produce a society "resilient by design". In addition, CLIMAS will include the empirical component for testing this Toolbox and formulating scientific based guidelines for policymakers on how to shift Climate Assemblies from technically based deliberations that belong to climate change experts to multi-stakeholders' deliberations based on solving the dilemmas from a bottom-up, more societal, and value-based perspective. CLIMAS outcomes will positively influence policy development and awareness raising process and offer sustainable strategies to enhance the acceptance of citizens' led decisions by policymakers.



Executive summary

The aim of D1.1 Project Handbook, Management and Quality Plan is to support the CLIMAS consortium in the day-by-day execution of project activities, providing information about project management as well as specific management procedures and rules. The document is divided in seven main parts: project basis and structure, project governance and management processes, quality assurance, impact monitoring and risk management. This document must be considered as a working tool, which can be improved during the project lifetime, to facilitate collaboration among the partners and to create a “common language” among the people involved in the CLIMAS project. The Handbook is set to be updated according to the evolution of procedures and progress during the lifetime of the project. The current document provides the second version of the Handbook (v2.0).



1. Introduction

The purpose of this D1.1 “Project Handbook, Management and Quality Plan” (from here onwards the Handbook) is to provide all project beneficiaries with a summary of the most important project procedures and general operational information. The elements discussed in the Handbook include project governance structure, efficient reporting and communication processes, deliverables quality management plan, risk management plan, description of monitoring and evaluation system, processes for the management of change requests as well as conflict resolution. Jointly with the Steering Committee and WP meetings, the use of the present document ensures a better collaboration among the consortium partners. The structure and overarching principles of the Handbook are presented in Figure 1 below.

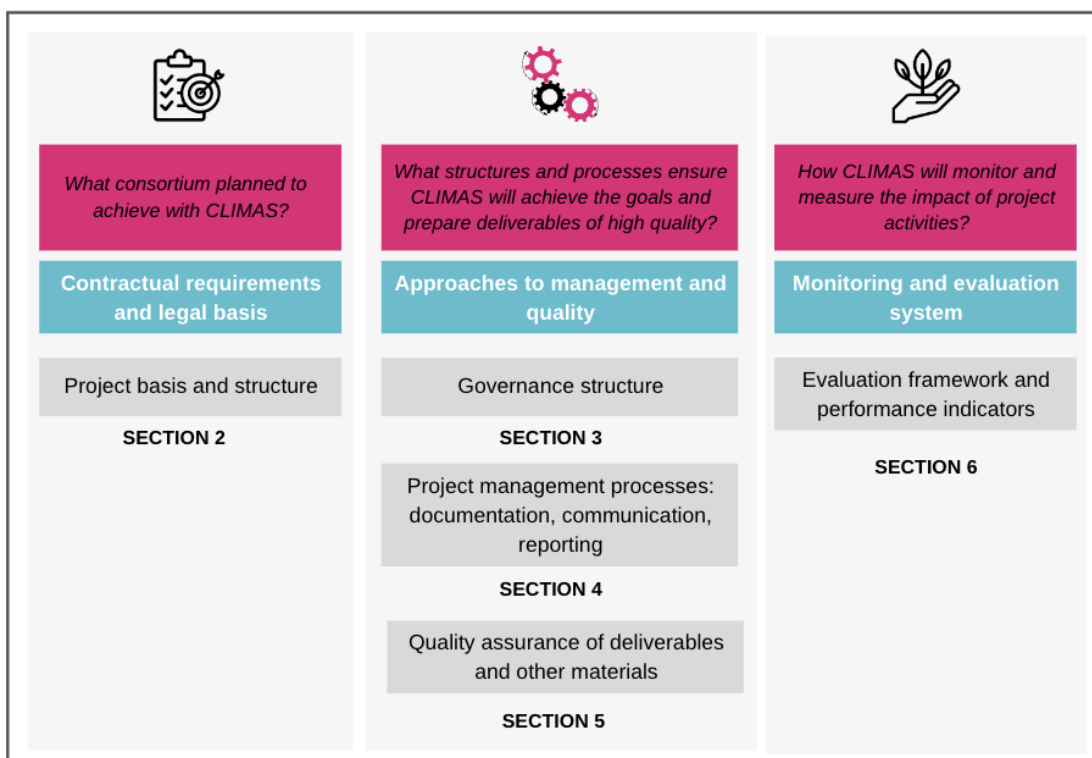


Figure 1- Structure of the CLIMAS Handbook

The Handbook is intended to be used by all the project partners and stakeholders, to ensure quality assurance of project processes and outputs and prevent possible deviations from the project work plan. The creation of this document is built upon the expertise and best practices gathered by the project consortium in the successful implementation of previous European Commission funded projects and other national and international collaborations. The Handbook is set to be updated and changed according to the evolution of procedures and progress during the lifetime of the project. The current document is the second version of the Handbook which is based on the activities and feedback received from partners during M1-M18 of project implementation. The monitoring of activities reported in the Handbook is reported in D1.5 “Interim report on project quality, data management, ethics, and gender equality plan implementation”. The Handbook will be updated again in M35 of CLIMAS implementation.

2. Project Basis and structure

2.1 Summary of the project

Climate change is one of the most critical issues to tackle today as it is foreseen to have detrimental social, environmental and economic impacts in the near future. The last climate change events, such as flooding in Germany and Belgium in both Continental and Atlantic regions, heat waves and lack of water in both Mediterranean and Boreal regions, show that the policymakers, experts and stakeholders' actions are not enough, and a 360° citizens engagement is urgently needed. Therefore, we need to learn from the good experience in citizens' engagement in climate change action and build up citizens' supporting infrastructure for climate adaptation measures to help the 150 European regions and local communities to resist. Climate assemblies and Living labs are considered as sustainable and reasonable tools to stimulate deliberative democracy in climate policymaking.

The ambition of the current project is to support a transformation to climate resilience by offering an innovative problem-oriented climate adoption Toolbox, co-designed together with stakeholders by applying a values-based approach, design thinking methods and citizen science mechanisms. It is expected that the use of the Toolbox will anticipate possible tensions, points of controversy and dilemmas vis-a-vis the adaptation to resilience - therefore enabling empowerment and engagement strategies that produce a society "resilient by design". The CLIMAS project aims to adopt a gender-sensitive perspective in all its activities in order to ensure a gender-transformative citizens' participation linked to climate change. Both the facilitation and the deliberative processes in CAs are developed in an inclusive way, according to the anti-patriarchal facilitation guidelines elaborated during the CLIMAS project. In addition, CLIMAS will include the empirical component for testing this Toolbox and formulating scientific-based guidelines for policymakers on how to shift Climate Assemblies from technically-based deliberations that belong to climate change experts to multi-stakeholder deliberations based on solving the dilemmas from a bottom-up, more societal, and value-based perspective. Finally, CLIMAS project aims to adopt a gender-sensitive perspective in all its activities in order to ensure a gender-transformative citizens' participation linked to climate change. Both the facilitation and the deliberative processes in Climate Assemblies are developed in an inclusive way, according to the anti-patriarchal facilitation guidelines elaborated during the CLIMAS project

CLIMAS outcomes will positively influence policy development and awareness-raising process and offer sustainable strategies to enhance the acceptance of citizens' led decisions by policymakers.

2.1.1 Participants

The list of Project Participants is included in the Grant Agreement, in the Consortium Agreement, and presented in the Table 1 below.



Table 1 - List of participants

#	Participant organization name	Short name	Country	Role
1	VILNIAUS GEDIMINO TECHNIKOS UNIVERSITETAS	VILNIUS TECH	LT	Coordinator
2	CAMBIAMO SOCIEDAD COOPERATIVA MADRILENA	CAMBIAMO	ES	Beneficiary
3	VRIJE UNIVERSITEIT BRUSSEL	VUB	BE	Beneficiary
4	INSTITUT FUR HOHERE STUDIEN - INSTITUTE FOR ADVANCED STUDIES	IHS	AT	Beneficiary
5	PANEPISTIMIO AIGAIUO	UAegean	EL	Beneficiary
6	EUROPEAN INTEGRATED PROJECT	EIP	RO	Beneficiary
7	UZDAROJI AKCINE BENDROVE VILNIAUS PLANAS	VILNIAUS PLANAS	LT	Beneficiary
8	DEEP BLUE SRL	DEEP BLUE	IT	Beneficiary
9	ASAOCIACION PARA EL DESARROLLO DE LADEMOCRACIA DELIBERATIVA Y PARTICIPATIVA	DELIBERATIVA	ES	Beneficiary
10	ZALA BRIVIBA BIEDRIBA	GL	LV	Beneficiary
11	FUNDACIO EURECAT	EURECAT	ES	Beneficiary
12	DEPARTAMENT D'ACCIÓ EXTERIOR I GOVERN OBERT - GENERALITAT DE CATALUNYA	EXGOGENCAT	ES	Beneficiary
13	IFOK GMBH	IFOK GmbH	DE	Beneficiary
14	Piliečių mokslo asociacija	PMA	LT	Associated Partner
15	Laimikis.LT, VšĮ	Laimikis	LT	Associated Partner
16	RIGA MUNICIPAL AGENCY "RIGA ENERGY AGENCY"	REA	LV	Associated Partner
17	TECHNOVATIVE SOLUTIONS LTD	TVS	UK	Associated Partner
18	JRC -JOINT RESEARCH CENTRE- EUROPEAN COMMISSION	JRC	BE	Associated Partner
19	Gemeinde Edermünde	Edermuende	DE	Associated Partner
20	DEPARTAMENT DE LA PRESIDENCIA - GENERALITAT DE CATALUNYA (PRESGENCAT)	PRES-CAT	ES	Beneficiary

Note: DEPARTAMENT D'ACCIÓ EXTERIOR I GOVERN OBERT - GENERALITAT DE CATALUNYA did not sign the accession documents and is replaced by DEPARTAMENT DE LA PRESIDENCIA - GENERALITAT DE CATALUNYA (PRES-GENCAT) with the same responsibilities and the budget, amendment accepted by EU on 23rd March, 2023.



2.2 Project duration and budget

The effective start of the project is 01.01.2023, and the project ends 36 months later. The project has an overall budget of 2 817 902.50€. The budget detailed per beneficiary and the corresponding EU contribution of each beneficiary is detailed in the Annex 2 to the Grant Agreement – Estimated budget of the action.

2.3 Key documents

2.3.1 Contractual documents

Grant Agreement (GA) with the EC: Grant Agreement No. 101094021. This is the contractual document signed by all the project partnership which defines the rights and obligations of the Consortium regarding the EC. GA and its annexes are available for all partners on the project's document repository (see section 4.1.2 for further details). 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. Amendments can only be done in writing and have to be done through the project coordinator. Of course, any project amendment is subject to official acceptance by the EC. The project coordination team strongly recommends the partners to check with the project coordinator any issue that might be subject to an amendment.

The Consortium Agreement is the internal contract of the consortium partners which is signed and is accepted by all members. It defines the Consortium internal rules for project management as well as the Consortium organization and decision taking mechanisms. In case of discrepancy, the Consortium Agreement is overruled by the Grant Agreement. The project Consortium Agreement is also available for all partners on the project's document repository.

2.3.2 Supporting documents

- Horizon Europe [Annotated Model Grant Agreement](#) (AMGA) is a user guide explaining all articles of the Grant Agreement, providing examples and sample calculations.
- Horizon Europe [Online Manual](#) is an online user guide for EU funding and managing projects. Provides detailed information and step-by-step guides on keeping records, amendments, reports & payment requests, deliverables & milestones, dissemination & exploitation, communicating your project, acknowledgement of EU funding and checks, audits, reviews & investigations.
- Horizon Europe [Reference Documents](#): This page includes reference documents of the programmes managed on the EU Funding & Tenders portal starting with legal documents and the Commission work programmes up to model grant agreements and guides for specific actions.
- Horizon Europe [Reporting Template](#) provides detailed instructions on project's periodic and final reporting.

2.4 Overview of work packages WP

The overall plan of the project follows the tasks and activities and schedules as laid down in the Work Plan (Part B to the GA). The Work Packages structure and a WP relation, as defined in the Description of Work, is presented in the Figure 2 below.

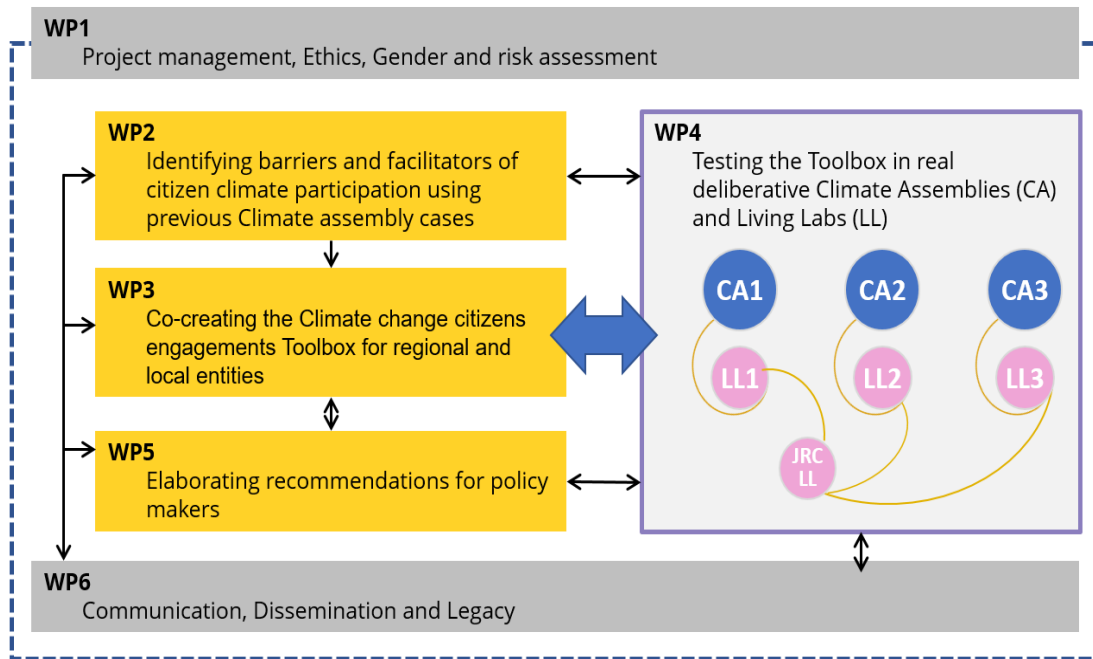


Figure 2 - WP structure and synergies

Each Work Package has a named WPL that is the partner in charge of the leadership and coordination of the technical and economic aspects of the WP. This includes responsibility for the preparation of any technical reports, achieving milestones, achieving deliverables and provision of deliverables to the Coordinator on schedule.

2.5 Overview of deliverables

Each WP will have deliverables associated with it. It is important throughout the course of the CLIMAS project that all deliverables are rigorously tracked. The list of deliverables for the 36 months of the project is illustrated in Table 2 below. It is provided in chronological order, to facilitate the follow-up of the deliverable submission. If a deliverable is comprised of several versions to be submitted in different dates, the deliverable is shown as many times as dates, with the indication of the release month.

Table 2 - List of deliverables by due date

No	Deliverable name	WP	Lead	Due date	Type*	Dissem. Level**
D1.1	Project Handbook, Management and Quality plan	WP1	VILNIUS TECH	3	R	PU
D1.2	Data Management Plan	WP1	VILNIUS TECH	3	DMP	PU



D1.4	Gender equality plan	WP1	CAMBIAMO	3	R	PU
D6.1	Communication, dissemination, and exploitation plan	WP6	DEEP BLUE	3	R	PU
D1.3	Ethics and gender-sensitive and equality monitoring reports	WP1	IHS	6	O	R-UE/EU-R
D6.6	Report on CLIMAS Advisory Board terms of reference and composition and engagement into communication and dissemination plan implementation	WP6	DEEP BLUE	6	R	PU
D2.1	Map of citizen climate participation strategies adapted to different cultural, social, political and environmental contexts	WP2	IHS	12	DEM	PU
D2.2	Report on bottlenecks, barriers and drivers, reaching deliberation by solving value-based problems	WP2	CAMBIAMO	12	R	PU
D2.3	Report presenting the current situation in EU regions and local communities regarding their capacity to engage with end-users	WP2	EIP	12	R	PU
D3.2	Methodological guidelines and manual for setting-up and facilitating Climate Assemblies. Initial version	WP3	DELIBERATIVA	12	R	PU
D5.1	Climate Assemblies Performance monitoring methodology	WP5	VILNIUS TECH	13	R	PU
D4.1	Report on set-up and facilitation of Climate Assemblies	WP4	DELIBERATIVA	16	R	PU
D1.5	Interim report on project quality, data management, ethics, and gender equality plan implementation	WP1	VILNIUS TECH	18	R	PU
D3.1	Methodology for citizen-collaborative future scenario building for a climate resilient society. Initial version	WP3	VUB	18	R	PU
D3.3	Tool on Citizen science application for Climate Assemblies. Initial version	WP3	EURECAT	18	R	PU
D6.2	Interim report on communication, dissemination and exploitation	WP6	DEEP BLUE	18	R	R-UE/EU-R
D3.4	Tool for scenario prioritization based on citizen and expert values. Initial version	WP3	VUB	19	R	PU



D3.5	Tool to enable Climate Assemblies outcomes on dynamic climate change adoption plan. Initial version	WP3	TVS	19	R	PU
D3.6	Knowledge and evidence-based support tool for Climate Assemblies' agenda setting. Initial version	WP3	TVS	20	R	PU
D3.7	Report on the Climate Assembly Portal launching. Initial version	WP3	TVS	20	DEM	PU
D4.2	Report on applying Citizen Science approach in Climate Assemblies and Living Labs	WP4	CAMBIAMO	30	R	PU
D4.3	Report on Climate change citizens engagements Toolbox implementation	WP4	EURECAT	31	R	PU
D4.4	Report on Climate change citizens engagements Toolbox calibration	WP4	CAMBIAMO	31	R	PU
D4.5	Report on Climate change citizens engagements Toolbox evaluation and validation	WP4	UAegean	33	R	PU
D1.6	Final report on project quality, data management, ethics and gender equality plan implementation	WP1	VILNIUS TECH	34	R	PU
D3.8	Methodology for citizen-collaborative future scenario building for a climate resilient society. Final version	WP3	VUB	34	R	PU
D3.9	Methodological guidelines and manual for setting-up and facilitating Climate Assemblies. Final version	WP3	DELIBERATIVA	34	R	PU
D3.10	Tool on Citizen science application for Climate Assemblies. Final version	WP3	EURECAT	34	R	PU
D3.11	Tool for scenario prioritization based on citizen and expert values. Final version	WP3	VUB	34	R	PU
D3.12	Tool to enable Climate Assemblies outcomes on dynamic climate change adoption plan. Final version	WP3	TVS	34	R	PU
D3.13	Knowledge and evidence-based support tool for Climate Assemblies' agenda setting. Final version	WP3	TVS	34	R	PU

D3.14	Report on the Climate Assembly Portal launching. Final version	WP3	TVS	34	DEM	PU
D5.2	Report on performance and created impact of Climate Assemblies during the implementation of the project	WP5	UAegean	34	R	PU
D5.3	Recommendations for policy makers to support climate resilient society	WP5	Vilniaus Planas	34	R	PU
D6.3	Final report on communication, dissemination and exploitation	WP6	DEEP BLUE	34	R	PU
D6.4	Report on Engagement Campaigns	WP6	EIP	34	R	PU
D6.5	Report on Knowledge Transfer and Interaction	WP6	EIP	34	R	PU
D6.7	Report on CLIMAS Advisory Board engagement	WP6	DEEP BLUE	34	R	PU

*Type of document: R – document, report; DMP – Data Management Plan; O – Other; DEM - Demonstrator, pilot, prototype

** PU – Public; R-UE/EU-R - EU Classified

During the course of the Project, all deliverables have to be finished and submitted to the EC according to the timetable.

3. Project governance ensuring quality

The management structure aims at safeguarding the effective cooperation among the members of the Consortium and at producing high-quality deliverables to the Commission during the various stages of the project life. The overall management structure will endorse links between CLIMAS partners and build and strengthen new interactions, especially by enabling and fostering the transfer of complementary expertise between the involved research and industry players and countries. Within the CLIMAS Consortium, each participant will take an active part in the efficient implementation of the Project, and will cooperate, perform, and fulfil, promptly and on time, all its obligations as foreseen in the GA. The main challenges of CLIMAS will be addressed through the organizational structure described in Figure 3 below.

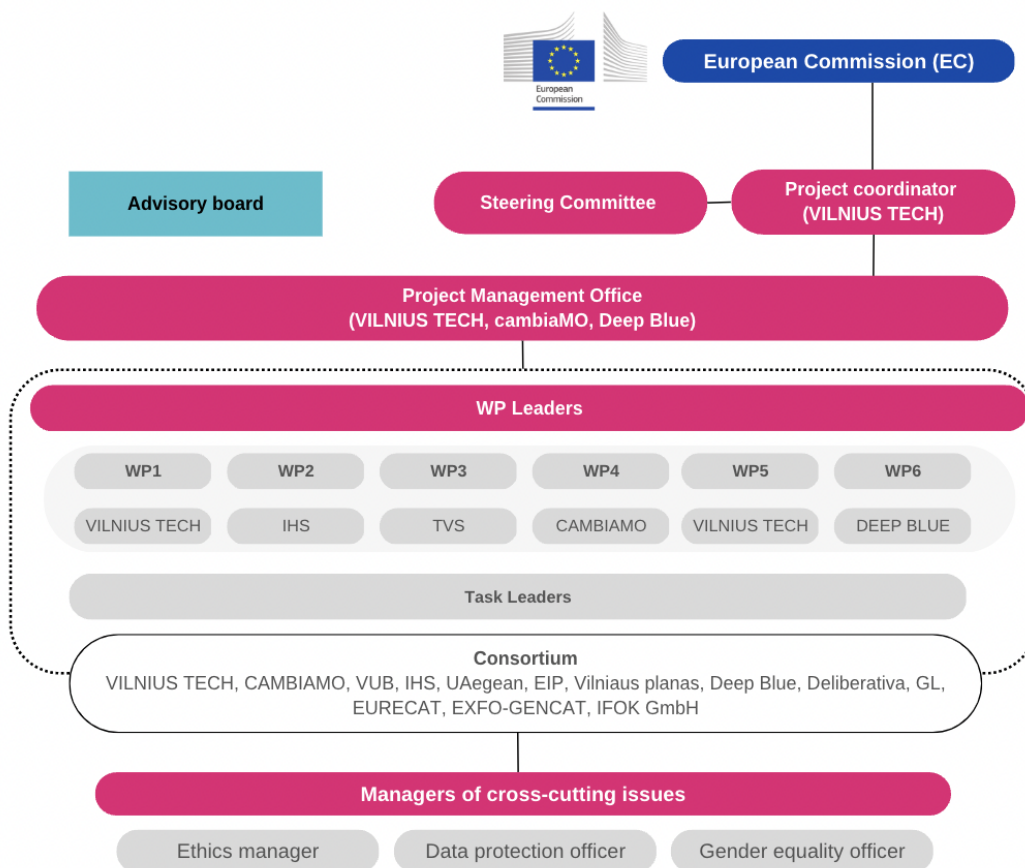


Figure 3 - Organizational structure of CLIMAS

Four different levels, Strategic, Operational, Cross-Cutting and Advisory, have been defined for the managerial structure of the project to give the appropriate and necessary tools to guarantee the compliance of the commitments with the European Commission detailed in the Grant Agreement.

3.1 Strategic level

3.1.1 Steering committee (SC)

The Steering Committee is the governing body of CLIMAS. It is chaired by the project coordinator and integrated by all WPL. All partners will appoint a representative in the project Steering



Committee. SC responsibilities include: (1) Monitoring the project progress and use of resources through the information collected in the interim monitoring reports; (2) Analysing and approving the results reached vs. expected every six months; (3) Deciding on corrective actions proposed (if any); (4) Analysing the risks table; (5) Recommending the contractual changes; (6) Supporting the coordinator in fulfilling obligations towards the EC and ensuring that all work meets use case demand; and (7) Monitoring the quality check implementation.

Table 3 - Members of the CLIMAS Steering Committee

No.	Name, Surname	Institution
1	Aelita Skaržauskienė	VILNIUS GEDIMINAS TECHNICAL UNIVERSITY
2	Floridea Di Commo	CAMBIAMO SOCIEDAD COOPERATIVA MADRILENA
3	Ilse Marian	VRIJE UNIVERSITEIT BRUSSEL
4	Elisabeth Frankus	INSTITUT FUR HOHERE STUDIEN - INSTITUTE FOR ADVANCED STUDIES
5	Amalia Polydoropoulou	PANEPISTIMIO AIGAIUO
6	Lucia Cristea	EUROPEAN INTEGRATED PROJECT
7	Rūta Balkė	UŽDAROJI AKCINĖ BENDROVĖ VILNIAUS PLANAS
8	Rebecca Hueting	DEEP BLUE SRL
9	Yago Bermejo Abati	ASOCIACION PARA EL DESARROLLO DE LA DEMOCRACIA DELIBERATIVA Y PARTICIPATIVA
10	Ingrida Strazdina	ZALA BRIVIBA BIEDRIBA
11	Julian Vicens Bennasar	FUNDACIO EURECAT
12	Julia Hoffmann	IFOK GMBH
13	Pablo García Arcos	DEPARTAMENT DE LA PRESIDÈNCIA – GENERALITAT DE CATALUNYA
14	Mohammad Azizur Rahman	TECHNOVATIVE SOLUTIONS LTD

3.1.2 Project coordinator (PC)

VILNIUS TECH will act as Project Coordinator (PC) undertaking all the respective roles and responsibilities, including the communication with the EC. The PC will also be responsible for the administrative management, checking consistency of partners' resources and costs consumption with work fulfilled, receiving and distributing all payments from EC to the partners, calling for and conducting plenary meetings.

3.2 Operational level

3.2.1 Project management office (PMO)

VILNIUS TECH, cambiaMO and DEEP BLUE run the Project Management Office (PMO) undertaking all day-to-day administrative assistance to the PC. More specifically, cambiaMO supports the PC in organisation of project meetings organization, reporting and quality assurance. DEEP BLUE provides support with communication and dissemination activities.

3.2.2 Work package leaders (WPL)

Work Package Leaders are consortium partner organizations which lead and supervise the work performed in the work packages, report on the work progress to PC, PMO and the Steering Committee while assuring the flow of information to the other WPs. The activities of WPL's include: (1) detailed technical management on WP level; (2) close collaboration with involved Task Leaders and contributing partners; (3) supervision of task achievement, and for overall WP achievement (i.e., timeframes, milestones, human resources, internal reports and deliverables); (4) assurance of flow of information among WPs for timely and effective coordinated work at project level and (5) external communication activities aimed at broader research community and societal actors (e.g. citizens).

For each WP the responsible partner will appoint a WP Manager, who will responsible for operational decisions, sending short bi-annual progress reports to the Project Coordinator, guaranteeing that the partial and total objectives of the WP are accomplished, elaborating the reports of the WP and organizing the presentation of results through internal and external communication activities. The following Table 4 identifies CLIMAS Work Packages and their respective WP Leaders and Managers.

Table 4 - Work packages and their leaders

No.	WP title	WP leader	WP manager
WP1	Project management, ethics, gender and risk assessment	VILNIUS TECH	Aelita Skaržauskienė
WP2	Identifying barriers and facilitators of citizen climate participation using previous Climate assembly cases	IHS	Elisabeth Frankus
WP3	Co-creating the Climate change citizens engagements Toolbox for regional and local entities	TVS	Mohammad Azizur Rahman
WP4	Testing the Toolbox in real deliberative Climate Assemblies (CA) and Living Labs (LL)	CAMBIAMO	Floridea Di Ciommo
WP5	Elaborating recommendations for policy makers	VILNIUS TECH	Monika Mačiulienė
WP6	Communication, Dissemination and Legacy	Deep Blue	Rebecca Huetting

3.2.3 Task leaders

Tasks included in every work package are not just a sub-division of the work, but they constitute key elements of the project with a significant degree of autonomy, jointly contributing however to the goals of the Work Package. In this sense, Task leaders have been also designated to maintain a solid structure with individual partners responsible for individual actions. The role of Task Leaders is essential for the project since they will be responsible for the coordination and management of their task(s) and the timely production of the associated deliverables with contributions by task team members. They will regularly report task status and performance to the pertinent Work Package Leader to enable the latter to identify variances against the task objectives/ timetable/ resource plan during the WP meetings and in preparation of semester reports.

3.3 Cross-cutting level

3.3.1 Ethics manager

Erich Griessler, IHS, is appointed as the Ethics manager for CLIMAS. The Ethics manager will provide support to partners when addressing the ethics issues encountered during the R&I process. The detailed description of his responsibilities will be provided in D1.3 Ethics monitoring plan.

3.3.2 Data protection officer

Monika Mačiulienė, VILNIUS TECH, is appointed as the Data Protection officer for CLIMAS. She will oversee the implementation of the Data Management Plan (D1.2) and consultation of partners regarding the data management in R&I activities.

3.3.3 Gender equality officer

Floriea Di Ciommo, CAMBIAMO, is appointed as Gender Equality Officer for CLIMAS. She will be responsible for monitoring and implementation of the CLIMAS Gender Equality Plan (detailed in D1.4).

3.4 Advisory level

The Advisory Board is the organ through which external expert people recruited from other related projects will give their advice and feedback on the main arising issues of the CLIMAS project. The Advisory Board will play a key advisory and consultative role in the project. The main goals of this board will be the following:

- Providing requirements and feedback to the project objectives;
- Monitoring the main milestones of the project, updating their feedback, and providing the necessary inputs for guiding the project towards the achievement of main objectives;
- Providing final feedback on results evaluation and expectations for future evolution.
- The CLIMAS Advisory Board will be setup by M6 in the contexts of Task 6.5. After the Board will be setup, the Handbook will be updated to include the list of its members and the procedures of collaboration with the Advisory Board members.

4. Project management processes

4.1 Document management

Document management refers to the preparation of template documents for the various project outputs and management reports, establishment of a document management system and the assurance of compliance with the document naming conventions.

4.1.1 Document templates

Several templates for common documents, e.g., agendas, minutes, slide decks are annexed to this Handbook.

Table 5 - CLIMAS document templates

Type of output	Name of the template
Deliverable submitted to the EC	Deliverable Document Template
Project Presentation	Project Presentation Template
Meeting/Event Agenda	Meeting/Event Agenda Template
Deliverable Internal Review Form	Internal Review Form Template
Internal Effort and Cost Reporting Template	Interim activities report Interim financial report
Periodic Report	Interim activities report Final technical report

4.1.2 Document management system

In order to archive documentation related to the project, the Consortium uses MS Teams. Its content structure is flexible and can be adapted to any future needs. It currently consists of the six folders dedicated to each Work Package and one folder dedicated to General issues such as Formal documents, Partners information, Meetings and Administration files.

4.1.3 Labelling documents

Please use the labels for documents outlined in the Table below, as it is important to structure the communication across different platforms.

Table 6 - CLIMAS document nomenclature

Type	Label	Example
Emails	CLIMAS: event/activity	CLIMAS: Kick-off meeting
Documents	YYMMDD_CLIMAS_name of document	210204_CLIMAS_Template

Deliverables	Deliverable.No_CLIMAS_deliverable short name_document version	D1.1_CLIMAS_Project Handbook_v0.1
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Document configuration management will be ensured by tracking the versions and the history of changes within all project documentation (e.g., deliverables, official reports, publications). Document history will be tracked in each deliverable in a dedicated table within it, describing the different versions of the document and the reasons of change/updates to it.

4.1.4 Logo

To raise awareness of our project, partners should always use the project acronym (CLIMAS) and logo (see Figure below) in accordance with the style guide defined in D6.1.



Figure 4 - CLIMAS logo

4.1.5 Acknowledgement of the EU funding

In every communication activity related to the project, such as a publication, fact sheet, dissemination, social media, electronic emissions, etc. the EU emblem and the following text has to be used.



This project has received funding from the European Union’s research and innovation programme Horizon Europe under the grant agreement No. 101094021. This document reflects only the author’s view and the Commission is not responsible for any use that may be made of the information it contains

4.2 Internal communication

Effective channels, processes, and tasks for internal communication have already been established since Month 1, in order to allow for effective coordination, smooth cooperation and efficient exchange of all necessary information for the project implementation.

4.2.1 Mailing list

The primary means of communication between the project partners is e-mail. CLIMAS mailing lists will be set up for the partners to cover different content related communications about the project activities as well as inter-personal e-mail exchange. All partners will nominate persons for the different consortium-internal mailing lists. By creating the lists, we ensure that all relevant figures within the consortium receive the information, and no one is left out in the communication. The most updated version of the mailing lists is stored in Excel format on MS Teams. Partners can request changes to the lists at any time from the coordinator by email.

In all email communications, the partners are requested to cc the shared CLIMAS email address climas@vilniustech.lt



4.2.2 Meetings

In order to enable fruitful collaboration, regular project meetings will be organized. These are needed to assess progress and take decisions of strategic nature. The table below outlines the types of meetings organized within the project.

Table 7 - Types of CLIMAS project meetings

Meeting type	Frequency	Description
Semester project partner meetings	Bi-annually	Seven project meetings are foreseen to ensure both detailed project planning and assessment of work progress and to maximize project's impact: (i) Kick-off meeting: Detailed project planning (especially for the first months of the project) and work allocation. (ii) 2nd - 5th Meeting: Progress review and work-planning for the next period. (iii) <i>Final</i> meeting to ensure smooth project completion. To keep travel costs and related CO2 emissions as low as possible, project meetings will be combined (when possible) with project activities and events and/or in conjunction with (potential) review meetings with the EC.
Project progress meetings	Monthly/ bi-monthly	The monthly or bimonthly meetings will synchronize WPs and Task Forces on the achievement of the project goals. The meetings will be organized remotely.
Steering Committee meetings	Bi-annually	Steering Committee meetings are held every six months, tentatively before the end of each semester of the project and in coordination with the semester project partner meetings. Based on the workload and needs of the consortium, the Steering Committee meetings could convene on a more intense schedule.
WP meetings	Each WP decides individually	Depending on the progress, meetings can be organised following the decision of WP leader and/or task leaders. Sharing the information with other related WPs, and cambiaMO (PMO) to guaranty the content coordination.
Project Review meetings with the EC Project Officer	Under decision of EC	The dates for project review are decided by EC and will be communicated to all project partners when known during the project.
Ad hoc meetings	As needed	Meetings between project partners when <i>ad hoc</i> needs arise to solve a particular project issue.

The PC will chair all project meetings, whereas the PMO will be responsible for all the preparations and the organization aspects related to project meetings. All meetings will be properly planned including the preparation of agendas, organization of venues (whenever required), and producing minutes and agreed actions. A short report (meeting minutes) will be elaborated and distributed to all partners by the PMO after each meeting. The key issues and action items will be maintained in the secure document repository of the project for ease of use and access.



4.2.3 Communication with the Commission

The Project Coordinator is responsible for an efficient communication between the consortium and the EC. Any communication of the partners with the EC shall pass through the Project Coordinator. This means that the partners shall not directly contact the European Commission officers for questions regarding the CLIMAS project.

4.3 External communication

For all publications and/or materials developed for external communication purposes, please refer to D6.1 – Communication, Dissemination & Exploitation plan which details the conduct regarding project website, dissemination material, social media use, scientific publications and under activities in the context of CLIMAS.

4.4 Reporting

The reporting activities include the preparation of periodic and final reports. All aspects related to project reporting will be led by the PC in close cooperation and support by the PMO. However, each Beneficiary undertakes to take part in the efficient implementation of the Project, and to cooperate, perform and fulfil, promptly and on time, all its obligations under the Grant Agreement as may be reasonably required from it and in a manner of good faith. Each Beneficiary undertakes to notify promptly, any significant information, fact, problem or delay likely to affect the Project. Each beneficiary should provide all necessary input and reports of the progress within the reporting period and by describing in detail all needed information. To ensure timely submission of the reports to the EC all partners must respect the dates outlined in the Table 8 below.

Table 8 - Reporting due dates

Project period	Months	Period covered	Due date to send report to PC
Internal report	M7	M1-M6	20 July 2023
Internal report	M13	M7-M12	20 January 2024
Internal report	M19	M13-M18	20 July 2024
EC periodic report (interim report)	M20	M1-18	31 July 2024
Internal report	M25	M19-M24	20 January 2025
Internal report	M31	M25-M30	20 July 2025
Internal report	M37	M31-M36	20 January 2026
EC periodic report	M38	M1-M36	31 January 2026

4.4.1 Periodic internal progress and final reports

Every six months, the coordinator will request internal progress reports comprising technical and financial aspects. The purpose of these reports is to monitor the progress on work package level (incl. deliverables, milestones) and the expenditures of all partners during the period and their alignment to the tasks. The internal reports are simulating the official procedure to detect mistakes or misunderstandings early. This is to guarantee a financial and technical overview at all stages of the project. The results will be carefully analysed, compiled and safeguarded.

- Technical progress report per WP: WPL's are responsible to gather all information about the technical progress in their WP from their task leaders and compile a WP report before sending it to the coordinator. Any deviations to the GA must be explained and justified.
- Financial statement from each partner: Every partner provides a financial statement for the current reporting period. The excel sheet contains equal information as requested by the EC for the official reports. PC together with CAMBIAMO will monitor the costs claimed through the internal semester progress reports and advise accordingly if something needs attention.

Templates will be available at MS Teams and in the Annexes of these guidelines.

4.4.2 Periodic external progress and final reports (to the EC)

At the end of each project semester, the consortium is obliged to submit a periodic report to the EC. The report comprises technical and financial data and must be compiled by the PC and submitted to the EC within 60 days following the end of each reporting period.

Since we have the possibility of continuous reporting in the EU online portal (SyGMA), PC must upload deliverables and milestones, risks and other data at their due dates.

Monitoring the project implementation is a continuous task that takes place at any moment during the active period and beyond. There are contractual tasks that make the project monitoring most relevant at certain periods in project's life, after each reporting period at the time of payments.

4.4.3 Review meeting with the EC

The EC is entitled to check, review, investigate and audit the proper implementation of the project and its compliance with the Grant Agreement. The reviews of the proper implementation of the action (including assessment of deliverables and reports) include technical reviews to guarantee the continued scientific or technological relevance of the project. Reviews refer to the technical implementation of the project (scientific and technological relevance), but may also cover financial and legal aspects or compliance with other obligations under the GA. The PC and PMO will inform the partners well in advance of these meetings and ask for support in preparation. The scope of partner participation will be agreed on with the Project Officer.

5. Quality assurance of deliverables

5.1 Quality approach

Quality control focuses on the operational techniques and activities used by those involved in the project to fulfil the requirements for quality and to identify ways of eliminating causes of unsatisfactory performance. Our approach to quality focuses on ensuring that all deliverables have substantial and specific contribution to the CLIMAS objectives and impact.

5.2 Review roles and responsibilities

Internal reviewers: They are responsible to thoroughly read the draft deliverable, assess its quality against pre-defined criteria (see section 5.3) and provide clear comments for improvement. The internal reviewers will be involved in the first review round, following the original submission of the draft version of a deliverable. In case, during the second review round performed by the PC (see below), the quality of the deliverable is still not deemed to be in line with the standards set nor adequate for submission to the EC services, the two internal reviewers may be invited for one or more revision iterations, until the deliverable is ready for final submission to the EC services.

Deliverable Author: They allocate tasks to and coordinate the work of the contributors and are responsible to consolidate the inputs of all contributors into the draft deliverable to be submitted for review and publication. They must address the comments made by the internal reviewers in order to improve the quality of the deliverable. They prepare the Table of Contents of the deliverable.

5.3 Quality criteria

All deliverables developed in the context of CLIMAS will be examined based on the quality criteria outlined in Table below. The criteria are integrated in quality review form which is annexed to the Handbook.

Table 9 - Quality criteria for deliverables

Quality criteria	Description
Clarity	The language of the text is clear (correct sentence structure is used); The text is in English (UK); The text is unambiguous; The terminology, including acronyms, is explained; There are no spelling errors; Any potentially sensitive information is appropriately worded
Completeness	All aspects of the deliverable, as described in the GA, are fully addressed
Accuracy	All factual information used in the deliverable is supported by the respective references



Added value	Each aspect of the deliverable is analysed in adequate detail; The deliverable has scientific and/or policy value, as envisaged by the project; The language of the text is useful to the targeted audience (e.g., scientists, policymakers, etc.)
Relevance	The content is relevant to the scope of the deliverable; The deliverable is relevant to the targeted readers/audience;
Compliance	The text is written in line with the deliverable template;
Attached documents	All necessary accompanying documents are attached.

5.4 Review process

All deliverables produced in the context of CLIMAS will undergo a dedicated quality control process prior to their (internal) approval and ultimate release. The (internal) approval of the deliverables will be considered complete only after the successful completion of the respective quality control process. During this process, each project deliverable will be quality-reviewed by two internal reviewers (members of the consortium partners) and by the PC. The process of review is outlined in Table below and detailed in the following sections.

Table 10 - Review process

Stage	Timeline	Duration	Description
Initial submission	4 weeks before the deadline		Deliverable Author uploads the first draft deliverable to MS Teams and informs by e-mail the WP leader, VILNIUS TECH and CAMBIAMO.
Contacting the reviewers	4 weeks before the deadline		CAMBIAMO contacts the Internal Reviewers upon receiving the deliverable.
Quality review process	4 weeks before the deadline	1 week	The Internal Reviewers examine the deliverable and if there are any remarks/deficiencies, they provide their comments directly on the documents with tracked changes and in the quality review form. The reviewers upload their reviews to MS Teams (in the dedicated folders of each deliverable) and inform both the Deliverable Author and CAMBIAMO.
Adaptations addressed	3 weeks before the deadline	1 week	The appropriate adaptations are considered and addressed by the Deliverable Author. If necessary, the Deliverable Leader may contact the Internal Reviewers in order to receive further clarifications regarding the comments of the quality review.

Submission of deliverable to PC and final quality check	2 weeks before the deadline	1 week	Deliverable author submits the final version to the PC, WP leader and CAMBIAMO. Final quality check by PC.
Submission of deliverable to the EC	Deadline of deliverable submission		VILNIUS TECH submits the final version of the deliverable to the Participant’s Portal.

The entire internal preparation and quality control procedure of deliverables is monitored by the PC and CAMBIAMO. The deliverables are assigned to the beneficiaries that do not contribute towards the deliverable under review or, if that is not feasible due to the previous constraint, have as a minor role as possible. Strategic deliverables (WP1 and WP6) are reviewed by all partners. The number of deliverables to be reviewed by each consortium partners is subject to the budget and effort share in the project. A tentative allocation of reviewers for the deliverables due by the 31st of January 2024 (M13) is illustrated in Table below.

Table 11 - Assignment of reviewers for CLIMAS deliverables due until M13

No	Deliverable name	WP	Deliverable Author	Due date (M)	Reviewer #1	Reviewer #2
D1.1	Project Handbook, Management and Quality plan	WP1	VILNIUS TECH	3	ALL PARTNERS	
D1.2	Data Management Plan	WP1	VILNIUS TECH	3	ALL PARTNERS	
D1.4	Gender equality plan	WP1	CAMBIAMO	3	ALL PARTNERS	
D6.1	Communication, dissemination and exploitation plan	WP6	DEEP BLUE	3	ALL PARTNERS	
D1.3	Ethics and gender-sensitive and equality monitoring reports	WP1	IHS	6	ALL PARTNERS	
D6.6	Report on CLIMAS Advisory Board terms of reference and composition and engagement into communication and dissemination plan implementation	WP6	DEEP BLUE	6	ALL PARTNERS	
D2.1	Map of citizen climate participation strategies adapted to different cultural, social, political and environmental contexts	WP2	IHS	12	CAMBIAMO	EURECAT



D2.2	Report on bottlenecks, barriers and drivers, reaching deliberation by solving value-based problems	WP2	CAMBIAMO	12	GREEN LIBERTY	IHS
D2.3	Report presenting the current situation in EU regions and local communities regarding their capacity to engage with end-users	WP2	EIP	12	DELIBERATIVA	IHS
D3.2	Methodological guidelines and manual for setting-up and facilitating Climate Assemblies. Initial version	WP3	DELIBERATIVA	12	GREEN LIBERTY	TVS
D5.1	Climate Assemblies Performance monitoring methodology	WP5	VILNIUS TECH	13	UAEGEAN	CAMBIAMO

The rule of 2 reviewers per deliverable will not be applied on specific deliverables that describe project management processes and strategies that concern and are binding for the whole consortium, such as the D1.1 Project Handbook, D.1.2 Management and Quality Plan, Data Management Plan, D1.3 Ethics and gender-sensitive and equality monitoring reports, D1.4 Gender Equality Plan, D6.1 Communication, dissemination and exploitation plan and reports. Deliverables of this nature, called strategic, will be reviewed by all partners within the consortium before submission so that all partners are aware of and reach a consensus on important administrative processes and strategies put in place for CLIMAS.

5.5 Quality assurance of other materials

The other scientific and policy-related outputs of the CLIMAS project (e.g., newsletters, social media posts, policy briefs) will also be reviewed before they are published, mainly for compliance with the respective templates. As there are no deadlines and no formal submission for these materials, the process only includes one step, delivery of the draft document by the author and a technical check by the PMO.

6. Impact monitoring and evaluation system

With a new level of ambition to boost the diversity of the impacts of EU research and innovation funding, Horizon Europe incorporates a novel approach to capturing and communicating impacts – Key Impact Pathways (KIP). According to the European Commission (2021), the objective of this approach is to enable policy makers and the wider public to gain regular insights into the effects and benefits of the Programme over time in relation to European science, economy and the wider society. Horizon Europe legislation defines three types of impact tracked with Key Impact Pathways i.e., scientific, societal and economic distributed across 9 key story lines. The monitoring and evaluation system presented in this section is designed with the goal to keep track of CLIMAS achievements contributing towards the Key Impact Pathways (KIP).

6.1 Defining the pathways to impact

While the results of the CLIMAS project are clearly defined in the Grant Agreement and detailed in this document, they do not inherently constitute the impact of the project. In general, the scale and significance of CLIMAS impacts across Europe could be synthesized in the following way:

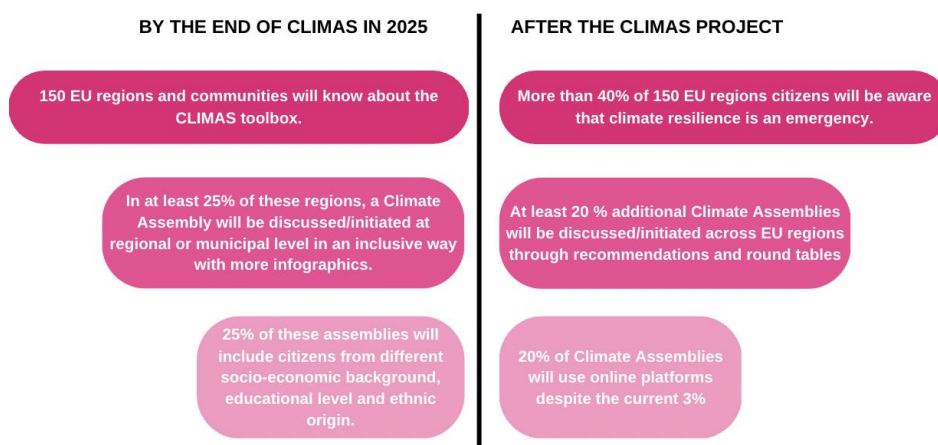


Figure 5 - CLIMAS pathways to impact

Figure 5 details the expected value CLIMAS is anticipated to create and how it aligns with the expectations of the European Commission as they are communicated in Horizon Europe. Logical steps towards the achievement of the expected impacts of the project over time, in particular beyond the duration of a project are outlined. In this regard, a pathway begins with the projects’ results, to their dissemination, exploitation and communication, contributing to the expected outcomes in the work programme topic, and ultimately to the wider scientific, economic and societal impacts of the work programme

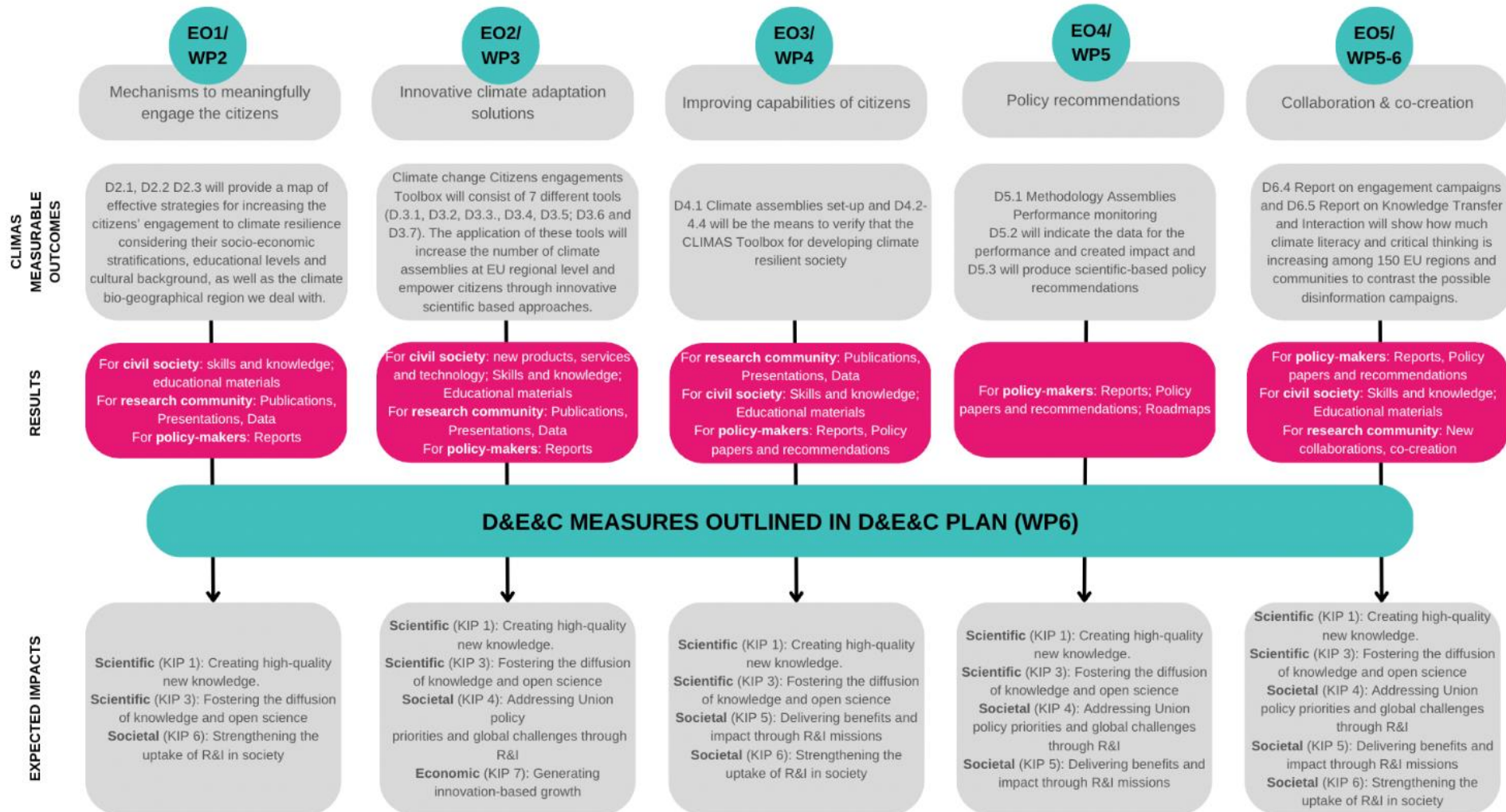


Figure 6 - CLIMAS pathways to impact

6.2 Indicators for tracking the scientific impacts of CLIMAS

The scientific excellence of CLIMAS will be promoted through the application of design thinking process and elaboration of the innovative toolbox. Both will advance techniques for engaging citizens to climate resilience in the 150 European regions and communities, where CLIMAS research on citizens engagement strategies and the inclusiveness recommendations will contribute to the fields of the climate resilience, citizens engagement portal, citizens science and climate literacy. Moreover, D6.1 presents a detailed list of Key Performance Indicators (KPIs) to track the impact of activities to disseminate project results, making them available for others to use.

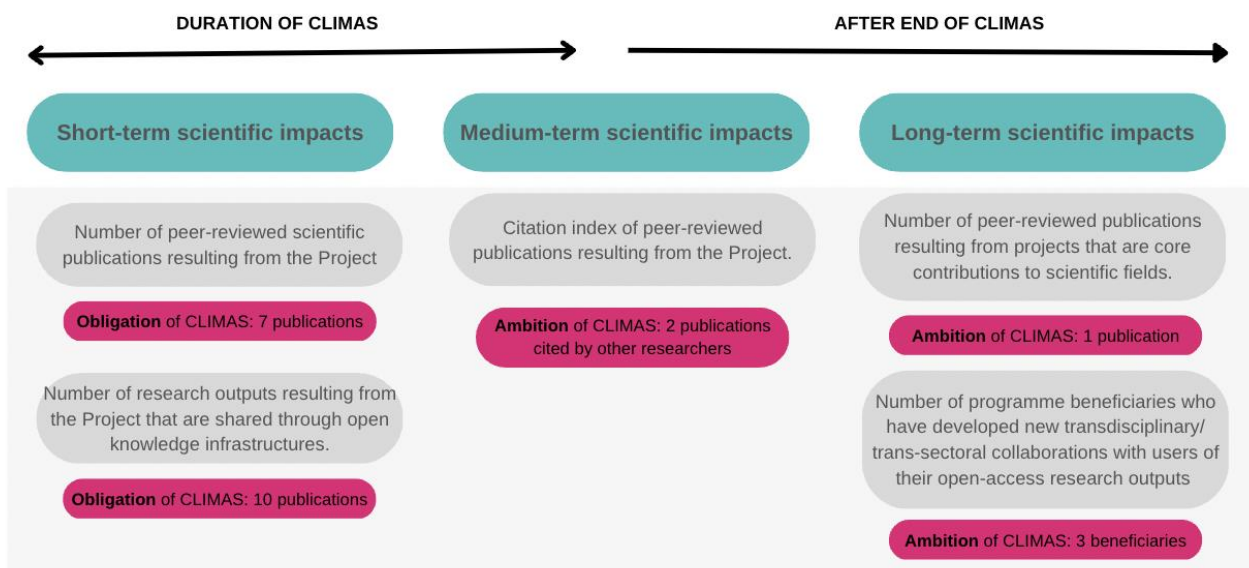


Figure 7 - Indicators for capturing scientific impact of CLIMAS

6.3 Indicators for tracking the societal impacts of CLIMAS

The societal impact will be sought through the development of policy recommendations seeking a more effective citizens’ engagement for adapting to climate change events, particularly in already corroborated mechanisms such as the climate assemblies. We will raise climate literacy among lower educated citizens at risks of exclusion from the deliberation mechanisms such as the climate assemblies and offer innovative climate assembly guidelines training to multiple facilitators and policymakers that promote the climate assemblies. CLIMAS results will also seek the integration of Climate Assemblies in policy deliberation at the EU and national level regarding climate agenda, equality, and social justice. A strategy to ensure these goals are met is presented in D6.1 – Communication, Dissemination, and Exploitation Plan. The document presents a set of target audiences and tools/activities the consortium will use to maximise the impact on society. A group of KPIs is considered to monitor the success of such activities.

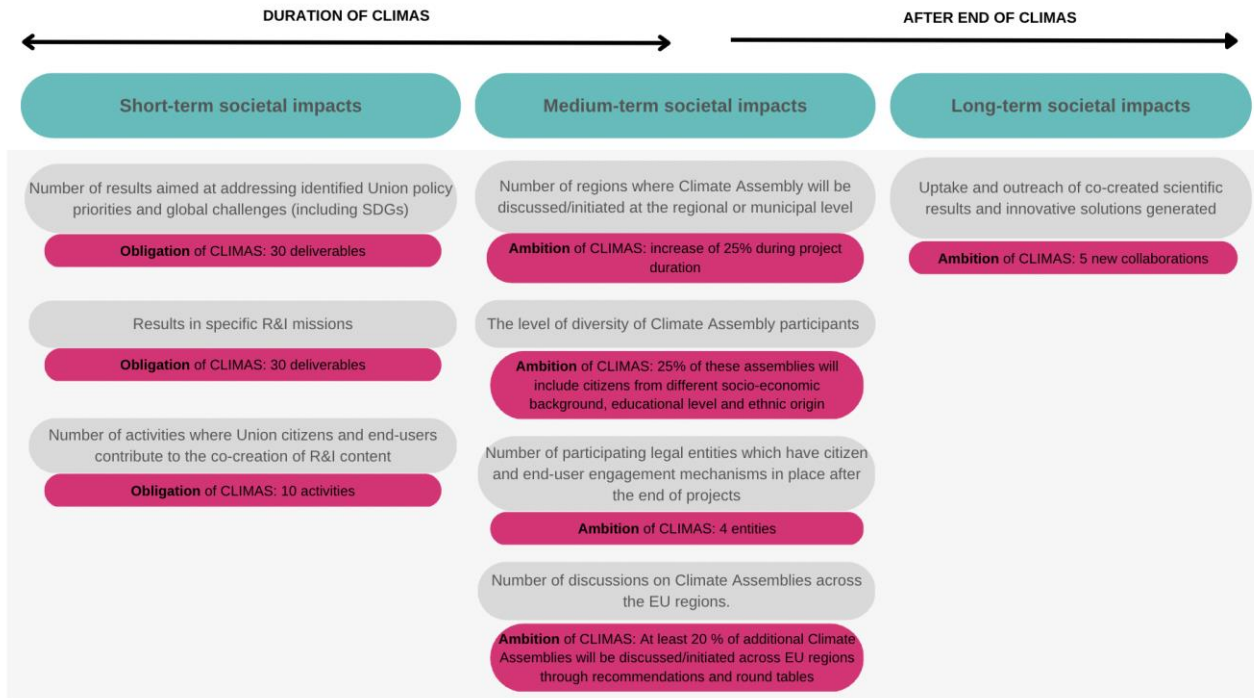


Figure 8 - Indicators for capturing the societal impact of CLIMAS

6.4 Indicators for tracking the economic impacts of CLIMAS

The economic impact will be achieved through the reduction of risks to people and nature thanks to the smarter engagement of citizens in effective adaptation options. CLIMAS project has the ambition to contribute to finding solutions when facing complex challenges related to climate change (e.g., food, welfare and industrial production from ceasing in the next decade). The preliminary exploitation plan, as described in D6.1 and its future revisions, will aim at ensuring the uptake of project results by target stakeholders. The Consortium will consider the exploitable results produced by project activities and evaluate their impact on economic aspects during CLIMAS. Furthermore, increased awareness and citizens’ engagement are expected to contribute to enhancing the decision-making process and reducing costs associated with calamities.

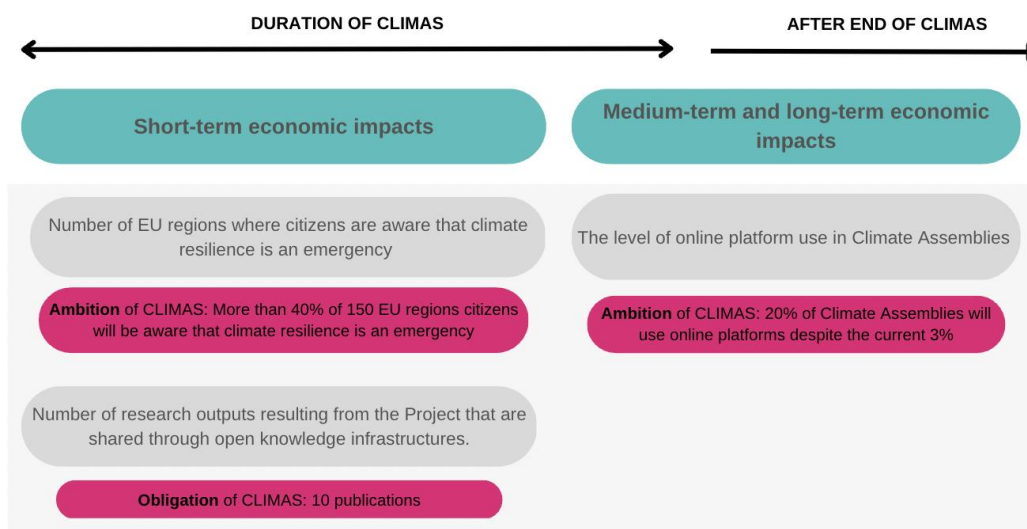


Figure 9 - Indicators for capturing the economic impacts of CLIMAS

6.5 Process of tracking the progress towards impact pathways

The reporting will include expert-based assessment (in collaboration with the Advisory board) built around assessing the effects of project on the short- and medium-term indicators under the KIPs detailed in the Table above. The responsibility of data collection, data analysis and synthesis and reporting for the monitoring and evaluation is under the Project Coordinator. VILNIUS TECH will be collecting data regularly, closely working with all partners, and will be updating the values of the indicators for reports set out to be published on M18 and M34. The interim reports will allow the consortium to take corrective measures if needed, in a timely manner.



7. Risk and conflict management plan

7.1 Risk and associated contingency plans

The objective of risk management is to add maximum sustainable value to all the activities of the project and to increase the probability of success, reducing the uncertainty of achieving the project’s objectives. We have assessed all major administrative, exploitation/outreach/ethical/legal risks, and technical risks, and proposed possible mitigations. Risks are scored according to the likelihood to occur. Generally, all issues should be raised and discussed with the PC who may consult the Steering Committee. The following table contains all the foreseen risks and the proposed risk mitigation measures. It must be noted that at the time of writing no risk has materialized yet.

Table 12 - Project Foreseen Risks and the Proposed Risk Mitigation Actions

Risk (likelihood)	WP’s	Proposed Risk-Mitigation measures
Low commitment, availability of partner(s)	WP1	Regular progress monitoring will enable quick identification of such a risk and mitigate effects by re-planning schedule or replacement of critical under-performance.
Communication problems between partners or work packages can cause delays in the project	WP1	PMO will set procedures for the day-to-day management administration and communication. WP and task leaders will detect communications problems at low levels.
Change in key staffing during the project	WP1	All project members are required to back-up the personnel competencies.
The identified mechanisms for citizen engagement are not universal or transferrable	WP2	The different pilot partners will be able to steer by. The testing and implementation will be able to adjust the mechanisms.
Tools and toolbox are too complex to use to support the deliberation process	WP3	A user-centred co-design approach is used to identify the needs and to co-develop the tools with the end-user, making sure that it fits with their practices
Difficulty to access to social, citizen and sectoral climate data and information	WP3	All LLs leaders have a strong connection with local municipalities or institutions who have the data. Primary data will be collected to add to existing data sets. A thorough planning of all data collection activities in WP3 ensures that access to relevant data is guaranteed.
Low participation of different users in the various testing activities	WP4	The project will use the partners network and existing initiatives and actions, by which there is already a buy-in. If needed addition recruitment activities will be performed
No access to data for monitoring	WP5	CLIMAS budget has earmarked significant resources to ensure systematic and high-quality data collection at strategic points in the project’s lifetime. To minimize the risk, the monitoring and evaluation plans will be developed in cooperation with LLs partners with specific attention to comparability of data

		collected and indicators used. The WP3, 4 leaders will provide guidance, tools, and training for systematic and comparable data collection in all LLs areas.
Proper audience is not reached	WP6	The project will foresee a close monitoring of all communication and dissemination activities and participants and by so be able to quickly adjust the communication channels and strategies.
Ongoing dissemination may take more effort and resources than planned	WP6	The project coordinator with the D&E Manager will continually monitor partners use of dissemination resources. Also, any opportunities for shared dissemination with other related projects will be exploited.

7.2 Risk identification routine

For the implementation of CLIMAS, we analysed possible risks on WP basis and mitigation measures (see table above). However, during the project runtime not foreseeable risks may occur. That is why a mandatory routine is important to identify any risk or delay early:

1. The WPLs monitor and assess the potential risks in their work packages and inform the Steering Committee.
2. The Steering Committee assesses the risks, considering the feedback/ reports from the WPLs.
3. The Steering Committee, chaired by the PC, will decide if high, medium or low risks exist and which impact the risk might have on time, quality or costs.
 - a) In case of middle or low risk, appropriate measures for mitigation will be proposed to the WPL.
 - b) In case of high risk, immediate action will be taken and the Consortium will come together in an ad hoc meeting to discuss appropriate steps.
4. If fundamental changes to the action become necessary, the coordinator will inform the EC, on behalf of the consortium, asking for advice and permission to amend the action plan.

In principle, the consortium is fully committed to try to solve all problems amicably for the benefit of the project.

7.3 Conflict resolution

In normal operation, conflicts will be resolved in discussions at the appropriate WP level or, in case of non-technical matters, by the Coordinator and the PMO. If the concerned Parties are unable to reach an agreement within 30 calendar days after a Party has notified the Coordinator of the issue, such Parties will refer the matter to the legal representatives of their institutions who are authorized to execute the Consortium or Grant Agreement and who will meet and negotiate in good faith in an effort to resolve the dispute, controversy or claim within 30 calendar days after the referral. If the matter has not been solved within such period, each Party is entitled to submit the dispute, controversy or claim to the sole competent courts of Brussels.

8. Annexes

Annex 1: List of templates related to the handbook

Title	Description	Code	Document Type
CLIMAS Partners Contacts	Spreadsheet which contains all contact information (name, e-mail, phone number, etc.) of the partners involved in the project.	HANDBOOK-CLIMAS-F1-Contact sheet	Spreadsheet
Action list	Spreadsheet which contains all information regarding the work plan of the project	HANDBOOK-CLIMAS-F2-Action list	Spreadsheet
Template for the internal semester project activities reporting	Template (.docx) for provision of input regarding the semester activity of each partner (internal reporting).	HANDBOOK-CLIMAS-F3 - reporting	Document
Template for the internal semester project financial reporting	Spreadsheet which contains information regarding the financial details of the project (budget, person months per partner, etc.).	HANDBOOK - CLIMAS-F4 - Financial reporting	Spreadsheet
Deliverable Template	Template (.docx) for project documents and deliverables.	HANDBOOK-CLIMAS-F5 - Deliverable template	Document
Quality Review Form	Template (.docx) for providing quality review results, comments, etc.	HANDBOOK-CLIMAS-F6 - Quality Review	Document
Deliverable Quality Reviewers	Spreadsheet listing the quality reviewers of each deliverable.	HANDBOOK-CLIMAS-F7 - Reviewers	Spreadsheet