

D7.2

PROJECT MANAGEMENT PLAN

Project Acronym: RES-MAB

Project name: Promoting WEF E Nexus-based adaptation and mitigation solutions and landscape resilience to climate change in the Mediterranean Biosphere Reserves

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Work Package: WP7

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Abbreviations

Abbreviation	Meaning / Full text
AB	Advisory Board
ANDZOA	National Agency for the Development of Oases and Argan Zones
APJM	Association for the Protection of Jabal Mousa
BM	Business Models
BR	Biosphere Reserve
BR demo sites	BR demonstration sites
CA	Consortium Agreement
CC	Climate Change
CFS	Certificate on Financial Statements
CP	Communication Plan
CTFC	Forest Science and Technology Centre of Catalonia
DEP	Dissemination and Exploitation Plan
DMP	Data Management Plan
DoA	Description of the Action
EU	European Union
GA	Grant Agreement
GDPR	General Data Protection Regulation
GEP	Gender Equity Plan
IFS	Individual Financial Statement
IPM	Innovation Project Manager
IP	Intellectual Property
MedMaB Network	UNESCO's Mediterranean Thematic Network of Biosphere Reserves
OI	Open Innovation
PC	Project Coordinator
PMP	Project Management Plan
PM	Persons/Month
PMT	Project Management Team
PSJ	Public Institute Park Skocjan Caves
RES-MAB	Project acronym name
RP	Reporting Period
RRI	Responsible Research and Innovation
RSCN	Royal Society of the Conservation of Nature
UNESCOMED	International Center for the Mediterranean Biosphere Reserves
WEFE	Water, Energy, Food, Ecosystems – 4 dimensions of the Nexus project
WEFE Nexus solutions	WEFE Nexus-based adaptation and mitigation solutions
WEFE-SEM Tool	WEFE-Nexus Socioecological Modelling Tool (software)
WP	Work Package
WPL	Work Package Leader

Introduction

The RES-MAB project implements a **cross-sectoral integrative landscape approach in seven Biosphere Reserves (BRs)** of the UNESCO's Mediterranean Thematic Network of Biosphere Reserves (MedMaB Network) to simultaneously address current global challenges by promoting: (a) the development of cooperation initiatives and exchange of experiences; (b) the promotion of research on socio-environmental issues and challenges for Mediterranean BRs; and (c) the strengthening of links between BR managers, academia, local communities, policy makers, and the industrial sector.

The project is structured into a set of work packages (WP) (Fig. 1) to **i) develop and implement a WEFE-Nexus Socioecological Modelling Tool (WEFE-SEM Tool)** to enhance adaptation to climate change (CC) of ecosystems and local populations; **ii) integrate the WEFE-SEM Tool into cross-sectoral policies and action plans** to provide medium- and long-term actionable information and capacity building for decision-makers; **iii) assess and monitor the environmental and socio-economic impacts** in the BRs in order to co-create and develop eight climate-resilient and transformative **WEFE Nexus-based adaptation and mitigation solutions** (WEFE Nexus solutions) towards a more resilient Mediterranean BRs in the face of CC; and **iv) promote sustainable market solutions and the engagement of the private sector** by developing **innovative business models** (BMs) targeting WEFE Nexus solutions while enhancing inclusive economic development and resilience of vulnerable communities.



Figure 1. Methodological rationale of the RES-MAB project

Objectives and Scope

The current deliverable **D7.2: Project Management Plan** presents the overall management procedures, focusing on a variety of different administrative and governance-oriented topics that will underpin consortium future work and will enhance a positive and effective collaboration amongst its universe of members.

Relation with other activities

Task 7.2. *Project Monitoring and reporting* and its respective deliverables (D7.5 Progress and final reports and D7.6 RES-MAB Policy Brief), have a cross-cutting actuation throughout RES-MAB, providing inputs on how partners should cooperate and exchange information and setting project's high-level objectives and plan for the submission of deliverables and of timely reports.

Structure of the deliverable

Deliverable 7.2 is structured as follows:

- Organisational project management structure: contextualising the project in terms of its participants, duration, budget, WPs structure and associated deliverables and milestones. Also refers to the two core contractual documents (Grant Agreement (GA) and Consortium Agreement (CA)).
- Management principles, procedures and rules to be applied, ethics, gender equality and respect for diversity: presenting on RES-MAB consortium bodies and their responsibilities.
- Allocation of resources: presenting the detailed distribution of personnel resources across partners, WPs and subtasks.
- Internal procedures for ensuring high-quality results: including the process of revision and the reviewers in charge of each deliverable.
- Management of information exchange and communication: focusing on the agreed communication procedures and the collaborative tool underlying them. Including list of meetings, their locations and hosts, and expected attendance.
- Risk management: detailing the general plan for risk identification, mitigation, response and monitoring of RES-MAB activities.
- Reporting: covering main orientations towards the submission of technical and financial reports, mentioning the documents that will be requested by the Project Coordinator (PC) and WP Leaders (WPLs) to all remaining partners, as well as the dates and payments framing those reporting periods.

- Annex 1 - Description of the Action includes a detailed description of activities (WPs and tasks), disclosing the work structure breakdown. This enables the partners to have a more granular basis to conduct the work.

Organisational project management structure

Table 1. RES-MAB Participants

Participants	PI name	Organisation	Country
Coordinator	Roser Maneja	Forest Science and Technology Centre of Catalonia (CTFC)	Spain
Partner 1	Benedicta Rodríguez	Alto Bernesga Biosphere Reserve Foundation (Alto Bernesga)	Spain
Partner 2	Ken Reyna	Mont-Ventoux Natural Regional Park (Mont-Ventoux)	France
Partner 3	Joelle Barakat	Association for the Protection of Jabal Moussa (APJM)	Lebanon
Partner 4	Abdelaziz Afker	National Agency for the Development of Oases and Argan Zones (ANDZOA)	Morocco
Partner 5	Fadi Naser	Royal Society for the Conservation of Nature (RSCN)	Jordan
Partner 6	Moreno Gasparini	Veneto Regional Park of Po Delta Authority (Po Delta)	Italy
Partner 7	Alenka Volk	Public Institute Park Skocjan Caves (PSJ)	Slovenia
Partner 8	Cristina Sonzogni	Istituto Oikos (OIKOS)	Italy
Partner 9	Marie Flassayer	Organization for the Defense and Management of AOC Ventoux (AOC Ventoux)	France

Duration

The duration of the project will be 36 months from April 2024 to March 2027.

Budget

The estimated budget for the project is set out in Annex 2 of the GA. The PRIMA contribution is 4.055.000 €.

WP structure

RES-MAB is organised into seven WPs (Fig.2):

WP1-DIAGNOSIS: Initial socioecological and legal diagnosis: WEF E Nexus Community of practice, previous projects, cases studies, and lessons learnt is dedicated to a) the analysis of previous PRIMA (WEFE Nexus) projects, case studies, and lessons learnt; b) the

examination of the legal framework in the seven BRs; and c) the mapping of stakeholders and their participation system.

WP2-MODELLING: Development of the WEF E Socioecological Modelling Tool (WEFE-SEM Tool) in the seven BRs a) compiles the initial data grouped by WEF E criteria and BR zonation; b) performs dynamic simulations of various CC scenarios; c) estimates ecosystem services provision; and d) refines the WEF E-SEM Tool after validation of the results with key stakeholders.

WP3-GOVERNANCE: Landscape governance and cross-sectoral policy integration a) leads the multi-actor approach and the cross-sectoral meetings; b) complies feedback from experts; c) integrates the WEF E perspective into cross-sectoral policies and legal regulations.

WP4-WEF E SOLUTIONS: BRs' WEF E Nexus-based adaptation and mitigation solutions a) deploys locally adapted WEF E Nexus solutions in seven BR demonstration sites (BR demo sites); b) follows-up and assesses the WEF E Nexus solutions' impact on livelihoods; and 3) amplifies, capitalises, and transfers the results of the WEF E Nexus solutions.

WP5-BUSINESS MODELS: Sustainable market solutions and innovative BMs a) stablishes guidelines to promote and develop sustainable market solutions and BMs; b) develops seven BMs targeting the WEF E Nexus solutions; c) follows-up and assesses the market solutions and BMs implementation; d) amplifies, capitalises, and transfers the results of the market solutions and BMs.

WP6-CAPACITY BUILDING: Capacity building and gender equity a) designs training courses for key stakeholders in the BR demo sites; b) participates in the elaboration of the Gender Equity Plan (GEP); c) establishes a UNESCO Chair on Mediterranean resilient landscapes.

WP7-COORDINATION AND COMMUNICATION: Project coordination, communication and dissemination a) coordinates every aspect related to the project and produces the Plans needed to govern it (PMP, DMP, CP, DEP, IPR Strategy); and b) monitors and reports the progress of the project.

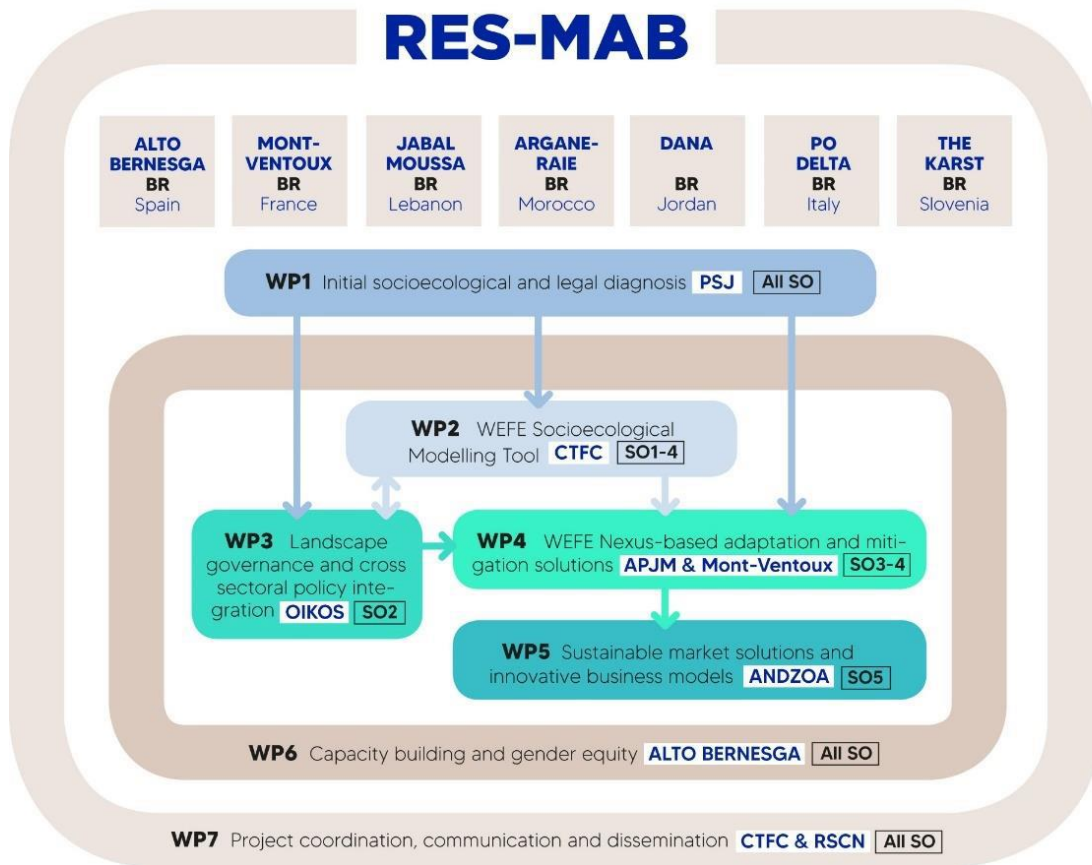


Figure 2. Overall structure of the work plan

- Deliverables

Table 2. RES-MAB Deliverables

Nr.	Deliverable Name	Leader	Due date (M)
D7.1	Consortium Agreement (CA)	CTFC	2
D7.7	Communication Plan (CP)	RSCN	2+u
D7.4	IPR Strategy	CTFC	2+u
D7.2	Project Management Plan (PMP)	CTFC	4+u
D7.3	Data Management Plan (DMP)	CTFC	4+u
D7.8	Dissemination and Exploitation Plan (DEP)	CTFC	4+u
D1.1	Initial diagnosis on previous WEFE-Nexus experiences	CTFC	6
D1.3	Stakeholder map	PSJ/OIKOS	6
D1.2	Initial Diagnosis on current legal framework	OIKOS	9
D2.1	WEFE-SEM Tool characterisation for each BR demo site	CTFC	10
D4.1	Common deployment methodology for WEFE Nexus solutions	APJM/Mont-Ventoux	10
D3.1	BR demo sites' cross-sectoral governance road maps	OIKOS	12
D4.2	Monitoring and Evaluation Plan of the WEFE Nexus solutions	APJM/Mont-Ventoux	12

D5.1	Report on innovative BMs targeting the WEF E Nexus approach	ANDZOA	12
D6.4	Report on the gender equity regulations in the BRs	Alto Bernesga	12
D2.2	WEFE-SEM Tool adaptation to each BR demo site	CTFC	18
D2.3	Dynamic simulations of CC alternative scenarios	CTFC	18
D3.2	Expert's feedback compilation	OIKOS	18
D7.5a	Progress Report	CTFC	18
D5.2	Guidelines for sustainable market solutions in the BR demo sites	ANDZOA	18
D6.1	Training for the implementation of the WEF E-SEM Tool in the BR demo sites	Alto Bernesga	20
D6.5	Gender Equity Plan for the RES-MAB Network	Alto Bernesga	20
D2.4	Assessment of ecosystem services in the BR demo sites under different resilient scenarios	CTFC	24
D2.5	Refinement of the WEF E-SEM Tool based on stakeholders' feedback	CTFC	26
D6.6	Pilot workshops on gender equity	Alto Bernesga	26
D6.2	Training workshops/seminars	Alto Bernesga	28
D6.3	Guide on the capacity building and trainings conclusions	Alto Bernesga	30
D4.3	Report on the WEF E Nexus solutions implemented in the BR demo sites	APJM/Mont-Ventoux	32
D4.4	Report on the results of the WEF E Nexus solutions in the BR demo sites	APJM/Mont-Ventoux	32
D5.3	Monitoring and Evaluation Plan for the BMs	ANDZOA	33
D3.3	Policy advice to integrate the WEF E Nexus perspective into legal regulations	OIKOS	34
D4.5	Knowledge transfer sessions report	APJM/Mont-Ventoux	34
D5.4	Report on BMs targeting WEF E Nexus solutions	ANDZOA	34
D6.7	Baseline for the establishment of the RES-MAB UNESCO Chair	Alto Bernesga	34
D7.6	RES-MAB Policy Brief	CTFC	34
D7.5b	Final Report	CTFC	36

- Milestones

Table 3. RES-MAB Milestones

Ms. Nr.	Milestone Name	Related WP	Due date (M)	Means of verification
MS1	Kick-off meeting organised in Solsona, Spain	7	3	List of participants and summary report of the meeting
MS2	Operational website and communication starter kit developed	7	3	Site set up and partners' registration. Logo, general brochure and communication templates produced and distributed for partner use
MS3	Social media campaign launched	7	4	Social media identities established, regular posts and updates

MS4	Initial data gathering and stakeholders mapping done	1	9	Data and reports sent to WPL2 and WPL3
MS5	Socio-ecological characterisation of the BR demo sites performed	2	9	Socio-ecological characterization reports finished and sent to WPL2
MS6	WEFE-SEM Tool set up and transition scenarios simulations performed	2	18	Model and simulations shared with partners
MS7	Guidelines to develop sustainable market solutions and BMs	5	18	Guidelines document accessible on the website
MS8	Internal WEFE-SEM Tool training course addressed to RES-MAB partners	2,6	20	Training course implemented and attendance certificates issued
MS9	Participatory GEP developed	6	20	GEP accessible on the website
MS10	Interim plenary meeting in Mount Ventoux BR	7	20	List of participants and summary report of the meeting accessible on the website
MS11	WEFE-SEM Tool validated by stakeholders in multi-actor, cross-sectoral meetings	2,3	26	Summaries of the workshops sent to WPL2 and WPL3
MS12	Training courses for key stakeholders celebrated	2,4,5,6	28	Summaries of the courses sent to WPL5 and WPL6
MS13	WEFE Nexus solutions implementation	4	32	WEFE Nexus solutions implemented, and reports sent to WPL4
MS14	Sustainable market solutions and BMs implementation	5	33	Sustainable market solutions and BMs implemented, and reports sent to WPL5
MS15	Final Assembly organised (Jordan)	7	35	List of participants and summary report of the meeting attended by the Project Management Team (PMT), General Assembly, and Advisory Board (AB) accessible on the website

Contractual documents

- Grant Agreement

The Grant Agreement (GA) [2342] [RES-MAB] [PRIMA Call 2023 Section 1] is the contractual document signed by all RES-MAB members, being therein defined all the rights and obligations of the consortium towards the Partnership for Research and Innovation in the Mediterranean Area (PRIMA) Foundation. This document consists of seven chapters and 58

articles. The RES-MAB Consortium Agreement was elaborated having as basis the European Commission Multi-beneficiary General Model Grant Agreement and its Annexes and was made on and shall enter into force on February 29th, 2024. It is composed by the following annexes:

Annex 1 - Description of the Action (DoA), where the WPs are thoroughly described, together with milestones, deliverables and associated effort

Annex 2 - Estimated budget for the action

Annex 2a - Additional information on the estimated budget

Annex 3 - Accession Forms for partners

Annex 4 - Model for the financial statements

Annex 5 - Model for the certificate on the financial statements

Annex 6 - Model for the certificate on the methodology

Annex 7 - Model for technical reports

- Consortium Agreement

The Consortium Agreement (CA) is the internal contract between the partners where the consortium internal rules for the project's management topics, such as consortium organisation, Intellectual Properties Rights (IPR), schedule of payments, monitoring system or government structure are stipulated.

The RES-MAB's CA was elaborated having as basis the DESCA - Horizon 2020 Model Consortium Agreement, built upon REGULATION (EU) No 1290/2013 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 December 2013, laying down the rules for the participation and dissemination in "Horizon 2020 – the Framework Programme for Research and Innovation (2014-2020)".

Consortium overall structure

The transdisciplinary, multi-actor RES-MAB's consortium is composed of practitioners, research institutes, biosphere reserves management bodies, and advisory services from seven countries, as well as more than 300 stakeholders involved in the field of integrative landscape management, sustainable development and conservation, and WEF sectors in the BR demo sites. This requires clear management procedures to address administrative, financial, and technical questions and facilitate internal exchanges in the multicultural group. For these reasons, the internal structure of RES-MAB (Fig. 3) has been designed to ensure a smooth internal coordination (among project partners, actors involved in the actions, and other stakeholders) and an efficient and prompt external coordination (PRIMA Officers, UNESCO MAB Secretariat, the Advisory Board (AB), and other PRIMA projects).

RES-MAB is conducted by the following governance structure:

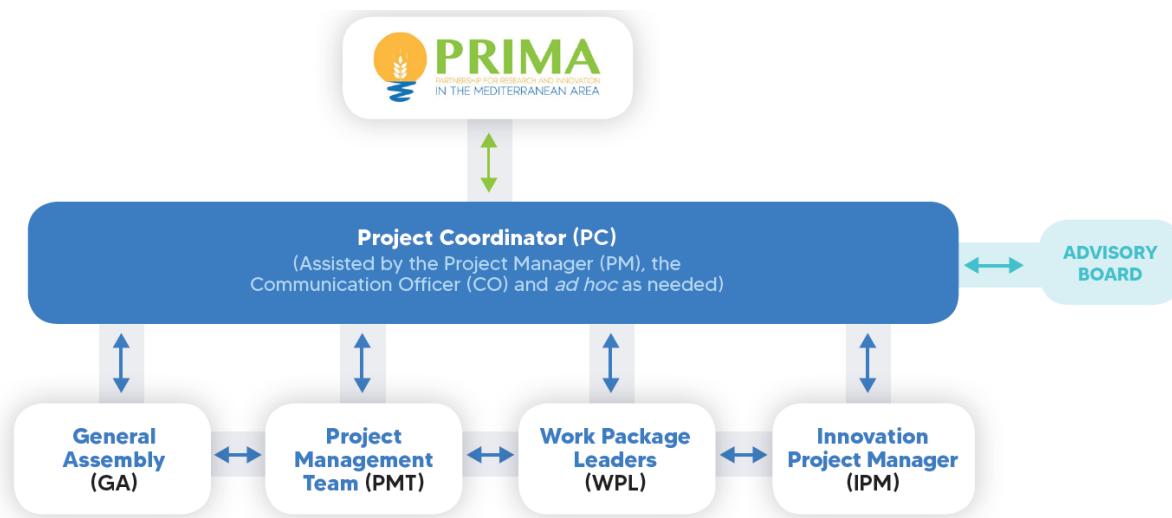


Figure 3. Management organisational structure of the RES-MAB project

- Project Coordinator

The CTFC, as the RES-MAB Project Coordinator (PC), is responsible for the **overall project coordination and management**. It represents the consortium towards the PRIMA Foundation and supervises the overall technical and scientific progress of the project.

The PC shall be responsible for (**Section 6.4.2 of the CA**):

- Monitoring the proper implementation of the project;
- Keeping the address list of members and other contact persons updated and available;
- Collecting, reviewing to verify consistency and submitting reports, deliverables (including financial statements and related certifications), and specific requested documents by PRIMA;
- Transmitting project's documents and information to any other partners concerned;
- Administering the financial contribution and fulfilling the financial tasks described in "Section 7.3 Payments" of the CA;
- Providing, upon request, the partners with official copies or originals of documents that are in the sole possession of the PC, when such documents are necessary for the partners to present claims;
- Communicating all relevant information in connection with the project to the EC/PRIMA IS;
- Preparing, updating, and managing the CA, setting up the project's administrative procedures, and for reporting to the PRIMA Officer;

- Day-to-day financial, administrative, contractual and ethical management of the project, including transfer of payments, monitoring of partners' compliance with contractual obligations, and preparing and submitting all required periodic progress reports;
- Ensuring smooth operation of the project: work plan maintenance, monitor project progress, quality of output with respect to deliverables and milestones; enhance interaction between WPs and partners;
- Performing the scientific leadership of the project, together with the Project Management Team (PMT);
- Organising, preparing agendas, chairing the PMT and the General Assembly (GA), taking all actions to enable proper decision making, and preparing the minutes of these meetings;
- Coordinating the connection and collaboration between WPs;
- Implementing the decisions of the PMT together with the WPLs;
- Organising the Advisory Board (AB) meetings, integrating its suggestions in the project plan;
- Ensuring quality and relevance of the contents of the project website;
- Leading the management of the RES-MAB Intranet;
- Communicating with external parties and other PRIMA-funded projects;
- Actively promoting gender equality;
- Offering help-desk facilities to other consortium members.

- **General Assembly**

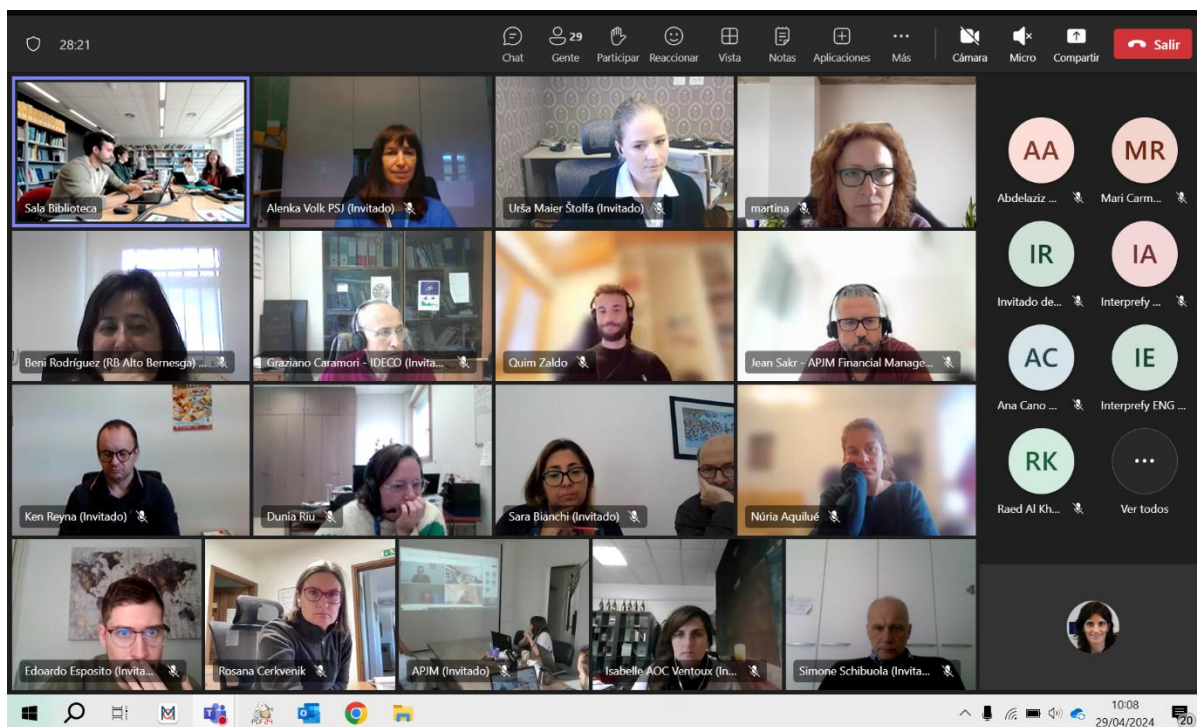
The General Assembly is the **highest discussion forum and decision-making** body of RES-MAB. It is responsible for taking decisions of major importance as those related to the project strategy, progress, major project and budget revisions, if needed, exchange of tasks, budgets and staff, IP, dissemination strategies, communication, interaction with other projects and programmes, and measures towards partners that are not accomplishing their contractual obligations.

The General Assembly is composed of **one representative per partner** with voting rights. Each partner must ensure that the General Assembly Member is duly authorised to deliberate, negotiate and decide on all **matters listed in Section 6.3.1.2 of the CA**. In case the General Assembly Member is not the legal representative of the party, then the party needs to ensure an internal process to provide authorization to the representative to deliberate, negotiate and decide on the General Assembly matter in agreement with the legal representative.

Meetings of the General Assembly are held **twice a year** (preferably in-person, alternatively online). In the interest of the project, additional meetings may be held by decision of the coordinator or by at least 50% of the General Assembly Members. Decisions are made by

consensus, or by simple majority with a casting vote exercised by the coordinator, in the event of a tie.

RES-MAB consortium held the first General Assembly on April 29th 2024 in online format.



- Project Management Team

The Project Management Team (PMT) is the main **management and decision-implementing** body of RES-MAB. The PMT is composed of the PC and the WPLs.

The PMT meetings will be **every three months** through video conferencing. An in-person meeting will be held once per year, coinciding with the General Assembly meetings, when possible. The same decision-making principles are applied as for the General Assembly.

The following specific tasks belong to the responsibilities of the PMT (**Section 6.3.2.3 of the CA**):

- Prepare documents and information for the AB and propose ways to implement AB recommendations;
- Prepare decisions to be taken at the General Assembly and follow-up the implementation of decisions;
- Approve detailed work plans, as implemented during the project's progress;
- Approve the periodic and financial reports for the PRIMA Foundation;
- Decide upon the change and exchange of tasks between the project partners and propose respective amendments in Annex I of the GA;

- Propose amendments of the terms of the GA to the partners;
- Decide upon proposals from the PRIMA Office for the allocation of the budget in accordance with the GA, and propose potential reallocations of the partners' budgets;
- Decide upon possible proposals from the PRIMA Office regarding defaulting partners;
- Decide on the long-term detailed work plans, as implemented during the project life;
- Survey ethical and gender issues.

The PMT will appoint a panel from within its members to provide support concerning **ethical issues**, as well as to ensure **gender and cultural diversity**, aligned with applicable regulations relevant to the project's activities, e.g. the European Code of Conduct for Research Integrity. The specific tasks of the panel are the following:

- Ensure ethical principles and best practices in research and technical development;
- Review the ethical implications of the project actions, especially the ones that can have a controversial or debatable lecture;
- Ensure good scientific practices (e.g., publication rules, open science, relation to stakeholders);
- Maintain an inclusive, positive, and empowering behaviour in the overall project that enables all members to feel safe and valued;
- Guarantee the diversity and inclusivity in the procedures and outcomes of RES-MAB, to allow everyone to learn from others and find new ways to address, understand and implement solutions to complex problems;
- Ensure gender equality in RES-MAB organizational structure;
- Boost the respect for diversity in all its facets.

- **Work Package Leaders**

Work Package Leaders (WPLs) are responsible for the **management and technical coordination of their respective WP**, all necessary coordination with other WPs. The WPL will translate decisions of the PMT into daily management tasks, call meetings with the WP participants whenever necessary, and report results and potential critical issues to the GA and PMT. Specific responsibilities of the WPLs are (**Section 6.4.1 of the CA**):

- Design of a detailed work plan for their WP and tune the tasks for individual partners;
- Organise WP-specific meetings to coach, support and stimulate partners, keeping the focus on the strategic objectives of the proposal;
- Monitor the progress within each WP providing solutions to bottlenecks and dead ends;

- Prepare annual reports of their WP, and the interim progress and final reports, as required to report to the EC/PRIMA IS;
- Participate in the PMT meetings and permanently communicate with the PC.

Table 4. RES-MAB Work Packages Leaders

WP	WPL partner
WP1	PSJ
WP2	CTFC
WP3	OIKOS
WP4	APMJ/Mont-Ventoux
WP5	ANDZOA
WP6	Alto Bernesga
WP7	CTFC/RSCN

- Advisory Board

The Advisory Board (AB) **counsels on any specific strategic matters** regarding the project and to **increase the impact** and outreach of the project providing links to relevant actors and networks. The AB supervises the conceptual development of RES-MAB, giving guidance and critical feedback, and reviewing project outcomes in their respective fields of expertise (**Section 6.6 of the CA**).

At the moment, it comprises 4 recognized external experts of international standing from a range of academic and non-academic organizations, including a member from the International Centre for the Mediterranean Biosphere Reserves (UNESCO MED). AB members will be required to sign appropriate confidentiality agreements. Table 5 will be completed after the kick-off meeting of the project on July 24-26th, 2024, and will be updated and placed at the RES-MAB's Intranet.

Table 5. Advisory Board Members

Name	Institution	Position
Isabel Serra	Autonomous University of Barcelona	Professor and researcher
Erik Aschenbrand	Biosphere Reserves Institute – BRI-HNEE	Professor and researcher
Grammenos Mastrojeni	UfM - Union for the Mediterranean	Deputy Secretary General
Frédéric Bioret	MaB France	Researcher
Georgina Flamme	Abertis Foundation	Director

The AB will meet once a year in sessions chaired by the PC and will be invited to attend the three in-person coordination meetings with all the partners (kick-off meeting in Solsona, Spain; interim meeting in France (Mont-Ventoux BR); and final meeting in Jordan (Dana BR)). The AB members will not be remunerated for their participation in the meetings, but their travel and accommodation expenses will be covered.

- Communication Officer

The **RSCN** will be the Communication Officer (CO) as the leader of Deliverable **D7.7** with delivery date in M2. The Communication and Dissemination Plan is designed to be a living document and will be reviewed and updated, at least, once per year.

Excellent communication with partners and stakeholders is of great significance for RES-MAB. The CO, with the support of the PMT, will continuously inform partners about project status, technical issues, work planning, and other relevant issues. Internal communication will be maintained through in-person project meetings, video conferences, and e-mail communications. A shared folder will be made available at the RES-MAB's Intranet to share and co-produce documents and reports. Final documents and open information will be released on the website to reach stakeholders and the public.

A well targeted communication strategy, co-owned by all partners, will allow RES-MAB to excel in communication and outreach. It will put the focus in leveraging existing channels, as those run by the partners themselves, through smart use of traditional means and social media. All partners have reasonable resources in the communication tasks and will thus support the strategy with specific actions.

For an effective project management, RES-MAB foresees various meetings at all scales of the project governance to keep frequent internal communication:

- Meetings with the PC and the PMT for day-to-day project management (weekly)
- Meetings with the PMT and the General Assembly for project planning, progress and reporting, strategic decision-making, and stakeholders' engagement (once per year in person, and as many as necessary online)
- Meetings with WPLs for WP activities planning, progress and reporting, and inter-WP activities planning (once per year in person, and as many as necessary online)
- Meetings with the IPM for strategic support related to RES-MAB innovation activities (1/year in person, and as many as necessary online)
- Meetings with the AB for strategic guidance and lessons learned (once per year)

At regular intervals, each WPL will be required to communicate briefly by email to the PC and other WP members information about the progress of their tasks. This information will be integrated into the annual project reports by the PC, so that the progress of activities can be continuously monitored. Those project results tagged as public such as deliverable reports, meeting minutes, and other news, will be published on the RES-MAB website. The CP Manager will develop templates for project reporting, publications, and meeting. The following project reports are foreseen:

- All partners: short progress report twice a year
- WPLs: short WP progress report twice a year
- PC: Mid-term progress scientific report for the PRIMA Officer in M18
- PC: Final scientific report for the PRIMA Officer in M36

- Data Management Plan Manager

The **CTFC** will be the Data Management Plan Manager (DMP Manager) as the leader of Deliverable **D7.3** with delivery date in M4. The DMP is designed to be a living document and will be reviewed and updated, at least, once per year.

The Data Management Plan (DMP) will specify, among others, how the data will be safely stored and prepared for archiving or sharing, during and after the end of the project, and will set up the bases for controlling access permissions. For each main type and source of data, the plan will specify whether it will be made accessible for analysis and a wider use, in accordance with the **FAIR** principles (Findable, Accessible, Interoperable, Reusable).

- Innovation Project Manager

Considering the innovative character of RES-MAB, the Innovation Project Manager (IPM) is essential in order to support and advice partners in the pursuit of market opportunities, develop suitable BM based on robust market analysis, and accelerate innovation uptake through key stakeholders' engagement. CTFC has the expertise and the suitable profile for this key position.

Management, ethical, gender and diversity principles

General management principles

The management principles designed for RES-MAB seek to **satisfy the following requirements**:

- Efficient management of interaction with the PRIMA Foundation and consortium regarding all administrative and contractual issues, project reporting, organizational issues, and actions;
- Efficient coordination, ensuring all partners agree on common strategic, technical, and scientific orientations and objectives, and a flexible process to refine or adjust objectives, taking account of changing circumstances or recommendations;
- Efficient project control and appropriate quality assurance, ensuring project results are effective, available in time and within budget, and to a high-quality standard;
- A proactive/reactive process, anticipating possible problems by performing risk assessments which will allow making fast decisions and keeping project risks under control.

The **management principles** of RES-MAB are the following:

- Clarity and specificity of objectives and documentation;

- Acceptability of objectives by all partners and third entities involved;
- Flexibility of management to enable incorporation of additional operational decisions or to involve more, or some other actors, under conditions of the changing situation;
- Horizontal tuning in the correlation between delivery schemes of tasks (e.g., those which allows proper interactions between WP activities);
- Vertical tuning (both top-down and bottom-up) when tasks are integrated into WPs with high relevance to PRIMA Foundation priorities and expectations;
- Feasibility of tasks, concerning their targets and implementation resources;
- Task orientation, with clear and enforced definition of responsibilities between partners;
- The project will adopt an "as open as possible, as closed as necessary" approach. RES-MAB will follow the EU policy on data management, which has been moving towards the strengthening of the adoption of open access policies as regards data that is generated in the context of EU funded research;
- RES-MAB will guarantee the deployment of best practices in data management to ensure its security and availability (for internal and external consortium cooperation). The DMP will describe the data management lifecycle for the data generated within the project, from its collection to treatment, storage and sharing processes, always according to the FAIR principles while considering General Data Protection Regulation (GDPR);
- Adequate handling and processing of personal data, in accordance with the European legal framework, the GDPR and national applicable legislation;
- Rules of confidentiality, proper documentation and certification of experimental results will be followed to ensure IP Protection. Since Open Innovation (OI) relies in knowledge flows and knowledge sharing, specific attention will be devoted to IP management in the context of OI. Corresponding achievements, exploitation and patent plans will be communicated to the PRIMA Foundation;
- RES-MAB will have a system to monitor risks in order to detect early-warning signals of such risks and apply corresponding mitigation planes (more details in the Risks mitigation section of this document).

RES-MAB strategy to manage all the knowledge provided by the project is built upon **Responsible Research and Innovation (RRI)** principles. Therefore, any material of a confidential nature supplied to the project will remain strictly for the use by participants in the project and such information will not be forwarded to any other parties without explicit authorization from the provider of the information. All RES-MAB results shall be owned by the project partner(s) carrying out the work leading to such results according to the principles established in the GA and the CA.

All these principles will affect the partners' communication, the interface with the PRIMA Foundation, the acceptance of deliverables, the monitoring tools and procedures (work plan,

actions, follow-ups, travel plan, open issues), quality controls, management of reviews, traceability of actions, and risk assessment and mitigation.

Communication principles

The RES-MAB **PMP (D7.2)** has been designed to ensure good quality communication between project participants, coordinate activities between the participants and between the WPs, and aid the timely provision of deliverables. In this regard, some deliverables and different procedures and rules has been established.

The RES-MAB **CP (D7.7)** provides the communication strategy of the project, detailing its main objectives and key principles. Communication measures to reach the main RES-MAB target groups during the project implementation are also identified in this deliverable.

In particular, RES-MAB communication will adopt the following key principles:

- Multilingualism (English, French, Spanish);
- Adaptation to the type of audience (experts vs. general public), knowledge (local, traditional, academic, politic) and region;
- Mixed use of traditional and conventional media;
- Use of transmedia storytelling, i.e., to create, share and involve the target groups in a cohesive story experience via multiple tools (articles, videos, infographics, brochures of good practices) and from local testimonials;
- Adoption of a participatory approach to meetings and workshops to enhance active learning, interaction, and networking.

The monitoring of the compliance of these principles will be led by RSCN as responsible of the CP, according to periodic reporting of communication activities.

Ethics principles

The RES-MAB consortium is aware of the ethical implications of inter- and transdisciplinary research, including multi-actor innovation actions and participatory processes bridging the academic and non-academic world.

The Consortium is experienced in international research, innovation and collaborative projects and is aware of ethical issues related to data organisation and protection, reporting of results, and methodologies. RES-MAB will respect key ethical principles such as confidentiality and anonymity, respect for participants and actors, informed consent, voluntary participation and no coercion, the right to withdraw, and conflict of interests, among others. Ethical issues will be monitored following the European Code of Conduct for Research Integrity of the European Science Foundation.

Table 6. Ethics Self-Assessment

Relevant ethical issues	How RES-MAB will address the issue
Issue 2: Humans	
Research involving human participants (volunteers)	<p>RES-MAB will work together with a variety of actors from the academic and non-academic sectors in the co-creation, co-design and co-implementation of innovation actions. This will involve group meetings, workshops, (self-) assessments, and interviews.</p> <p><u>Ethics measures:</u></p> <ul style="list-style-type: none"> • Participants consist of persons who voluntarily participate in RES-MAB innovation actions; • Participants will be informed about the goals, methods, and expected impacts of RES-MAB, as well as the consortium’s expectations regarding their participation; • Informed consent for data collection will be secured before data collection through, e.g., interviews and group meetings by using an informed consent form and a project information sheet. These will be tailored according to the specific innovation action and country context, e.g., translated if needed; • Participants will receive feedback and updates to reward their interest and time investment in the project. Dissemination and communication products will support this measure; • A diversity and gender-aware approach, attentive to gendered power relations, hierarchies, diversity, and representation/exclusion will be used for recruiting and engaging in multi-actor participatory processes.
Issue 4: Protection of personal data	
Research involving processing of personal data	Technical and organisational measures to safeguard the rights of the research participants determined by the panel on Ethics and gender and cultural diversity of the PMT.
Research involving further processing of previously collected personal data/publicly available data	<p>Information treated anonymously, except the material posted in social media, and the stakeholders’ info in workshops or Focus groups:</p> <ul style="list-style-type: none"> • Password-protected databases to be stored in safe institutional environments. • Informed consent before activities with stakeholders. • Separated databases: a) personal information; b) anonymous results.
Personal data exported from the EU to non-EU countries/from non-EU countries into the EU	Data from stakeholders’ interviews and workshops in Spain, France, Italy, Slovenia, Lebanon, Jordan and Morocco.

The project **will not** involve any activity or results raising **security issues**, nor will it involve 'EU-classified information' as background or results.

The RES-MAB project acquires a series of ethical principles that govern the overall implementation of the project activities. The location of partners in different countries introduce differences in the approaches, standards, and legislation related to ethical aspects.

Nevertheless, RES-MAB ensures these **ethical principles** are followed along the project activities:

- RES-MAB ensures a fully respectful environment for persons, human dignity, integrity, and the respect of individual autonomy;
- RES-MAB provides a fair distribution of benefits and burdens;
- RES-MAB considers the rights and interests of the participants;
- RES-MAB warrants the free informed consent of the participant activities;
- RES-MAB will promote the honesty and transparency towards research subjects, and the justice and inclusiveness;
- RES-MAB takes special attention to vulnerable categories of individuals such as children, patients, discriminated people, minorities, persons unable to give consent, etc;
- RES-MAB will make scrupulous use of the personal data in the development of the research;
- RES-MAB takes the necessary measures to ensure integrity, security and confidentiality of the information at its disposal and making responsible use of the resources available for the management of the information;
- RES-MAB ensures that all potential participants have fully understood the information and do not feel pressured or coerced into giving consent;
- RES-MAB seeks to use practices that are not discriminatory or unfair;
- RES-MAB will act in accordance with the principle of loyalty to the public service, understood as the commitment to democratic cooperation in the general interest, and will develop their functions in good faith, fairness, equanimity, political and ideological neutrality;
- RES-MAB promotes respect for ecological, energy-saving and, in general, environmental protection measures and protection of future generations' environment.

All research activities carried out within the project will comply with the Article 19 of the regulation EU 1291/2013 of the European Parliament and of the council of 11 December 2013, establishing Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020) about ethics, and with the European Code of Conduct for Research Integrity.

Besides this, RES-MAB features the Art. 34 in the GA – Ethics and Research Integrity – under Section 4 – Other Rights and Obligations – and has defined a panel to ensure that ethical issues and gender and cultural diversity are taken into account (see PMT section under Consortium overall structure).

Gender and diversity principles

RES-MAB's collective understanding and commitment to gender, diversity and inclusion is present in all aspects of the work. Specific strategies, frameworks and tools shall be developed to support its implementation. The PC will actively promote gender equality and diversity inclusion, specifically, one of the responsibilities of the PMT is to ensure that gender and cultural diversity is appropriately managed. RES-MAB will:

- Adopt gender perspectives across all project actions, covering from innovation requirements, IA design and testing, co-creation processes, training and communication activities. RES-MAB will guarantee the diversity and inclusivity in the procedures and outcomes of RES-MAB, to allow everyone to learn from others and find new ways to address, understand and implement solutions to complex problems.
- Promote diversity and inclusion and combat gender bias and harassment.
- Pursue a gender balance within project leadership and activities. RES-MAB's core team includes some of the leading women researchers and practitioners in the realm of resilience landscapes and Biosphere Reserves integrated management, co-creation, and awareness raising. The leading women contribute with their significant collective expertise and networks to RES-MAB, representing a balanced gender representation across WP leadership, and thus also in the PMT. This balance improves scientific quality and societal relevance of the RES-MAB results.

RES-MAB's perspective on diversity reaches beyond the gender dimension. Dealing with the complex and interrelated issues requires a thorough understanding of how different drivers and impacts relate to different groups, and the diverse values and perspectives about integrated management of protected landscapes across local, regional and international contexts. To achieve our ambitious impacts on landscape resilience in the Mediterranean region, RES-MAB will introduce perspectives from different social groups, working systematically to target also vulnerable groups and elevate voices that are diminished or silenced within the *status quo*, e.g., vulnerable communities, migrants, elderly, etc. This requires looking also at the risk cultural aspects.

Allocation of resources

A total of 670,5 PM have been planned for the implementation phase of RES-MAB. The distribution of RES-MAB resources is detailed in **Figures 4 and 5**. The PM distribution across tasks will be presented in **Annex I** in the next updated version of this document. This distribution across WPs and tasks is merely indicative to help the partners in allocating efforts to the different actions, but the final distribution may vary according to actual efforts distribution.

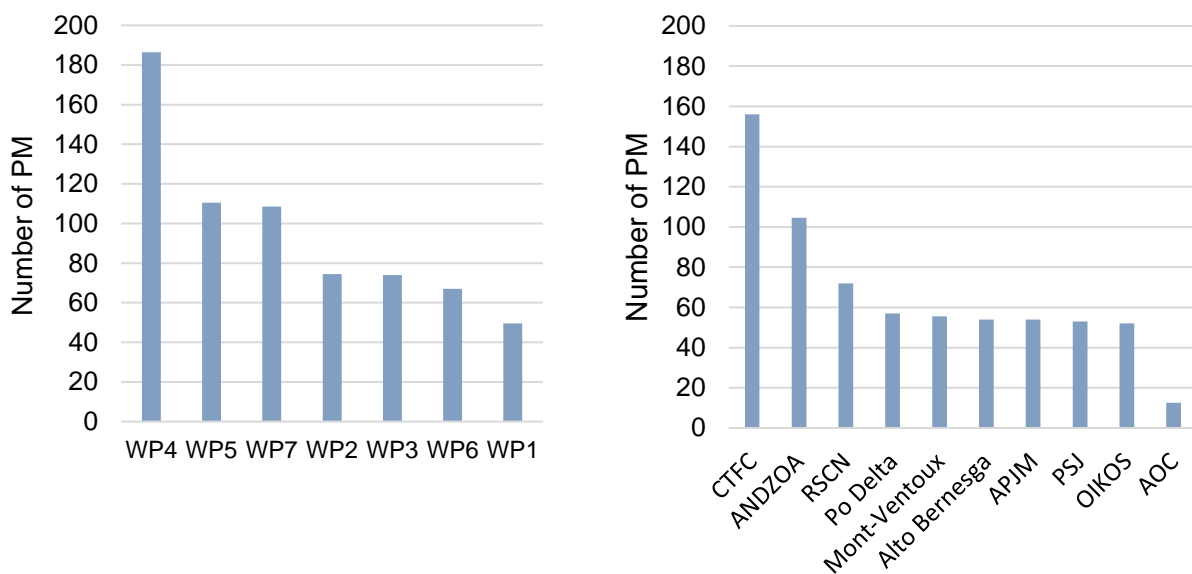


Figure 4. PM distribution per a) WP and b) partner

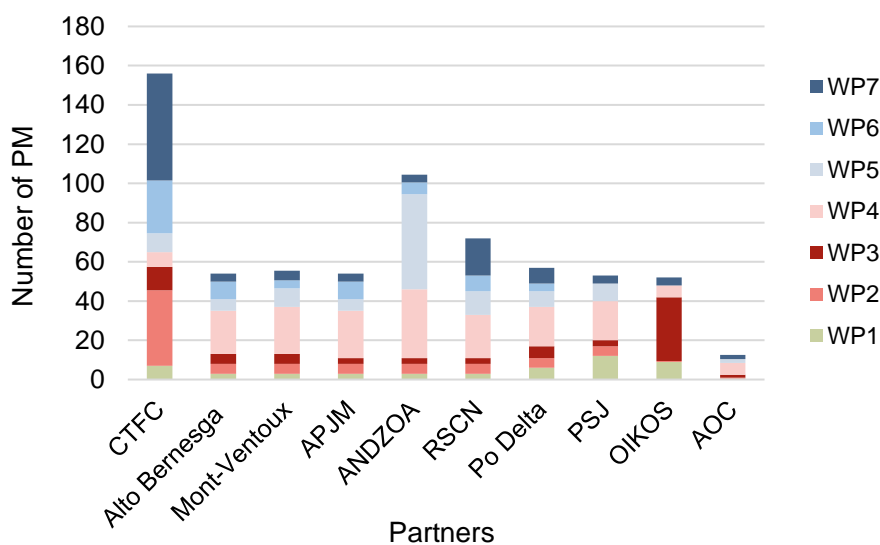


Figure 5. PM distribution across WPs and partners

Internal procedures for ensuring high-quality results

Deliverables' creation and submission

WPLs are responsible for the timely execution of deliverables in accordance with their expected quality. MS Office will be the default format (doc, docx, and xls extensions). The deliverables will be converted to pdf by the PC and uploaded to the PRIMA-MEL platform. Templates are provided to the consortium by the PC and will be used thoroughly. An updated table with all reviewers and times can be found in the RES-MAB Intranet (Microsoft Teams workspace).

To ensure effective deliverables' peer-review, RES-MAB will assign **three reviewers** per deliverable:

- Reviewer 1: the WPL or someone with the expertise to provide content-wise feedback and evaluation;
- Reviewer 2: partner not deeply involved in the task/WP to check understandability and clarity;
- Reviewer 3: the PC (PMT)

The reviewers for each deliverable will be assigned after the kick-off meeting, and column "2. Reviewer" in Table 7 will be filled accordingly in the next updated version of this document.

Table 7. RES-MAB reviewers for the deliverables

Deliverable		1. WPL	2. Reviewer	3. PC
D7.1	Consortium Agreement (CA)	CTFC	All partners	-
D7.7	Communication Plan (CP)	RSCN	All partners	-
D7.4	IPR Strategy	CTFC		CTFC
D7.2	Project Management Plan (PMP)	CTFC		CTFC
D7.3	Data Management Plan (DMP)	CTFC		CTFC
D7.8	Dissemination and Exploitation Plan (DEP)	CTFC		CTFC
D1.1	Initial diagnosis on previous WEFÉ-Nexus experiences	CTFC		CTFC
D1.3	Stakeholder map	PSJ/OIKOS		CTFC
D1.2	Initial Diagnosis on current legal framework	OIKOS		CTFC
D2.1	WEFÉ-SEM Tool characterisation for each BR demo site	CTFC		CTFC
D4.1	Common deployment methodology for WEFÉ Nexus solutions	APJM/Mont-Ventoux		CTFC
D3.1	BR demo sites' cross-sectoral governance road maps	OIKOS		CTFC
D4.2	Monitoring and Evaluation Plan of the WEFÉ Nexus solutions	APJM/Mont-Ventoux		CTFC
D5.1	Report on innovative BMs targeting the WEFÉ Nexus approach	ANDZOA		CTFC
D6.4	Report on the gender equity regulations in the BRs	Alto Bernesga		CTFC

D2.2	WEFE-SEM Tool adaptation to each BR demo site	CTFC		CTFC
D2.3	Dynamic simulations of CC alternative scenarios	CTFC		CTFC
D3.2	Expert's feedback compilation	OIKOS		CTFC
D7.5a	Progress Report	CTFC		CTFC
D5.2	Guidelines for sustainable market solutions in the BR demo sites	ANDZOA		CTFC
D6.1	Training for the implementation of the WEFE-SEM Tool in the BR demo sites	Alto Bernesga		CTFC
D6.5	Gender Equity Plan for the RES-MAB Network	Alto Bernesga		CTFC
D2.4	Assessment of ecosystem services in the BR demo sites under different resilient scenarios	CTFC		CTFC
D2.5	Refinement of the WEFE-SEM Tool based on stakeholders' feedback	CTFC		CTFC
D6.6	Pilot workshops on gender equity	Alto Bernesga		CTFC
D6.2	Training workshops/seminars	Alto Bernesga		CTFC
D6.3	Guide on the capacity building and trainings conclusions	Alto Bernesga		CTFC
D4.3	Report on the WEFE Nexus solutions implemented in the BR demo sites	APJM/Mont-Ventoux		CTFC
D4.4	Report on the results of the WEFE Nexus solutions in the BR demo sites	APJM/Mont-Ventoux		CTFC
D5.3	Monitoring and Evaluation Plan for the BMs	ANDZOA		CTFC
D3.3	Policy advice to integrate the WEFE Nexus perspective into legal regulations	OIKOS		CTFC
D4.5	Knowledge transfer sessions report	APJM/Mont-Ventoux		CTFC
D5.4	Report on BMs targeting WEFE Nexus solutions	ANDZOA		CTFC
D6.7	Baseline for the establishment of the RES-MAB UNESCO Chair	Alto Bernesga		CTFC
D7.6	RES-MAB Policy Brief	CTFC		CTFC
D7.5b	Final Report	CTFC		CTFC

In order to facilitate this process, the RES-MAB consortium will proceed with the following steps, according to **Section 4.1 of the CA**:

- **Completion of the first draft of the deliverable:** the task leader will supply the deliverable to the WPL and Reviewer 2 at least fifteen working days in advance to the submission deadline;
- **Review of the first draft:** both reviewers will examine the first draft and compile their comments and suggestions to the text (in track changes). They will upload the reviewed version to the RES-MAB shared folder in the intranet and inform via email the task leader that the file is available online. This step will be completed at least eleven working days in advance to the submission deadline;

- **Completion of the second draft:** after considering the feedback, the task leader will supply the new version of the deliverable to the PC at least seven working days in advance to the submission deadline;
- **Review of the second draft:** the PC will do a review of the second draft (in track changes) and upload the new version of the document to the RES-MAB shared folder in the intranet and inform via email the task leader that the file is available online. This step will be completed at least four working days in advance to the submission deadline;
- **Completion of the final version:** the task leader will consider the feedback provided and produce the final version of the deliverable at least two working days in advance to the submission deadline. The final version will be sent to the PC to perform the last check and upload the document to the MEL platform before the deadline.

Management of information exchange and communication

Internal communication procedures

This section refers to the general communication rules, the wider communication and dissemination activities are detailed in D7.7 (Communication Plan) and D7.8 (Dissemination and Exploitation Plan), respectively.

The focus of the communication procedures is to list the tools that are at disposal of the partners to grant a smooth communication within the consortium, allowing an effective team work as well as the timely reporting of the progress of the actions, so that corrective measures can be undertaken duly in time.

The methods are:

- Collaborative tool - RES-MAB Intranet
- Emails
- Meetings

- Collaborative Tool – RES-MAB Intranet

CTFC, as the PC, has created a specific **Microsoft Teams' workspace** for the consortium, providing access to all project's members. This workspace is, by default, the tool used by the partners to share and work on documents.

RES-MAB's Intranet Teams' workspace is organised in a series of **folders and WPs channels** that will not be altered without consultation with the PC, to prevent loss of information and difficulties when navigating the workspace.

Besides the overall management by the PC, WPLs are responsible for managing the repository of information in their respective folders. This includes to keep the mailing list up to

date during the implementation phase. A maximum of three subfolders within each WP folder can be created (e.g., Task, Meetings, Deliverables).

- Files management and upload

Microsoft Teams meets security regulation and compliance requirements to preserve shared information, including:

- Draft versions of deliverables for collaborative work;
- Final versions of submitted deliverables;
- Financial and administrative documents;
- Internal progress reports;
- Communication resources (templates, etc.);
- Any other document providing information associated with the project.

The minutes of the meetings will be placed at the folders “General Meetings” or “WPx Meetings” at partners’ disposal for consultation of discussed issues. Meetings organisers (WPLs or task leaders) are responsible for guaranteeing that the minutes and presentations are uploaded in the corresponding folder.

The meetings’ minutes shall include the following information (**Annex II** - Minutes template):

- Participants;
- Agenda;
- Discussed topics;
- Next steps (with responsible partner(s) and deadline);
- For each meeting, a specific subfolder will be created named as follows: “YYYYMMDD_RES-MAB_[MeetingTitle]” (e.g., 20240519_RES-MAB_Pre-kickoff-meeting”). The folder will include the following information:
 - Agenda, venue, logistics, participant list
 - Minutes
 - Pictures
 - Presentations

- Emails

Communication through emails together with the RES-MAB Intranet will be the main communication tool for the collaborative work of partners geographically dispersed. For an efficient exchange, good practices will be followed in the communications by email:

- Deadlines will be clearly specified in any requested action;

- The subject of the email will include “RES-MAB_WP x _Task x _subject” to facilitate identification and mail searches;
- A new email thread will be open for each new subject;
- In case of limited access to internet connection, it is highly recommended to configure an automatic replay, which will include alternative contacts for urgent matters;
- Sending by email large attachments will be avoided. Documents will be shared in the project’s intranet;
- Choose carefully the recipients, do not use “reply all” by default.

Participants involved in the RES-MAB project will have a corporative email account. Each partner will provide WPLs and the PC with a list of people involved in each WP and task and their contacts. The contact list will be available at the “Contacts” Teams’ folder. The PC and WPLs will be in charge of updating the file.

- Meetings

Consortium meetings

Yearly in-person consortium meetings will be held. General Assembly meetings shall take place during the consortium meetings. All the partners will be present or represented (at least one person) at every Consortium meeting and General Assembly (Section 6.2.1 of the CA).

Table 8. RES-MAB Consortium Meetings

Month	Location	Host
M4 - July 2024	Solsona (Spain)	CTFC
M20 - November 2025	Mont-Ventoux (France)	Mont-Ventoux
M36 - March 2027	Dana (Jordan)	RSCN

Project Management Team meetings

The PMT meetings will be held online every month. Physical meetings will be held once per year. General Assembly meetings shall take place during the PMT meetings. The PC will chair the PMT meetings with the WPLs.

Work Package and Task Leaders meetings

Each WPL and task leader is responsible for organising meetings accordingly to the time plan. They are advised to follow good practices such as:

- Broke down complex online meetings into different sessions with a reduced number of participants;
- When the online meeting lasts longer than 90 minutes, a short break should be scheduled;
- Meetings should be designed in a way that people can leave after the specific topic/s in which they are involved is/are closed.

Advisory Board meetings

AB meetings, chaired by the PC, will be held at least once a year. AB meetings shall take place during the Consortium meetings, PMT meetings, or General Assembly meetings.

Risk management and contingency plan

Risk Process

The PMT will ensure that risks are actively identified, analysed, and managed throughout the life of the project. The PMT has the responsibility of identifying and addressing risks, problems or delays arising during the project implementation, draft contingency plans for mitigating those, and survey ethical and gender issues.

Risk Identification

Risk identification involves determining which risks or threats are likely to affect the project. It involves the detection of risks that may lead to project outputs and deliverables being delayed or incomplete, expenses being increased, and/or quality of outputs being reduced or compromised.

RES-MAB will develop an “early warning” system related to risk management. The basic rationale is to monitor risks from the project outset onwards at the regular meetings of the PMT, and in more depth during the project review and reporting process.

To facilitate the monitoring of risks, a risk register will be produced on risks and risk mitigation strategies identified at the proposal stage. The risk register will be reviewed at the PMT meetings. The updated document will be available in the RES-MAB intranet.

During the elaboration of the PMP, the early warning system has been prepared through:

- Reviewing the list of risks and related mitigation strategies;
- Prioritising them based on their significance and potential effects;
- Associating them with specific monitoring procedures.

Table 9. RES-MAB critical risks for implementation

Risk	Risk-mitigation measure	Deliverables
TECHNICAL		
Difficulties with the implementation of the WEFE-SEM Tool	WP2 leader’s experience in modelling will be used for capacity building on how to implement the WEFE-SEM Tool locally. Workshops and guidelines (WP6) will guide BR’s managers before and during the test of the BR demo site-adapted WEFE-Nexus resilience integrated scheme.	D2.2-D2.5, D6.1
Low impact on local territories	RES-MAB partners will select key WEFE stakeholders within the network to be involved in decision-making and project actions. The multi-actor approach applied ensures that end-users are the main beneficiaries of project	D3.3, D4.2-D4.5, D5.2-D5.4, D6.2, D6.6

	outcomes and impacts (increased resilience, improved livelihoods, reduced poverty, migration and vulnerability of marginals).	
Issues and delays in delivery of data and deliverables	The participation of all partners in large EU and non-EU projects will reduce the probability of this risk to happen. In addition, the consortium coordination undertaken in WP7 by CTFC will allow to promptly face any delay in data delivery (e.g., WP1, WP2) or deliverables. Also, issues derived from the lack of data, difficult access to it, and/or expensive data will be managed accordingly (alternative data, increased budget).	All
Issues related to technical implementation of WEFÉ solutions	Scheduled technical activities may be challenged due to delays in receiving the required equipment or materials, and/or due to slow procedures to hire personnel for practical implementation (e.g., WP4, WP5). Advanced planning and the consideration of alternatives will contribute to meet the deadlines and timely develop the actions.	D4.2-D4.5, D5.2-D5.4
ADMINISTRATIVE		
WP coordination and performance issues	The participation of RES-MAB partners in previous EU and PRIMA projects (e.g., PRIMA Wildfood), and the UNESCO MedMaB Network, gives RES-MAB an international level of expertise as a coordinated group with an already established stakeholders' network. Additionally, the diverse speaking languages of the partners may cause difficulties in the interactions during the project implementation (e.g., data collection in WP1, workshops in WP2-WP4 and WP6). The WP and tasks are distributed accordingly to the partners' language skills for an efficient communication across the working teams. We also envisage hiring translators for certain actions. Ad hoc templates will be developed in WP7 and distributed to the whole consortium to harmonise the format of outputs, work plans, communication and dissemination products, reports, etc.	All
Difficulties to evaluate business models' profit	Apart from unexpected shifts in macroeconomic variables and trends in the different countries at the national/regional level that may affect business models, implementing transformative and innovative business models always implies certain level of uncertainty in the estimation of proceeds, that needs to be considered in the planification.	D5.2-D5.4
SOCIO-POLITICAL		
Difficulties in policy deployment due to national/local legal context	There are diverse forms of government and legal context in the countries within the RES-MAB network, and reluctance to intervene WEFÉ regulations and policies or other project actions can be found. This issue will be addressed by engaging political figures and stakeholders from the beginning of the project.	D1.2, D2.1, D3.1, D3.3, D4.3, D6.4, D6.5

<p>Issues related to social reluctance to implement WEFE Nexus solutions</p>	<p>The multi-actor approach implies the co-creation or further development of solutions for real needs of end-users and beneficiaries, i.e., locals are involved in the project from the start. Also, the communication and dissemination plan, and capacity building activities will be key engagement tools. Many of the WEFE-Nexus solutions consist of upscaling, retesting or refining previously implemented initiatives and thus, local population has been well informed about them and are already involved in most of the cases.</p>	<p>D4.2-D4.5, D5.2-D5.4</p>
<p>ENVIRONMENTAL AND HEALTH</p>		
<p>Delay of project activities due to natural hazards or health issues</p>	<p>The impact of severe droughts, storms, hail, floods, and wildfire events could threaten both human populations and ecosystems, e.g., reduced fruit production and other agricultural yields (vineyards, cereals, aromatic plants, etc.), reduced water availability, infrastructure damages, etc. Pandemics and other global disease outbreaks may also pose major health, social and economic risks. The project coordinator together with the affected partners/s will develop measures to mitigate the effects of such unpredictable events.</p>	<p>D2.1, D4.3, D4.4, D5.3, D6.2</p>

Colours indicate the likelihood of the risks to occur: low (green), medium (orange), and high (red).

- **Identification of the consequences from risk impact**

The following criteria are used to analyse and evaluate the severity of the risks, and therefore, the efforts that should be allocated to the mitigation:

- Project outcomes (benefits) are delayed or reduced;
- Project output quality is reduced;
- Timeframes are extended;
- Costs are increased.

Risk prioritization

Analysis of the risks' impact are carried out according to the associated consequences.

- **Qualitative risk analysis**

Once analysed, risks are evaluated to determine the likelihood of a risk/threat and its seriousness/impact, should the risk occur.

Likelihood is a qualitative measure of probability to express the probability of a threat emerging (generally ranked as Low (L), Medium (M), High (H)).

Seriousness is a qualitative measure of the negative impact to convey the overall loss of value from a project if the threat emerges, based on the extent of the damage (generally ranked as Low (L), Medium (M), High (H)).

Table 10. Risk scoring matrix

Probability (Likelihood)	Impact (Seriousness)		
	Low	Medium	High
High			
Medium			
Low			

Likelihood/Probability

- High - Greater than 70% probability of occurrence;
- Medium - Between 30%-70% probability of occurrence;
- Low - Below 30% probability of occurrence.

Impact

- High - Risk that has the potential to greatly impact project cost, schedule or performance;
- Medium - Risk that has the potential to slightly impact project cost, schedule or performance;
- Low - Risk that has relatively little impact on cost, schedule or performance.

Table 11. Score definition

Score	Definition
High	An event that is extremely or very likely to occur (> 70%) and whose occurrence will impact the project's cost (and/or schedule) so severely that the project will be terminated or will cause significant cost (and/or schedule) increases (e.g., > 5%). This risk should be escalated and reviewed frequently.
Medium	An event that has a 50% chance of occurring and would cause noticeable cost (and/or schedule) increases (e.g., > 5%). This risk should be reviewed regularly.
Low	An event that is unlikely or very unlikely to occur and would cause small or no cost (and/or schedule) increase that, in most cases, could be absorbed by the project.

- **Quantitative risk analysis**

Analysis of risk events that have been prioritized using the qualitative risk analysis process and their effects on project activities will be estimated, a numerical rating applied to each risk based on this analysis, and then documented in the risk management plan.

The quantitative evaluation is carried out by giving grades of the risks as the mitigation strategy can be deployed.

Table 12. Grades for quantitative evaluation

Likelihood	Seriousness	Grade	Possible action
H	H	A	Mitigation actions to reduce the likelihood and seriousness, to be identified and implemented as soon as the project commences as a priority.
H/M	H/M	B	Mitigation actions to reduce the likelihood and seriousness, to be identified and implemented during project execution.
M	M	C	Mitigation actions to reduce the likelihood and seriousness, to be identified and costs for potential actions allocated (if funds permit).
M/L	M/L	D	Registration of the risk. No action is needed unless grading increases over time. Periodic monitoring.
L	L	E	Registration of the risk. No action is needed unless grading increases over time. Passive monitoring.

Risk response and mitigation

Each major risk (those marked in red and yellow) will be monitored and controlled by the PMT to ensure that the risk do not affect the project results. Risk responses are subject to periodic reviews and may be changed or upgraded.

For each major risk, one of the following approaches will be selected:

- **Risk Avoidance:** make changes to the project plan to eliminate the risk or to protect the project objectives from its impact by eliminating the cause, e.g., changes in the scope or technical approach, additional resources to avoid or eliminate the risk, etc.
- **Risk Transference:** transfer responsibility and ownership of the risk to an outside resource or organization, e.g., contract out specialized technical components when the PMT lacks the skills;
- **Risk Acceptance:** acknowledge the existence of the risk and accept its consequences if it occurs, e.g., acceptance of schedule or cost overrun and develop a contingency plan to be executed if the risk occurs;
- **Risk Mitigation (controlling):** incorporate the monitoring and handling of risks throughout the life of the project to reduce the impact/probability of the risk. These mechanisms involve the use of reviews, milestones, countermeasures, cost estimates, and introducing new processes/procedures to lessen the risk probability.

Risk Monitoring

Risk monitoring and control is the process of identifying, analysing, and planning for newly identified risks, monitoring previously identified risks, and re-evaluating the effectiveness of

existing risks' response strategies. The level of risk on a project will be tracked, monitored, controlled, and reported throughout the project lifecycle.

Activities involved in **risk monitoring** include:

- Establish periodic reviews and schedule them in the project plan;
- Assess currently defined risks as defined in the risk register;
- Evaluate effectiveness of actions taken;
- Identify the status of actions to be taken;
- Validate previous risk assessments (likelihood and impact);
- Validate previous assumptions and state new ones;
- Identify new risks;
- Track risk response;
- Communicate risk management status and risk response follow through.

Activities involved in **risk control** include:

- Validate risk mitigation strategies and alternatives;
- Take corrective action when events occur;
- Assess impact on the project of actions taken (cost, time, resources);
- Identify new risks resulting from risk mitigation actions;
- Ensure the project plan, including risk management, is maintained;
- Ensure that the incorporated changes address the specific risk;
- Revise risk management documents to capture results of mitigation actions;
- Update risk register;
- Communicate risk management status and risk response follow-through;

The PMT will review, re-evaluate, and modify the probability and impact for each risk every month and will report on the status and effectiveness of the measures applied in the consortium meetings.

A risk will be considered closed when it meets the following criteria:

- Risk is no longer valid;
- Risk event or condition has occurred;
- Risk is no longer considered a risk;

- Risk closure by the PC.

Reporting and payments

Official Reporting Periods

The RES-MAB project is divided in three Reporting Periods (RPs), covering different stages of the project, that shall be submitted to the PRIMA Foundation by the PC, with contributions from all partners.

Table 13. RES-MAB reporting periods

RP	From	To	Months	Start date	Final date
1 (Interim)	1	18	18	01/04/2024	30/09/2025
2 (Final)	19	36	18	01/10/2025	31/03/2027

The reports have two parts: the technical report and the financial report. All participants must contribute to both parts, but it is the PC who will submit them as a single report.

The consortium has 60 days after each RP to electronically submit the report through the PRIMA MEL platform.

- Technical report

The technical report is a summary of the developed activities and their progress towards objectives during the RP, together with an explanation of deviations and mitigation measures. The technical reports must be drawn up using the forms and templates provided in **Annex 7** of the GA. They will include:

- WPs progress;
- Overview of the progress;
- Explanation of the work carried out, including information on delays, work not implemented, budget overruns, new subcontracts, impact on other tasks and available resources and planning (if any), etc;
- Questionnaire related to the action implementation, economic and societal impact:
 - Explanation of work carried out per WP and overview of progress towards objectives (activities and progress of each task);
 - Reasons for deviations from Annex 1, including their impacts on other tasks, resources and planning (if any);
 - Reasons for failing to achieve critical objectives and/or not being on schedule, including impacts on other tasks, resources and planning (if any);

- Statement on the use of resources, including deviations from planned persons-month per partner.

The WPLs are responsible for the progress reports of their corresponding WP. WPLs will inform the PC of the deviations or issues raised as well as on the status of the WPs.

- Financial report

The financial report is a statement of costs incurred during the RP, together with an explanation of how the resources have been used. The technical reports must be drawn up using the forms and templates provided in **Annex 4** and **Annex 5** of the GA. They will include:

- Individual financial statements for partners and linked third parties
- Explanation on how the resources have been used over the RP: every declared cost must be justified, including information about the number of PM involved. Failing to do so, may result in costs not being reimbursed.

Each partner will submit the Individual Financial Statement (IFS) to the PC within the next 30 days after the end of the corresponding RP. If the IFS is not submitted on time, there is no opportunity to submit it within the same reporting period. It will only be possible in the next RP. The IFS must be signed electronically by an authorized representative of each partner's entity.

The PC will check the information for consistency with the technical report, and will submit the report, including the requests for payment, to the PRIMA Foundation within the next 60 days after the end of the corresponding reporting period (Art. 20.1 of the GA). However, **the PC is not responsible for the partners' financial reports.**

- Final report

The final report will enclose more information than the previous reports. For the final report, the PC and the WPLs will collect the following information:

- Technical final report;
- Achieved outcomes' overview and respective exploitation and dissemination of results;
- Project activities' conclusions;
- Social and economic impact of actions carried out;
- Final financial report;
- Final financial statement summary;
- Audits: Certificate on Financial Statements (CFSs) for partners with more than 325.000 € allocated to personnel costs (**Annex 5** of the GA).

As for other RPs, the consortium have 60 days after the end of the project to submit the final report. Costs associated to conduct this report are eligible.

Periodic reports

Periodic reports will keep track of the progress of the planned and implemented activities. These will serve as the basis to prepare the Interim and Final reports for the PRIMA Foundation.

The CTFC will coordinate the preparation of reports with the contribution of the WPLs. The PMT is responsible for the approval of the technical and financial reports.

Periodic reporting will have a double circuit:

- Partners' follow-up: a 3-month report will be requested from each partner to monitor the progress of the implemented actions. To do so, partners will use the specific template provided by the CTFC and available at the RES-MAB intranet. At the WP level, they will provide the PM and costs involved in the activities of the project (meetings, conferences, preparation of deliverables, data analysis, etc.). This document will be updated every three months. The RES-MAB PC will supervise the follow-up.
- WPs' follow-up: periodic reporting will include an update of WPs development. Each WPL will report on the advances in the different tasks to the PC:
 - Every three months: PMT meetings with approximately 5 minutes for each WPL to explain the progress (M3,6,9,12,15,18,21,24,27,30,33,36);
 - Every six months: list of items developed, and next steps (M6,12,18,24,30,36). In writing;
 - Every eighteen months: complete description of the developed tasks (M18,36) for the official reports. In writing.

- Financial interim reports

The CTFC will provide the partners with a template for the interim periodic reports, that will be available at the RES-MAB intranet. The costs in the previous interim report will be available for the partners to be updated. These updated documents will be the basis for the official reports for the PRIMA Foundation.

The template must be filled before the end of each periodic report (M9, M18, M24, M36). M18, and M36 will coincide with the official reports.

Payments

- Pre-financing payment

The PRIMA Foundation proceeded with the pre-financing payment of 2.433.000 € in M2 (Art. 21.2 of the GA), and the CTFC transferred the 50% of the pre-financing to the partners of the consortium between M3 and M4 (according to the reception of the Financial Identification

Form). The remaining 50% will be transferred after submission and approval of the first internal interim financial report (M1-M9) by the PC (Section 7.3.2 of the CA).

- **Interim payment**

The interim payment reimburses the eligible costs incurred for the implementation of the activities during the corresponding RP (Art. 21.3 of the GA).

The PRIMA Foundation will pay to the CTFC the amount due within 90 days from receiving the periodic report (Art. 20.3 of the GA).

- **Final payment**

The payment of the balance, subject to the approval of the final report, will reimburse the remaining part of the eligible costs incurred by the consortium (Article 21.4 of the GA).

Annex I: WP data sheets

To be completed after the kick-off meeting (July 22nd-24th, 2024). The content of this annex may change in the future. A description per task will be filled by the partners in the next updated version of this document.

WP1 – Initial socioecological and legal diagnosis: WEF E Nexus Community of Practice, previous projects, case studies, and lessons learnt

Task 1.1: Analysis of previous PRIMA projects, case studies, and lessons learnt

Work package title

Initial socioecological and legal diagnosis

Task title

Analysis of previous PRIMA projects, case studies, and lessons learnt

Lead institution/Contact person for the task

Po Delta/Mr. Moreno Gasparini

Timeline (in months)

M2-7

Description

Task 1.1 A comprehensive analysis of previous PRIMA and WEF E-Nexus projects (since 2019) and case studies in the Mediterranean region will be conducted to identify key lessons learnt and compile insights and best practices from successful WEF E initiatives that can serve as base for the deployment of actions in the 7 BR demo sites. The Mediterranean WEF E Nexus Community of Practice and the MedMaB Network will be the starting point to exchange region-specific knowledge and best practice concerning the WEF E sectors, and the main CC issues related to them. Findings will be summarized in **D1.1**, which will provide the path for retesting, redefining or upscaling sustainable WEF E Nexus solutions in the 7 BR demo sites. In addition, WP1 will identify and gather initial data about (a) the previous relevant WEF E initiatives ongoing in each BR demo site and (b) existing BM with potential interest for targeting WEF E Nexus solutions. These data will be analysed in WP4 and WP5, respectively.

Planned workshops/events

Planned event	Expected audience	Month
		M
		M

Relevant deliverables and milestones

Deliverables

D1.1: Initial diagnosis report on previous WEF- Nexus projects, case studies, and lessons learnt (M6)

Milestones

none

Task timetable

YEAR 1												YEAR 2												YEAR 3											
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
						D1.1																													

Roles and responsibilities

Partner	Actions
CTFC	-Provides information on previous PRIMA projects, case studies and lessons learnt to Po Delta
Alto Bernesga	-Provides information on previous PRIMA projects, case studies and lessons learnt to Po Delta
Mont-Ventoux	-Provides information on previous PRIMA projects, case studies and lessons learnt to Po Delta
APJM	-Provides information on previous PRIMA projects, case studies and lessons learnt to Po Delta
ANDZOA	-Provides information on previous PRIMA projects, case studies and lessons learnt to Po Delta
RSCN	-Provides information on previous PRIMA projects, case studies and lessons learnt to Po Delta
Po Delta	-Compiles the first draft of D1.1 by coordinating feedback from partners -Reports to the WP1 leader (PSJ)
PSJ	-Provides information on previous PRIMA projects, case studies and lessons learnt to Po Delta
OIKOS	-Provides information on previous PRIMA projects, case studies and lessons learnt to Po Delta
AOC Ventoux	-Provides information on previous PRIMA projects, case studies and lessons learnt to Po Delta

Risks

Risk	Risk-mitigation measure	Deliverables
Issues and delays in delivery of data and deliverables	The participation of all partners in large EU and non-EU projects will reduce the probability of this risk to happen. In addition, the consortium coordination undertaken in WP7 by CTFC will allow to promptly face any delay in data delivery (e.g., WP1, WP2) or deliverables. Also, issues derived from the lack of data, difficult access to it, and/or expensive data will be managed accordingly (alternative data, increased budget).	All

WP coordination and performance issues	The participation of RES-MAB partners in previous EU and PRIMA projects (e.g., PRIMA Wildfood), and the UNESCO MedMaB Network, gives RES-MAB an international level of expertise as a coordinated group with an already established stakeholders' network. Additionally, the diverse speaking languages of the partners may cause difficulties in the interactions during the project implementation (e.g., data collection in WP1, workshops in WP2-WP4 and WP6). The WP and tasks are distributed accordingly to the partners' language skills for an efficient communication across the working teams. We also envisage hiring translators for certain actions. Ad hoc templates will be developed in WP7 and distributed to the whole consortium to harmonise the format of outputs, work plans, communication and dissemination products, reports, etc.	All
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Colours indicate the likelihood of the risks to occur: low (green), medium (orange), and high (red).

Estimated resources in terms of PM

Partner	PM/task
CTFC	
Alto Bernesga	
Mont-Ventoux	
APJM	
ANDZOA	
RSCN	
Po Delta	
PSJ	
OIKOS	
AOC Ventoux	
Total	

Health and safety

Not Applicable

Ethical issues

Not Applicable

Legal issues

Not Applicable

Reviewed by

Task Leader's Name	WP Leader's Name	Date
		d/m/y (updated d/m/y)
		d/m/y (updated d/m/y)

Task 1.2: Analysis of previous PRIMA projects, case studies, and lessons learnt

Work package title

Initial socioecological and legal diagnosis

Task title

Comparative analysis of the legal framework in the seven BR demo sites

Lead institution/Contact person for the task

OIKOS/ Ms.Cristina Sonzogni

Timeline (in months)

M2-9

Description

Task 1.2 In synergy with Task 1.1, the existing legislative framework to manage water, energy, food and ecosystems in the different partner countries will be thoroughly examined (CC adaptation and mitigation initiatives, WEFE sectoral and cross-sectoral policies, and other local/BR-scale regulations) and a comparative analysis will be applied (thresholds, liabilities of each type of actor, restrictions, seasonal limitations, decision-making power and processes, property/management rights, among others). In this sense, the Mediterranean region urgently needs the integrated and transversal approach represented by WEFE Nexus to respond to the urgent CC challenges. The information gathered on current legal framework in the 7 BR demo sites will enable to identify potential gaps, inconsistencies and/or overlaps among the sectoral and/or cross-sectoral policies, and thus, plan the subsequent actions accordingly, and provide recommendations for improvement. The results will be gathered in **D1.2**.

Planned workshops/events

Planned event	Expected audience	Month
		M
		M

Relevant deliverables and milestones

Deliverables
D1.2: Initial diagnosis on current legal framework in the seven BR demo sites (M9)
Milestones
none

Task timetable

Roles and responsibilities

Partner	Actions
CTFC	-
Alto Bernesga	-Provides information on the legal framework in the associated BR demo site
Mont-Ventoux	-Provides information on the legal framework in the associated BR demo site
APJM	-Provides information on the legal framework in the associated BR demo site
ANDZOA	-Provides information on the legal framework in the associated BR demo site
RSCN	-Provides information on the legal framework in the associated BR demo site
Po Delta	-Provides information on the legal framework in the associated BR demo site
PSJ	-Provides information on the legal framework in the associated BR demo site
OIKOS	-Compiles first draft of D1.2 -Coordinates partners' work and collects their contribution -Reports to the WP1 leader (PSJ)
AOC Ventoux	-Provides information on the legal framework in the associated BR demo site

Risks

Risk	Risk-mitigation measure	Deliverables
Issues and delays in delivery of data and deliverables	The participation of all partners in large EU and non-EU projects will reduce the probability of this risk to happen. In addition, the consortium coordination undertaken in WP7 by CTFC will allow to promptly face any delay in data delivery (e.g., WP1, WP2) or deliverables. Also, issues derived from the lack of data, difficult access to it, and/or expensive data will be managed accordingly (alternative data, increased budget).	All
WP coordination and performance issues	The participation of RES-MAB partners in previous EU and PRIMA projects (e.g., PRIMA Wildfood), and the UNESCO MedMaB Network, gives RES-MAB an international level of expertise as a coordinated group with an already established stakeholders' network. Additionally, the diverse speaking languages of the partners may cause difficulties in the interactions during the project implementation (e.g., data collection in WP1, workshops in WP2-WP4 and WP6). The WP and tasks are distributed accordingly to the partners' language skills for an efficient communication across the working teams. We also envisage hiring translators for certain actions. Ad hoc templates will be developed in WP7 and distributed to the whole consortium to harmonise the format of outputs, work plans, communication and dissemination products, reports, etc.	All
Difficulties to evaluate business models' profit	Apart from unexpected shifts in macroeconomic variables and trends in the different countries at the national/regional level that may affect business models, implementing transformative and innovative business models always implies certain level of uncertainty in the estimation of proceeds, that needs to be considered in the planification.	1-4, 6

Colours indicate the likelihood of the risks to occur: low (green), medium (orange), and high (red).

Estimated resources in terms of PM

Partner	PM/task
CTFC	
Alto Bernesga	
Mont-Ventoux	
APJM	
ANDZOA	
RSCN	
Po Delta	
PSJ	
OIKOS	
AOC Ventoux	
Total	

Health and safety

Not Applicable

Ethical issues

Not Applicable

Legal issues

Not Applicable

Reviewed by

Task Leader's Name	WP Leader's Name	Date
		d/m/y (updated d/m/y)
		d/m/y (updated d/m/y)

Task 1.3: Stakeholder mapping and participation system

Work package title

Initial socioecological and legal diagnosis

Task title

Stakeholder mapping and participation system

Lead institution/Contact person for the task

PSJ/Ms. Alenka Volk

Timeline (in months)

M1-34

Description

Task 1.3 Relevant stakeholders will be identified and categorised in a stakeholder map using the Mediterranean WEF Nexus Community of Practice and partners' networks. Through a Mendelow's matrix (interest/influence), individual engagement strategies will be developed for each key player – workshops, bilateral meetings, focus groups, conferences, etc. based on their potential role and contribution – early on in each BR demo site, identifying key milestones when their input is required. At least 2 activities per year will be organised in each BR demo site. They will intervene in the validation of the WEF-SEM Tool adaptation to the different BR demo site (WP2) and cross-sectoral policy integration (WP3) as well as participate in WP4-WP6, providing experience, expertise, market knowledge, and insight for the co-development of WEF Nexus solutions and BM. Such an engagement approach ensures durability of the project results in the long term and wider acceptance and adoption of its actions, since their ownership is shared. A Stakeholder map (D1.3) will be elaborated containing the involvement strategy and action plans.

Planned workshops/events

Planned event	Expected audience	Month
		M
		M

Relevant deliverables and milestones

Deliverables

D1.3: Stakeholder map (M6)

Milestones

MS4: Initial data gathering and stakeholders mapping done in the seven BR demo sites (M9)

Task timetable

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Roles and responsibilities

Partner	Actions
CTFC	-Provides information on relevant stakeholders -Participates in developing individual stakeholders' engagement strategies and action plans
Alto Bernesga	-Provides information on relevant stakeholders -Participates in developing individual stakeholders' engagement strategies and action plans
Mont-Ventoux	-Provides information on relevant stakeholders -Participates in developing individual stakeholders' engagement strategies and action plans
APJM	-Provides information on relevant stakeholders -Participates in developing individual stakeholders' engagement strategies and action plans
ANDZOA	-Provides information on relevant stakeholders

	-Participates in developing individual stakeholders' engagement strategies and action plans
RSCN	-Provides information on relevant stakeholders -Participates in developing individual stakeholders' engagement strategies and action plans
Po Delta	-Provides information on relevant stakeholders -Participates in developing individual stakeholders' engagement strategies and action plans
PSJ	-Collects information and communicates with the WEF E Nexus Community of Practice and the MedMaB Network -Coordinates stakeholders' engagement and organises co-creation events -Produces D1.3 -Ensures quality of the WP1's deliverables
OIKOS	-Provides information on relevant stakeholders -Participates in developing individual stakeholders' engagement strategies and action plans
AOC Ventoux	-Provides information on relevant stakeholders -Participates in developing individual stakeholders' engagement strategies and action plans

Risks

Risk	Risk-mitigation measure	Deliverables
Issues and delays in delivery of data and deliverables	The participation of all partners in large EU and non-EU projects will reduce the probability of this risk to happen. In addition, the consortium coordination undertaken in WP7 by CTFC will allow to promptly face any delay in data delivery (e.g., WP1, WP2) or deliverables. Also, issues derived from the lack of data, difficult access to it, and/or expensive data will be managed accordingly (alternative data, increased budget).	All
WP coordination and performance issues	The participation of RES-MAB partners in previous EU and PRIMA projects (e.g., PRIMA Wildfood), and the UNESCO MedMaB Network, gives RES-MAB an international level of expertise as a coordinated group with an already established stakeholders' network. Additionally, the diverse speaking languages of the partners may cause difficulties in the interactions during the project implementation (e.g., data collection in WP1, workshops in WP2-WP4 and WP6). The WP and tasks are distributed accordingly to the partners' language skills for an efficient communication across the working teams. We also envisage hiring translators for certain actions. Ad hoc templates will be developed in WP7 and distributed to the whole consortium to harmonise the format of outputs, work plans, communication and dissemination products, reports, etc.	All

Colours indicate the likelihood of the risks to occur: low (green), medium (orange), and high (red).

Estimated resources in terms of PM

Partner	PM/task
CTFC	
Alto Bernesga	
Mont-Ventoux	
APJM	
ANDZOA	
RSCN	
Po Delta	
PSJ	
OIKOS	
AOC Ventoux	
Total	

Health and safety

Not Applicable

Ethical issues

Not Applicable

Legal issues

Not Applicable

Reviewed by

Task Leader's Name	WP Leader's Name	Date
		d/m/y (updated d/m/y)
		d/m/y (updated d/m/y)

*Copy this template and complete for every Work Package.

Annex II: Minutes Template

1.-Title

Scope, location and general information

2.-Agenda

Day 1: Meeting title

Presentation 1 - Presenter name (partner name)

Discussion points

- Point 1
- Point 2
 - Point 2.1
 - Point 2.2

Presentation 2 - Presenter name (partner name)

Discussion points

- Point 1
- Point 2
 - Point 2.1
 - Point 2.2

Presentation 3 - Presenter name (partner name)

Discussion points

- Point 1
- Point 2
 - Point 2.1
 - Point 2.2

Presentation 4 - Presenter name (partner name)

Discussion points

- Point 1
- Point 2
 - Point 2.1
 - Point 2.2

[...]

Day 2: Meeting title

Presentation 1 - Presenter name (partner name)

Discussion points

- Point 1
- Point 2
 - Point 2.1
 - Point 2.2

[...]

Day 3: Meeting title

Presentation 1 - Presenter name (partner name)

Discussion points

- Point 1
- Point 2
 - Point 2.1
 - Point 2.2

[...]

3.-Q&A

4.-Next steps

5.-Final remarks

Based on the meeting outcomes, the following actions are noted/planned (urgent actions in **bold**).

Partner in charge	When	Related WP/Task	Action Required
Acronym	DD/MM/YYYY	Description	Description

6.-Annexes

Annex 1: Agenda

Time	Title	Speaker
09:15 - 10:00		Name, Entity

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Annex 2: List of attendees

Entity	Role in the project	Attendees	Apologies
CTFC	<i>WPx/Taskx leader</i>		
Alto Bernesga			
Mont-Ventoux			
APJM			
ANDZOA			
RSCN			
Po Delta			
PSJ			
OIKOS			
AOC Ventoux			