# EU4ART_*differences*

## Deliverable D1.1.

| Deliverable 1.1:  Information exchange and management processes established | |
|---|---|
| Related Work Package: | WP1 |
| Lead Beneficiary: | HfBK Dresden |
| Dissemination Level: | public |
| Delivery type: | Report |
| Author: | Claudia Reichert |
| Reviewers: | Till A. Baumhauer, Ádám Albert, Tiziana D'Acchille, Janis Gailitis, Giulia Palazzi, Ieva Silina, Teréz Vancsó-Kulcár, Judit Varga, Vineta Kreigere |
| Due submission date: | 31/03/2021 |
| Actual submission date: | 30/03/2021 |
| Description: | The partners used the first three months to exchange basic project-related information and university-specific objectives and to set up permanent processes and working groups in the project organization. This first essential work step is completed after three months and mapped in its basic structures. |

Versioning and Contribution History

| Version | Date | Modified by | Modification reason |
|---------|------|-------------|---------------------|
| v.01 | 30/03/2021 | Claudia Reichert | First version |
| v.02 | 17/08/2023 | Claudia Reichert | Set from "confidential" to "public" based on amendment |
| v.03 | | | |

Glossary

| Abbreviation | Meaning |
|--------------|---------|
| AB | Advisory Board |
| ABAROMA | Academy of Fine Arts of Rome |
| CA | Consortium Agreement |
| CM Team | Content Management Team |
| Co | Confidential |
| EC | European Commission |
| GA | Grant Agreement |
| LMA | Art Academy of Latvia |
| M | Month (e.g. M1, M18) |
| MKE | Hungarian University of Fine Arts |
| PMM | Project Management Manual |
| Pu | Public |
| R | Report |
| RP | Reporting Period |
| SC | Steering Committee |
| WP | Work Package |

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# 1 Introduction

The purpose of the first deliverable D1.1 *Information exchange and management processes established,* planned for completion in the first quarter of 2021, is the provision of all necessary structures and resources for all persons involved in the project EU4ART_*differences*.

The Project Management Manual (PMM) is the main planning document and describes how major aspects of the project are managed, monitored and controlled. It is intended to provide direction for management, planning, control activities such as schedule, cost, risk, communication, quality, etc. The PMM was prepared at the beginning of the project and serves as the basis for this first deliverable. This deliverable sets out a status quo of our PMM. The PMM though is an evolving process in order to be able to adjust rules when initial experience makes this necessary or to appoint new responsible staff. The coordinator will be responsible for the maintenance of and subsequent revisions to the PMM.

It provides a framework within which the Project Manager (HfBK Dresden) will manage the project, but also it guides beneficiaries through all aspects of the project's management and coordination activities and provides a clear set of rules and expectations to be followed in conducting the project.

The PMM establishes procedures, structures, means of communication for successful project implementation, and identifies key responsibilities for interaction with the EU. In order to support the achievement of project objectives, effective management of partner progress, and timely delivery of project results, it summarizes all required knowledge for project management (related to administrative and financial instructions, decision-making processes, etc.).

This Project Management Manual will:

- Provide the necessary framework, procedures and standards for a successful project management and monitoring;
- Summarize all required knowledge for project management (related to administrative and financial instructions, decision-making processes, etc.);
- Establish procedures, structures, means of communication for successful project implementation and identify key responsibilities for the interaction with the EC;
- Define clear and measurable performance indicators and identifiable deliverables;
- Establish the guidelines for reporting and presentation standards for deliverables and reports;
- Include an internal review procedure to guarantee the quality of the project results;
- Define the key roles and responsibilities;
- Include an internal communications framework that provides clear, informative and engaging two-way communications.

This document is based on the terms and conditions established in the Grant Agreement (GA) and its Annexes, as well as in the Consortium Agreement. The rules laid down in the GA always take precedence over this document, of course.

# 2 Project overview

The extension of EU4ART within the framework of H2020 is entitled "*Differences*". It aims to raise each partner's research profile, to promote a high-level culture of artistic research with a focus on artistic processes and crafts, and to raise academic excellence and strengthen the cooperation of all alliance partners by focussing on differences as a source of future-oriented exchange and development. Our strategic vision is founded on two pillars through which the consortium will successfully achieve the proposed objectives: building artistic research labs and graduate schools, and knowledge transfer. The program is structured in working packages designed for the development and implementation of the project. The strategic objective of the working package "Fine Arts Lab Establishment" is to provide a methodological framework for the establishment of R&I centres. The main objective of the working package "R&I Agenda and Transfer to Citizens & Society" is to develop a common framework for an R&I agenda and action plans as well as to empower art practice and art research within society. The working package "The creative ecosystem" focuses on the creation of a shared fine arts ecosystem where the main themes of producing and managing the arts' potential are investigated and used for training. One working package is in charge of the project dissemination strategy and will identify and organise the activities to be performed to maximise the influence of the project and to promote exploitation of the project results. Each participating university, according to its societal context, will develop its own research unit that will become part of the shared doctoral and postgraduate research community. There is a strong horizontal exchange between the working packages in each university. The consortium has come together as a group for the EU4ART alliance.

## 2.1 Beneficiaries

The EU4ART_*differences* Consortium is comprised of four partners and is coordinated by Dresden University of Fine Arts in Germany. The partners came together for the first time for a collaboration in EU4ART and share their experiences in former EU projects with the alliance. In order to fulfil the objectives, the EU4ART_*differences* consortium counts on a highly competent international team consisting of four prestigious art academies.

A list of participants (beneficiaries) is included in the Grant Agreement, in the Consortium Agreement, and presented in table 1.

| Participant No. | Participant organisation name | Country |
|---|---|---|
| 1 (Lead) | **HfBK -** Dresden University of Fine Arts | Germany |
| 2 | **MKE -** Hungarian University of Fine Arts | Hungary |
| 3 | **ABAROMA -** Academy of Fine Arts of Rome | Italy |
| 4 | **LMA -** Art Academy of Latvia | Latvia |
| Linked third party: **LATVIJAS LAIKMETIGAS MAKSLAS CENTRS (LCCA)**, affiliated or linked to LMA (4) | | |

## 2.2. Project duration, budget and EC contribution

The effective start of the project was 01/01/2021, the project ends 36 months later on 31/12/2023.

The project has an overall budget of 1,999,997.52 EUR financed by the European Commission. The detailed budget per beneficiary and the corresponding EU contributions of each beneficiary is broken down in GA, Annex 2 – Estimated lump sum breakdown.

The EC contribution of each of the partners is a lump sum contribution. It means that the EC funding for lump sum pilot actions will not consist of the reimbursement of incurred costs but will be a fixed lump sum. One lump sum share is fixed in the grant agreement for each work package and each beneficiary. 80% of the amount is paid in the beginning; the remaining 20% of the amount are paid by the Commission/Agency at the end of the final reporting period, when the activities in the project have been properly implemented in accordance with Annex 1 of the GA. An amount of EUR **99 999.88** (ninety nine thousand nine hundred and ninety nine EURO and eighty eight eurocents), corresponding to 5% of the maximum grant amount (see Article 5.1), is retained by the Agency from the pre-financing payment and transferred into the '**Guarantee Fund**' (see GA p.19).

## 2.3. Project Milestones

For tracking the progress, EU4ART_*differences* adopts a work plan with seven Milestones. Table 2 presents the list of milestones.

| Milestone number | Milestone title | WP number | Lead Beneficiary | Means of verification | Status |
|---|---|---|---|---|---|
| MS1 - Month 1 | Kick-off meeting | WP1 | 1 - HfBK | The Kick-off meeting at HfBK Dresden will bring together the project partners and start first working groups and thematic cooperation on the background of the associated universities' status quo, individual positions, focuses and goals in the field of artistic research. The meeting will be documented. | Took place virtually 29 Jan 2021 |
| MS2 - Month 10 | Presentation of common R&I agenda | WP3 | 1 - HfBK | The presentation will take place at HfBK Dresden together with the partners. It will collect the results of the preceding discussions and preparatory work but also make the research and development process and its goals visible for the public with all complex sociocultural and culture-political implications. | Open |
| MS3 - Month 18 | Symposium & Press Conference | WP5 | 4 – LMA | The symposium of the „Horizon2020_differences" members at LMA Riga after Month 18 will allow in-depth discussions of the work topics, approaches, questions and results in a broader context. A press conference will make the project and its previous results visible to the interested public and involve it in the topic. | Open |
| MS4 - Month 18 | Launch of extended | WP5 | 4 – LMA | The launch of Research & Innovation Transformation Networking (RITN) web platform and Common R&I database will make | Open |

| | | | | | |
|---|---|---|---|---|---|
| | website & database | | | all achieved results of the partners globally accessible and visible. It will inform about open access of research outcome, address Open Science and the harmonization of intellectual property of artists and researchers and stimulate the dissemination and digital publishing of artistic research. | |
| MS5 - Month 19 | Kick-off for series of webinars | WP4 | 3 - ABAROMA | The start of the webinars series marks the end of broad-based research in the run-up to this event. The webinars allow to make visible the complexity of artistic research with all its questions, perspectives and interfaces with science and economy visible and barrier free accessible. | Open |
| MS6 - Month 25 | Virtual conference/ Meeting of graduate schools/ hubs/ staff | WP1, WP2 | 1 – HfbK | A virtual meeting of the participants, staff and Lecturers of the four graduate schools/labs will kick off the pilot phase of the project. It will identify different individual approaches of the partner universities (e.g in higher education structure, focus on the topic and resulting professional specialization) and bring them into exchange. | Open |
| MS7 - Month 25 | Press conference for the start of Graduate Schools and Hubs | WPall | 2 - MKE | The press conference will mark the start of the pilot phase of the graduate schools and hubs of the EU4ART_differences partner universities and give international visibility to the research institutions to be seen in a new and more complex research context. | Open |

## 2.4. Project Deliverables

Table 3 summarizes the EU4ART_differences deliverables sorted by month of delivery.

| Deliverable | Title | WP No | Lead Beneficiary | Type | Dissemina-tion Level | Est. Del. Date (annex I) |
|---|---|---|---|---|---|---|
| D1.1 | Information exchange and management processes established | WP1 | HfBK | R | CO | M03 |
| D1.2 | Plan for Data Management | WP1 | HfBK | ORDP | CO | M06 |
| D2.4 | Publication of anthology on artistic research | WP2 | MKE | R | PU | M06 |
| D3.1 | Description of a common framework for quality management | WP3 | HfBK | R | CO | M06 |
| D5.1 | Common Communication Strategy | WP5 | LMA | R | CO | M06 |
| D5.2 | Concept for Research and Innovation Transformation Networking web platform | WP5 | LMA | R | CO | M12 |

| D1.3 | first short policy brief | WP1 | HfBK | R | CO | M18 |
|------|--------------------------|-----|--------|---|----|-----|
| D2.1 | Reports of situation analysis of the partners' knowledge transfer activities | WP2 | MKE | R | CO | M18 |
| D2.2 | Summary of harmonized Intellectual Property Rules | WP2 | MKE | R | CO | M18 |
| D3.2 | Final list of cooperation with protagonists from society, sciences and creative industries | WP3 | HfBK | R | CO | M18 |
| D4.1 | Concept for a series of webinars | WP4 | ABAROMA | R | CO | M18 |
| D4.2 | Set of ICT tools for supporting the virtual ateliers | WP4 | ABAROMA | R | CO | M18 |
| D5.3 | Interim report on publications, the Open Artistic Research seminar and status-quo of the Common R&I database | WP5 | LMA | R | CO | M18 |
| D5.4 | Report on further national and international funding possibilities to support schemes for follow-up steps | WP5 | LMA | R | CO | M30 |
| D1.4 | second short policy brief | WP1 | HfBK | R | CO | M36 |
| D2.3 | Order of the Artistic Research & Innovation Labs | WP2 | MKE | R | CO | M36 |
| D3.3 | Report on new teaching formats for the outreach to society | WP3 | HfBK | R | CO | M36 |
| D3.4 | Report on the Pilot Phase of the Labs, Hubs and Graduate Schools | WP3 | HfBK | R | CO | M36 |
| D4.3 | Documentation of a series of webinars | WP4 | ABAROMA | R | CO | M36 |
| D4.4 | Concept for a series of entrepreneurship-related courses | WP4 | ABAROMA | R | CO | M36 |
| D4.5 | Architecture of a knowledge management system for arts and creativity training | WP4 | ABAROMA | R | CO | M36 |
| D5.5 | Final report on the completed dissemination activities | WP5 | LMA | R | CO | M36 |

## 2.4. Contractual Documents

### 2.4.1. Grant Agreement

This project is based on the Grant Agreement (GA) **101016460** published 30/11/2020. The GA is the funding contract between the EU Commission and the project participants, in which the rights and obligations of the contracting parties are regulated. The GA includes the following annexes:

- Annex 1 – Description of the action (DoA): This is the contractual document which describes the work to be performed by the project consortium.
- Annex 2 – Estimated lump sum breakdown
- Annex 3 – Accession Form
- Annex 4 – Model for financial statements

The GA and all its annexes are available for all partners via the Funding & Tenders portal, accessible for project partners.

## 2.4.2. Consortium Agreement

The Consortium Agreement (CA) came into force on 01/01/2021 and regulates the rights and obligations of the project partners among each other. It contains provisions on internal organization and decision-making, financial issues and the handling of intellectual property. The original signed CA document is kept at HfBK.

# 3 Roles and Responsibilities

The management structure is designed to ensure effective cooperation among the alliance partners and to provide the European Commission with high quality deliverables at different stages of the project. The organizational structure shows the links between the strategic level and the operational level. Within the EU4ART_*differences* consortium, each member will take an active role for the efficient project implementation and will cooperate in a timely and direct manner according to the internal agreements and determinations in the GA.

The project challenges of EU4ART_*differences* will be addressed through the organisational structure described in the Chart 1 below.
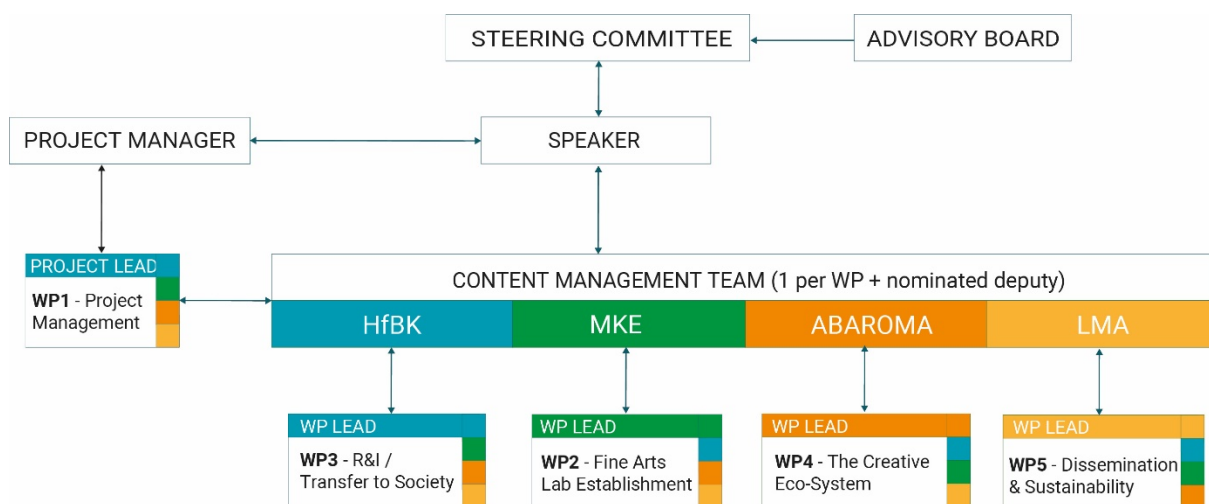


Two levels, strategic and operational, have been defined for the managerial structure of the project in order to guarantee the compliance of the commitments with the EC detailed in the GA.

## 3.1 Strategic level

<u>Steering Committee</u>

The Steering Committee (SC) was formed for EU4ART as the ultimate decision-making body, which lays the main basic principles of the cooperation. Its body is identical for the extended project EU4ART_*differences*. It is responsible for deciding strategic matters, giving final approval for all key contractual, content as well as financial and administrative issues. It approves both interim and final report before submission to the EU. All partner organisations will actively participate in the SC. The SC will meet at least once every 12 months (plus ad-hoc meetings if necessary). The SC is the highest-ranking body. Via a spokesperson, it is regularly informed about the work steps in the individual work packages.

The SC will oversee innovation, communication and dissemination procedures. As to the Advisory Board, it will appoint the members and regularly seek dialogue. The Rector of the Dresden University of Fine Arts convenes the SC meetings. The Steering Committee will usually meet on a virtual platform. A personal meeting at least once in the project period is being considered. The SC receives a three-monthly report from each WP via the Speaker and the Project Manager.

The Steering Committee rules of operation can be found in e detail in the Consortium Agreement.

Until delivery of D1.1 a first Steering Committee meeting was held on 25th of February and a follow-up meeting on 11th March, both virtually.

Table 4 shows the composition of the Steering Committee.

| Name | Institution |
|---|---|
| Matthias Flügge | HfBK - Dresden University of Fine Arts |
| Jochen Beissert | HfBK - Dresden University of Fine Arts |
| Eszter Radák | MKE - Hungarian Academy of Fine Arts |
| Zoltán Sárik | MKE - Hungarian Academy of Fine Arts |
| Cecilia Casorati | ABAROMA - Academy of Fine Arts of Rome |
| Tiziana D'Acchille | ABAROMA - Academy of Fine Arts of Rome |
| Kristaps Zarins | LMA - Art Academy of Latvia |
| Andris Teikmanis | LMA - Art Academy of Latvia |

<u>Advisory Board</u>

The Advisory Board is a purely consultative external ad hoc quality control body. It provides unbiased peer reviewing of results, extra quality control of the deliverables and suggestions to the Project Manager and Speaker on how to improve the quality of the results and deliverables. The Advisory Board prerequisites are detailed in the Consortium Agreement. All members are selected according to quality criteria that are interesting for our project and the approach of artistic research.

<u>Consortium Speaker</u>

Dr. Till Ansgard Baumhauer (HfBK Dresden) will act as the Speaker of the consortium. The Speaker has the greatest overview on all specific developments and the interrelations to the European University Alliance EU4ART coordinated by MKE. The Speaker is not only the voice of the alliance, but also head of the Content Management team (CM Team) is in intense exchange with the Project Manager, has a direct line to the SC and the Advisory Board. He will as well be the contact person with the EC for the dialogue on recent development in the project.

He organizes the Steering Committee meetings together with the Project Manager and does oversee possible risks and in case of identified risks he is the first person to be addressed by WP leader.

Claudia Reichert, Project Manager of EU4ART_*differences* acts as the Speaker's deputy.

## 3.2. Operational Level

At this level, leaders have been appointed to the five different work packages (WP) of EU4ART_*differences*. Each WP will have one responsible partner (WP leader). All WP leaders and their deputies collaborate in the Content Management Team (CM Team). The Project Manager (lead beneficiary) supervises the work carried out in the WP and collects the results.

<u>Project Manager</u>

Claudia Reichert acts as Project Manager. She coordinates the EU4ART_*differences* project and the cooperation of the alliance through:

- Organizing and documenting the meetings of the Steering Committee together with the Speaker;
- Drafting the Project Management Manual and subsequent deliverables D1.1. and D1.2. together with WP1 team members;
- Coordinating the management of joint knowledge (delivered by all WP leaders);
- Overseeing the promotion of gender equality and other issues concerning equal chances in the project (in accordance with WP5);
- Overseeing the promotion of environmental sustainability;
- Timely collection and management of periodic financial reports from all partners; forwarding summary financial reports, project documentation and audit certificates to the Speaker;
- Overseeing compliance by all partners with their obligations under the GA and CA;
- Monitoring project progress with two reporting periods (and associated meetings) occurring during the course of the project, at M18 and M36;
- Cooperation with the EC project officer and negotiating any changes to the project structure where necessary;
- Observing decision making rules and ensuring that everyone is heard; and
- Overseeing possible risks and in case of identified risk first contact for WP leaders.

The appointed deputy from of the Project Coordinator is Till A. Baumhauer, Speaker of the project.

<u>Content Management Team (CM Team)</u>

The CM Team is a horizontal working group and provides a lead partner and a deputy from each work package on operational level. All WP leaders communicate regularly about the activities of the individual sub-work groups and the results in the work packages. The WP leaders in the CM Team collect important information discussed in the Content Management team and distribute them back into their teams. The CM Team supports both Project Manager and Speaker in preparing of the meetings (with SC, EU, etc.), proposing decisions and setting the agenda of Steering Committee meetings.

The CM Team is in constant contact with the Speaker and it corresponds to the Executive Board described in the CA. The CM Team personal meetings are planned every six months, virtual meetings are planned quarterly. Depending on feasibility of personal meetings a virtual meeting is possible and can also be convened in between.

The CM Team's responsibilities include, in particular:

- Coordination of tasks within WPs;
- Planning, monitoring and evaluating project progress and quality;
- Identification of risk factors;
- Reports to the Speaker regarding key issues to be communicated to the SC;
- Support of content and timing of press releases and joint publications in respect of the procedures of the GA;
- Seeking consensuses among parties; and
- Dissemination of best practices on project management inside the alliance.

Work Package Leaders

The following WP leaders and their deputies have been assigned in table 6.

| WP | Lead / Content Manager | Deputy |
|---|---|---|
| 1 | Claudia Reichert (HfBK) | Till Ansgar Baumhauer (HfBK) |
| 2 | Albert Ádám (MKE) | Tünde Varga (MKE) |
| 3 | Till Ansgar Baumhauer (HfBK) | Claudia Reichert (HfBK) |
| 4 | Tiziana D'Acchille (ABAROMA) | Cecilia Casorati (ABAROMA) |
| 5 | Jānis Gailītis (LMA) | Vineta Kreigere (LMA) |

Each work package has a leader and a deputy leader (not necessarily from the same institution). Each partner is fully responsible for the correct accounting of his sub-area and sub-budget.

WP leaders are responsible for:

- Timely implementation of the work plan and completing all activities to be carried out within their individual WP (coordinating the work of partners within the WP);
- Producing WP deliverables and meeting milestones in time;
- Delivering quarterly cost statements in correspondence with WP1 (obligations see 4.1.2. Internal Reporting)
- Delivering progress reports to the CM team and to the Project Manager monthly for internal documentation and three-monthly for the Steering Committee (obligations see 4.1.2. Internal Reporting).

Task Leaders

Tasks included in every work package form key elements of the project with a significant degree of autonomy, jointly contributing to the goals of the WP. 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 WP Leader. The responsibility of the deliverables to be developed along the project duration lies with the different partners clearly defined in the Grant Agreement.

# 4. Management operating procedures

## 4.1 Consortium procedure

The Project Manager and the Speaker take day-to-day scientific and management decisions. Strategic decisions and major operational decisions (e.g. reschedule of deliverables, milestones, etc.) are prepared by the CM Team and taken by the Steering Committee, which has the highest decision-making responsibility and policy setting power.

The SC shall not deliberate and decide validly unless two-thirds (2/3) of its members are present or represented (quorum). Each member of a Consortium Body present or represented in the meeting shall have one vote. Defaulting Parties may not vote. Decisions shall be taken by a majority of more than 50 % of the votes cast. A member 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 a Consortium Body 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 member may veto such a decision during the meeting only. When a decision has been taken on a new item added to the agenda before or during the meeting, a member may veto such decision during the meeting and within 15 calendar days after the draft minutes of the meeting are sent. A party that is not a member of a particular Consortium Body may veto a decision within the same number of calendar days after the draft minutes of the meeting are sent. When a decision has been taken without a meeting a member may veto such decision within 15 calendar days after written notification by the chairperson of the outcome of the vote. In case of exercise of veto, the members of the related Consortium Body shall make every effort to resolve the matter which occasioned the veto to the general satisfaction of all its members. 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.

The chairperson of a Consortium Body or an appointed secretary shall produce written minutes of each meeting which shall be the formal record of all decisions taken. The draft minutes shall be sent to all members within 10 calendar days of the meeting. The minutes shall be considered as accepted if, within 15 calendar days from sending, no member has sent an objection in writing to the chairperson with respect to the accuracy of the draft of the minutes. The chairperson shall send the accepted minutes to all the members of the Consortium Body and to the Project Manager, who shall safeguard them.

The Speaker has the role of a mediator and participates in all important discussions without voting rights. The Steering Committee shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out. All rules are specified in the CA.

## 4.2. Issue Management

The roles of the individual partners have been well defined to avoid misunderstandings that could arise later in the project. The resolution of problems and conflicts is handled systematically. Establishing a good working relationship between the project team members is a prerequisite for the quick resolution of problems and issues. Resolution of conflicts is based on the principle that any dispute should be resolved amicably and as close to the source as possible, i.e., conflicts at the local level are handled by the individuals involved (e.g., a dispute between partners involved in a WP should be handled by that WP team).

Conflicts that cannot be resolved internally will be taken to a Steering Committee negotiation process focused on optimizing outcomes and maximizing benefits for all parties involved.

## 4.2. Procedures for monitoring and reporting progress

### 4.2.1. Project Meetings

The following meetings ensure the continuous communication between partners, efficient monitoring of project activities and timely identifications of risks.

Meetings at alliance level will be organized regularly. This means from top to bottom:

(1) The **SC** will meet virtually **once a year** organized by the Speaker and Project Manager virtually or in person. Ad-hoc meetings when necessary can be conveined. A personal meeting of the SC once within the project duration is considered.

(2) The **CM Team** will meet **every six months in person** in alternate locations (and/or virtually) and **every three months virtually** in order to review and evaluate progress with regard to project content, financial administrative matters and to stipulate the operative tasks for the upcoming months. In order to use resources efficiently these physical meetings will wherever possible be organized along the planned EU4ART meetings as such.

(3) In the first two months, all **WP** met together on a weekly basis to get to know each other and to agree on procedures and rules. Starting in month three each WP has agreed on a common working structure using **weekly or bi-weekly virtual meetings** for discussions and status updates. Ad-hoc meetings are convened when necessary. These meetings are used to review and evaluate progress related to the respective WP content at the institutional level and to stipulate the content task for the next month. The WP members/ task leaders compile the materials and information that the WP leader presents at the CM Team meeting. The WP leader or his/her deputy hosts the meetings and is responsible for an agenda and subsequent minutes.

Annual WP meeting and plenary meeting: Once a year a plenary meeting will be held in a different location taking into account all project development activities. During this same plenary meeting, different focus groups will carry out separated WP-specific meetings to debate and discuss the relevant topics, to address ongoing activities and to plan the work for the subsequent period.

- The 1st meeting was held virtually in January 2021 (M1, Kick-off meeting). The calendar of the three remaining annual meetings is to be defined yet and very much depends on the possibility of physical meetings due to the pandemic. Three further meetings are expected:
- 2nd Annual Meeting by the end of 2021;
- 3rd Annual Meeting mid 2022 (before the 1st review at M18)
- Final 4th Meeting, between mid 2023 and before the 2nd review at M36

### 4.2.2. Reporting

Reports and deliverables are produced in a standardized way in order to achieve comparability and clarity for the supervision of the Steering Committee. PDF form templates for monthly reports for each WP shared within the alliance and a three-monthly report shared with the alliance and confirmed by the Steering Committee are available. The Project Manager is responsible for consolidating all information in order to prepare the interim and final report to the European Commission.

<u>Internal Reporting</u>

Internal reporting is performed through:

- Delivering of **monthly reports**: The WP leader submits a brief summary progress report to the Project Manager and the Speaker; these reports must be handed in by no later than five working days after the end of the reporting month;
- Delivering of **quarterly reports**: The WP leader submits a summary progress report prepared for the SC via the Speaker and confirmed by the CM Team; quarterly reports must be routed to the Steering Committee within ten working days at the end of each reporting quarter by WP leaders through Project Managers and Speakers; three-monthly progress will be monitored against the project milestones identified in the GA;
- Delivering of **quarterly cost statements**: The WP leader in collaboration with WP1 submits those statements using the available template ten working days after the end of each quarter, 14/04/2021 followed by 14/07/2021, etc.).

<u>External reporting</u>

The Project Manager must submit a periodic report (technical and financial) within 60 days following the end of each reporting period (RP). Reports sent out to the EC should abide to the rules set out in the Grant Agreement Articles 20.3 and 20.4.

RP1: from Month 1 to Month 18
RP2: from Month 19 to month 36

All WP leaders will submit to the Speaker and Project Manager a summary of progress report showing the technical work carried out during the first and second project period. The Speaker and Project Manager will prepare a consolidated progress report for the European Commission. Additionally, every 12 months the Project Manager together with WP1 will prepare a consolidated overview of the budgetary situation of the project on the basis of the financial statements received from the partners.

### Interim Report (M18) – Review M21

- The <u>periodic technical report</u> will include an explanation of the work, an overview of the progress and a summary for publication. It will report on work progress to be submitted by the task managers to their WP leaders. The WP leaders will integrate and submit them to the CM Team, the Project Manager and Speaker, who will prepare a consolidated version to be agreed by the SC in good time before submission deadline (see above).
- The <u>periodic financial report</u> will include the individual financial statement (Annex IV to G.A.), an explanation on the use of resources and a periodic summary financial statement. It will be filled in by each partner in the Funding & Tenders portal and signed by the FSIGN in good time before submission deadline (see above).

### Final Report (M36) – Review M36

- The <u>final technical report</u> will provide an overview of the results and their exploitation and dissemination, conclusions and socio-economic impacts of actions. It will report on work progress to be submitted by the task managers to their WP leaders. The WP leaders will integrate and submit them to the CM Team, the Project Manager and Speaker, who will prepare a consolidated version to be agreed by the SC in good time before submission deadline (see above).
- The <u>final financial report</u> includes a final summary financial statement and a certificate on the financial statements (Annex V to G.A.) from beneficiaries. It will be filled in by each partner in the Funding & Tenders portal and signed by the FSIGN in good time before submission deadline (see above).

<u>Formatting defaults</u>

Reports and deliverables should have a consistently styled cover sheet and structure, based on the template contained in this document. The cover should contain:

- Title and ID of the project
- Logos of the project and of the H2020 program
- Title of the document
- Related work package(s)
- Related task(s)
- Author(s)
- Due submission date/actual submission date
- Abstract
- Have a list of abbreviations used within the deliverable/report;
- Have a table of contents;
- Start with a one-page summary/abstract
- Include a reference section at the end of the document
- Include all technical details and other information in annexes
- All pages should be numbered.

Reports sent out to the EU should abide to the rules set out in the Grant Agreement Articles 20.3 and 20.4.

<u>Quality criteria</u>

Each deliverable report should meet a set of quality criteria, as described below:

**Completeness:** Information provided in the deliverable report must be reliable and must correspond with reality. This means that all background information used in the reports should be appropriately supported by references. Foreground information should be supplied in a clear fashion such that misinterpretation will be avoided.

**Accuracy:** Information used in the deliverable report should be focused on the key issues and be written in a fashion that takes into consideration the scope of the specific research work and its target audience.

**Relevance:** All information used should be provided to the depth needed for the purpose of the reports, according to the project and programme objectives.

**Appearance and structure:** Although deliverable reports will be authored by different partners, it is important that reports are prepared with uniform appearance and structure, such that they appear as originating from a single initiative. It is therefore necessary to observe the templates provided in the annex.

**Punctuality:** The report should be released on time.

## 4.3. Project Schedule

Project Schedules for EU4ART_*differences* will be created using MS Office 365 tools starting with the deliverables and milestones identified in the project's GA. The control of time is carried out through the major milestones of the project. An indicator, concerning the respect of the milestones and of the closing date of the deliverables determined in the GA, will allow registering the progress of the project. Additionally, the work plan structure and activity plan are defined in the GA.

During the project phase, activities may need to be rescheduled for internal or external reasons. Such reasons can be e.g. delay of the project start, synchronization with similar project activities in Europe, illness (more reasons to be detailed in Risk Mitigation Plan, GA). In such cases, the WP Leader must inform the Project Manager and Speaker and initiate a rescheduling procedure. Rescheduling procedure undergoes the following steps:

1. Assessment of the task rescheduling and its dependencies by the WP leader and/or task leader.
2. Schedule changes are discussed with the project partners and approved by consensus by the Steering Committee.
3. If agreed, the schedule change is added to the Gantt chart, deliverables tables and milestone tables by the Project Manager.
4. The introduced changes to the work plan will be communicated by the Project Manager to the respective EC Project Officer, and must be approved.
5. Once approval for the schedule change is obtained, the new schedule becomes effective.

# 5. Project communication

Proper communication on a project is a critical success factor for managing the expectations of the project consortium and the European Commission. The Speaker and the Project Manager are responsible for communication between the project and the EC and develop a set of rules and structures for internal communication and collaboration.

## 5.1. Documentation and records

Beneficiaries are obligated to the following obligations set out in the GA, Article 18.1., concerning keeping adequate records and other supporting documentation for a period of five years after the payment of the balance. They must make them available upon request (see Article 17) or in the context of checks, reviews, audits or investigations (see Article 22).

## 5.2. Internal Alliance communication

An efficient internal communication is crucial for the project progress. Via written communication, personal meetings and digital collaboration possibilities, all tasks should be able to be carried out in a transparent way. As a general rule British English should be preferred as set out in "The English Style Guide"[1], the handbook for authors and translators in the European Commission (updated in January 2021).

### 5.2.1. Electronic Mails and Conference Calls

E-mail is the principal mean of interpersonal communication in EU4ART_*differences.* It can be used for information exchanges, invitations for meetings, minutes of meetings, etc. A "Who is Who" document does not only point out who is responsible for which task, but also provides all necessary contact information. Conference calls are used for meeting partners without spending time and budget on traveling. Those calls are held through licensed Zoom or licensed MS Teams following the European data protection laws.

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[1] URL: https://ec.europa.eu/info/sites/info/files/styleguide_english_dgt_en.pdf [date: 13/01/2021]

<u>Feedback rules in e-mail communication</u>

The main project-related communication among the partners will be via e-mail even when information are shared via the project management tool. In particular, the project manager will provide extensive information about documents, deadlines and agreements. In order to run this communication efficiently, e-mails should be answered within two working days (except in case of absence). If an e-mail is sent to a distribution list within the partner university, one colleague should answer within two working days on behalf of the partner. All partners use the function of an absence notification also in an English language variant, so that absences can be registered by everyone.  E-mails with important questions or topics are to be answered accurately including all aspects.

## 5.2.2. Collaboration tools and file storage

In order to facilitate efficient internal communication among partners, an electronic project management facility, shared file servers and different online meeting tools will be utilized at the request of partners. This platform will capture the day-to-day activities of the project, facilitating the upload and circulation of draft and final documentation, important references and other material, including:

- A list of partners and their contact details, responsibilities in the project, addresses, telephone details, email address, messaging details etc.; (Who's Who)
- An electronic directory for storage of project related documents, which can be uploaded, viewed and downloaded by all partners. Partners will be invited to provide their comments on draft versions of project-related documents, where appropriate;
- List of project milestone and actions;
- Forthcoming reporting requirements, etc. All WP leaders must manage the structure and use of their WP folder.
- A project calendar is also incorporated into the shared platform which can be used by all partners to note upcoming meetings, output deadlines etc.;
- Discussion boards for respective topics are set up for digital collaboration on topics.

The alliance chose MS Office 365 for their digital collaboration. MS Office 365 is used for sharing working documents, project management information and working documents of deliverables. More data that are sensitive (e.g. financial or staff information) will be kept on internal servers of project partners.  Teams and Sharepoint structures are to be set up by the Project Manager together with WP1. All reports, minutes and documentations are saved on Sharepoint and provided for all participants. The scope of the concerned data, materials and documents are determined at the given WPs. All content will be searchable for registered users and accessible for "restricted" dissemination.

## 5.2.2. Personal meetings

For personal meetings on alliance level the following lead time applies: two months prior to the meeting. As agreed on the previous meeting, the WP leader contacts the alliance for re-confirming the proposed date and venue to fix them. One month prior to the meeting the WP leaders send the information to the project website and keep the info package updated.

Each WP leader prepares the agenda of the meeting and notifies all partners about the meeting. The invitation must include:

- Agenda
- Brief introduction of the meeting objectives
- Starting and ending times (to aid flights scheduling)
- Exact location of the meeting (with directions to arrive)
- Suggested hotel (provided by the host) and contact information

- Excel sheet/doodle link to track information provided by the partners
- Reminder to the partners to prepare the presentation of their work if required

Two weeks prior to the meeting the WP leader provides a complete list of attendees. One week prior to the meeting all presentations are provided to the host and the WP leader.

The meeting is led by the WP leader/organiser. The WP leader/organiser is responsible for ensuring that records and signature lists are kept and photos are taken in order to document the event. The organizer distributes the meeting evaluation form and later collects it from the participants. Future tasks of partners and deadlines should be communicated at the end of each meeting.

After the meeting the WP leader/organiser consolidates the minutes given 15 calendar days for a draft and 30 calendar days for the final version to be sent out to all attendees. The WP leader/organiser sends the meeting materials (presentations, agenda, minutes) to the project website and files the signed list of attendees, agenda, meeting minutes in the hard copy folder.

## 5.3. External Communication

### 5.3.1. Acknowledgement

Any communication activity related to the EU4ART_*differences* project needs to acknowledge the EU funding received by the beneficiaries, according to the Grant Agreement signed by all partners.

*This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101016460.*

### 5.3.2. Logo

The European Universities alliances selected under the Erasmus+ programme is additionally supported by Horizon 2020 special research and innovation programme of the European Union (or H2020 in short). The Work Package 5 team holds responsibility and has the obligation to promote the action and its results. With the EU4ART_*differences* project, our EU4ART Alliance aims to bring together the higher education dimension of the European Education Area and the European Research Area, by incorporating the four missions of higher art education institutions - education, artistic research, innovation and service to society - into a knowledge square approach.

EU4ART_*differences* project will promote its activities and their results, by providing targeted information to multiple audiences, possibly engaging in a two-way exchange. In this context when H2020 funding is used to support the project activities or visual representation of project identity WP5 team must use only the coloured or B/W logo without subtext/ tagline "Common Fine Arts Curriculum".

The logo of EU4ART_*differences* is presented below. It should be included on all the presentation and communication materials. At this point we would like to mention that the graphic system of the project visual identity can evolve over time.

### 5.3.3. Website & Social Media

For the beginning of the project, EU4ART_*differences* content does appear in a tab on the main webpage www.eu4art.eu. At a later date, the WP5 will decide whether the project will be visible on its own webpage or stay with the original one. The website will be dedicated for the presentation of the work. All partner institutions inform a broad audience about important milestones and newsworthy content via their social media channels. The graphic system (e.g. coloured geometric shapes in the background) is only a suggestion, the artistic freedom is a right in itself: the right to create. Thus, the graphic system in not a static asset of the project. Furthermore, the graphic system of the project visual identity can be routinely analysed and updated by the WP5 team to ensure they evolve with the needs and expectations of the project target audience. The graphic system of the project visual identity can evolve over time.

### 5.3.4. Publications

EU4ART_*differences'* artistic research addresses significant social challenges within Fine Arts as well as Sciences and Humanities. It is an important ambition for EU4ART_*differences* during the plan period to improve the social relevance of artistic research in collaboration with partner institutions, local and global networks and the civil society. Furthermore it is a significant ambition for EU4ART_*differences* to ensure that research results not only contribute to the dialogue within the alliance, but that they are also made visible via wider dissemination to the culture and creative community, respective research institutions  and the civil society. EU4ART_*differences* is planning the following:

- Prepare an Open Access policy with a view to contributing to securing free access to the results of EU4ART_*differences* artistic research
- Improve dissemination of EU4ART_*differences* activities on our own platforms, in the press and in relevant journals
- The common R&I Agenda as well as the Research and Innovation Database will be made available via Open Access
- Joint publications with local partners

"Green" open access model will be adopted for peer-reviewed scientific publications, where individual partners/ researchers will deposit papers in an online repository (e.g. member-only only space – MyElia; Community Blogs – ELIA On Demand). If it is decided that the scientific research will not be protected through Intellectual property Rights (IPR), but will rather be published directly, the project is aware that Open Access must be granted to all scientific publications resulting from Horizon 2020. Apart from that, we will publish in scientific, peer reviewed publications and journals as often as we can, but this will of course not represent the whole body of work we have done.

On 24 March 2021 the European Commission has officially launched its open access scholarly publishing platform Open Research Europe (ORE) for scientific papers that is accessible to everyone. The platform will present the results of research funded by Horizon Europe, the EU research and innovation programme for 2021-2027, and its predecessor, Horizon 2020. ORE offer researchers a publishing venue to share their results and insights rapidly, and facilitate open, constructive research debates. The platform features a wide range of metrics to measure the scientific and social impact of articles and provide information of their use and re-use.

All publications will be acknowledged (see 5.3.1.) and published on the joint webpage. All offline material will be available for download on the common website (e.g., leaflets, brochures, materials for project promotion). The social media activity will be available for anyone who is registered in that specific social media. All the audio-visual public materials (such as radio and television interviews) will also be available on the social media and upon request, television or radio stations are willing to provide a copy of the programmes or the possibility to download the programmes. We keep a master copy of the articles in the print media (daily press/scientific journal), we upload them scanned to the common website, but upon request, the newspaper also provides a copy or supplies the online link for download.

# 6. Risk Management

Within EU4ART_*differences* the management of risk and issues at project level is performed according to the following principles: every Project Manager shall identify and manage risks and issues affecting the project's objectives by:

- Identifying and classifying risks;
- Identifying appropriate mitigation actions;
- Monitoring and tracking the status of action implementation;
- Updating regularly the list of risks;
- Mitigating risks and issues as necessary (e.g. external risks, risks impacting the programme delivery, interdependencies with other projects); and
- Communicate about risk and issue status and actions undertaken within and outside the project as necessary.

All identified risks and set out mitigation actions are to be found in the Grant Agreement p.101.

| Role | Responsibility |
|------|----------------|
| Project Coordinator (Manager) | Responsible for identifying and reporting risks and issues; define appropriate mitigation actions; monitor and track the status of their implementation; communicate about risk and issue status and actions undertaken to all alliance partners. |
| WP leaders | Supervises the risk and issues; supports the Project Coordinator in reporting and undertaking of corrective actions; support the identification of risks to be escalated; ensure proper coordination for risks escalated at WP level. |

# 7. Ethical Considerations

Our project relies on the European Code of Conduct for Research Integrity. See Grant Agreement 34.1.

*This implies compliance with the following fundamental principles:*

- *reliability in ensuring the quality of research reflected in the design, the methodology, the analysis and the use of resources;*
- *honesty in developing, undertaking, reviewing, reporting and communicating research in a transparent, fair and unbiased way;*
- *respect for colleagues, research participants, society, ecosystems, cultural heritage and the environment;*

- ***accountability*** *for the research from idea to publication, for its management and organisation, for training, supervision and mentoring, and for its wider impacts and means that beneficiaries must ensure that persons carrying out research tasks follow the good research practices and refrain from the research integrity violations described in this Code.*

The partners respect the staff gender equality in scientific careers, the gender balance in decision making, and strive to integrate the gender dimension into the content of research and innovation. EU4ART_*differences* will take gender aspects into account both when recruiting staff and when putting together research teams or selecting people for scholarships, exhibitions, training courses, etc. In the selection of our research questions, we will consider minority perspectives and transcultural approaches as well as a student body that represents the diversity of the population.

All partners will be complying with all legal obligations concerning the information and handling of collected data, as being regulated by the **General Data Protection Regulation (GDPR)** in 2016. The legitimacy of the collection of data is based on all laws and regulations within the scope of the EU4ART_*differences* project. In particular, Article 5 (Principles relating to processing or personal data) and Article 6 (Lawfulness of processing) within the GDPR. Each individual university of the alliance is itself responsible for compliance with data protection in the respective area of application.

A list of data protection officers involved in the project is outlined in the Grant Agreement (p. 163)