



Communities for Sciences

Towards Promoting an Inclusive Approach in Science Education

D1.1 – Project Management and Quality Assurance Manual

Project Acronym	C4S
Project Name	Communities for Science – Towards Promoting an Inclusive Approach in Science Education
Grant Agreement	872104
Start date of the project	01/10/2020
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Other Partner(s) involved	All
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Deliverable lead beneficiary	FUB
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1. Introduction

This deliverable is the main guide for general C4S project coordination and management.

This project management and quality assurance plan mainly serves as a reference for the management of daily activities. It also clarifies the governance structure (responsibilities, tasks, roles, etc.) as well as the managements tools used for the management and administrative coordination of the project.

This document will be updated as required throughout the project.

1.1. Precedence

The general principles for the project execution have been defined in the Grant Agreement, the Description of Action and in the Consortium Agreement provisions. The Project Management and Quality Assurance Manual shall not replace any of the established agreements within the consortium or with the EC, or any of the EC guidelines for the project implementation and documentation.

Where there are any apparent or real inconsistencies between these documents the following order of precedence will be applied:

1. Grant Agreement with European Commission (EC)
2. Consortium Agreement (CA) signed by all beneficiaries
3. Project Management and Quality Assurance Manual [present document]

All these documents are available in the C4S MS-Teams folders.

1.2. Project information

- **Project full title:** Communities for Science – Towards Promoting an Inclusive Approach in Science Education
- **Project acronym:** C4S
- **Grant Agreement (contract) number:** 872104
- **Instrument of funding:**
 - **Funding Authority:** European Commission
 - **Call:** H2020-SwafS-2019-2-two-stage
 - **Topic:** SwafS-20-2018-2019 (Building the SwafS knowledge base)
 - **Type of action:** RIA (Research and Innovation Action)
- **Start date:** 01/10/2020
- **End date:** 30/09/2023
- **Coordinator:** Fundació Universitària del Bages (FUB)
- **Budget (Maximum Grant Amount):** 1.154.516,25€
- **EU Funding:** 100%

The C4S project is composed by 11 partners from 8 European countries. Their names and acronyms are listed in Table 1:



Table 1 C4S Partners

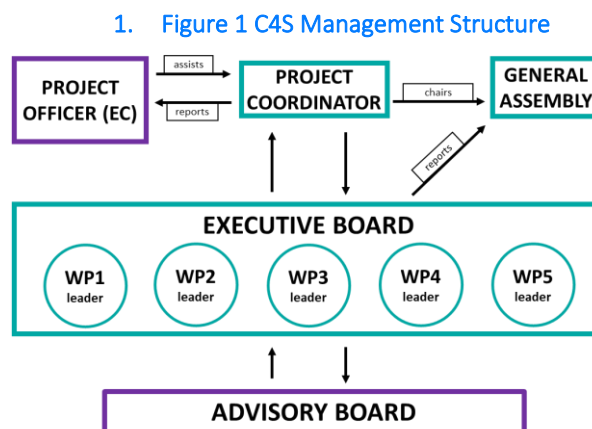
Nº	Acronym	Participant organization name	Country
1 (Coordinator)	FUB	Fundació Universitària del Bages	Spain
2	IB	IB University of Applied Health and Social Sciences	Germany
3	Galileo	Galileo Progetti Nonprofit KFT	Hungary
4	UNIMIB	Universita' Degli Studi di Milano-Bicocca	Italy
5	EUB	Bildungsdirektion fuer Wien	Austria
9	GiocheriaSesto	Comune Di Sesto San Giovanni	Italy
7	EhB	Erasmushogeschool Brussel	Belgium
8	Uvic	Fundació Universitària Balmes	Spain
9	RCE Vienna	Wirtschaftsuniversitat Wien	Austria
10	ULUND	Lunds Universitet	Sweden
11	NBU	New Bulgarian University	Bulgaria

2. Project Organisation

In this section, the main organizational aspects of the project are defined.

2.1. Governance structure

The organisational management structure of the Consortium is composed of several Consortium Bodies (Figure 1). Before the GA signature, the EC introduced a new WP (WP6) with the objective to ensure compliance with Ethics requirements. Given that WP6 has no efforts associated nor budget allocated and is led by the Project Coordinator, in the governance structure below WP6 is assumed within the WP1.



Project Officer (PO): Is the EC representative (Pepa Krasteva) and oversees the overall supervision and representation of the project to the European Commission.

Project Coordinator (PC): *The legal entity acting as the intermediary between the Parties and the Funding Authority. The Coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Grant Agreement and this Consortium Agreement.*

The Project Coordinator is the partner responsible for the global management, coordination, and communication of the whole project. The main tasks of the PC are the following:



- Coordinate and communicate with the European Commission Project Officer and manage all the legal, contractual, financial, and administrative aspects of the C4S Consortium.
- Chair the meetings of the Executive Board and General Assembly.
- Have a general overview and supervise the various Work Packages, General and Specific Objectives ensuring the calendar submissions regarding the deliverables, milestones, and other aspects of the project.
- Supervise that the tasks regarding the Grant Agreement are carried out as agreed, in terms of budget and calendar.
- Support partners in monitoring and reporting the financial reports corresponding to the budget.
- Support the creation and management of the Advisory Board.
- Organise the communication channels required for the appropriate coordination with WP leaders (Executive Board) and with all the partners (General Assembly).
- Provide a risk management and contingency plan to account for all potential situations that could jeopardize the project development.

General Assembly (GA): *As the ultimate decision-making body of the consortium.*

The Consortium General Assembly (GA) includes one senior representative of each institution participating in the Consortium and is the highest body for decision. The Project Coordinator will chair the meetings of the GA and will opt to move to other decision levels some of the issues discussed if convenient or necessary.

Table 2 C4S General Assembly Members

Nº	Name	Participant organization name	Country
1 (Coordinator)	Gabriel Lemkow (IP) Lluïsa Sort	Fundació Universitària del Bages	Spain
2	Sarah Scheer	IB University of Applied Health and Social Sciences	Germany
3	Claudia Piovano	Galileo Progetti Nonprofit KFT	Hungary
4	Luisa Zecca	Universita' Degli Studi di Milano- Bicocca	Italy
5	Wilfried Swoboda	Bildungsdirektion fuer Wien	Austria
9	Alessandro Porcheddu	Comune Di Sesto San Giovanni	Italy
7	Marleen Rosiers	Erasmushogeschool Brussel	Belgium
8	Salvador Simó	Fundació Universitària Balmes	Spain
9	Laura Carlota Hohoff	Wirtschaftsuniversitat Wien	Austria
10	Kristina Orban	Lunds Universitet	Sweden
11	Nadia Koltcheva	New Bulgarian University	Bulgaria

The main GA duties are to:

- Define and maintain the overall project objectives, implementation plans and development of the tasks.
- Evaluate the satisfactory progress of the C4S project and any contingencies occurring within the project development.



- Elaborate the actions required in case of any contingency occurring during the project development
- Approve changes to the Consortium Agreement and contracts.
- Handle defaulting parties and, if required, decide to include new Consortium partners.
- Agree on the reallocation of budget if required.
- Establish the required quality follow-up and procedures.
- Reports on the external communication relations (press, standardization, etc.).
- Coordinate operational matters, including reporting and calls for meetings.
- Supervises that all the RRI aspects of the project are considered and takes any measures to redress these aspects if necessary.

Executive Board (EB): *As the supervisory body for the execution of the Project which shall report to and be accountable to the General Assembly.*

The Executive Board (EB) serves as the primary decision-making body and its main task is to lead the project governance and is constituted by the Project Coordinator and the Work Package leaders. The meetings will be, at least, every 6 months (presential or virtual) to follow the Project development. The EB is the body designated to settle any differences that may arise between the consortium members. The EB will try also to solve the potential conflicts occurring during the project development and take the measures required, if feasible. The members of the EB are described in Table 3.

Table 3 C4S Executive Board Members

WP	WP Topic	Name	Organization
1	Coordination & Management	Gabriel Lemkow (Chair) Lluïsa Sort	FUB
2	RRI & Communities Assessment	Laura Carlota Hohoff	RCE Vienna
3	Hubs Coordination & Transference	Marleen Rosiers	EhB
4	Research Management & Pilots	Luisa Zecca	UNIMIB
5	Communication & Dissemination	Àngels Fusté	FUB

The main EB duties are to:

- Provide the strategic steering and orientation of the project.
- Make decisions related to the scientific/technical elements of the project.
- Make proposals to the GA.
- Propose procedures regarding the review and/or amendment of the Consortium Plan.
- Propose actions to be taken in case of a defaulting partner.
- Propose to suspend all or part of the project or the contract or to ask the EC to terminate the participation of a partner.
- Propose new partners to enter the Consortium.
- Support the Coordinator in preparing meetings with the EC and the required reports.

Work Packages Leaders

The WP leaders will be those responsible for: (1) Monitoring, coordination, and supervision of the activities within the work-package; (2) Collecting, coordinating, and timely submitting the deliverables assigned to the WP. Each WP Leader will report periodically to the Executive Board,



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regarding its progress in the implementation of activities, the main results achieved, problems encountered and the work plan for the next reporting period. The WP Leaders are described in Table 3. The main tasks of the WP Leaders are to:

- Prepare and maintain a work plan for the Work Package.
- Organise regular feedback with the task leaders and project partners involved.
- Regularly report WP progress to the project coordinator.
- Contribute to the content reports as requested by the project management.

External Advisory Board

The Advisory Board (AB) will be set up to provide external analysis and assessment regarding the different RRI (Responsible Research and Innovation) aspects involved in the project as well as in relation to the main aspects related to the vulnerable communities involved. The AB members will be independent experts, with reliable expertise on the issues involved and, if feasible, linked with acknowledged institutions or groups. The AB will be closely working with the corresponding WP, that will decide when to convene the board and when/how to submit the AB feedbacks to the involved partners.

The AB will be created in the beginning of the project. Through D1.2 in month 11, C4S will present a report on the setting up of the Advisory Board, specifying the conditions, criteria and procedures of the AB members selection and their roles during the project life.

2.2. Official Project Meetings

As stated in the Consortium Agreement, the General Assembly will meet at least once a year and the Executive Board at least twice a year. However, considering the minimum meetings described in the CA, we propose to hold four General Assembly meetings during the project lifetime and Executive Board meeting every five months.

Table 4 Planned C4S meetings

WP	Consortium Body	Month	Location
Kick-off meeting	GA	M1	Planned in Manresa (<i>held online due to Covid-19</i>)
1 st Executive Board meeting	EB	M5	Online
2 nd Executive Board meeting	EB	M10	Online
2 nd General Assembly meeting	GA	M13	<i>To be decided</i>
3 rd Executive Board meeting	EB	M15	Online
4 th Executive Board meeting	EB	M20	Online
3 rd General Assembly meeting	GA	M21	<i>To be decided</i>
5 th Executive Board meeting	EB	M25	Online
6 th Executive Board meeting	EB	M30	Online
7 th Executive Board meeting	EB	M34	Online
Final General Assembly meeting	GA	M36	<i>To be decided</i>

The General Assembly meetings are planned to be presential, but given the Covid-19 emergency, the format can be switched to be held on an on-line format. The Executive Board meetings are planned to be online.



The chairperson of a Consortium Body shall produce written minutes of each meeting which shall be the formal record of all decisions taken. All minutes should follow the template form provided in the shared workspace.

2.3. Communication and working tools

Microsoft Teams

The main internal communication tool of the C4S Project is the Microsoft Teams (MS-Teams) platform. This MS-Teams platform includes a general channel for the whole consortium and specific channels for each WP. The online meetings will be held in this MS-Teams channels.

Within the MS-Teams channels are the Shared Point/OneDrive folders with all the project documentation and working documents. All the revisions of the documents will be done in this shared workspace.

Email

Emails will be used for the main daily communications within the consortium members and with the external participants of the project.

3. Deliverables, reports, and quality management

The C4S project includes a list of 23 deliverables and two reporting periods, covering M1-M18 and M19-M36. The quality management procedures of these deliverables and reports is a crucial part of the project management.

3.1. Deliverables management

The Annex I of this document includes all the project deliverables to be produced within the C4S lifetime. The Project Coordinator, as stated in the Grant Agreement, must submit all the deliverables to the EC via the Participant Portal. Deliverables are one of the main tools to assess the EC on how the project is evolving.

To ensure the quality of all deliverables a specific development and review process is defined. For each deliverable there is a Lead Author (defined in the Annex I of this document and in the Grant Agreement) who coordinates the production of the document, interacting as necessary with the other partners involved. As a starting point, the Lead Author defines the document structure and the contributions expected from each partner. When needed, the Lead Author proposes a plan and a calendar for conference calls or meetings he/she may consider necessary for the development of the deliverable.

Once the first version of the document is drafted, the partners involved are informed to revise and comment in the shared document. Then, the Lead Author merges all the contributions and shares the final version to the Coordinator. Finally, the Coordinator does the final revision and uploads the document in the Participant Portal and informs the Project Officer.

The final version of the deliverable should be sent to the coordinator one week before the official deadline.

All deliverables should follow the C4S template form provided in the shared workspace.



3.2. Reports for the European Commission

There are two reporting periods in the C4S projects. The coordinator must submit technical and financial reports for each reporting period. These reports include requests for payment and must be drawn up using the forms and templates provided in the electronic exchange system. The C4S project is divided into the following ‘reporting periods’:

- RP1: Month 1 to Month 18
- RP2: Month 19 to Month 36

3.2.1 Periodic reports

The periodic reports must be delivered by the coordinator through the Participant Portal within 60 days following the end of each reporting period. The reporting period must include the following:

The periodic technical report

- An explanation of the work carried out by the beneficiaries
- An overview of the progress towards the objectives of the action, including milestones and Deliverables
- A summary for publication by the Agency
- The answers to the “questionnaire”, covering issues related to the action implementation and the economic and societal impact, notably in the context of the Horizon 2020 key performance indicators (KPI) and the Horizon 2020 monitoring requirements

The periodic financial report:

- An individual financial statement from each beneficiary, for the reporting period concerned
- An explanation of the use of resources and the information on subcontracting and in-kind
- A periodic summary financial statement, created automatically by the electronic exchange system, consolidating the individual financial statements for the reporting period concerned and including – except for the last reporting period – the request for interim payment.

3.2.2 Final report – Payment of the balance

In addition to the periodic report for the last reporting period, the Coordinator must submit the final report within 60 days following the end of the last reporting period.

The **final report** must include the following:

- An overview of the results and their exploitation and dissemination.
- The conclusions on the action.
- The socio-economic impact of the action.

A **final financial** report containing:

- A ‘final summary financial statement’, created automatically by the electronic exchange system, consolidating the individual financial statements for all reporting periods and including the request for payment of the balance.



- A 'certificate on the financial statements' (drawn up in accordance with Annex 5) for each beneficiary, if it requests a total contribution of EUR 325 000 or more, as reimbursement of actual costs and unit costs calculated on the basis of its usual cost accounting practices (see Article 5.2 and Article 6.2 of the GA).

3.3. Performance management

To be able to control the accomplishment of the main results of the project, a set of milestones are distributed along the project to monitor the performance. Clear and pragmatic decision-making and voting processes, communication pathways and prompt reporting mechanisms are necessary. Milestones provide additional points to check progress of the project and to help in the decision-making.

In the table below all the C4S milestones are listed, together with their means of verification, due date and related WP.

Table 5 C4S Milestones

Nº	Milestone name	Related WP	Due date	Means of verification
M1	Kick-off meeting Report (Achieved)	WP1	M2	Agenda and minutes of the meeting
M2	Definition on the Organization of Workshops	WP3	M8	Calendar and agenda for the Workshops
M3	Hub and Community Living Labs engagement	WP3	M10	Confidential internal document (D.3.2)
M4	Set up of the Advisory Board	WP1	M11	Letters of Commitment of the members of the AB
M5	Institutional involvement (local public representatives, museums, etc) with the Hubs	WP3	M11	Reporting to the EB the actions committed and convened with the institutions
M6	Pilots Completed	WP4	M24	Reporting to the EB the conclusions of the pilot development phase
M7	Collection of the guidelines and orientations for the IOISE implementation and functioning	WP2	M30	Publicly available document (D.2.3)
M8	IOISE functional website and IOISE Social Media profiles	WP5	M36	Public portal functional and available in internet (D5.5)
M9	White Book on Inclusive Science Education	WP2	M36	Publicly available document (D.2.4)

4. Financial Management

The Project Coordinator (PC) is responsible for managing and reporting on the project's budget and effort consumption at the project level to the European Commission throughout the duration of the project. During the progress reports, the PC collects, presents and reviews the project's effort and cost performance for the preceding period. Performance is measured comparing actual



consumption against planned. The PC is responsible for accounting for cost and effort deviations and presenting the consortium with options for getting the project back on budget.

4.1. Payments

Payments are made to the coordinator to the bank account established in the grant agreement, and the PC distributes among the partners. There are three types of payments:

- **Pre-financing:** The amount of received is 920.3613€, the 80% of the total budget. Every partner got 80% pre-financing of their own budget. There was a retention 5% for Guarantee Fund.
- **Interim payment:** The total amount of interim payments plus the pre-financing is limited to 90% of the EC contribution. Given the high % of the pre-financing, it is possible to have a periodic financial report justifying a lower amount of € compared with the € we received in the pre-financing (so we will not receive an interim payment).
- **Payment of the balance:** EC Reimburses the remaining part of the eligible cost incurred (and the release of the Guarantee Fund).

4.2. Financial documents preparation

For each reporting period the management activities will focus on cost reports including the preparation of:

- Individual financial statement
- Explanation of the use of resources

The budget categories are listed in the Grant Agreement: Article 6.2. Eligible costs can be claimed on the project when they comply with the general conditions stated in section 6.1 of the GA and are incurred during the duration of the project, used for the sole purpose of the project and recorded in the accounts of the beneficiary.

During the cost reporting the PC will especially give guidance by:

- facilitating the collection of financial documents relevant for reporting period,
- providing templates and information on how to make the Financial Statement
- clarifying how to upload the documents on the participant portal
- reviewing the cost explanations for consistency and completeness.

Specific instructions will be sent by e-mail at least 6 months before the end of each reporting period. Additionally, all the basic information related to financing issues and procedures, presented in the kick-off meeting, is accessible to all the beneficiaries in the shared workspace.

4.3. Monitoring of Resource Expenditure

The PC will ask each beneficiary to provide a summary of the allocation of resources on a half-year basis. Partners are asked to produce a document in which a detailed distribution of PMs for their organisation is described. This will allow the PC to verify if the allocation of tasks is in line with the Description of Action.

This information allows the PC to keep track of the resource allocation and provides a detailed overview of planned versus actual resources. Each partner will also be asked to justify any major over/underuse of resources.



5. Risk Management

A 'risk' is a probable situation that has the potential to cause an unwanted change in the project objectives and planned activities, the objective of the risk management is to provide the process and techniques for the evaluation and control of potential project risks, focusing on their precautionary diagnosis and handling.

The project risk management will take place through four different steps: risk identification, analysis, management, and monitoring. In addition, the management of risks involves the planning of contingency actions, the redistribution of resources, the evaluation of the results, as well as ensuring the stability of the new status.

The table 6 will be used as a management tool, to appropriately manage the project risks that will eventually emerge. This register will be updated as soon as risks are identified / processed throughout the project.

Table 6 C4S Critical implementation risks and mitigation actions

Description of risk	Likelihood	WP	Proposed risk-mitigation measures
Difficulties to engage people from vulnerable communities in the Hubs and activities	MEDIUM	WP3, WP4	More active dissemination, communication, and outreach actions of the C4S project. Also search of new community referents or social actors that can actively engage with the C4S aims.
Difficulty of recruiting sufficient number of children and youth for the pilot.	LOW	WP4	More active outreach actions (in the same or a different neighbourhood or area) and communication of the project to find additional participants for the pilot. Also, changes to the pilot design can be introduced.
Availability of educators associated with pilot development and data gathering	MEDIUM	WP4	During the first year of the project, a detailed analysis of the formal and non-formal institutions engaged in the pilots will be elaborated to ensure the sufficient resources to develop the pilots appropriately. Search of alternative institutions with sufficient educators.
Difficulties to engage public administrations and other institutions to the project	MEDIUM	WP2, WP3, WP4	During the preparation of the proposal, the likelihood of this risk has been considered, and local and regional institutions of different scopes have signed a letter of support for the C4S project. Search for different channels of communication, social actors and the collaboration with institutions connected with the public administration to act as a link.
Unavailability of at least one AB member per topic involved	MEDIUM	WP2, WP3	During the project preparation there have been already some preliminary contacts with potential AB members to ensure that all topics are met. Also, in some cases more than one topic can be endorsed by AB members. If necessary, and resulting from their expertise on the topic required, partner members can also act as AB members.



Budget exceeds	LOW	all	To ensure that all tasks can be accomplished on time and within budget, the consortium partners institutions have proven to have a good state of their finances.
Delays in key milestones or deliverables	LOW	all	Monitoring the progress carefully having regular meetings of the Executive Board and the General Assembly, and also, if necessary, prioritizing the main deliverables and milestones among other non-critical tasks.
Withdrawal of partner	LOW	all	The General Assembly will decide if the partner is replaced or the activities are distributed among other partners.
Incidents derived from Covid-19 outbreak	MEDIUM	all	The General Assembly will decide how to mitigate the incidents related to the potential outbreak of the Covid-19.

The Coordinator together with the WP Leaders will be mainly responsible to assess internal and external risks and inform all partners when necessary. Nevertheless, the coordination will act as a risk manager, maintaining the list below updated, evaluating the likelihood of risk occurrence, and actively engaging with the rest of the partners in the mitigation measures described. If the mitigation measures involve substantial changes, it will be needed the support and approval of the General Assembly.



Annex I: List of Deliverables

Nº	Deliverable Name	WP	Lead Participant	Type	Dissemination Level	Delivery date
D6.4	H - Requirement No. 4	WP6	FUB	Ethics	Confidential	M1
D6.2	POPD - Requirement No. 2	WP6	FUB	Ethics	Confidential	M3
D1.1	Project management and quality assurance manual	WP1	FUB	Report	Public	M3
D2.1	Questionnaire design and implementation on RRI dimensions and Vulnerable Communities for Gap analysis and strategy	WP2	RCE Vienna	Report	Public	M3
D5.1	Dissemination and Communication Plan	WP5	FUB	Report	Public	M3
D3.1	Protocol on role, functions and communication aspects of the Hubs Coordinator	WP3	EhB	Report	Public	M4
D3.2	List of Hub members with descriptions	WP3	EhB	Report	Confidential	M6
D4.1	Report on literature review	WP4	UNIMIB	Report	Public	M6
D5.2	Data Management Plan	WP5	FUB	ORDP	Public	M6
D1.2	Report on the setting up of the Advisory Board	WP1	FUB	Report	Public	M11
D6.1	H - Requirement No. 1	WP6	FUB	Ethics	Confidential	M12
D6.3	H - Requirement No. 3	WP6	FUB	Ethics	Confidential	M12
D6.5	H - Requirement No. 5	WP6	FUB	Ethics	Confidential	M12
D6.6	POPD - Requirement No. 6	WP6	FUB	Ethics	Confidential	M12
D4.2	Pilot operation manual	WP4	UNIMIB	Report	Public	M12
D3.3	Mid-term report on local action plans, participants and interventions	WP3	EhB	Report	Confidential	M18
D2.2	International observatory guidelines and orientations	WP2	RCE Vienna	Report	Public	M28
D5.3	Communication Style Guide on Inclusive Science Education	WP5	FUB	Report	Public	M32



D5.4	International Observatory on Inclusive Science Education (IOISE)	WP5	FUB	Websites	Public	M36
D5.5	Final report on Dissemination and Communication events and activities	WP5	FUB	Report	Public	M36
D2.3	White Book on Inclusive Science Education	WP2	RCE Vienna	Report	Public	M36
D3.4	Final report on Hub activities	WP3	EhB	Report	Public	M36
D4.3	Final Pilot analysis report	WP4	UNIMIB	Report	Public	M36



Annex II: List of Key Words/Abbreviations

AB:	Advisory Board
CA:	Consortium Agreement
DoA:	Description of Action (Annex 1 to the Grant Agreement)
EB:	Executive Board
EC:	European Commission
EU:	European Union
GA:	Grant Agreement / General Ambassy (disambiguation depending on the context)
M:	Month with project timeline
PC:	Project Coordinator
PO:	Project Officer
PM:	Person Month
RIA:	Research and Innovation Action
RP:	Reporting Period
RRI:	Responsible Research and Innovation
SwafS:	Science with and for Society
WP:	Work Package

References

- EU rules for participation in Horizon 2020
- Grant Agreement Number 872104 – C4S
- Annex 1 of the GA 872104 – “Description of Action”
- Annexes 2 - 6 of GA 872104
- C4S Consortium Agreement, dated from 29/09/2020
- [H2020 On-line Manual](#)
- [Horizon 2020 Annotated Grant Agreement](#)
- Publicly available deliverables in CORDIS