



worm

**Waste in humanitarian Operations:
Reduction and Minimisation**

D9.1 Project management handbook

Date of delivery – 31/03/2024

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LIST OF ACRONYMS

ACRONYM	FULL NAME
D	Deliverable
DCE	Dissemination, communication and exploitation
DoA	Description of action
EC	European Commission
GA	General assembly
KOM	Kick-off meeting
KPI	Key performance indicator(s)
MS	Milestone
PDCE	Plan for dissemination, communication and exploitation
PO	Project officer
WP	Work package
WPL	Work package lead(er)

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BACKGROUND ABOUT THE WORM PROJECT

WORM aims to design guidelines and support actions for circular economy in the humanitarian sector. It integrates bio-based technological solutions, leverages procurement for waste reduction, improves waste management methods and prioritises the sustainable livelihoods of waste pickers. WORM focuses on two selected settings: field hospital deployments and humanitarian livelihood programmes with a waste picking component. Following a collaborative and multi-actor approach, WORM brings together medical and humanitarian organisations, procurement service providers, logistics providers, waste management services and academic partners.

EXECUTIVE SUMMARY

This document is a deliverable of the WORM Project, funded under the European Union's Horizon Europe research and innovation programme under the grant agreement No 101135392.

The aim of this document is to serve as a project management handbook for WORM. This Project Management Handbook describes the management and collaboration structure within the WORM project. It further outlines the project's principles of project management, quality plan, as well as contingency plans for scientific, technical, management, and ethical risks.

NON-TECHNICAL SUMMARY

This is WORM's project management handbook. It introduces the project, its structure, scope, working methods, meeting structures, and dissemination formats.



Introduction

This document describes the project management and collaboration plans within the WORM project and provides information on the tools to be used. It shall support the consortium to facilitate the collaboration between WORM parties and to ensure that EC requirements are fulfilled.

In addition to the Project Management Handbook, WORM will be guided by other reference documents, which define the objectives, the work programme, and the operational procedures:

- The Grant Agreement including its Annex I (Description of Action)
- The Consortium Agreement
- Data Management Plan (D9.2)
- Plan for dissemination, communication, and exploitation (D7.1)
- Guidance documents provided by the European Commission

The Grant Agreement and Consortium Agreement supersede this project management handbook and lay out minimum requirements in deadlines, procedural measures, meeting frequencies, as well as the relevant court of law and procedures for any disputes and following up of non-compliance. The Project Management Handbook as a living document will be updated and enriched as the project evolves.

The WORM consortium includes ten beneficiaries (also “partners”) and is complemented by six associate partners (APs) and an additional advisory board member. Beneficiaries and associate partners together are referred to as “parties” as also outlined in the WORM consortium agreement.

Project overview

WORM consists of 11 work packages (WPs), of which WPs 1-6 focus on research, WPs 7 & 8 on communication and dissemination, WPs 9 & 10 on project management, and WP 11 on ethics.

Project breakdown structure

Research in WORM is grouped in WPs 1-6. WP1 focuses on scoping and assessment, WP2 on procurement, WP3 on innovation, WP4 on waste management at field hospitals, WP5 on recycling and waste management at field hospitals, and WP6 on mitigation and livelihoods. FIGURE 1 shows the interrelations of these WPs. The full description of the WPs can be found in the Description of the Action (DoA) – Annex I to the Grant Agreement.

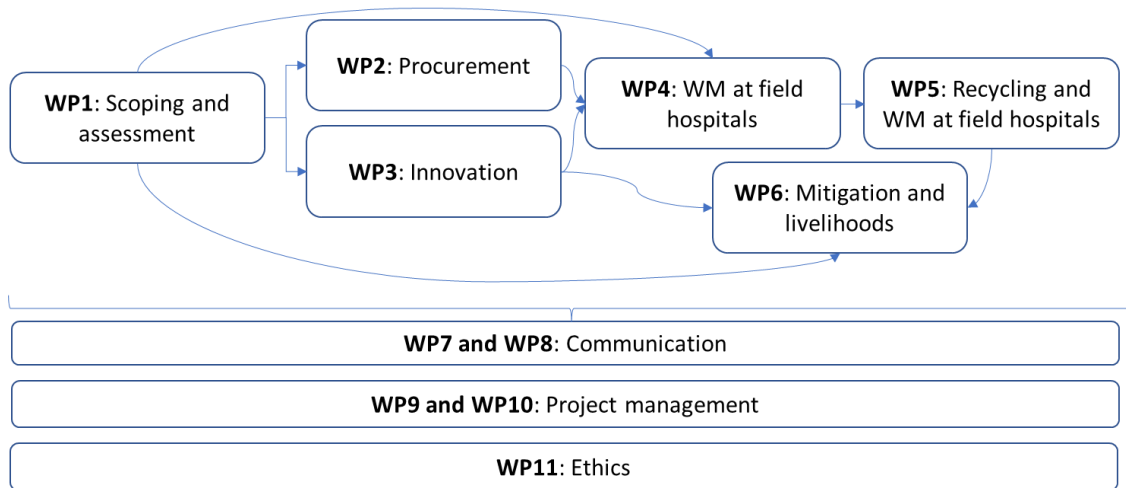


FIGURE 1: WORM Pert chart

WPs 7-11 support the research in WPs 1-6. Of these, WPs 9 & 10 are directly related to project management, with this deliverable (D9.1) being the first one in task 9.1 (T9.1) in WP9. WP11 is somewhat separate from the work in WORM, since it comprises the reviews of an external ethics advisor to the project.

Project schedule

The WORM project has a duration of 24 months starting from Jan 1, 2024. There are two interim periods within these 24 months. WPs 1-4 are carried out in the first interim period of the project (Jan 1 – Dec 31, 2024), while WPs 6 and 7 will commence somewhat later, and end in the second and thereby final period of the project (by Dec 31, 2025). FIGURE 2 shows the schedule of the entire project including the separation in interim periods, and the deadlines of specific deliverables (D) and milestones (MS). Notably, WP11’s schedule is somewhat separate since it is a review by an external ethics advisor that is carried out during interim and final reporting periods.

Task lead	Year 1												Year 2											
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24
WP1 T1.1 Hanken					MS1.1-1.3	D1.1																		
WP1 T1.2 KLU												D1.2, D1.3												
WP1 T1.3 Hanken												D1.4												
WP1 T1.4 RMIT												D1.5												
WP2 T2.1 KLU					MS2.1			D2.1																
WP2 T2.2 Solvoz												MS2.2												
WP2 T2.3 Solvoz												D2.2												
WP3 T3.1 RMIT																								
WP3 T3.2 Innovation Norge												D3.1												
WP4 T4.1 PSA																								
WP4 T4.2 RMIT												D4.1												
WP4 T4.2 RMIT												D4.2												
WP5 T5.1 Hanken																								D5.1
WP5 T5.2 Hanken																								D5.2
WP5 T5.3 Solvoz																								
WP6 T6.1 KLU																								MS6.1
WP6 T6.2 KLU																								D6.1
WP6 T6.2 KLU																								D6.2
WP7 T7.1 EURO																								
WP7 T7.2 EURO																								
WP7 T7.3 EURO												MS7.1												
WP7 T7.3 EURO												D7.1												
WP7 T7.3 EURO												D7.2												
WP7 T7.3 EURO												D7.3												
WP8 T8.1 EURO																								
WP8 T8.2 EURO																								
WP8 T8.3 PSA																								D8.1
WP8 T8.3 PSA																								D8.2
WP8 T8.3 PSA																								MS8.1
WP9 T9.1 Hanken																								
WP9 T9.2 Hanken																								
WP9 T9.3 Hanken																								
WP9 T9.4 Hanken																								
WP10 T10.1 Hanken																								
WP10 T10.2 Hanken																								
WP10 T10.3 Hanken																								D10.1

FIGURE 2: WORM Gantt chart (WP1-WP10)

All project events are linked to the 24-month timeline by an Mx number (M1-M24). Deliverables are expected no later than the last day of the month that a deadline is set in.



Project review cycles are set as follows:

- *Internal deliverable reviews* are organised prior to deliverable submission. Internal reviewers are selected from an organisation that is not the task leader of that particular deliverable. They receive a final draft of the deliverable the latest three weeks prior to deliverable deadline and reserve a week for giving their reviewer comments, as for also revisions to be fully implemented before a deliverable being submitted.
- *Internal project reviews* are performed twice a year at general assembly (GA) meetings, where work package leaders (WPL) present the content and progress of their WPs against the project schedule. Any necessary actions to keep content and schedules on track are agreed on in the GA meetings. The EC or their reviewers do not attend these meetings. Presentations and minutes shall be stored on the WORM collaborate workplace on Sharepoint/MS Teams.
- *Contractual reviews* have the same purpose as the internal reviews. However, the EC reviewers attend these and the project coordinator is required to present the progress of the project in terms of the work breakdown structure as well as the organisation breakdown structure. Contractual reviews will take place at the end of each reporting period. The review will be performed by independent experts appointed by the EC.
- *Ethical reviews* are carried out by an external ethics advisor. They follow the WORM project, with specific deliverables being submitted during the project reporting periods after each interim period of the project.

Management structure and decision-making guidelines

The WORM consortium includes ten beneficiaries (also “partners”) and is complemented by six associate partners (APs) and an additional advisory board member. Beneficiaries and associate partners together are referred to as “parties” as also outlined in the WORM consortium agreement. All beneficiaries and associate partners together form the WORM consortium.

FIGURE 3 shows an overview of the WORM Organisational Structure and the link with the EC.

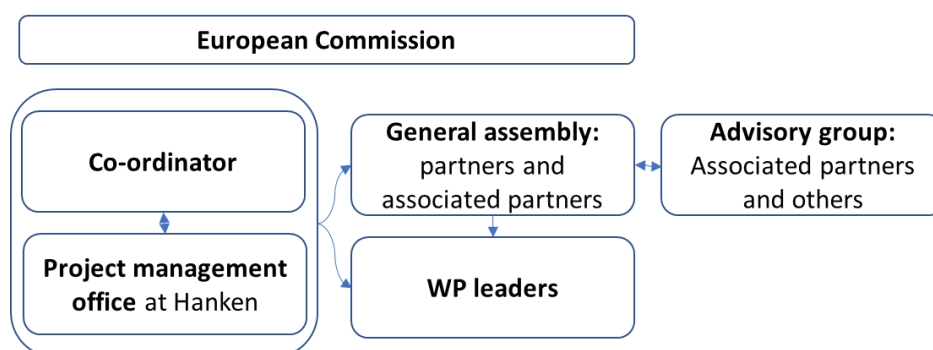


FIGURE 3: **WORM organisational structure**

The General Assembly is the decision-making body of the consortium.

The co-ordinator is the legal entity acting as the intermediary between the parties and the granting authority. The co-ordinator shall, in addition to its responsibilities as a party, perform the tasks assigned to it as described in the Grant Agreement and the Consortium Agreement.

The Project Management Office assists the general assembly and the co-ordinator.

The WORM management structure is designed to:

- Ensure timely and qualitative achievement of the project objectives and co-ordinate at the consortium level the activities of the consortium,
- Provide decision-making, quality control and conflict resolution mechanisms to support the project's consortium and its evolution and co-ordinate the interface with the EC,
- Provide timely and efficient financial and administrative co-ordination of the project, and
- Support project activities, especially those that need a strong co-ordination, such as dissemination activities.

WORM's organisational structure distinguishes between three levels:

- Decision-making: contractual issues regarding the Consortium Agreement, changes in the project consortium plan, the consortium structure, etc.
- Operational management: implementation of decisions taken by the decision-making bodies, co-ordination of work packages, co-ordination of reporting tasks, financial and administrative management, provision of logistics for consortium operations, etc.
- Advisory and assessment: advising the decision-making bodies on the project progress, dissemination and exploitations, IPR, ethical issues, etc.

The members and role of each of the entities that have a decision-making or management function in WORM are described in detail in the following sections.

Decision-making entities

Since WORM is a rather small project, the general assembly takes the role of an executive board at the same time.

General assembly

The WORM general assembly (GA) is the highest decision-making body of the project. As outlined in the WORM consortium agreement, the general assembly consists of one representative from each party, i.e. from each beneficiary and each associate partner. Each of these appoint one representative to the GA. They may also appoint a substitute to attend and vote at any GA meeting. The co-ordinator chairs all GA meetings.

The GA is a formal decision-making body of the project for any issue concerning the operation of the consortium. Each beneficiary and associated partner has nominated a particular person

to be their representative in the general assembly. The following decisions shall be taken by the General Assembly (see also the Consortium Agreement for reference):

- Content, finances and intellectual property rights
 - Proposals for changes to the Grant Agreement and its Annexes to be agreed by the Funding Authority
 - Changes to the Consortium Agreement
- Evolution of the consortium
 - Entry of a new Party to the project and approval of the settlement on the conditions of the accession of such a new Party
 - Withdrawal of a Party from the Project and the approval of the settlement on the conditions of the withdrawal
 - Proposal to the Granting Authority for a change of the Co-ordinator
 - Proposal to the Granting Authority for suspension of all or part of the Project
 - Proposal to the Granting Authority for termination of the Project and the Consortium Agreement
- Breach, defaulting party status and litigation
 - Identification of a breach by a Party of its obligations under this Consortium Agreement or the Grant Agreement
 - Declaration of a Party to be a Defaulting Party
 - Remedies to be performed by a Defaulting Party
 - Termination of a Defaulting Party's participation in the consortium and measures relating thereto
 - Steps to be taken for litigation purposes and the coverage of litigation costs in case of joint claims of the parties of the consortium against a Party

The general assembly is also responsible for the overall strategic and technical management of the project. The GA provides the political and strategic steering and orientation of the project and decides on strategic / technical roadmaps and co-ordination.

GA meetings

The GA convenes at least five times over the course of the project. The first meeting takes place at the kick-off meeting, after which there are two ordinary meetings per year. These are co-timed and located with other e.g. stakeholder events. GA meetings are called by the co-ordinator (the chair of the meeting), no later than 14 calendar days prior to the ordinary meeting along with sending out an agenda. Agenda items can be requested to be added by any of the GA members up till 7 days prior to the meeting.

Extraordinary meetings can be called in upon request of any GA member. These are called in 7 days in advance, and agenda items can be added to them up to 2 days prior to the meeting.

During a meeting, agenda items can be added if the present GA members unanimously agree so. Minutes are uploaded to Sharepoint (MS Teams folder) 10 days after ordinary or extraordinary meetings, and accepted if no objections have been received 15 days after that. Decisions are binding once the relevant part of the minutes have been accepted.

Decisions can also be made without a meeting as outlined in the Consortium Agreement. In such cases the co-ordinator circulates a suggested decision to GA members and the decision is adopted if at least 51% of those with a vote agree to the suggestion.

Voting and quora

Each WORM party (beneficiary and associate partner) is represented by one person on the GA. Each such member of the GA has one vote. Quorum is achieved when at least 2/3 of GA members are present. Any defaulting party may not vote. Decisions are taken by a 2/3 majority of cast votes.

While both beneficiaries and associate partners are part of the GA, associate partners are excluded from voting and vetoing the following decisions of the GA and are not counted towards any respective quorum in these decisions:

- Financial changes to the Consortium Plan
- Distribution of EU contribution among the Beneficiaries
- Proposals for changes to Annex 2 of the Grant Agreement to be agreed by the Granting Authority
- Decisions related to excess payments

Veto rights and procedures are outlined in the Consortium Agreement as follows:

- A Party which can show that its own work, time for performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by a decision of the General Assembly may exercise a veto with respect to the corresponding decision or relevant part of the decision.
- When the decision is foreseen on the original agenda, a Party may only veto such a decision during the meeting.
- When a decision has been taken on a new item added to the agenda before or during the meeting, a Party may veto such decision during the meeting or within 15 calendar days after receipt of the draft minutes of the meeting.
- When a decision has been taken without a meeting a Party may veto such decision within 15 calendar days after receipt of the written notice by the chairperson of the outcome of the vote.
- In case of exercise of veto, the Parties shall make every effort to resolve the matter which occasioned the veto to the general satisfaction of all Parties.
- A Party may neither veto decisions relating to its identification to be in breach of its obligations nor to its identification as a Defaulting Party. The Defaulting Party may not veto decisions relating to its participation and termination in the consortium or the consequences of them.
- A Party requesting to leave the consortium may not veto decisions relating thereto.

Operational entities

WORM co-ordinator

The project's principal investigator Gyöngyi Kovács (Hanken) is also the WORM co-ordinator. The co-ordinator acts as the single interface between the WORM consortium and the EC. The co-ordinator will work with the support of WPLs to ensure that the research will be performed in a timely manner. The co-ordinator is responsible for the following tasks, which it will execute with the support of the Project Management Office:

- Monitoring compliance by the Parties with their obligations,
- Collecting, reviewing to verify consistency and submitting reports, other deliverables (including financial statements and related certification) and specific requested documents to the Granting Authority,
- Preparing the meetings, proposing decisions and preparing the agenda of General Assembly meetings, chairing the meetings, preparing the minutes of the meetings and monitoring the implementation of decisions taken at meetings,
- Transmitting promptly documents and information connected with the Project to any other Party concerned,
- Administering the financial contribution of the Granting Authority and fulfilling the financial tasks in accordance with the Grant Agreement, and
- Providing, upon request, the Parties with official copies or originals of documents that are in the sole possession of the Co-ordinator when such copies or originals are necessary for the Parties to present claims.

If one or more of the Parties is late in submission of any Project deliverable, the Co-ordinator may nevertheless submit the other Parties' Project deliverables and all other documents required by the Grant Agreement to the Granting Authority in time.

Furthermore, the project management office at Hanken together with the co-ordinator oversees the technical and scientific co-ordination of the project. This includes

- Ensuring the flow of project information and documents between the parties,
- Monitoring of progress of research carried out in the WPs, the results and the necessary changes to the project definition and work plan as a result of those findings, according to project milestones
- Maintaining and following-up the work plan, progress monitoring, identifying and handling troubleshooting of technical or organisational problems, co-ordinating strategic and technical meetings,
- Preparing the required reports and (if and as required) proposals for changes in the project strategy for implementation for adoption by the GA,
- Evaluating the content of deliverables and publications produced by the project, including assessing of progress reports and deliverables,
- Establishing relationship with other projects in the same or related research fields, and
- Monitoring of the general scientific evolution outside of the consortium at European and international level as compared to the objectives and targets.



The project management office at Hanken provides operational assistance to the co-ordinator and supports the co-ordinator with day-to-day operational tasks, including:

- Assisting the co-ordinator in the financial management with the collection of information from the parties, the consolidation of management reports, , the consolidation of financial summary sheets and maintaining financial records,
- Keeping the address and mailing list of the consortium and other contact persons updated and available,
- Preparing periodic reports and documents and archiving all project related documents,
- Providing support for GA meetings (planning, preparation, meeting logistics, minutes),
- Providing ICT tools that facilitate remote collaboration, communication and co-ordination, such as a web-based private virtual workspace, electronic archives, web-and/or teleconferencing services,
- Assisting individual parties on administrative issues,
- Organising and managing project processes (decisions, voting, deliverables, reporting), and
- Supporting the quality management of the project.

WP and task leaders

Each WP has an appointed WP lead (WPL) and also co-lead, and task leaders who will be responsible for coordinating the activities within their WP and tasks. WPLs and co-leads execute the decisions of the GA and monitor the effective and efficient implementation of the project. WPLs and co-leads are responsible for:

- Co-ordinating activities and continuously monitoring the progress of the task participants,
- Communicating with other WPs to validate input from, or to provide contributions to the other WPs,
- Ensuring that milestones and deliverables of the task are fulfilled,
- Providing progress reports on their WPs at GA meetings,
- Arranging, if needed, special meetings to determine suitable measures to be taken,
- Reporting on their work package in interim and final reports.

WPLs will be assisted in their role by the task leaders who will monitor and report on the activities and difficulties that may arise in their tasks. Task leaders will execute various tasks related to research, data collection and reporting.

Table 1: WORM WP leaders

Work package	WP lead Person (organisation)	WP co-lead Person (organisation)
WP1 Scoping and assessment	Hanken School of Economics	RMIT

WP2 Procurement	Solvoz	KLU
WP3 Innovation	Innovasjon Norge	RMIT
WP4 WM at field hospitals	RMIT	PSA
WP5 Recycling and WM at field hospitals	Hanken	IMC
WP6 Mitigation and livelihoods	KLU	PSA
WP7 & WP8 Communication	Euronovia	Hanken
WP9 & WP10 Project management	Hanken	Hanken
WP11 Ethics	Hanken External ethics advisor	N/A

Conflict resolution

Conflicts should be resolved at the appropriate level within the project structure. The escalation of issues is only expected when a suitable solution cannot be found among the parties at a given level or when the implications of the conflict potentially impact the project objectives, schedule or budget at a higher level.

For technical issues:

- Conflicts within a task should be resolved by the task leader or escalated to the WPL.
- Conflicts between or within work packages should be resolved by the WPL(s) or escalated to the co-ordinator.

For contractual issues:

- Difficulties of a party, or conflicts between parties should be addressed to the co-ordinator.
- The co-ordinator, in consultation with the GA, will escalate up to the EC depending on its severity and the implications for the project.

Unless the project management office or the co-ordinator is party to the conflict, the co-ordinator will manage the conflict resolution process at the aforementioned levels. Otherwise, the GA will nominate a third party to manage the conflict resolution process. As specified in the Consortium Agreement, the project is governed by the laws of Belgium excluding its conflict of law provisions.

Advisory group

The WORM advisory group consists of WORM’s associate partners and a representative of the WREC projects. Associate partners are representatives of various networks and platforms that are relevant to the content and objectives of the project, and liaise between WORM and these networks. In particular, the advisory group

- Supports the strategic orientation of WORM,
- Advises on the approaches taken in WORM,
- Liaises with a wider stakeholder group, and
- Supports the effective communication and dissemination of the project.

Document management guidelines

During the WORM project and its reporting cycles, various project management documents will be produced, such as:

- Presentations,
- Contractual documents,
- Meeting agendas,
- Meeting minutes (including action list),
- Reports,
- Consent forms,
- Timelines, and
- Other.

Document templates are made available on the WORM Sharepoint on MS Teams.

Document leaders and reviews

Even if a document contains contributions from many parties, it should have one leader who leads the production of the document within the timeframe established, specifying the content, obtaining commitments for the required contributions, and getting agreement on the draft to be approved.

Document leaders, contributors, reviewers and validators are defined as in Table 2.

Table 2: Document leaders

Type of document	Document leader	Contributors	Internal reviewer	Validator
Deliverable	Representative of the beneficiary identified as	Representatives of all parties as identified as	Representative of a party that is not leading the document	Representative of the beneficiary identified as

	deliverable leader in the DoA	contributors in the DoA		task leader in the DoA
Periodic reports and administrative documents to the EC	Representative of the project management office	All parties	N/A	Co-ordinator
Other documents	WPL / Representatives of task leaders as identified in the DoA	Representatives of task contributors as per DoA	N/A	WPL / Representatives of task leaders as identified in the DoA

- Document leaders and validators can be the same if the deliverable leader and task leader are the same organisation in the DoA.
- Contributors to all deliverables are identified in the DoA. All parties are contributors to periodic and financial reports to ensure that their contributions are reflected adequately.
- Internal reviewers are selected from parties that have not been leading the document. Where possible, they are from parties that have also not been contributing to it.
- Validators not only go through the final document but are also responsible for uploading it on time to the EC platform and to alert the co-ordinator to submit the document on the platform.

The official documents that need to be sent to the EC (e.g. deliverables, periodic reports) require contributions from many parties and the commitment to firm deadlines. For the production of such documents, a draft document indicating the required contributions will be produced and uploaded to the WORM Sharepoint by the Deliverable Leader (for deliverables) and by the project management office (for periodic reports). For each section, the names of expected contributors are given who will work on the section until completion.

To avoid jeopardising EC payments and the overall Grant Agreement, it is crucial that all contributors respect the deadlines indicated.

A list of WPLs, task leads and deliverable leaders is maintained on the WORM Sharepoint. Internal deliverable reviews follow the times as indicated in the project schedule.

Document language

The contractual language of the project is English (UK). All exchanges of information and documentation must be provided in English to other parties and the EC.

When many contributors from various countries contribute to the same document, the style and vocabulary of the final document can be heterogeneous. A careful check by the document



leader is expected, in particular for deliverables and reports which will be submitted to the EC and for documents which will have a wide dissemination.

Level of confidentiality and dissemination

By default, each document created within WORM is considered Confidential (CO: only for members of the Consortium – including the EC services), unless otherwise specified. Legal mentions, references to the project name and number, the funding acknowledgment, and project logos are included in the document templates and should not be removed.

The list of deliverables in the Grant Agreement Annex 1 also specifies their type and dissemination level. Both are to be noted in accordance with that list in the beginning of each deliverable. There are three types of documents in WORM: document/report (R), data management plan (DMP), and ethics (ETHICS). Two dissemination levels apply to deliverables as defined by the EC: public (PU), or sensitive (SEN).

Document coding

Each document must be identified with a unique filing code, regardless of the document title, file names and referencing conventions that each party might use in local archives.

For deliverables, the file name must start with WORM and contain the following elements as a minimum:

- WORM-Dnumber_Short-Title_VersionNumber
- Example: WORM-D9.1 project management handbook v1.0.pdf

The WORM Sharepoint is set up to automatically save revisions, and it is paramount that people adding to the document also note their names and what they have altered in the revision table in the beginning of the document. New release numbers are used for major changes only.

For all other project documents, the file name must start with WORM and contain the following elements as a minimum:

WORM-Title_ReleaseNumber

Example: WORM-kick off agenda 25.1.2024

Where:

- WORM: the project acronym
- Kick-off agenda: title of document
- 25.1.2024: release number / date

WORM collaborative workspace

WORM uses a secure collaborative workspace on Sharepoint with an interface through MS Teams to facilitate the co-operation between parties and co-ordinate tasks ([WORM - EU Project | General | Microsoft Teams](#)).

All WORM parties (beneficiaries, associate partners, advisory board members) identified through the contact list at project launch were granted with an access. Additional credentials can be provided by the project management office. To request access, an email should be sent to humlog@hanken.fi with contact details and role(s) in the project.

Document archives

The WORM Sharepoint is set up with a file structure that reflects the WP and tasks in the project. It also serves as the project archive by storing copies of all officially distributed documents:

- Contracts
- Deliverables
- Working documents
- Meeting documents
- Periodic reports (contractual and internal)
- Financial statements

The project management office administers the project archive and keeps track of all official releases of WORM documents. WORM parties are responsible for uploading documents on the WORM Sharepoint directly (preferred) or sending electronic copies of the documents to the project management office (backup).

Considering that WORM and its parties may be subject to a review or an audit by the European Commission up to two years after the payment of the balance, they are strongly advised to keep internal records of information relating to their involvement in the project. Typically, copies of deliverables and minutes of meetings are needed to justify effort spent and travel costs.

E-mails

The WORM Sharepoint has a communication function as well, which is preferred to sending e-mails. If e-mails need to be sent, they should

- Start the subject of all project-related email by the word "WORM",
- Be sent only to the people who are directly concerned with the subject,
- In case this is needed, specifically request that recipients acknowledge receipt,
- If an action is requested, ensure that the deadline for response is provided.



The identification of confidentiality and dissemination level has the aim of indicating clearly to the parties who is authorised to receive and read the document, as to handle the document with the appropriate care. It has no direct implication regarding the use of specific protocols and tools to protect the document content.

Deliverable guidelines

It is in the interest of all parties that deliverables are of high quality, on time, and in the required format. If deliverables are late and/or rejected by the EC, the consortium may be asked to perform rework and the payment of financial statements may be delayed.

The WORM consortium is contractually bound to submit to the EC the deliverables listed in the list of deliverables table in Annex I to the Grant Agreement within the specified timeframe. That table indicates the following information for each deliverable:

- Deliverable number,
- Deliverable name,
- Work package number the deliverable pertains to,
- Lead beneficiary, i.e. the party to name a deliverable lead for this deliverable,
- Type of deliverable,
- Dissemination level, and
- Deliverable due date (month).

In case planned deliverable needs to be re-defined, suppressed or merge with another deliverables, an explanation note should be sent by the co-ordinator to the project officer (PO at the EC) and, once the authorisation of the PO is obtained, the change can be implemented. NB! Any such changes require amendment requests and thereby a lengthy process to be implemented, and should thereby be avoided if possible.

Templates

WORM document templates are available on the WORM Sharepoint under the material from Task 7.1 ([WORM>General>02 Project phase>02 Work Packages>WP 07>Task 7.1](#)). They contain instructions for their use and provide a common identity to the project. Templates are updated as needed by the WP7 & WP8 leader in consultation with the project management office.

The templates must be used by all participants for all project documents. This standardisation ensures that the confidentiality and use disclaimers are included in all project documents and facilitates readability.

Deliverable quality

Deliverables should have an agreed purpose, demonstrate innovative work and reflect the allocated person-months of the activities and results being described. Both the content and



the form of the deliverable will be reviewed before sent to the EC to allow for, feedback, proof reading and updates. Special attention should be paid to:

- **Content:** The purpose is to check that the scientific content is of professional quality, reflects the work done and meets the expectations. Criteria will relate to the completeness of the description, levels of details, technical correctness, references, etc.
- **Form:** The purpose is to check that the deliverable development and validation process defined in this document and the recommendations made in the Documentation – Communication Guidelines have been properly implemented.

Deliverable production

All deliverables should be produced in a professional manner with a technical and scientific quality at least equal to material otherwise produced by your organisation.

The deliverable template shall be used for all deliverables. When feasible, ‘Other’ material should be presented with at least the deliverable template cover pages. The ‘other’ material should be accompanied with sufficient detail and documentation to demonstrate compliance with the expectations and allow the end user to perform their follow-on activities.

All deliverables should be produced, reviewed and validated as described in Table 2.

Information related to the level of confidentiality and dissemination is already mentioned in document management guidelines.

The status of the deliverables will be updated online on the WORM Sharepoint, where they also will be stored.

Formal acceptance of a deliverable by the EC corresponds to the terms of the Grant Agreement within 60 days after submission pending a final approval at a project review or audit.

EC participant portal

The Participant Portal is the European Commission online tool for administration of EU-funded research and innovation projects and hosts the services for managing Horizon Europe proposals and projects throughout their lifecycle.

Access to the Participant Portal is controlled by the European Commission Authentication Service (ECAS). Click “login” to request a password. Access to WORM on the Participant Portal is controlled by the project management office who nominates “participant contacts” at each organisation. The participant contacts can nominate additional persons within their organisation who can then access WORM information, and their own organisation’s forms for contractual reporting purposes. Assistance is available through the Participant Portal FAQ and the WORM project management office.



Each organisation's Legal Entity Authorised Representative (LEAR), as identified in the Grant Agreement is responsible for keeping their organisation's legal and financial data up to date in the Participant Portal. If an organisation changes legal name, address, ownership, etc., this information must be updated directly in the Participant Portal by the LEAR. Please notify the project management office as well of any legal changes at your organisation as soon as possible because such changes can impact contractual reporting and/or contract amendments.

Financial reporting

The financial reporting is done via the Participant Portal as part of the contractual reporting due at the end of each period (every 12 months, See ARTICLE 21 — REPORTING — PAYMENT REQUESTS in the Grant Agreement). The project management office will issue financial reporting guidelines specific to WORM toward the end of each reporting period. An information session to all beneficiaries on the financial reporting for lump sum projects has been held on 25.3.2024, and is also available on the WORM Teams platform.

Updates in the Participant Portal

Deliverables, technical and financial reports are submitted through the EC's Participant Portal. WPLs can upload deliverables directly but only the co-ordinator can submit them.

The Participant Portal is also the main communication tool between the EC and WORM. Content-related communication, amendment requests etc. go through the WORM project management office and co-ordinator, and the EC's project officer before they are launched in the portal.

The Participant Portal is also used for updates on

- WORM-related personnel (esp. names and categories of researchers, gender split),
- Risk register,
- Keeping track of milestones and deliverables,
- Updates to various elements of the project (abstract, public description etc.).

Dissemination guidelines

Communication and dissemination of a Horizon Europe project is an integral part of bringing the research and innovation to as many relevant people as possible. WORM being a co-ordination and support action (CSA type project), even more emphasis is placed on communication, dissemination, outreach and exploitation.

Dissemination, communication, exploitation, engagement and outreach activities are essential for WORM to achieve its goals. To ensure that these activities are mutually reinforcing and complementary, they have all been grouped into WP7 and WP8 to which all consortium participants contribute. WP7 covers the first phase of the project (M1-M12), and WP8 the

second phase (M13-M24). They implement the Plan for Dissemination, Communication and Exploitation (PDCE), which will integrate outreach and engagement activities. The PDCE will:

- Present the strategy for DCE;
- Identify target groups;
- List the channels to be used to implement the strategy and meet the objectives of the project;
- Present a schedule of the actions throughout the project duration; and
- Define and monitor a series of Key Performance Indicators (KPIs) to assess the success of the implementation.

A specific plan for dissemination, communication and exploitation (PDCE) is compiled for deliverable D7.1 (M6), with mid-term reports in D7.3 (M12) and a final report in D8.2 (M24).

Communication and dissemination plan

An effective and clear pathway to communicate and outreach in a timely, accurate and coordinated approach the project findings and outputs will be developed and updated, if needed, during the project. The aim is to

- Facilitate the engagement of the key target stakeholders in the different activities (WPs) of the project,
- Reach new end-users, and
- Actively communicate about results, benefits and impacts of WORM.

Messages and activities will be tailored to the different interest groups and stakeholders in order to meet the expected results and outcomes of the project and amplify the impact and visibility of the project's achievements. A set of communication materials will be produced between M1 and M3 to be used by all parties in all WPs to ensure a strong and consistent presentation of the project to stakeholders and interested parties. The WORM website will present the project objectives and expected outcomes with the content provided by all parties, in addition to regular updates, public deliverables, dissemination materials, upcoming events, and other information interesting for stakeholders. An established social media profile (such as LinkedIn) will be utilised to promote project outcomes to professional and public networks. A bi-annual newsletter will incorporate project news. Press releases will also be published at important milestones of the project.

The communication of project relating information to persons outside the WORM project itself is referred to as "Dissemination". The main objectives for communication and dissemination are to raise interest about the project and maintain an ongoing dialogue with potential interest groups and stakeholders. Following the generation of WORM results and outputs, DCE activities will be focused primarily on WORM's end users, their suppliers and their local implementing partners, waste management partners, and relevant local stakeholders. This will be done by regular exchanges, public consultations, bilateral discussions, mutual invitations, participation in events/workshops. WORM parties involvement in the different projects,



forums, and initiatives should be considered as a key asset to connect with their activities and agenda and align on priorities. The WORM team will participate in practitioner events (e.g. HNPW, AidEx, European Humanitarian Forum, Dubai International Humanitarian Aid and Development, Africa Supply Chain in Action Conference, IFRC ERU working groups, Global Logistics Cluster, Global WASH Cluster, and Health Cluster meetings) and academic conferences, (e.g. EurOMA, EURO, African Logistics Conference, Health and Humanitarian Logistics, International Conference on Logistics & Transport, African Conference on Operations and Supply Chain Management) to present the results of the project and publish min. 2 scientific papers in well-known peer-reviewed journals (environmental management and operations management journals). WORM engages with its sister project(s) from the call to find synergies, exchange good practices, and provide evidence for EU policy documents. WORM's deliverables include policy recommendations, policy briefs, guidelines, strategies, but also case reports with societal impact cases and teaching cases. Towards the end of the project, the focus will be oriented towards showing the major achievements from the project and presenting the final results.

Dissemination of project results

During the Project and for a period of 1 year after the end of the Project, the dissemination of own Results by one or several Parties including but not restricted to publications and presentations, shall be governed by the procedure of Article 17.4 of the Grant Agreement and its Annex 5, Section Dissemination, subject to the following provisions.

Prior notice of any planned publication shall be given to the other parties at least 45 calendar days before the publication. Any objection to the planned publication shall be made in accordance with the Grant Agreement by written notice to the co-ordinator and to the party or parties proposing the dissemination within 30 calendar days after receipt of the notice. If no objection is made within the time limit stated above, the publication is permitted. Objection processes are guided by the Consortium Agreement.

Project level dissemination material will be regularly collected/created by WP7 & WP8 and made available on the WORM Sharepoint for use by all parties. General dissemination material will be prepared within WP7 & WP8.

References and visuals

Any publicity, including at a conference or seminar or any type of information or promotional material (poster, presentation etc.), must display the following visuals, EU emblem and WORM logo.

Communication activities of the beneficiaries related to the action (including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by the grant must acknowledge the EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate):





**Funded by the
European Union**

The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands or text. Apart from the emblem, no other visual identity or logo may be used to highlight the EU support. When displayed in association with the WORM logo or other logos, the emblem must be displayed at least as prominently and visibly as the other logos.

Any communication or dissemination activity related to the action must use factually accurate information.

Moreover, it must indicate the following disclaimer (translated into local languages where appropriate):

“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Commission. Neither the European Union nor the granting authority can be held responsible for them.”

The following logo has been approved as the official project logo and is available for download on the WORM Sharepoint:



Conference participation

Parties who intend to participate to conferences and thereby charge the costs to WORM, should ensure that they reserve enough travel budget for their obligations to attend GA meetings. All conference and meeting participation is to be reported to the project management office and included in the relevant deliverables.

Contractual rules

All EC documents and guidelines are available at
<http://ec.europa.eu/research/participants/portal/desktop/en/home.html>

Periodic progress reporting

The project management office co-ordinates the input to joint reports including the technical and financial reporting for the interim report and the final report. These are both due and need to be submitted to the EC 60 days after the end of the reporting period, i.e. in M14 for the interim period, and M26 for the final period.



Each party is obliged to submit their parts of these reports. Beneficiaries (partners) also need to upload their financial reports directly in the EC's Participant Portal.

The EC payment modalities are described in the Grant Agreement, and further details to payments are outlined in the Consortium Agreement. Both also specify terms and conditions for eligible costs, budgets per party, and rules for subcontracting.

Subcontracting

WORM parties are not authorised to subcontract to other parties of the consortium.

If the need for subcontracting arises during the project execution (with no other solution available), it must be strongly argued and approved by the EC prior to its start. Requests for additional subcontracting should be addressed to the co-ordinator via the project management office mentioning:

- The technical justification for this additional subcontracting,
- The proof that this activity is not a part of the project's core research,
- The process to be used for the award of subcontractors,
- The budget estimation for this subcontracting.

If the co-ordinator sees no objection to the request, she will forward it to the EC for approval. Once approved by the EC, the corresponding sub-contract should be documented in the DoA and included in a Grant Agreement amendment.

Any subcontract must be awarded according to the principles of best value for money (best price-quality ratio), transparency and equal treatment.

Confidentiality

Confidentiality rules apply to WORM as outlined in the section on "level of confidentiality and dissemination" above.

IPR rules

WORM's IPR rules are defined in the Grant Agreement and Consortium Agreement.

Contractual documents

All of WORM's contractual documents are to be found on the WORM Sharepoint. The terms and provisions of the Grant Agreement (and its annexes) and the WORM Consortium Agreement will prevail in the event of any inconsistencies with the information and rules defined in the present document.



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**Waste in humanitarian Operations:
Reduction and Minimisation**



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