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water mining
value for society

Deliverable 1.1

Project management guidelines

Date: 17 November 2020

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1 Introduction

1.1 Purpose of this document

This Project Handbook and quality manual has mainly two functions:

- Firstly, it is a reference source for all consortium members covering many day-to-day activities;
- Secondly, it intends to standardize various elements of the project e.g. project reports, deliverables, etc. through the use of agreed procedures and templates where relevant.

It will be a dynamic document and will be updated as required throughout the project.

1.2 Precedence

The general principles for the project execution are defined in the EU Grant Agreement (GA), the Description of the action (DoA) and the Consortium Agreement (CA). The Project Handbook does not replace any of these established agreements, nor does it replace any of the EU guidelines for project implementation and documentation.

Where there are any inconsistencies between these documents, the following order of precedence should be applied:

1. EU Grant Agreement including Description of the action, also referred to as the Grant Agreement (EU GA) Annex 1;
2. Consortium Agreement (CA);
3. Project Handbook (present document).

2 General Project Information

Title	Next generation water-smart management systems: large scale demonstrations for a circular economy and society.
Acronym	WATER-MINING
Grant Agreement No.	869474
Funding Programme	Horizon 2020
Instrument	IA (Innovation Action)
Project Start Date	01-09-2020
Duration of the project	48 months

Table 2-1. List of WATER-MINING consortium partners

No	Participant Organization Name	Country	PIs involved
1	TECHNISCHE UNIVERSITEIT DELFT (**Coordinator**)	NL	Prof Patricia OSSEWEIJER*
2	SEALEAU BV	NL	Prof. Maria LOIZIDOU*
3	KWR WATER B.V.	NL	Prof. Christos MAKROPOULOS*
4	FUNDACIO EURECAT	ES	Dr. Xavier MARTINEZ*
5	NATIONAL TECHNICAL UNIVERSITY OF ATHENS	EL	Prof. Joe HARALAMBOUS*
6	S.EL.I.S. Lampedusa S.p.A.	IT	Dr. Angelo CATANIA*
7	CIEMAT	ES	Dr. Guillermo ZARAGOZA*
8	DECHEMA	DE	Dr. Thomas TRACK*
9	BRUNEL UNIVERSITY LONDON	UK	Prof. Evina KATSOU*
10	UNIVERSITY OF ABERDEEN	UK	Prof. Frithjof KUEPPER*
11	WATER EUROPE	BE	Durk KROL
12	Resolution Research Nederland B.V.	NL	Ellen Tuinman
13	UNIVERSITA DEGLI STUDI DI PALERMO	IT	Prof. Giorgio MICALE*
14	WETSUS	NL	Dr. Leon KORVING*
15	UNIVERSITAT AUTONOMA DE BARCELONA	ES	Prof. Louis LEMKOW*
16	STICHTING JOINT IMPLEMENTATION NETWORK	NL	Eise SPIJKER
17	ACSA, OBRAS E INFRAESTRUCTURAS, S.A.U.	ES	Dr. Joan PONS*
18	ICCS	EL	Dr. Angelos AMDITIS*
19	HASKONINGDHV NEDERLAND BV	NL	Veronique RENARD
20	Kanzler Verfahrenstechnik	AT	Florian KANZLER
21	LARNACA SEWERAGE AND DRAINAGE BOARD	CY	Katerina KALLI
22	NEMO	NL	Giovanni STIJNEN

No	Participant Organization Name	Country	PIs involved
23	ACCIONA AGUA SA	ES	Dr. Anna-Maria JIMENEZ*
24	UNIVERSIDAD DE SANTIAGO DE COMPOSTELA	ES	Prof. Xavier VENCE*
25	JERUSALEM INSTITUTE FOR ISRAELI STUDIES	IL	Yamit NAFTALI
26	AGUAS DO ALGARVE SA	PL	Antonio MARTINS
27	REVOLVE	ES	Stuart REIGELUTH
28	EUROPEAN NETWORK OF LIVING LABS IVZW	BE	Zsuzsanna BODI
29	Water & Energy Intelligence B.V.	NL	Dr. Ifigeneia KOUTIVA
30	LENNTECH BV	NL	David van LENNEP
31	Titan Salt B.V.	NL	Robert van VOORST
32	ECSITE	BE	Catherine FRANCHE
33	Sofinter SpA	IT	Alessandro TREZZI
34	Vasantdada Sugar Institute	IN	Dr. Sanjay PATIL*
35	THERMOSSOL STEAMBOILERS SA	EL	Dimitris XENOGIANNIS
36	NOURYON INDUSTRIAL CHEMICALS B.V.	NL	Prof. Thijs de GROOT*
37	Floating Farm Holding BV	NL	Peter van WINGERDEN
38	MADISI LTD	CY	Dr. Maria DODOU*

3 Legal Aspects

3.1 Grant Agreement

The Grant Agreement forms the legal basis for the implementation of the project. It consists of:

- Terms and Conditions (this is the core contract);
- Annex 1 Description of the action (DoA);
- Annex 2 Estimated budget for the action;
- Annex 3 Accession Forms;
- 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.

Although the core contract is signed between the EU and the Coordinator of the project, all partners have become individual contract partners with the commission by signing the Accession Forms.

The Grant Agreement must be kept by all partners and should be provided to the auditor in case of an audit. It is downloadable in the participant portal; in document library of the WATER-MINING project.

3.2 Consortium Agreement

Whereas the Grant Agreement is signed between the EU and the partners, the Consortium Agreement is signed between the partners themselves. It arranges in more detail the provisions of the Grant Agreement, such as but not limited to: financial issues, payments, management, decision making, conflict resolution, intellectual property rights and liability. The Consortium Agreement must also be kept by the partners and must be shown in case of audits.

3.3 Amendments

During the project, circumstances may arise to call for a request to the EU for an amendment of the Grant Agreement. Reasons may vary, but could be:

- Change of partner(s);
- Change of legal entity;
- Changes in the Budget *(EU GA: Annex 2);*
- Changes in the DoA *(EU GA: Annex 1).*

In case an amendment is needed the coordinator shall submit such a request, after a unanimous decision by all partners in the General Assembly, to the EC project officer. After approval by the EC, the Coordinator shall distribute the revised Grant Agreement to the partners, replacing former versions.

Budget changes that do not affect the content of DoA can be taken care of by the consortium itself; following a decision by the General Assembly and information to the Project Officer. Amendments may be requested by any of the project partners.

4 Management Structure and Procedures

4.1 Project Organizational Structure

The project organizational structure is represented in the following diagram:

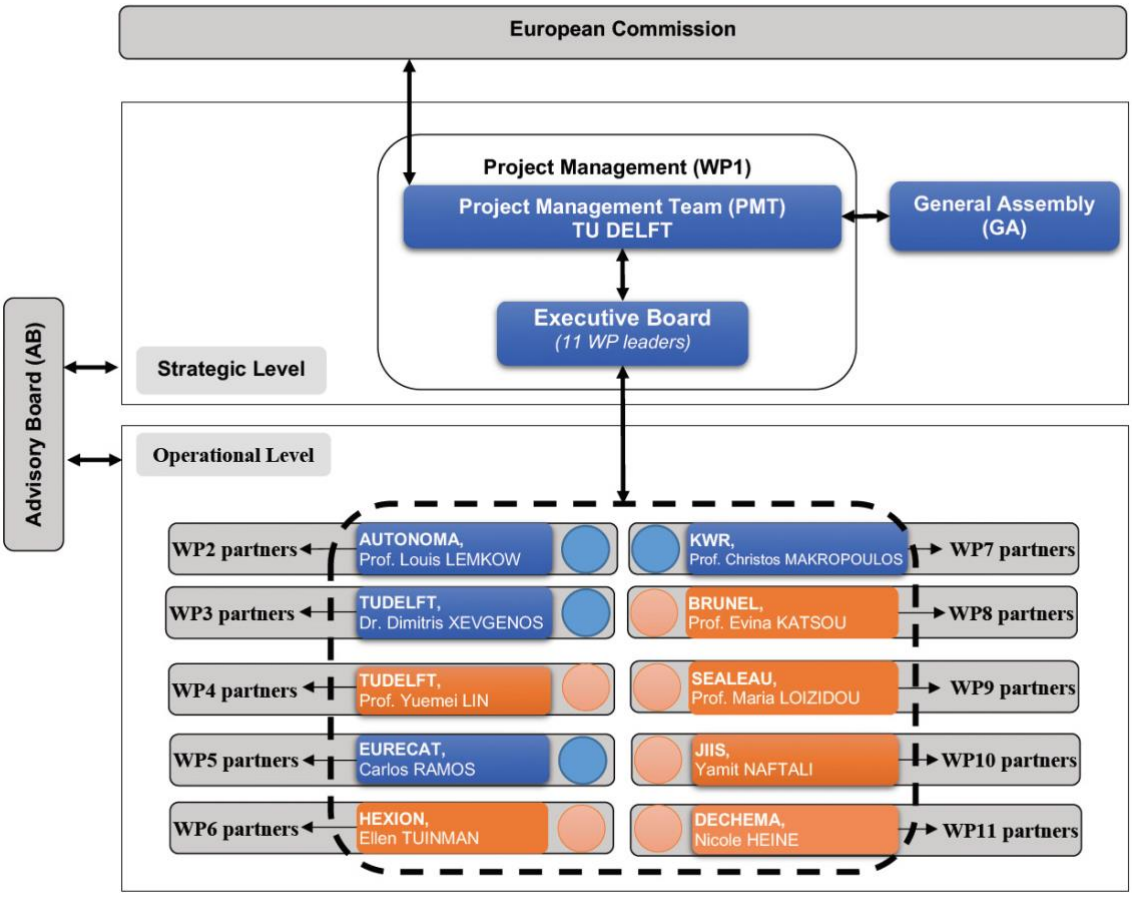


Figure 4-1: Project management structure and organization

The project organizational structure has multiple layers of decision-making:

Advisory Board (AB)
The Advisory Board gives solicited and un-solicited advice to the project coordinator on (social) scientific and technological approaches, results and societal embedding, as well as ethics, amongst others to facilitate a quick market uptake.

General Assembly (GA)
The General Assembly represents all parties and is the governing bodies which deals with partner enrollment and exit, budget changes, (IPR) issues and conflicts.

Project Coordination
The Project Coordination is responsible for efficient management of the project and individual activities with respect of time, budget and quality. It also functions as the intermediary for all communication between co-beneficiaries and the European Commission. The day-to-day management of the project will be the responsibility of the PMT. The PMT comprises:

- The Coordinator (Chairperson) – Prof. Patricia Osseweijer
- The Scientific Manager – Prof. Mark Van Loosdrecht
- The Executive Project Coordinator – Dr. Dimitris Xevgenos
- The Innovation Manager – Dr. Dimitris Xevgenos
- The Administrative Manager - Janine Pforr

Executive Board (EB)
The Executive Board supervises the execution of the project. Moreover, it is responsible for proper execution and implementation of the decisions of the General Assembly.

Work Package Leaders (WPL)
Work Package Leaders are responsible for workflow, coordination and progress within their WPs and other WPs. They ensure that the coordinator is informed about WP developments. Adjustment to work must be agreed with by the coordinator.

4.2 Roles

4.2.1 General Assembly (GA)

The GA is ultimately responsible for the management of the project and consists of one representative from each partner in the consortium. It is chaired by the Project Coordinator.

The GA shall be free to act on its own initiative to formulate proposals and take decisions. In addition, all proposals for changes of the workplan made by the Executive Board shall be considered and decided upon by the GA. In the table below the members of the General Assembly are provided. The partners must inform the Coordinator for possible changes of their representatives in the General Assembly.

Table 4-1. General Assembly Members

No	Organization Name	Name	Email
1	TECHNISCHE UNIVERSITEIT DELFT (**Coordinator**)	Prof Patricia OSSEWEIJER*	P.Osseweijer@tudelft.nl
2	SEALEAU BV	Prof. Maria LOIZIDOU*	m.loizidou@sealeau.com
3	KWR WATER B.V.	Prof. Christos MAKROPOULOS*	Christos.Makropoulos@kwrwater.nl
4	FUNDACIO EURECAT	Dr. Xavier MARTINEZ*	xavier.martinez@eurecat.org
5	NATIONAL TECHNICAL UNIVERSITY OF ATHENS	Prof. Joe HARALAMBOUS*	harjo@chemeng.ntua.gr
6	S.EL.I.S. Lampedusa S.p.A.	Dr. Angelo CATANIA*	angelo.catania@selis.it
7	CIEMAT	Dr. Guillermo ZARAGOZA*	guillermo.zaragoza@psa.es
8	DECHEMA	Nicole Heine	nicole.heine@dechema.de

No	Organization Name	Name	Email
9	BRUNEL UNIVERSITY LONDON	Prof. Evina KATSOU*	Evina.Katsou@brunel.ac.uk
10	UNIVERSITY OF ABERDEEN	Prof. Frithjof KUEPPER*	fkuepper@abdn.ac.uk
11	WATER EUROPE	Durk KROL	durk.krol@watereurope.eu
12	Resolution Research Nederland B.V.	Ellen Tuinman	ellen.tuinman@hexion.com
13	UNIVERSITA DEGLI STUDI DI PALERMO	Prof. Giorgio MICALE*	giorgiod.maria.micale@unipa.it
14	WETSUS	Dr. Leon KORVING*	Leon.Korving@wetsus.nl
15	UNIVERSITAT AUTONOMA DE BARCELONA	Prof. Louis LEMKOW*	Louis.Lemkow@uab.cat
16	STICHTING JOINT IMPLEMENTATION NETWORK	Eise SPIJKER	eise@jin.ngo
17	ACSA, OBRAS E INFRAESTRUCTURAS, S.A.U.	Dr. Joan PONS*	j.pons@sorigue.com
18	ICCS	Dr. Angelos AMDITIS*	a.amditis@iccs.gr
19	HASKONINGDHV NEDERLAND BV	Veronique RENARD	
20	Kanzler Verfahrenstechnik	Florian KANZLER	f.kanzler@kvt.technology
21	LARNACA SEWERAGE AND DRAINAGE BOARD	Katerina KALLI	Veronique.Renard@rhdhv.com
22	NEMO	Giovanni STIJNEN	stijnen@e-nemo.nl
23	ACCIONA AGUA SA	Dr. Anna-Maria JIMENEZ*	anamaria.jimenez.banzo@acciona.com
24	UNIVERSIDAD DE SANTIAGO DE COMPOSTELA	Prof. Xavier VENCE*	xavier.vence@usc.es
25	JERUSALEM INSTITUTE FOR ISRAELI STUDIES	Yamit NAFTALI	yamitn@jerusaleminstitute.org.il
26	AGUAS DO ALGARVE SA	Antonio MARTINS	antonio.m.martins@ADP.PT
27	REVOLVE	Josep CROUS-DURAN	josep@revolve.media
28	EUROPEAN NETWORK OF LIVING LABS IVZW	Zsuzsanna BODI	director@enoll.org
29	Water & Energy Intelligence B.V.	Maria Mortou	m.mortou@weintelligence.eu
30	LENNTECH BV	David van LENNEP	david@lenntech.com
31	Titan Salt B.V.	Robert van VOORST	rvt@titansalt.com
32	ECSITE	Catherine FRANCHE	cfranche@ecsite.eu
33	Sofinter SpA	Alessandro TREZZI	alessandro.trezzi@swsonweb.com
34	Vasantdada Sugar Institute	Dr. Sanjay PATIL*	sv.patil@vsisugar.org.in
35	THERMOSSOL STEAMBOILERS SA	Dimitris XENOGIANNIS	thermossol@yahoo.gr
36	NOURYON INDUSTRIAL CHEMICALS B.V.	Michiel de Beer	michiel.debeer@nouryon.com
37	Floating Farm Holding BV	Hendrik Kampen	Hendrik@floatingfarm.nl

No	Organization Name	Name	Email
38	MADISI LTD	Dr. Maria DODOU*	zacharioum@gmail.com

The following decisions shall be taken by the GA:

- Changes in content and finance and intellectual property rights;
- Evolution of the consortium (e.g.: entry of a new partner, withdrawal of a partner).

All decisions of the GA are taken with 2/3 majority votes, though the objective is unanimity.

The quorum of the GA meetings is 2/3 of its members. On a regular basis, the GA members will communicate via telephone, Skype conferences and e-mail. The GA will meet annually and when decisions are required which cannot wait for the annual meeting.

4.2.2 Project Coordination

The day-to-day management of the project will be the responsibility of the PMT. The PMT comprises:

- The Coordinator (Chairperson) – Prof. Patricia Osseweijer
- The Scientific Manager – Prof. Mark Van Loosdrecht
- The Executive Project Coordinator – Dr. Dimitris Xevgenos
- The Innovation Manager – Dr. Dimitris Xevgenos
- The Administrative Manager - Janine Pforr

The PMT will direct all activities of the project towards its objectives within the framework of the Contract, the DoA and the Consortium Agreement. The PMT will:

- Act as liaison with European Commission (EC) for all contractual and formal reporting matters;
- Prepare and implement the Consortium Agreement;
- Monitor compliance by the Parties with their obligations;
- Collect, review (to verify consistency) and submit reports, other deliverables (including financial statements and related certifications) and specific requested documents to the Funding Authority;
- Organise Data and information management and facilitate internal and external communication;
- Organise, prepare and chair GA meetings and EB meetings.
- Identify (WP1) and monitor all ethical issues;
- Address external and internal risks which may impair progress towards the Project's objectives, troubleshoot where possible and propose strategies to the General Assembly to address those risks;
- Define global performance indicators of progress towards the project's objectives;
- Prepare and update quality assurance procedures and guidelines;
- Direct the project according to the adopted work plan (DoA) taking preventive and corrective actions as needed;
- As necessary propose modifications to the work plan, the contract and the consortium agreement for approval by the General Assembly and the EC if so required.

- Present project budgets to the General Assembly for approval;
- Address and document all issues raised by external regulatory and other relevant bodies;
- Discuss and record all relevant Intellectual Property issues raised by participants in conformity with the CA;
- Document and manage withdrawal, inclusion and exclusion of participants as appropriate following agreed procedures (Grant Agreement and CA);
- Approve or otherwise, publications and other outputs resulting from the WATER-MINING project.
- Organise an internal review process for deliverables before uploading.
- Overlook the appropriate timing for delivery of results (for dependent activities) & mediate in case of problems.

Decision-making procedure: The Coordinator will be the PMT Chairperson. The PMT will meet in principle on a monthly basis, though that may be more frequent depending on the phase of the project and on issues when they may occur. Meetings will dominantly take place in person and when necessary through the use of electronic means or conference calls. Decisions will be taken by consensus. If consensus cannot be reached, the issue in question will be referred to the GA. The Coordinator will overlook the appropriate inclusion of social engagement, Value Sensitive Design and co-creation by arranging dedicated meetings with relevant WP leaders and partners. The Scientific Manager will organize dedicated meetings to address science and technology questions and issues (incl publications); the Innovation Manager will organize dedicated meetings for innovation (IP) issues. These meetings will conform part of the annual Consortium meetings and be organized more frequently by request or when deemed necessary (by GA or PMT). This will eventually lead to three outputs for further recommendations on social learning aspects; novel research questions and innovative solutions for water management; which will be presented at the final conference.

4.2.3 Executive Board (EB)

The Executive Board (EB) comprises the Work Package (WP) leaders (11 members, see also Figure 10): **WP1**: Prof Patricia Osseweijer - TUDELFT, **WP2**: Prof. Louis LEMKOW - AUTONOMA, **WP3**: Dr. Dimitris Xevgenos – TU DELFT, **WP4**: Prof. Yuemei LIN - TUDELFT, **WP5**: Xavier Martinez - EURECAT, **WP6**: Ellen Tuinman – HEXION, **WP7**: Prof. Christos Makropoulos - KWR, **WP8**: Evina Katsou – BRUNEL, **WP9**: Prof Maria Loizidou - SEALEAU, **WP10**: Yamit Naftali – JIIS, and **WP11**: Dr. Thomas Track – DECHEMA.

The responsibilities of the EB are the following:

- Proper execution and implementation of the work plan and of decisions of the General Assembly.
- Assess the compliance of the Project with the Grant Agreement and, if necessary, propose modifications of the Grant Agreement to the General Assembly;
- Monitor and control tasks on which other WPs are dependent;
- Ensure the appropriate review guidelines of deliverables are followed;
- Support Coordinator in preparing and attending meetings with EC & in preparing related data and deliverables;
- Prepare the content and timing of press releases and joint publications by the consortium or proposed by the EC.

The roles and responsibilities of each Work Package leader will be to:

- Ensure progress according to budget and plans for each of the tasks in the WP;
- Synchronise the tasks internally within the Work Package;

- Prepare and submit the short monthly report to the PMT (in communication with Task Leaders);
- Coordinate the activity with the other WP Leaders and the Executive Board (see above) to ensure streamlining of the entire project activity. The coordination can be effected electronically, or if the PMT decides so, a meeting will be convened to resolve any problems which could affect the project;
- Report progress summaries in the WP regularly (monthly) to the PMT. They will advise in real time any potential delay in the performance of the WP activities, proposing solutions to mitigate negative effects;
- Ensure the timely production of deliverables and reaching of milestones for the WP;
- Provide warning to the PMT and the Coordinator if, and when one of the risks listed in the contingency plans (or any unforeseen risk) materializes and prepare proper action;
- Provide the necessary inputs for the timely submission of the reports to the Commission.

Decision-making procedure: The EB will have frequent and regular internet-based meetings (at least every two months) and it will be chaired by the Coordinator, with the support of the PMT. The EB comprises an additional decision-making layer that is introduced to enhance project effectiveness, in view of its complexity and scale. Each EB member has a permanent replacement in case he/she is not able to attend a meeting. The EB will be able to take decisions related to the (daily) technical implementation of the project. The WP leaders are responsible for monitoring the milestones and deliverables in their WP and will maintain close and frequent contact with consortium members involved in their WP. The WP Leaders will be in ongoing contact with the PMT and report every month on the progress of the work and related aspects. The monthly reports will be short reports (1-2 pages max.) including information on progress and results within each WP, in order for the PMT to summarize the overall project status.

Table 1. Executive Board Members

Topic	WP	Name(s)	E-mails
Project management	1	Prof Patricia Osseweijer	P.Osseweijer@tudelft.nl
		Dr. Dimitris Xevgenos	d.xevgenos@tudelft.nl
		Prof. Mark van Loosdrecht	M.C.M.vanLoosdrecht@tudelft.nl
Co-creation through social engagement for societal embedding	2	Prof. Louis Lemkow	Louis.Lemkow@uab.cat
		Dr. Gonzalo Gamboa	gonzalo.gamboa@uab.cat
Demonstration of renewable desalination and sustainable brine management	3	Dr. Dimitris Xevgenos	d.xevgenos@tudelft.nl
		Rodoula Ktori	r.ktori@tudelft.nl
Demonstration of extraction/valorisation of Kaumera Nereda Gum	4	Prof. Yuemei Lin	Yuemei.Lin@tudelft.nl
		Dr. Philipp Wilfert	P.K.Wilfert@tudelft.nl
Demonstration for phosphorus, water, salt and energy recovery from urban wastewater	5	Carlos Ramos	carlos.ramos@eurecat.org
		Sandra Casas	sandra.casas@eurecat.org
Demonstration for closed-loop water recovery in the industrial sector	6	Ellen Tuinman	ellen.tuinman@hexion.com
		Gerlof Bouma	gerlof.bouma@hexion.com
Development of ICT tools supporting process monitoring, control & optimization, immersive stakeholder engagement & market creation	7	Prof. Christos Makropoulos	Christos.Makropoulos@kwrwater.nl
		Dr Martin Korevaar	martin.korevaar@kwrwater.nl
Circularity and Sustainability evaluation of demo activities (WP3, WP4, WP5 and WP6)	8	Prof Evina Katsou	Evina.Katsou@brunel.ac.uk
		Daniel Dias	daniel.dias@brunel.ac.uk
Market exploitation and Circular Economy Business Modelling	9	Prof Maria Loizidou	m.loizidou@sealeau.com
		Dr. George Tsalidis	g.tsalidis@sealeau.com
	10	Yamit Naftali	yamitn@jerusaleminstitute.org.il

Advanced Policy Formulation, policy packaging & roadmap		Jeff Dodick	jeff.dodick@gmail.com
Dissemination and communication activities	11	Nicole Heine	nicole.heine@dechema.de
		Dennis Becker	dennis.becker@dechema.de

The leader(s) of WP1 (Project Management) shall chair all meetings of the EB, unless decided otherwise by a majority of two-thirds.

4.2.4 Advisory Board (AB)

To support the work of the consortium, an Advisory Board (AB) is established. The task of the AB is to provide solicited or unsolicited advice on project progress; ethics; and monitor adherence of project deliverables to the needs of the sector and to facilitate a quick market uptake. The AB will comprise expert members from the private sector and external members representing the entire value chain. In order to allow full exchange of information, each AB member is asked to sign an NDA as specified in the CA. Input from the Advisory Board will be sought particularly during the market research and design phases of the project (WP8). The Advisory Board will also monitor and advise on the results of the testing of technologies in WP3-WP6 and reflect on policy issues. The external AB members will be invited to join the regular project meetings, in particular the kick-off (M1), mid-term (M24) and final (M48) review meetings. The AB will also consist of 2 experts (Prof. Neelke Doorn and Prof. Joyce Tait) in social engagement, co-creation and inclusion and ethical issues related to the project. They will specifically focus on the appropriate embedding of methods for social engagement and co-creation and advice on specific issues, improvement of practices and on dealing with ethical issues.

The following members have already consented to join the Advisory Board, though additional members may be invited throughout the duration of the project:

Table 2. Advisory Board Members

No.	Name, organization and title	Main area of expertise and short CV info
1	Dr. Dionysia Avgerinopoulou, Chairperson for Committee of Environmetal Protection of the Greek Parliament	Dr. Avgerinopoulou is a leading politician on environmental matters. She serves as a member of the Greek Parliament and as the Chairperson for the Special Permanent Committee of Environmental Protection of the Greek Parliament. She has served as the Vice-Chair of the Steering Committee of the Global Water Partnership Organization (GWPO) in Stockholm, Sweden, and as the Head of Water of the Energy and Environment Committee of the International Chamber of Commerce (ICC) in Paris, France. Dr. Avgerinopoulou has also served as the Chairperson of the Standing Committee for the UN Affairs of the Inter-Parliamentary Union (IPU), in Geneva, Switzerland, the Chairperson of the Circle of the Mediterranean Parliamentarians on Sustainable Development (COMPSUD), the Vice-Chair for the Mediterranean Commission for Sustainable Development (MCSD), and a Member of the Hellenic Parliament and Chair of the Environment Committee of the Hellenic Parliament, in Athens, Greece. In 2015, Dionysia-Theodora was nominated

No.	Name, organization and title	Main area of expertise and short CV info
		as a candidate for the position of the Executive Director of the United Nations Environment Program (UNEP) by the Hellenic Republic. In 2013, she was nominated for the position of the Deputy Executive Director of UNEP by the Hellenic Republic.
2	Paul O'Calaghan, CEO of Bluetech research (UK)	Paul provides water technology market intelligence. We work with three main groups, Water Technology Start-ups, Venture Capital Investors and leading global water technology firms. He carries out market analysis, competitive benchmarking and technology due diligence.
3	Linda Macpherson, New Water ReSources Founder and Managing Member	Linda focuses her activities on changing people's thinking and behavior about water—especially water use and reuse. She is assisting governments, utilities, service districts, and professional associations around the world as they communicate to stakeholders about sustainable water planning, management, and reuse.
4	Prof. Carles Solà, F. Rector of UAB, F. Minister for Universities, Research and Society of the Catalan Government (ES)	Carles in a chemical engineer, former rector of University of Autonoma and former Minister for Universities, Research and Society of the Catalan Government in Spain.
5	Prof. Neelke Doorn, TU Delft (NL)	Neelke is distinguished Antoni van Leeuwenhoek professor 'Ethics of Water Engineering' at the Department Ethics and Philosophy of Technology and Director of Education of the Faculty of Technology, Policy and Management. Neelke holds master degrees in Civil Engineering (TU Delft 1997, cum laude), Philosophy (Leiden 2005, cum laude), and Law (Open University 2016, cum laude). In May 2011, she obtained her PhD degree from the TU Delft for her thesis on Moral Responsibility in R&D Networks.
6	Leland R. Widger, R&D Senior Scientist, Cargill Salt (USA)	Leland is R&D Senior Scientist for Cargill Salt, and is committed to nourishing the world in a safe, responsible, and sustainable way. Leland received his Ph.D. in chemistry from The Johns Hopkins University and has spent his professional career working at the interface of energy, water, and food systems. With a broad interdisciplinary background spanning academia and industry, his goal is to contribute to the development of novel technologies that allow us to solve important problems in sustainable and commercially-viable ways.
7	Paul Eijsbouts, Process Team Leader, SABIC (NL)	Paul is a Chief Scientist ETP Technology at SABIC (Saudi Basic Industries Corporation). SABIC is one of the world's leading manufacturers of chemicals, fertilisers, plastics and metals. Silicones and glass-fibre reinforced polymer sheets. Paul holds a MSc in Chemical Engineering from TU/Eindhoven from which he graduated in 1984 prior to starting his career at SABIC in various departments gaining in-depth know-how of various chemical processes operated by SABIC, of which chlor-alkali is of main importance in this project. He has served as the coordinator – and lead process engineer - of the Brine Recovery project (LIFE06 ENV/NL/000178) "Brine Recovery in the production of polycarbonate" where 73% of the salt

No.	Name, organization and title	Main area of expertise and short CV info
		was recovered and 75% of indirect energy savings was achieved. A project continuously in operation since 2008.
8	Prof. Joyce Tait, Edinburgh University (UK)	Joyce, the founding Director of the Innogen Centre/Institute, has an interdisciplinary background linking natural and social sciences with particular interests in supporting development of advanced innovative technologies capable of delivering both economic and societal benefits. She has worked on: strategic planning for innovation; governance, risk management, regulation and standards; and stakeholder attitudes and influences. An important current project is exploring how standards could contribute to making governance systems more proportionate and adaptive to the needs of advanced innovative technologies. Innovation areas covered by this research include: GM, synthetic biology and gene editing; genetic databases; pharmaceuticals and antimicrobial resistance; cell therapies and regenerative medicine; diagnostic devices; FinTech; and stratified and translational medicine. Current appointments include: Prime Minister's Council for Science and Technology; UK Department for Business, Energy and Industrial Strategy (BEIS) Synthetic Biology Leadership Council (and Chair of its Governance Subgroup); Governing Board of the Industrial Biotechnology Innovation Centre, University of Strathclyde; Innovation and Knowledge Centre, Imperial College, London.
9	Corinne Van Voorden, Sr. Advisor International Innovation Climate, Water, Circular Economy, Netherlands Enterprise Agency (NL)	Corinne is Innovation Advisor for the Netherlands Enterprise Agency, supporting companies, knowledge institutes, governmental and non-governmental parties with the development of multidisciplinary European water, climate action and circular economy projects. She advises on strategic partnerships, innovation and European funding. She holds degrees in Engineering Management and Social Sciences and has previously worked for engineering and consulting companies on water business projects.
10	Koen de Kruif, Senior advisor in sustainability and environmental quality, DCMR Environmental Protection Agency (NL)	Koen is an environmental scientist in the field of water pollution and energy studies. For 20 years he has worked for the DCMR regional environmental protection agency in the field of international relations and since 2015, on circular economy where he aims to achieve increased sustainability within industry and small – medium sized enterprises, decreasing barriers and improving awareness and investment activities.

4.2.5 Meetings

Project meetings are plenary meetings with parallel sessions on e.g. technical progress organized by the PMT. They will take place once a year. They include a General Assembly meeting and an Executive Board meeting. The minutes of the meetings will be submitted to the PO (if required).

EB meetings are organized by the PMT on a two-monthly basis.

WP meetings are regular meetings organized by WP leaders to monitor and steer project progress in their WP. Technical meetings may be called for by the task leaders within a work package or between technical work packages in order to coordinate progress on WP level. A shortlist of progress made and follow-up actions is part of the monthly reports send to the coordinator.

Meetings may also be held by teleconference or other telecommunication means.

Costs for travel and accommodation to participate in these meetings have to be covered by each partners own budget.

For every meeting taken place, **minutes** should be sent to the coordinator.

4.3 Agile management methodology

Project management aims to improve collaboration between partners and sets the foundations for a successful project. In projects, such as WATER MINING, where many stakeholders from different places and with different backgrounds are involved, a continuous monitoring to achieve the objectives is essential. Project management tools should also ensure the smooth working of the project and therefore increase the probability to achieve high quality results. To overcome potential collaboration limitations, delays, and late feedbacks, the agile management methodology (Figure 4-2) is proposed to be implemented in WATER MINING project.

Agile project management is an iterative approach to monitor a project throughout its life cycle. It is composed of several incremental steps towards the completion of a project. A project can be managed by breaking it into several stages or sprints, including all required actions for each partner. In this way, the requirements and the end goal are understood by everyone and partners have full knowledge of the progress and what is being done in the project. Meetings help the group in achieving their tasks in an efficient way. Partners provide feedback effectively, shortening the time period between planning, respond, and delivery. Agile management methodology reduces risks and improves project quality.

In WATER MINING, the tasks within WPs are in principle broken into 3 (or 6)-month iterations allowing to continuously review the progress of the tasks and the results obtained. Other sprint durations can also be introduced by the Work Package leaders at different stages of the project implementation according to specific project needs. Extra actions adjustments to overcome potential barriers can be established in order to achieve the objectives. Duration of each task will be also reviewed and adjusted. Each task is divided into subtasks necessary to fulfil the main task. The initial duration of the cycles will be established by WP leaders according to the task duration, the requirements, intensity of activities and the importance of the tasks.

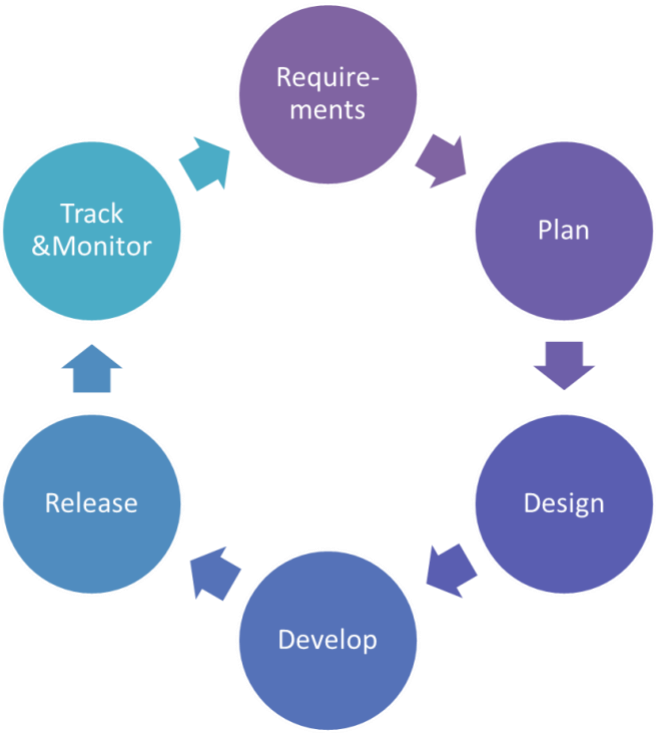


Figure 4-2: Agile methodology approach

Figure 4-3 presents a template for a sprints log in excel which includes the task, each of the subtasks and its description, the responsible partner and partners involved, the target indicators, the expected value and the obtained value of the indicators, and the expected deadline. The duration, the status, and the progress of each subtask are also shown in the sprint log. To monitor the progress of the tasks and subtasks, their status can be defined as Not-started/New/In progress/Review/Done, and then the progress can be set as on track/behind-can catch up/behind-need help/ cannot deliver- escalate. In this way, delays and changes can be recognized on time and adjustments can be proposed.

WP3	**Demonstration on renewable desalination and sustainable brine management**
Agile leader	Dimitris Xevgenos
Contact	d.xevgenos@tudelft.nl
Updated	12/10/2020

Task	Activity	Description	Responsible	Involved	Start	End	Status	Progress
3.1		Detailed design for renewable desalination/brine minimization and salt recovery	TUDELFT	ALL	Sep/20	Feb/21	In progress	
3.1	3.1.1	Bench-scale tests: MED evaporator	NTUA		Sep/20	Feb/21	Not started	
3.1	3.1.2	Bench-scale tests: Nanofiltration	LENNTECH		Sep/20	Nov/20	In progress	
3.1	3.1.3	Bench-scale tests: Magnesium Crystallizer	UNIPA		Sep/20	Nov/20	Not started	
3.1	3.1.4	Bench-scale tests: Thermal Crystallizer	TITANSALT		Sep/20	Nov/20	Not started	
3.1	3.1.5	Bench-scale tests: EDBM	UNIPA		Sep/20	Nov/20	Not started	

Figure 4-3. Template for the sprints log

Weekly or biweekly meetings between partners (within WP) will be arranged in order to evaluate the progress of the tasks/subtasks. WP leader (or Agile Leader) is responsible to track the progress of the subtasks and coordinate the discussion to provide solutions to potential problems. The frequency

(weekly or biweekly) will be agreed upon by partners. The Agile Leader can be either the WP leader or the WP leader with another appointed person.

At the end of each sprint, a review meeting with WP partners will be arranged to discuss results, assess KPIs and impacts. Information regarding the results will be transferred to other WP leaders.

Steps to follow in the Agile management methodology:

1. The WP leader creates an Agile project management for their tasks (or appoints an Agile Leader)
2. Arrange a Sprint planning:
    a. Define tasks within WP
    b. Define activities with each task
    c. Define the responsible person, deadline, the measurement indicator and the value expected for each activity in the sprints
    d. Define activities duration
    e. Define sprint duration (by default established in 3 months)
    f. Define the frequency of the tasks meetings (weekly or biweekly)
3. Arrange frequent task meetings:
    a. Monitoring of the subtasks progress. Update progress and status in the sprints and note any deviation and propose contingency plans if needed
    b. The WP leader (or Agile leader) fills in the sprints meeting excel sheet after each sprint meeting
4. Sprint review:
    a. Arrange a sprint review meeting
    b. The information is shared with other WP leaders in the next project progress meeting
5. New sprint planning cycle starts

An Excel sheet is being provided in the project intranet, so that the WP leaders organize the implementation of the agile methodology into their respective WP.

5 Communication

5.1 Internal communication

Internal communication is considered the communication within the consortium.

5.1.1 E-mail

Many people may be working on a number of different projects and are likely to receive numerous emails every day, therefore, a standard subject title is proposed. This helps to quickly recognize the project related emails.

Project related e-mails should include in the subject title: 'WATER-MINING' and WP number (if applicable) followed by a more specific description of the subject, deadline for feedback or reply, see below an example:

[Subject: WATER-MINING: Kick off meeting minutes, till October 30th, 2020]

Furthermore, it is required to copy the Executive Project Coordinator (d.xevgenos@tudelft.nl) in most important e-mail communications.

There will be two different mailing lists, one for the whole consortium and one for the Executive Board. For more information, see the Internal Communication Platform.

5.1.2 Internal Communication Platform

A project Internal Communication Platform will be set up to act as repository for all working documents, minutes and reports.

Every member of the consortium has access to the Internal Communication Platform. In case of problems/need for a new account, the member can contact the Executive Project Coordinator.

5.2 External communication

External communication is considered towards parties outside the consortium, target groups of the project, stakeholders and the EU Project Officer.

The external communication is part of **WP11 Dissemination and communication,** for which one of the partners (DECHEMA) is responsible (Nicole Heine, email: nicole.heine@dechema.de).

Communication of project results is an important part of a H2020 project. More information can be found in deliverable *'D11.1 Communication and Dissemination Plan'*, due in August 2021 (M12).

5.2.1 Project website

The project website is set up for external communication purposes and is online since October 2020 under https://watermining.eu. The project website is created with information about the project, its objectives, results, partners and events.

5.2.2 General Requirements

For any output, all members are requested to indicate at all times that the project has received funding from the European Union. Using the following:

(a) display the EU emblem. When displayed together with another logo, the EU emblem must have appropriate prominence.):

(b) include the following text (Disclaimer):

'This project (WATER-MINING) has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No 869474'.

'The opinions expressed in this document reflect only the author's view and reflects in no way the European Commission's opinions. The European Commission is not responsible for any use that may be made of the information it contains.'

(c) include the project logo

The logo can be found on on the Internal Communication Platform once finished. It is recommended to always place the project logo on the front page of the document and the EU logo at the left side of the footer of the first page in the document.

5.2.3 Specific Project Presentation

The Internal Communication Platform includes the standard WATER-MINING PowerPoint presentation that can be used for external communications.

5.3 Document standard/Templates

All public documentation needs to conform to the document standards provided by the Project Coordinator. The document standard could be used for:

- Official EU reports (such as Periodic, Final);
- Public documents by the consortium;
- Project deliverables (in a report format); and
- any documents that are declared as public by the consortium.

All project templates (deliverables, presentations, document standard) are saved on the Internal Communication Platform.

The preview of a template for a document standard can be found in ***Appendix 2***.

For internal project documents, it is also advised to apply this standard, such as WP meeting agenda and minutes.

5.3.1 Document Titles

	Deliverables	Meetings	Conferences
First letters	WATER-MINING	WATER-MINING	WATER-MINING
Underscore	_	_	_
Next letters	Deliverable number [Dx.y] [x=WP number, y=deliverable number]	Type of document (i.e. Agenda, Minutes, Presentation) In case of presentation, include WP number.	Event title
Underscore	_	_	_
Next letters	Short explanatory **title** for the document.	**Date** and **location** of the meeting	**Date** and **location** of the meeting
Underscore	_		
Next letters (for presentations only)		Short name of **organisation** and **Initials** of presenter	Short name of **organisation** and **Initials** of presenter
Underscore		_	_
Next letters	"v" and number of revision of this specific report [v0.1=draft version, v1.0=final version]	"v" and number of revision of this specific report [v0.1=draft version, v1.0=final version]	"v" and number of revision of this specific report [v0.1=draft version, v1.0=final version]

Deliverable documents:

[WATER-MINING_**Dx.y_Title_v0.1**]

example: WATER-MINING_D1.1_Project Handbook_v0.1

Meeting documents:

[**WATER-MINING_Type of Doc_Location_YYYYMMDD_Organisation_Initials)_v0.1]**

example: WATER-MINING_Agenda_Delft_20200912_v0.1
example: WATER-MINING_Minutes_Delft_20201030_v0.1
example: WATER-MINING_(WPx_)Presentation_Delft_20200906_DX/TUD_v0.3

Conference presentations: [**WATER-MINING_Event_Location_YYYYMMDD_Initials/Organisation_v0.1]**

example: WATER-MINING_KickOff2020_Delft_20201026_DX/TUD_v1.0

6 Reporting

Throughout the lifetime of the project there are:

- (Internal) progress report(s) (financial & technical progress);
- Periodic report(s) to the EU (financial & technical progress);

6.1 Reporting Calendar

To ensure timely submission the partners should respect the following deadlines:

Table 6-1: Reporting Calendar

Kind of report	Period covered	Template ready and uploaded to Internal Communication Platform by project coordinator	Deadline to send to project coordinator	By whom?	Finalised & submitted to EC by project coordinator
Internal Progress Report 1	September 2020 - May 2021 (M01 – M09)	May 2021 (M09)	June 2021 (M10)	All consortium partners	n/a
Periodic Report 1	**September 2020 - February 2022 (M01-M18)**	**February 2022 (M18)**	**March 2022 (M19)**	**All consortium partners**	**April 2022 (M20)**
Internal Progress Report 2	March 2022 - November 2022 (M19 - M27)	November 2022 (M27)	December 2022 (M28)	All consortium partners	n/a
Periodic Report 2	**March 2022 - August 2023 (M19 - M36)**	**August 2023 (M36)**	**September 2023 (M37)**	**All consortium partners**	**October 2023 (M38)**
Internal Progress Report 3	September 2023 - February 2024 (M37 - M42)	February 2024 (M42)	March 2024 (M43)	All consortium partners	n/a
Periodic Report 3	**September 2020 - August 2024 (M37 - M48)**	**August 2024 (M48)**	**September 2024**	**All consortium partners**	**October 2024 (M50)**

6.2 Internal Progress Reports

Internal progress reports are compiled every nine (9) months. A progress report is an internal project document, meaning that it is not sent to the EU. The objective of this internal report is to monitor project expenditure and technical progress. It should be a brief summary of the technical work completed as well as a brief explanation for any deviations (budget and content!) from the DoA *(EU GA: Annex 1)*.

An internal progress report includes:

- A description of the **technical progress**, per work package:

WPL's are responsible to gather all information about the technical progress in their WP from their task leaders and compile a WP report before sending it to the coordinator.

- And a **financial overview** from each partner:

The process of handing in the financial overview goes as follows:

1. The project coordinator provides an Excel template, a preview can be found on Internal Communication Platform a month before the deadline;
2. This template should be filled out by all the consortium partners. This excel sheet provides the coordinator with valuable information needed for monitoring purposes and management reporting;
3. The coordinator consolidates the provided information and sends the complete report to the consortium for review. Again it will not be sent to the Commission.

6.3 Periodic Report

The periodic report *(EU GA: Article 20.3)* must be submitted by the project coordinator **within 60 days** following the end of each reporting period. This report must include explanations for any deviations (budget and content!) from the DoA *(EU GA: Annex 1)*. Just like the internal progress report, the periodic technical report consists of a technical report and a financial report.

The **'periodic technical report'** consists of two parts; Part A and Part B:

A) **Part A** is generated by the IT system. It is based on the information entered by the participants through the periodic report and continuous reporting modules of the electronic exchange system in the Participant Portal. The participants can update the information in the continuous reporting module at any time during the life of the project. Part A contains:

- the cover page,
- a summary which can be used for publications by the EC, and
- the answers to the questionnaire (covering issues related to the project implementation and the economic and social impact).

The project coordinator is responsible for part A.

B) **Part B** is the narrative part that includes explanations of the work carried out by the beneficiaries during the reporting period. Part B needs to be uploaded as a PDF document following the template of Part B Periodic Technical report.

WPL' s compile a report on their WP together with their Task Leaders (TLs) (Part B) and send it to the project coordinator one month before the deadline for uploading it in the participant portal. The project coordinator consolidates the provided information and sends the complete periodic technical report to the consortium for review. The final approved version will be uploaded in to the Participant Portal by the project coordinator.

The Periodic Report Template can be found on the EC website under H2020 reference documents:

http://ec.europa.eu/research/participants/data/ref/h2020/gm/reporting/h2020-tmpl-periodic-rep_en.pdf

The '**periodic financial report**' consists of:

1. **Individual financial statement** *(EU GA: Annex 4)* for each partner, for the reporting period concerned. This financial statement must detail the eligible costs for each budget category. Each partner *and linked third parties* must declare all eligible costs, even if costs exceed the amounts indicated in the estimated budget.
2. An **explanation of the use of resources** and information on subcontracting and in-kind contributions provided by third parties from each partner for the reporting period concerned;
3. a **'periodic summary financial statement**' will be created automatically by the electronic exchange system, consolidating the individual financial statements of the partners, including the request for interim payment.

The F-Sign of each partner will be able to complete online their own Financial Statement including the explanations on the use of resources (also for their third parties). The project coordinator will have a final check on the statements and submit electronically to the EC.

6.4 Final Report

The Final Report is automatically generated by the IT tool and is composed of a final technical and a final financial part:

- **Final technical report is a publishable summary of the entire project**
  - overview of the results and their exploitation and dissemination
  - conclusions on the project
  - its socio-economic impact of the project
  - an up-to-date link to the project website
  - project logos, diagrams, photographs and videos illustrating its work (if available).
- **Final financial report**
  - final summary financial statement that is automatically created by the system (consolidating the data from all individual financial statements for all beneficiaries and linked third parties, for all reporting periods) and that constitutes the request for payment of the balance
  - in some cases (and for some beneficiaries/linked third parties) it must be accompanied by a certificate on the financial statements - CFS (one certificate per beneficiary/linked third party).

6.5 Financial Reporting in Detail [1]

6.5.1 Budget

The budget contains the estimated eligible costs, broken down by Partner (and linked third party) and budget category *(EU GA: Articles 5, 6, and 14).*

[1] All amounts must be specified in Euros. Beneficiaries and linked third parties with accounting established in a currency other than the euro must convert the costs recorded in their accounts into euro. Use the average of the daily exchange rates published in the Official Journal of the European Union, calculated over the corresponding reporting period. If no daily euro exchange rate is published, the costs must be converted at the average of the monthly accounting rates published on the Commission's website, calculated over the corresponding reporting period. Beneficiaries and linked third parties with accounting established in euro must convert costs incurred in another currency into euro according to their usual accounting practices.

The budget is based on estimated costs and person months. Frequent internal reporting assures that these budgets are monitored well and that under- and over spending is noticed at an early stage. Please note that in reporting, actual costs must be reported and not budgeted ones. The budget is presented on the Internal Communication Platform.

The budget categories are listed in the EU GA: Article 6.2, these are:

A. Direct personnel costs

- costs for employees (or equivalent);
- costs for natural persons working under a direct contract;
- costs of personnel seconded by a third party against payment;
- costs for SME owners without salary;
- costs for beneficiaries that are natural persons without salary;

B. direct costs of subcontracting

If necessary to implement the action, the partner may award subcontracts covering the implementation of certain action tasks described in the GA. The partner must award the subcontracts ensuring the best value for money or, if appropriate, the lowest price. In doing so, it must avoid any conflict of interests *(EU GA: Article 35).*

C. Direct costs of providing financial support to third parties

Not applicable

D. other direct costs

Travel costs and related subsistence allowances;
Depreciation costs of equipment, infrastructure or other assets;
Costs of other goods and services;
costs of internally invoiced goods and services.

E. Indirect costs

Indirect costs are eligible if they are declared on the basis of the flat-rate of 25% of the eligible direct costs

6.5.2 Individual Financial Statement – Declaration of Eligible Costs

The individual financial statement needs to be submitted electronically by each partner to the EU through the Participant Portal (*EU GA: Annex 4*).

The Coordinator will send instructions in the email once an official reporting is due.

6.5.3 Audit – Certificate on the Financial Statements

A Certificate on the Financial Statements (CFS) is requested for each partner in case of total contribution of EUR 325 000 or more, as reimbursement of actual costs and unit costs. This means excluding the reimbursement of indirect costs (25%).

The certificate and related costs may only be submitted with the final financial report.

Please note that you have to keep the financial records of the expenses in this project, for a minimum of 5 years after the final payment has been received – digital or hardcopy.

The template is available in EU *GA Annex 5* and on the EC website under H2020 reference documents.

6.6 Keeping records- supporting documentation

Each partner must — for a period of five years after the payment of the balance - keep records and other supporting documentation in order to prove the proper implementation of the action and the declared costs to be eligible. The documents need to be the original documents. Digital and digitalised documents are accepted if national law accepts these documents as originals.

The partners must keep the records and documentation according to their usual cost accounting practices and internal control procedures. There must be a track between the amounts declared, the amounts recorded in accounts and the amounts stated in the supporting documentation (audit trail). This means amongst others that costs for travel and meeting expenses have to correspond to time writing of the person for whom these costs are made.

For the different cost categories, consider the following documents:

Direct personnel costs:

- monthly signed time sheets (*6.6.1 Time recording*);
- calculation of hourly rate (*EU GA: Article 6.2*);
- proof of paid salary;
- labour contracts.

Other direct costs (travel costs and related subsistence allowances, equipment costs, costs of other goods and services):

- quotations (sub)contracts;
- all receipts of expenditure;
- meeting docs: signed presence lists, minutes, agenda;
- calculations of depreciation costs charged to the project.

Direct costs of subcontracting:

- quotations (sub)contracts;
- signed (sub)contracts.

6.6.1 Time recording

For personnel costs (declared as actual costs or on the basis of unit costs), the partners must keep time records for the number of hours declared. The time records must be in writing and approved by the persons working on the action and their supervisors, at least monthly (*EU GA article 18.1*).

The time recording can be done by using a timesheet on paper or in a computer-based system. A template for time-sheets is available on the Participant Portal here. This template is not mandatory; beneficiaries may use their own model, provided that it fulfils the minimum conditions and it contains at least the information detailed below.
Time records should include:

- the title and number of the project, as specified in the EU GA;
- the partners full name, as specified in the EU GA;
- the full name, date and signature of the person working for the project;
- the number of hours worked for the action in the period covered by the time record; for reasons of assurance and legal certainty it is highly recommended that the number of hours is detailed per day (hours worked for the action in each day);
- the supervisor's full name and signature;
- a reference to the work package described in the DoA (EU *GA: Annex 1*), to easily verify that the work carried out matches the work assigned and the person-months reported to the action.

Information included in timesheets must match records of annual and sick leave taken, and work-related travel.

6.7 Budget transfers

With the consent of the Project Executive Board a re-distribution of person-months between partners may be considered. This re-distribution is allowed without requesting an amendment *(EU GA: Article 55)* provided that it does not imply a substantial change to the action as described in the EU GA. All other re-allocations of budget items need to be discussed with the PO in order to decide whether to apply for an amendment to the EU GA.

The maximum grant amount *(EU GA: Article 5)* can however **NEVER be increased.**

7 Payments

The following types of payments are foreseen:

1. Pre-financing at the start of the project:
   Pre-financing funds remain EU property until they are 'cleared' against eligible costs accepted by the European Commission.

2. Interim payment following the approval of the periodic reports:
   After approval of the formal periodic reports, an interim payment will be issued.
   First Periodic Report: 01 September 2020 (M01) – 28 February 2022(M18)
   Second Periodic Report: 01 March 2022 (M19) – 31 August 2023 (M36)

3. Final payment following the approval of the third periodic report:
   The final payment will be transferred after the approval of the final report and consists of the difference between the calculated EU contribution (on the basis of the eligible costs) minus the amounts already paid.

The payment schedule, which contains the transfer of pre-financing and interim payments to Parties, will be handled according to the following:

Funding of costs included in the Consortium Plan will be paid to Parties after receipt from the Funding Authority in separate instalments as agreed below:

- 53.33% of the total funding from the Funding Authority, minus 5% will be paid to the Parties on receipt from the Funding Authority as Advance Payment. 5% of the received advanced funding will be transferred to the "Guarantee Fund"

- 46.67% of the total funding from the Funding Authority, will be paid as "interim payments" to the Parties for work performed

The interim payments will be calculated on the basis of the costs declared by each Partner in the corresponding reporting period and validated by the Funding Authority. Funding for costs accepted by the Funding Authority will be paid to the Party concerned.

8 Deliverables

8.1 List of Deliverables & Milestones in chronological order

Table 8-1. List of deliverables in chronological order

Deliverable Number	Deliverable Title	WP	Lead beneficiary	Type	Dissemination level	Due Date
D1.1	Project management guidelines	WP1	1 - TU DELFT	Report	Public	2
D1.2	Data management plan	WP1	1 - TU DELFT	ORDP: Open Research Data Pilot	Public	3
D1.3	Scientific quality assurance plan	WP1	1 - TU DELFT	Report	Public	3
D1.4	ETHICS	WP1	1 - TU DELFT	Other	Confidential, only for members of the consortium (including the Commission Services)	3
D11.2	WATER-MINING website	WP11	27 - REVOLVE	Websites, patents filling, etc.	Public	3
D10.5	The Policy Packaging methodology and its applicability to WATER-MINING	WP10	25 - JIIS	Report	Public	4
D2.1	Community of Practice Roadmap	WP2	3 - KWR	Report	Public	6
D3.1	Design procedure bench-scale tests CS1+2	WP3	1 – TUDELFT	Report	Confidential	7
D6.1	Report on bench-scale tests	WP6	1 - TU DELFT	Report	Public	8
D11.3	WATER-MININGnewsletters	WP11	11 - WaterEurope	Other	Public	11

Deliverable Number	Deliverable Title	WP	Lead beneficiary	Type	Dissemination level	Due Date
D3.3	Report on technical results from the implementation of WP3 – input for interrelated WPs	WP3	1 - TU DELFT	Report	Confidential, only for members of the consortium (including the Commission Services)	12
D4.5	Report on the technical results from the implementation of WP4– input for inter-related WPs	WP4	1 - TU DELFT	Report	Confidential, only for members of the consortium (including the Commission Services)	12
D5.7	Report on the technical results from the implementation of WP5– input for interrelated WPs	WP5	4 - EURECAT	Report	Public	12
D6.2	Engineering drawings	WP6	20 - KVT	Report	Confidential, only for members of the consortium (including the Commission Services)	12
D6.5	Report on the technical results from the implementation of WP6– input for interrelated WPs	WP6	12 - HEXION	Report	Confidential, only for members of the consortium (including the Commission Services)	12
D11.1	Strategic communication plan	WP11	8 - DECHEMA	Report	Public	12
D11.5	Videos	WP11	27 - REVOLVE	Websites, patents filling, etc.	Public	12

Deliverable Number	Deliverable Title	WP	Lead beneficiary	Type	Dissemination level	Due Date
D5.1	Report on bench-scale tests for CS4 & 5	WP5	5 - NTUA	Report	Confidential, only for members of the consortium (including the Commission Services)	13
D2.6	Infosheet quick scan VSD for case studies	WP2	15 – UAB	Report	Public	15
D5.2	Design parameters for CE processes (focus on phosphorus, water and energy recovery)	WP5	4 - EURECAT	Report	Public	15
D8.9	Selected technologies for the quick scan procedure; performance claims	WP8	8 - DECHEMA	Report	Public	15
D3.4	Demo systems used in CS1 and CS2	WP3	1 - TU DELFT	Demonstrator	Public	18
D4.1	Demonstration plant KEI operation	WP4	1 - TU DELFT	Demonstrator	Public	18
D9.1	Market system maps (8)	WP9	16 - JIN	Report	Public	18
D10.1	Policy Inventory / Policy Gap Analysis	WP10	25 - JIIS	Report	Public	18
D1.5	Data management plan (1st update) (M21)	WP1	1 - TU DELFT	ORDP: Open Research Data Pilot	Public	21
D1.7	ETHICS (1st update)	WP1	1 - TU DELFT	Other	Confidential, only for members of the consortium (including the Commission Services)	21

Deliverable Number	Deliverable Title	WP	Lead beneficiary	Type	Dissemination level	Due Date
D3.5	Report on technical results from the implementation of WP3– input for inter- related WPs (1st update)	WP3	1 - TU DELFT	Report	Confidential, only for members of the consortium (including the Commission Services)	24
D4.2	Kaumera quality and properties NEREDA	WP4	1 - TU DELFT	Report	Confidential, only for members of the consortium (including the Commission Services)	24
D4.6	Report on the technical results from the implementation of WP4– input for inter-related WPs (1st update)	WP4	1 - TU DELFT	Report	Confidential, only for members of the consortium (including the Commission Services)	24
D5.8	Report on the technical results from the implementation of WP5– input for inter-related WPs (1st update)	WP5	4 - EURECAT	Report	Confidential, only for members of the consortium (including the Commission Services)	24
D6.6	Report on the technical results from the implementation of WP6- input for inter-related WPs (1st update)	WP6	12 - HEXION	Report	Confidential, only for members of the consortium (including the Commission Services)	24
D7.1	The WATER-MINING Dashboard	WP7	3 - KWR	Other	Confidential, only for members of the consortium (including the Commission Services)	24

Deliverable Number	Deliverable Title	WP	Lead beneficiary	Type	Dissemination level	Due Date
D7.3	The WATER-MININGAR (authoring tool and mobile application) – First Version	WP7	18 - ICCS	Demonstrator	Confidential, only for members of the consortium (including the Commission Services)	24
D8.6	Circularity Indicators and Assessment (Interim report)	WP8	9 - BRUNEL	Report	Confidential, only for members of the consortium (including the Commission Services)	24
D8.7	Social Impacts Analysis and Models - Interim Report	WP8	1 - TU DELFT	Report	Confidential, only for members of the consortium (including the Commission Services)	24
D8.8	Environmental Impact Assessment models - Interim Report	WP8	10 - UNIABDN	Report	Confidential, only for members of the consortium (including the Commission Services)	24
D11.4	Modular mobile exhibition	WP11	22 - NEMO	Other	Public	24
D6.3	Operating and maintenance manual	WP6	20 - KVT	Report	Confidential, only for members of the consortium (including the Commission Services)	25
D2.7	Optimalisation infosheet Quick-scan VSD-2	WP2	15 - UAB	Report	Public	30

Deliverable Number	Deliverable Title	WP	Lead beneficiary	Type	Dissemination level	Due Date
D9.2	Innovative Circular Economy Business Models & green financing	WP9	24 - USC	Report	Confidential, only for members of the consortium (including the Commission Services)	35
D3.2	Report operation & optimization process	WP3	1 - TU DELFT	Report	Public	36
D4.3	Fermentability of extraction residue	WP4	1 - TU DELFT	Report	Confidential, only for members of the consortium (including the Commission Services)	36
D7.2	WATER-MININGDashboard deployments in the 3 demo cases	WP7	3 - KWR	Demonstrator	Public	36
D7.4	Three AR-'enhanced' demo cases	WP7	18 - ICCS	Demonstrator	Public	36
D7.5	The WATER MINING Platform	WP7	5 - NTUA	Demonstrator	Confidential, only for members of the consortium (including the Commission Services)	36
D7.6	The WATER-MINING AR (authoring tool and mobile application) – Final Version	WP7	18 - ICCS	Other	Confidential, only for members of the consortium (including the Commission Services)	36
D11.7	WATER-MINING website Layman's Report	WP11	1 - TU DELFT	Report	Public	36

Deliverable Number	Deliverable Title	WP	Lead beneficiary	Type	Dissemination level	Due Date
D3.6	Report on technical results from the implementation of WP3 – input for inter-related WPs (2nd update)	WP3	1 - TU DELFT	Report	Confidential, only for members of the consortium (including the Commission Services)	37
D4.7	Report on the technical results from the implementation of WP4– input for inter-related WPs (2nd update)	WP4	1 - TU DELFT	Report	Confidential, only for members of the consortium (including the Commission Services)	37
D5.9	Report on the technical results from the implementation of WP5– input for inter-related WPs (2nd update)	WP5	4 - EURECAT	Report	Confidential, only for members of the consortium (including the Commission Services)	37
D6.7	Report on the technical results from the implementation of WP6– input for inter-related WPs (2nd update)	WP6	12 - HEXION	Report	Confidential, only for members of the consortium (including the Commission Services)	37
D1.6	Data management plan (2nd and final update) (M39)	WP1	1 - TU DELFT	ORDP: Open Research Data Pilot	Public	39
D1.8	ETHICS (2nd and final update)	WP1	1 - TU DELFT	Other	Confidential, only for members of the consortium (including the Commission Services)	39
D2.4	Evaluation report of two Living Labs	WP2	28 - ENoLL	Report	Public	39

Deliverable Number	Deliverable Title	WP	Lead beneficiary	Type	Dissemination level	Due Date
D2.2	Value-sensitive design report (including gender dimension)	WP2	1 - TU DELFT	Report	Public	40
D4.4	Phosphate recovery options	WP4	14 - WETSUS	Report	Confidential, only for members of the consortium (including the Commission Services)	42
D5.3	Report on the operation and optimisation process for vivianite recovery	WP5	14 - WETSUS	Report	Public	42
D5.4	Report on the operation and optimisation process of CS4	WP5	5 - NTUA	Demonstrator	Public	42
D5.5	Report on the operation and optimisation process of CS5	WP5	4 - EURECAT	Demonstrator	Public	42
D5.6	Report on the energy recovery from urban wastewater	WP5	4 - EURECAT	Report	Public	42
D6.4	Report on INDUSTRIAL-MINING demo	WP6	1 - TU DELFT	Demonstrator	Public	42
D8.5	Environmental Technology Verification	WP8	8 - DECHEMA	Report	Public	42
D9.3	Framework agreement(s) tech providers	WP9	2 - SEALEAU	Report	Confidential, only for members of the consortium (including the Commission Services)	42

Deliverable Number	Deliverable Title	WP	Lead beneficiary	Type	Dissemination level	Due Date
D10.2	Policy Recommendations - Circular Economy WATER-MINING Policy Package	WP10	25 - JIIS	Report	Public	42
D10.3	Stakeholder considerations for the CE WATER-MINING policy package	WP10	25 - JIIS	Report	Public	42
D8.1	Circularity Indicators and assessment	WP8	9 - BRUNEL	Report	Confidential, only for members of the consortium (including the Commission Services)	43
D8.2	Social Impacts Analysis and models	WP8	1 - TU DELFT	Report	Confidential, only for members of the consortium (including the Commission Services)	43
D8.3	Environmental Impact Assessment Models	WP8	10 - UNIABDN	Report	Confidential, only for members of the consortium (including the Commission Services)	43
D8.4	Sustainability Assessment WATER- MINING	WP8	9 - BRUNEL	Report	Confidential, only for members of the consortium (including the Commission Services)	44
D11.8	Three sector specific role out events	WP11	28 - ENoLL	Other	Public	44
D10.4	Roadmap for effective policy implementation	WP10	8 - DECHEMA	Report	Public	46

Deliverable Number	Deliverable Title	WP	Lead beneficiary	Type	Dissemination level	Due Date
D9.4	Six strategic business plans	WP9	2 - SEALEAU	Report	Confidential, only for members of the consortium (including the Commission Services)	47
D11.6	Capacity building & citizen engagement	WP11	1 - TU DELFT	Report	Public	47
D2.3	Best practise for stakeholders' engagement	WP2	15 - UAB	Report	Public	48
D2.5	Replicability study	WP2	28 - ENoLL	Report	Public	48
D9.5	Report on replication studies and roadmap on achieving TRL9	WP9	2 - SEALEAU	Report	Confidential, only for members of the consortium (including the Commission Services)	48
D11.9	Final conference	WP11	1 - TU DELFT	Other	Public	48

Table 8-2. List of milestones in chronological order

Milestone number	Milestone title	WP	Lead beneficiary	Due Date	Means of verification
MS1	Consortium agreement & Kick-off meeting	WP1	1 - TU DELFT	2	Signed copy of the Consortium Agreement
MS2	Establishment of 6 CoPs	WP2	3 - KWR	10	List with confirmed participants for each Community of Practice
MS13	First design of Kaumera Extraction Demo Installation	WP4	1 - TU DELFT	14	Engineering drawings
MS14	WATER-MINING Dashboard System Architecture and Proof of Concept	WP7	18 - ICCS	18	Report and early proof of concept software. This deliverable will present the dashboard's system architecture and provide an early proof of concept

Milestone number	Milestone title	WP	Lead beneficiary	Due Date	Means of verification
					software implementation using historic/test data produced by T7.1
MS15	The WATER-MINING AR System Architecture and Proof of Concept	WP7	18 - ICCS	18	Report and early proof of concept software. This deliverable will present the AR application's architecture and provide an early proof of concept software implementation using dummy/test data produced by T7.3
MS16	The WATER MINING Platform System Architecture and Proof of Concept	WP7	5 - NTUA	18	Report and early proof of concept software. This deliverable will present the platform's system architecture and provide an early proof of concept software implementation using example/test data produced by T7.5
MS3	Start-up operation of demonstrations	WP3, WP4, WP5, WP6	1 - TU DELFT	20	Photos from the successful start-up operation & press release
MS4	Opening of the 2 (physical) Living Labs	WP2	15 - UAB	24	Photos and press release
MS11	1 Patent filing for granular sludge based Kaumera Nereda gum polymer	WP4, WP9	1 - TU DELFT	36	1 Patent filing for granular sludge based Kaumera Nereda gum polymer. The patent may be other a national or international (PCT) patent.

8.2 Approval process of deliverables

WPL's are responsible for their WP deliverables. At least one month before the deliverable deadline, the WPL and the author discuss which internal expert will review the first final draft version. The WPL also reviews it. The WPL approaches the internal expert for confirmation. Not later than on the first day of the month of the deliverable deadline, the author sends the first final draft version of the deliverable to their WPL, the appointed internal expert and the project coordinator. Within the following two weeks, the WPL and the appointed internal expert review the first final draft version of the deliverable. At the latest on the 14th of the month of the deliverable deadline, they must send their comments to the author. Then the author has one week to adjust the document where necessary. At

the latest on the 21st of the deadline of the month of the deliverable deadline, the author sends the second final draft version to the PMT. They have one week to do a final check and send it to the coordinator. On the last working day of the month, the project coordinator will upload the document to the Participant Portal and place a copy on the Internal Communication Platform.

Members of the Advisory Board can be consulted by the WPL during this whole process.

8.3 Timetable of quality review process:

Submit date / Deadline	Action
Before the month of the deadline, the author discusses with the WPL which internal expert will be asked to review the first final draft of the deliverable. Commitment from this will need to be confirmed.	
1st of the month of deadline deliverable	Author sends the first final draft version of the deliverable to the WP leader, the appointed internal expert and the project Scientific Manager (M.C.M.vanLoosdrecht@tudelft.nl) and the Executive Project Coordinator (d.xevgenos@tudelft.nl)
2 weeks: The WPL (first reader) as well as the appointed internal expert review the deliverable separately and provide it with comments.	
14th of the month of deliverable deadline	WPL and internal expert send their comments to the author.
1 week: Author adjusts the deliverable where necessary.	
21st of the month of deliverable deadline	Author sends the second final draft version of the deliverable to the PMT.
1 week: Coordinators do a final check.	
Last working day of the month	Project coordinator uploads the final document to the Participant Portal and places a copy on the Internal Communication Platform.

9 Participants portal

The European Commission has set a site where to find and secure funding for research & innovation projects under the Horizon 2020 - research and innovation framework programme. This is available here.

A H2020 Online Manual has been prepared by the European Commission, where information about the legal documents, the H2020 Work Programmes, model Grant Agreements, and guides for specific actions and horizontal issues can be found. The Manual is available here. The documents, grouped by categories, are available at: https://ec.europa.eu/research/participants/portal/desktop/en/funding/reference_docs.html

All activity and financial reporting will be performed through the Research Participant Portal. It is strongly recommended for all partners to register in the Participant Portal and familiarize with it. It is also important that each partner nominates a Project Financial Signatory, this is, the person authorized to sign the financial statements of the project. More information on the roles can be found here.

In order to have access to the WATER-MINING project through the participants portal, the user should click on the field "My projects". After that the user needs to press the button "Actions" and then "Edit Project", as shown in the figure below.

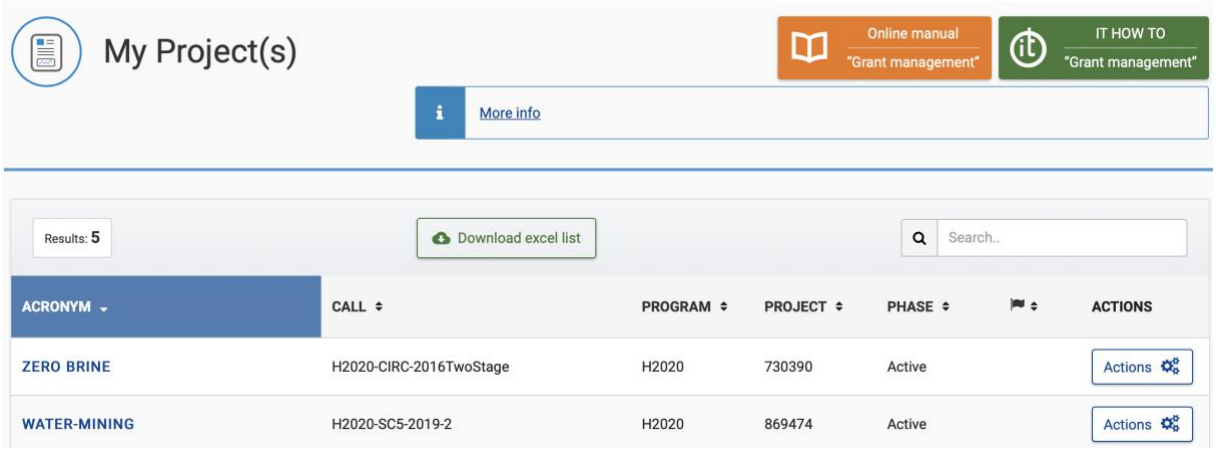


Figure 9-1: My projects area, participants portal

The partners need to report at the reporting periods (see also Section 6.1) information/progress related to the following:

1. Summary for publication
2. Deliverables, Ethics, DMP
3. Milestones

4. Critical risks
5. Publications
6. Dissemination & Exploitation
7. Patents (IPR)
8. Innovation
9. Impact on SMEs
10. Open Data
11. Gender
12. EU access and benefit

To report on these items different tabs are incorporated by the European Commission in the participants portal. Print screens for these tabs are shown in the figures below. The Work Package leaders will collect updates and provide feedback with the short report that will be submitted to the PMT on a monthly basis.

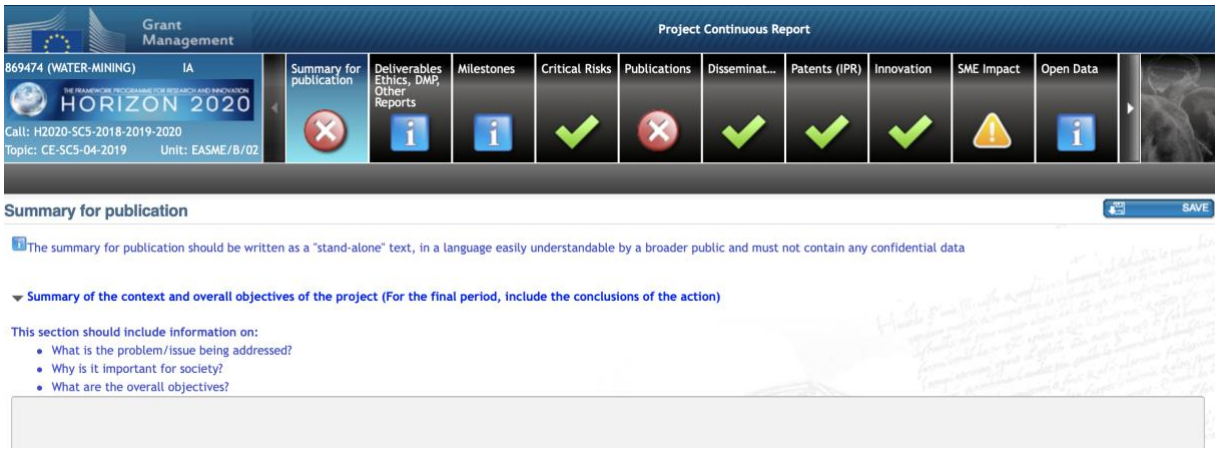


Figure 9-2: Participants portal, Summary for publication

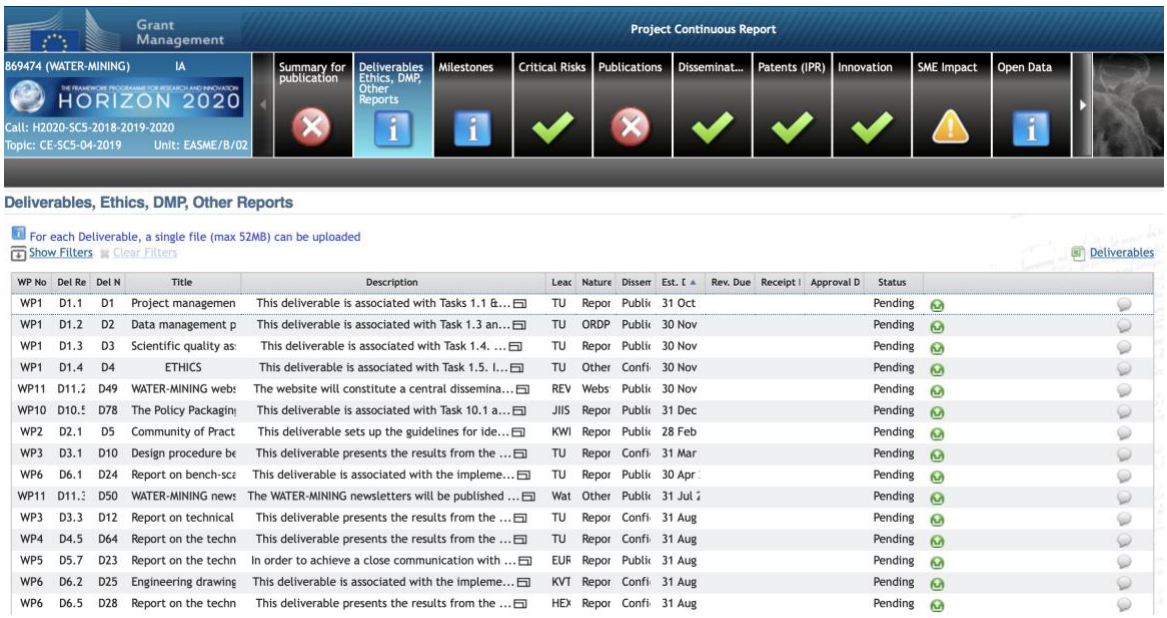


Figure 9-3: Participants portal: Deliverables, Ethics, DMP & Other reports

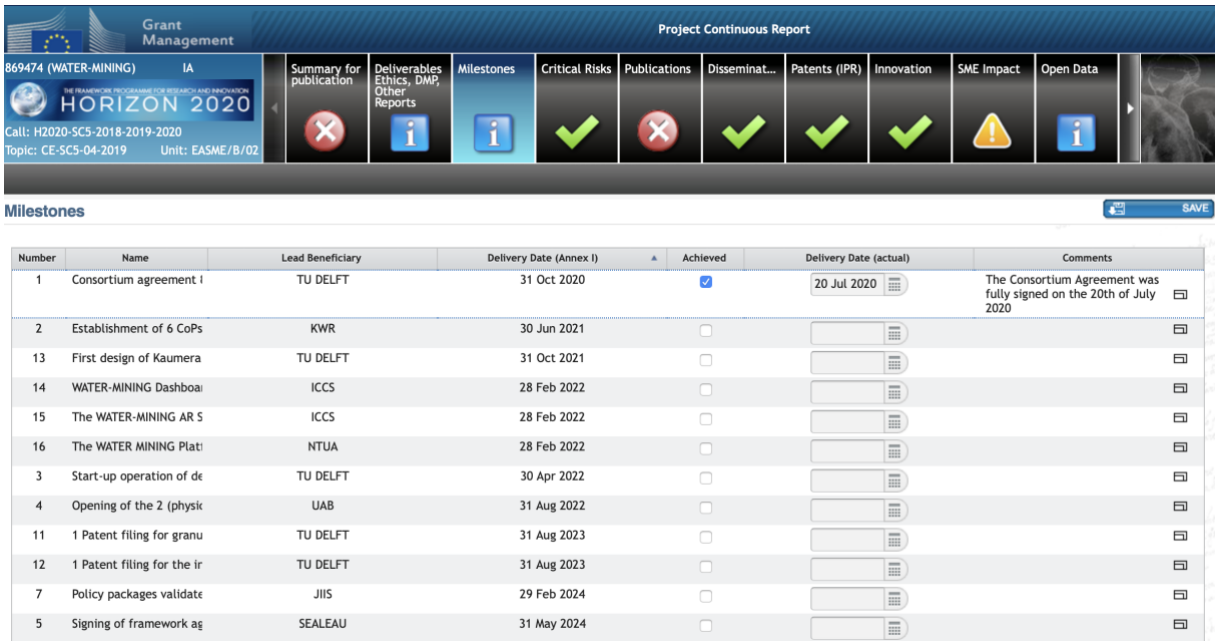


Figure 9-4: Milestones

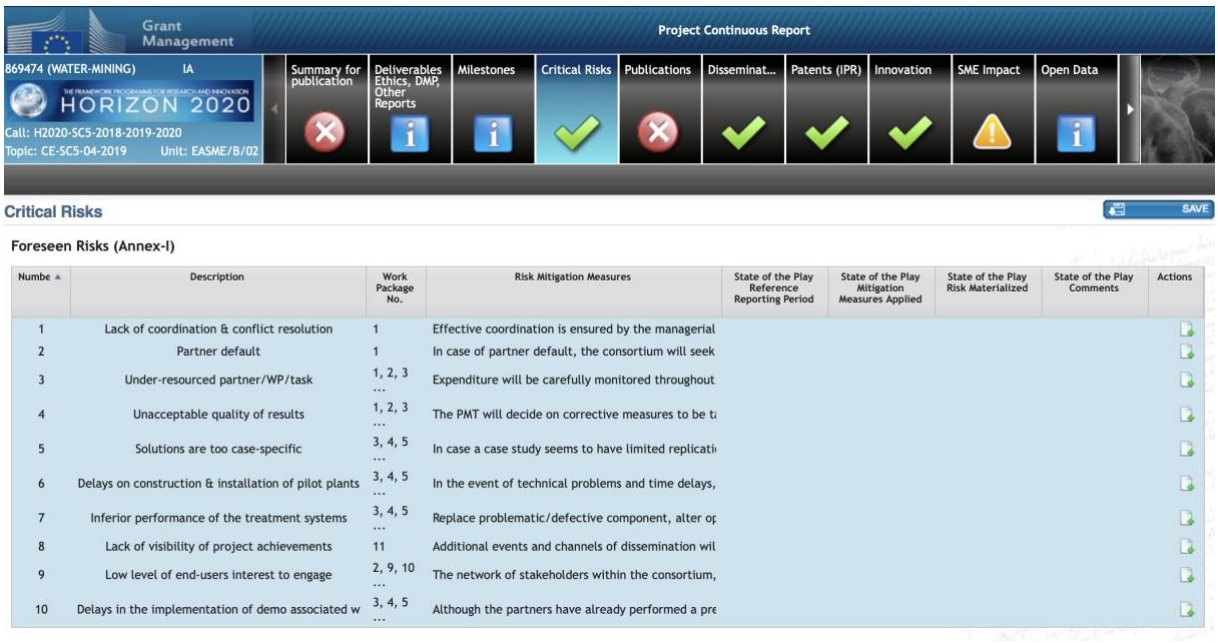
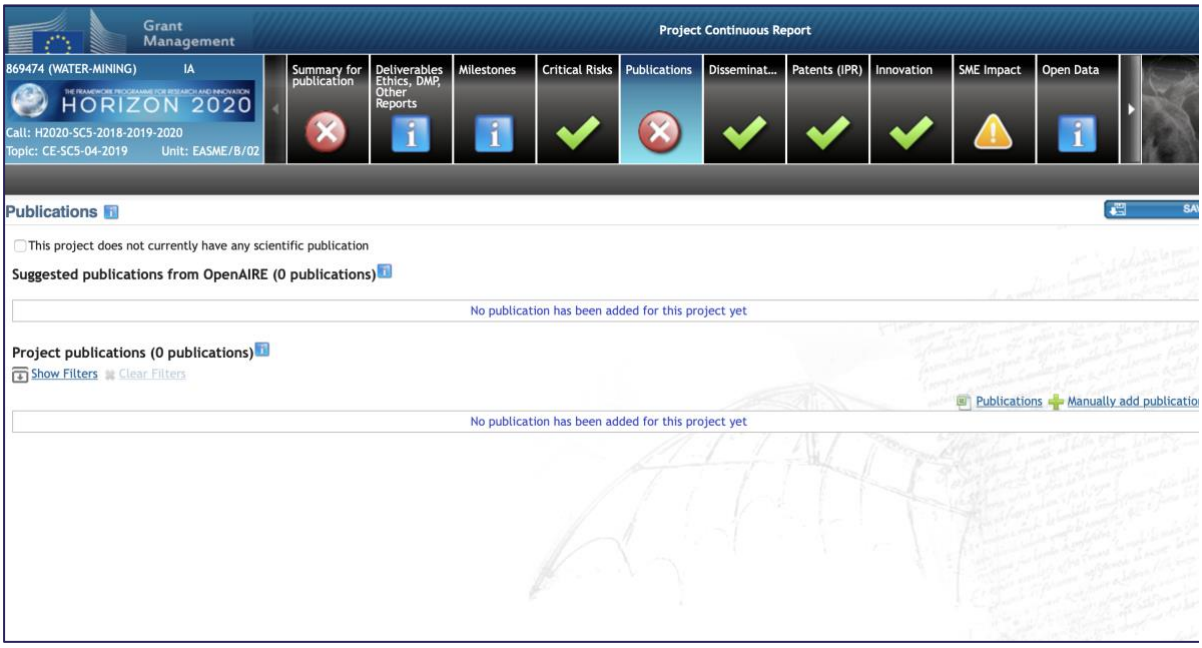


Figure 9-5: Critical risks



Notes: Click on any publication to see the available details. If the publication is related to the project, please fill in the missing details and 'Import' the publication. If the publication is not related to the project, please 'Discard' the publication. You can also discard a publication by clicking on the '' icon in the relevant row of the table.
*Click on the '**Manually add publication**' link to specify the details of a publication linked to the project and not suggested by OpenAIRE. Click on any publication to see its details, update it or remove it. You can also remove a publication from the list by clicking on the '' icon in the relevant row of the table.*

Figure 9-6: Publications

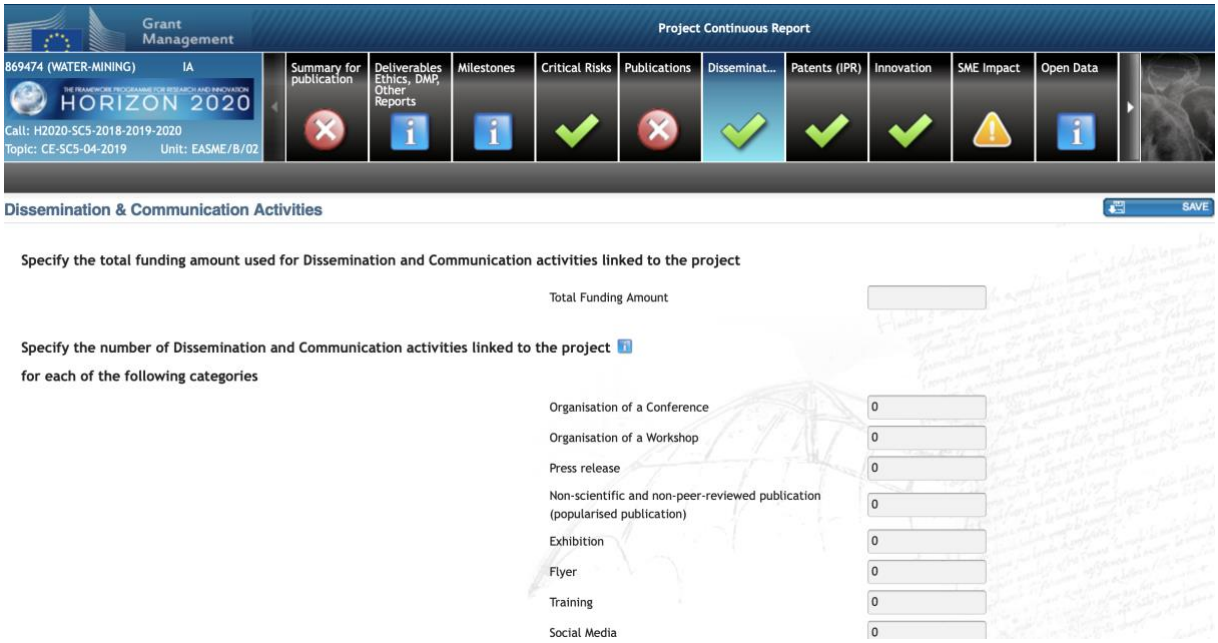


Figure 9-7: Participants portal: Dissemination & Communication activities

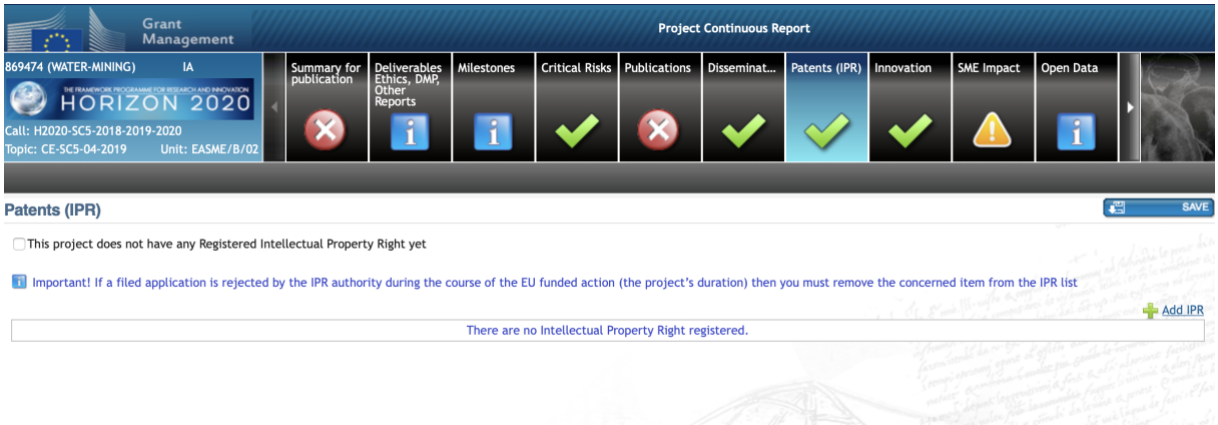


Figure 9-8: Participants portal: Patents (IPR)

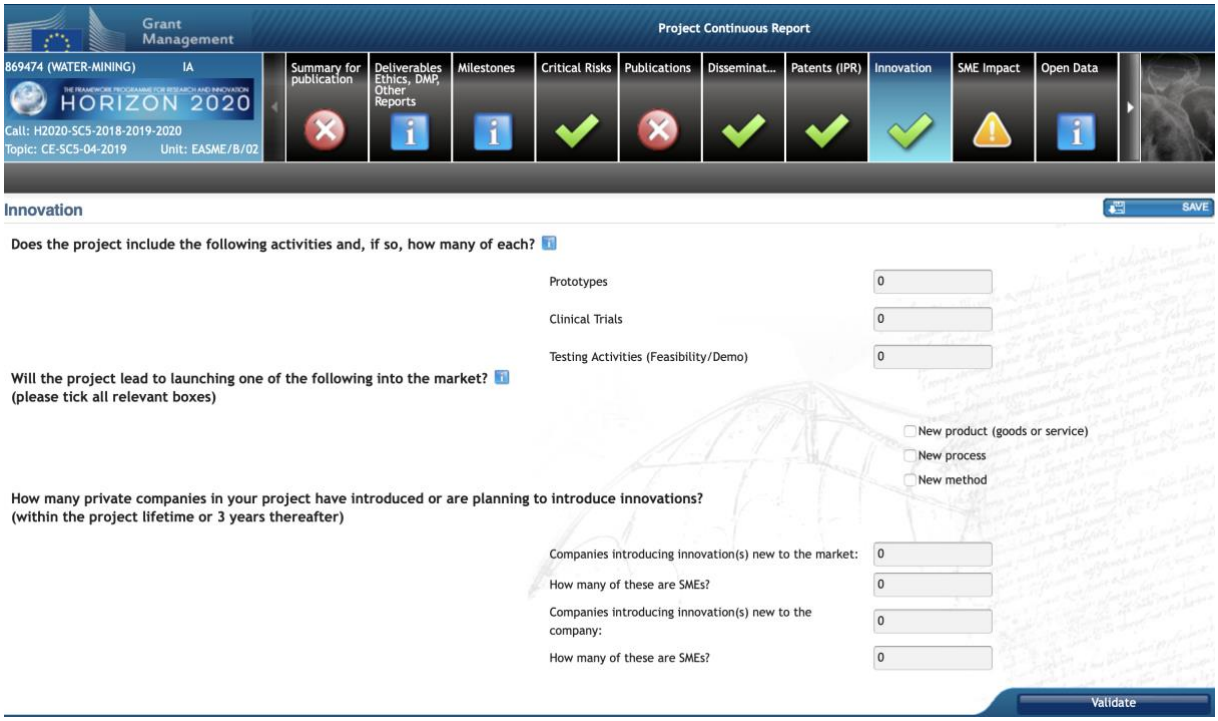


Figure 9-9: Participants portal: Innovation

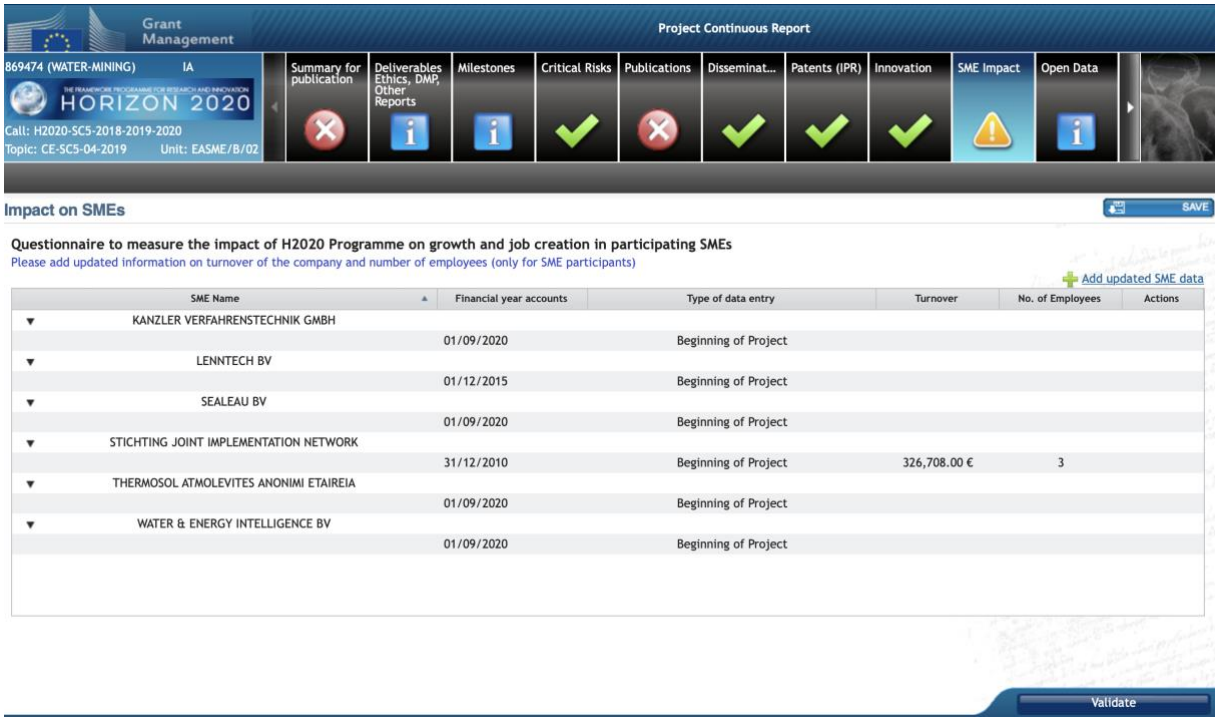


Figure 9-10: Participants portal: Impact on SMEs

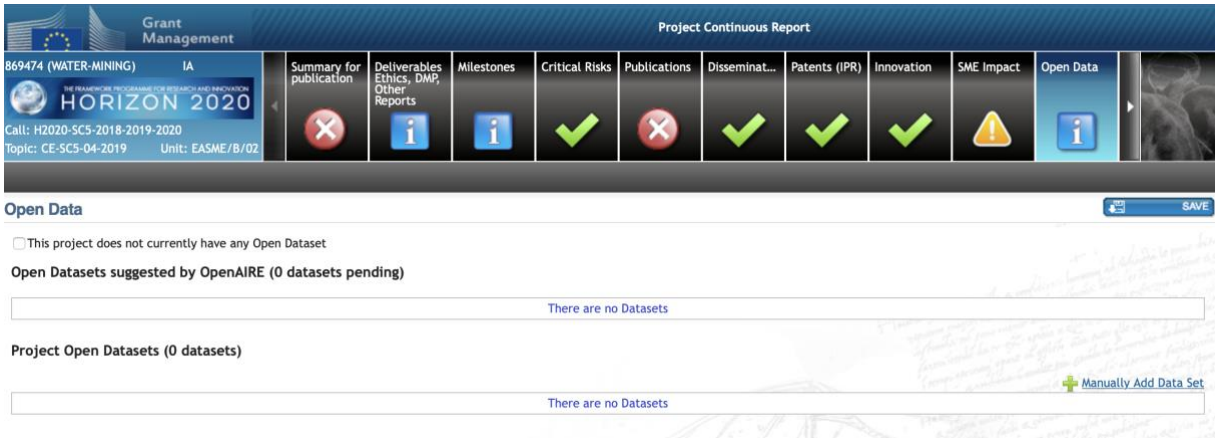


Figure 9-11: Participants portal: Open Data

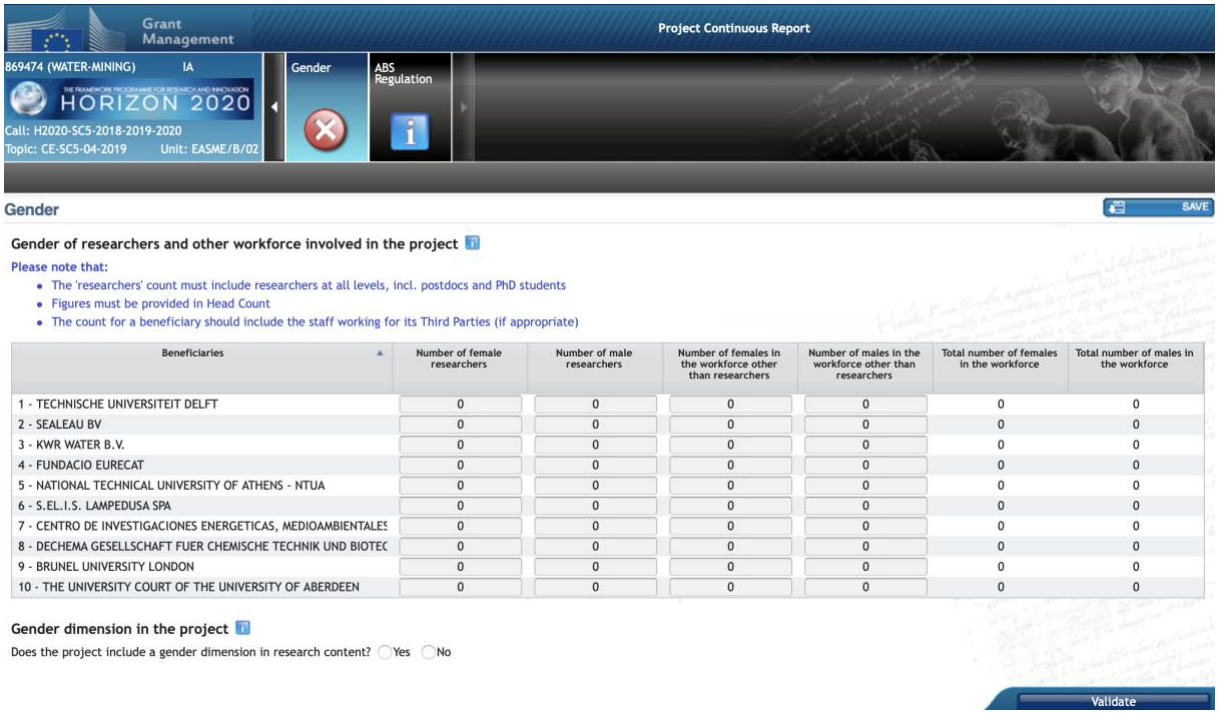


Figure 9-12: Participants portal: Gender

Figure 9-13: Participants portal: EU Access and Benefit Sharing Regulation

10 Dissemination of results and Open access

The partners must - as soon as possible (but not before a decision on their possible protection as specified in the CA) — disseminate their results (i.e. make them public). Some of the classic forms of dissemination are:

- Website;
- Peer reviewed publication (open access);
- Presentation at a scientific conference.

The dissemination measures should however be consistent with the 'Communication and Dissemination Plan' (D11.1) and proportionate to the impact expected from the action. Deliverable 11.1 'Strategic communication plan" will be ready in August 2021 (M12). This document will provide more guidelines.

When deciding on dissemination, the partners must also consider the other partners' legitimate interests as specified by the CA (Article 8.4.2).

10.1 Open access to scientific publications

Each partner must ensure open access (free of charge online access for any user) to all peer reviewed scientific publications relating to its results. In particular, it must:

- As soon as possible and at the latest on publication, deposit a machine-readable electronic copy of the published version or final peer-reviewed manuscript accepted for publication in a repository for scientific publications;
  Moreover, the partner must aim to deposit at the same time the research data needed to validate the results presented in the deposited scientific publications.
- Ensure open access to the deposited publication — via the repository — at the latest:

  (i) on publication, if an electronic version is available for free via the publisher, or

  (ii) within six months of publication (twelve months for publications in the social sciences and humanities) in any other case.

- Ensure open access — via the repository — to the bibliographic metadata that identify the deposited publication.

  The bibliographic metadata must be in a standard format and must include all of the following:

  - the terms "European Union (EU)" and "Horizon 2020";
  - the name of the action, acronym and grant number;
  - the publication date, and length of embargo period if applicable, and
  - a persistent identifier.

10.2 Dissemination rules

The complete rules for dissemination are covered in Section 8.3 of the CA and Article 29 of the EU GA.

More concrete, the partner wishing to publish, present or disclose information about the project must follow the following procedure:

- Send an email at least **45 calendar days** before publication / disclosure of information to the identified representative of each consortium partner. In case there is a shorter period than 45 calendar days before the presentation becomes public, the approval of all partners need to be established first. Provide the foreseen title, list of contributing authors, abstract of the content and the purpose of the publication;
- Any objections to the planned publication can be made within **30 calendar days** after receipt of the notice; if no objection is made within the time limit stated above, the publication is permitted.
- An objection is justified if:
    a. the objecting party's legitimate academic or commercial interests in relation to the results or background would be significantly harmed;
    b. the projection of the objecting party's results or background is adversely affected.
- The objection has to include a precise request for necessary modifications.
- The objecting partner can request a publication delay of not more than 45 calendar days from the time it raises such an objection. After 45 calendar days the publication is permitted, provided that Confidential information has been removed from the publication as indicated by the objecting partner.

A partner shall not include in any dissemination activity another partner's results or background without obtaining written approval, unless they are already published.

The author informs the project coordinator and the corresponding WP leader, when the planned publication has been accepted for publishing (for monitoring proposes).

10.2.1 General requirements

Unless the EC requests or agrees otherwise or unless it is impossible, any dissemination of results (in any form, including electronic) must:

(a) display the EU emblem (When displayed together with another logo, the EU emblem must have appropriate prominence.):

(b) include the following text (Disclaimer):

'This project (WATER-MINING) has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 869474'.

'The opinions expressed in this document reflect only the author's view and reflects in no way the European Commission's opinions. The European Commission is not responsible for any use that may be made of the information it contains.'

11 Appendices

11.1 Appendix 1 – Abbreviations and acronyms

AB	Advisory Board
AGA	Annotated Model Grant Agreement
CA	Consortium Agreement
CFS	Certificate on the Finance Statement
DoA	Description of the action
EB	Executive Board
EC	European Commission
ECAS	European Commission Authentication Service
EU	The European Union
EU GA	EU Grant Agreement project specific
GA	General Assembly
IA	Innovation Action
PO	Project Officer from the European Commission
TL	Task Leader
WP	Work Package
WPL	Work Package Leader
WATER-MINING	Next generation water-smart management systems: large scale demonstrations for a circular economy and society

11.2 Appendix 2 – Template for a document standard

See at Internal Communication Platform

11.3 Appendix 3 – Excel Template for internal financial progress report

See at Internal Communication Platform Link

11.4 Appendix 4 - WATER-MINING Budget

Internal Communication Platform

ESTIMATED BUDGET FOR THE ACTION

Associated with document Ref. Ares(2020)1636767 - 18/03/2020

	Estimated eligible[1] costs (per budget category)										EU contribution			Additional information		
	A. Direct personnel costs				B. Direct costs of subcontracting	*[C. Direct costs of fin. support]*	D. Other direct costs		E. Indirect costs[2]	Total costs	Reimbursement rate %	Maximum EU contribution[3]	Maximum grant amount[4]	Information for indirect costs	Information for auditors	Other information:
	A.1 Employees (or equivalent) A.2 Natural persons under direct contract A.3 Seconded persons *[A.6 Personnel for providing access to research infrastructure]*	A.4 SME owners without salary A.5 Beneficiaries that are natural persons without salary					D.1 Travel D.2 Equipment D.3 Other goods and services *[D.4 Costs of large research infrastructure]*	D.5 Costs of internally invoiced goods and services						Estimated costs of in-kind contributions not used on premises	Declaration of costs under Point D.4	Estimated costs of beneficiaries/ linked third parties not receiving funding/ international partners
Form of costs[6]	Actual	Unit[7]	Unit[8]		Actual	Actual	Actual	Unit[9]	Flat-rate[10] 25%							
	a	Total b	No hours	Total c	d	*[e]*	f	Total g	h = 0,25 x (a +b+c+d+g +(i1)[15]+(i2)[15]-n)	j = a+b+c+d +(e)+f+g+h +(i1)+(i2)	k	l	m	n	Yes/No	
1. TU DELFT	1 582 000.00	0.00	0.00	0.00	60 375.00	0.00	1 605 000.00	0.00	796 750.00	4 044 125.00	100.00	4 044 125.00	4 044 125.00	0.00	No	n/a
2. SEALEAU	754 141.71	0.00	0.00	0.00	0.00	0.00	45 000.00	0.00	199 785.43	998 927.14	70.00	699 249.00	699 249.00	0.00	No	n/a
3. KWR	376 000.00	0.00	0.00	0.00	0.00	0.00	35 000.00	0.00	102 750.00	513 750.00	70.00	359 625.00	359 625.00	0.00	No	n/a
4. EURECAT	391 300.00	0.00	0.00	0.00	15 000.00	0.00	226 385.00	0.00	154 421.25	787 106.25	100.00	787 106.25	787 106.25	0.00	No	n/a
5. NTUA	525 000.00	0.00	0.00	0.00	0.00	0.00	159 000.00	0.00	171 000.00	855 000.00	100.00	855 000.00	855 000.00	0.00	No	n/a
6. SELIS	72 000.00	0.00	0.00	0.00	0.00	0.00	10 000.00	0.00	20 500.00	102 500.00	70.00	71 750.00	71 750.00	0.00	No	n/a
7. CIEMAT	221 560.00	0.00	0.00	0.00	0.00	0.00	39 700.00	0.00	65 315.00	326 575.00	100.00	326 575.00	326 575.00	0.00	No	n/a
8. DECHEMA	494 582.00	0.00	0.00	0.00	0.00	0.00	54 500.00	0.00	137 270.50	686 352.50	100.00	686 352.50	686 352.50	0.00	No	n/a
9. BRUNEL	335 544.00	0.00	0.00	0.00	0.00	0.00	36 120.00	0.00	92 916.00	464 580.00	100.00	464 580.00	464 580.00	0.00	No	n/a
10. UNIABDN	211 451.00	0.00	0.00	0.00	37 500.00	0.00	59 000.00	0.00	67 612.75	375 563.75	100.00	375 563.75	375 563.75	0.00	No	n/a
11. WaterEurope	118 750.00	0.00	0.00	0.00	0.00	0.00	27 800.00	0.00	36 637.50	183 187.50	100.00	183 187.50	183 187.50	0.00	No	n/a
12. HEXION	200 000.00	0.00	0.00	0.00	0.00	0.00	27 000.00	0.00	56 750.00	283 750.00	70.00	198 625.00	198 625.00	0.00	No	n/a
13. UNIPA	211 050.00	0.00	0.00	0.00	0.00	0.00	224 500.00	0.00	108 887.50	544 437.50	100.00	544 437.50	544 437.50	0.00	No	n/a
14. WETSUS	403 878.00	0.00	0.00	0.00	50 000.00	0.00	203 000.00	0.00	151 719.50	808 597.50	100.00	808 597.50	808 597.50	0.00	No	n/a
15. UAB	250 178.00	0.00	0.00	0.00	0.00	0.00	24 000.00	0.00	68 544.50	342 722.50	100.00	342 722.50	342 722.50	0.00	No	n/a
16. JIN	207 414.00	0.00	0.00	0.00	0.00	0.00	23 000.00	0.00	57 603.50	288 017.50	100.00	288 017.50	288 017.50	0.00	No	n/a
17. ACSA	198 650.00	0.00	0.00	0.00	50 000.00	0.00	159 000.00	0.00	89 412.50	497 062.50	70.00	347 943.75	347 943.75	0.00	No	n/a
18. ICCS	218 300.00	0.00	0.00	0.00	0.00	0.00	27 000.00	0.00	61 325.00	306 625.00	100.00	306 625.00	306 625.00	0.00	No	n/a
19. RHDHV	80 400.00	0.00	0.00	0.00	0.00	0.00	10 000.00	0.00	22 600.00	113 000.00	70.00	79 100.00	79 100.00	0.00	No	n/a
20. KVT	245 000.00	0.00	0.00	0.00	0.00	0.00	1 030 000.00	0.00	318 750.00	1 593 750.00	70.00	1 115 625.00	1 115 625.00	0.00	No	n/a
21. LARNACA	56 680.77	0.00	0.00	0.00	0.00	0.00	34 000.00	0.00	22 670.19	113 350.96	100.00	113 350.96	113 350.96	0.00	No	n/a
22. NEMO	86 400.00	0.00	0.00	0.00	0.00	0.00	14 000.00	0.00	25 100.00	125 500.00	100.00	125 500.00	125 500.00	0.00	No	n/a
23. ACCIONA	45 691.00	0.00	0.00	0.00	0.00	0.00	6 400.00	0.00	13 022.75	65 113.75	70.00	45 579.63	45 579.63	0.00	No	n/a
24. USC	205 532.00	0.00	0.00	0.00	0.00	0.00	11 700.00	0.00	54 308.00	271 540.00	100.00	271 540.00	271 540.00	0.00	No	n/a
25. JIIS	349 600.00	0.00	0.00	0.00	0.00	0.00	41 000.00	0.00	97 650.00	488 250.00	100.00	488 250.00	488 250.00	0.00	No	n/a
26. ADA	45 500.00	0.00	0.00	0.00	10 000.00	0.00	35 000.00	0.00	20 125.00	110 625.00	70.00	77 437.50	77 437.50	0.00	No	n/a
27. REVOLVE	165 000.00	0.00	0.00	0.00	0.00	0.00	58 000.00	0.00	55 750.00	278 750.00	100.00	278 750.00	278 750.00	0.00	No	n/a
28. ENoLL	112 000.00	0.00	0.00	0.00	0.00	0.00	30 500.00	0.00	35 625.00	178 125.00	100.00	178 125.00	178 125.00	0.00	No	n/a
- GAIA	7 400.00	0.00	0.00	0.00	0.00	0.00	600.00	0.00	2 000.00	10 000.00	100.00	10 000.00	10 000.00	0.00	No	n/a
- COVENTRY	7 400.00	0.00	0.00	0.00	0.00	0.00	600.00	0.00	2 000.00	10 000.00	100.00	10 000.00	10 000.00	0.00	No	n/a
Total beneficiary	126 800.00	0.00	0.00	0.00	0.00	0.00	31 700.00	0.00	39 625.00	198 125.00		198 125.00	198 125.00	n/a	n/a	0.00
29. WEI	280 000.00	0.00	0.00	0.00	0.00	0.00	20 000.00	0.00	75 000.00	375 000.00	70.00	262 500.00	262 500.00	0.00	No	n/a
30. LENNTECH	234 850.00	0.00	0.00	0.00	0.00	0.00	244 000.00	0.00	119 712.50	598 562.50	70.00	418 993.75	418 993.75	0.00	No	n/a

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ESTIMATED BUDGET FOR THE ACTION

Associated with document Ref. Ares(2020)1636767 - 18/03/2020

	Estimated eligible[1] costs (per budget category)										EU contribution			Additional information		
	A. Direct personnel costs				B. Direct costs of subcontracting	[C. Direct costs of fin. support]	D. Other direct costs		E. Indirect costs[2]	Total costs	Reimbursement rate %[3]	Maximum EU contribution[3]	Maximum grant amount[4]	Information for indirect costs	Information for auditors	Other information:
	A.1 Employees (or equivalent) A.2 Natural persons under direct contract A.3 Seconded persons [A.6 Personnel for providing access to research infrastructure]	A.4 SME owners without salary A.5 Beneficiaries that are natural persons without salary					D.1 Travel D.2 Equipment D.3 Other goods and services [D.4 Costs of large research infrastructure]	D.5 Costs of internally invoiced goods and services						Estimated costs of in-kind contributions not used on premises	Declaration of costs under Point D.4	Estimated costs of beneficiaries/ linked third parties not receiving funding/ international partners
Form of costs[6]	Actual	Unit[7]	Unit[8]		Actual	Actual	Actual	Unit[9]	Flat-rate[10] 25%							
	a	Total b	No hours	Total c	d	[e]	f	Total g	h = 0,25 x (a +b+c+f+g +[11][13]+[12][13]-n)	j = a+b+c+d +[e]+f+g+h +[11]+[12]	k	l	m	n	Yes/No	
31. TITANSALT	345 000.00	0.00	0.00	0.00	0.00	0.00	263 000.00	0.00	152 000.00	760 000.00	70.00	532 000.00	532 000.00	0.00	No	n/a
32. ECSITE	108 000.00	0.00	0.00	0.00	0.00	0.00	9 000.00	0.00	29 250.00	146 250.00	100.00	146 250.00	146 250.00	0.00	No	n/a
- PARQUECIENCIAS	24 750.00	0.00	0.00	0.00	0.00	0.00	5 250.00	0.00	7 500.00	37 500.00	100.00	37 500.00	37 500.00	0.00	No	n/a
- SCICO	12 000.00	0.00	0.00	0.00	0.00	0.00	6 000.00	0.00	4 500.00	22 500.00	100.00	22 500.00	22 500.00	0.00	No	n/a
Total beneficiary	144 750.00	0.00			0.00	0.00	20 250.00	0.00	41 250.00	206 250.00		206 250.00	206 250.00	n/a	n/a	0.00
33. SOFINTER	204 000.00	0.00	0.00	0.00	0.00	0.00	30 000.00	0.00	58 500.00	292 500.00	70.00	204 750.00	204 750.00	0.00	No	n/a
34. VSI[14]	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0.00
35. THERMOSSOL	306 000.00	0.00	0.00	0.00	0.00	0.00	255 000.00	0.00	140 250.00	701 250.00	70.00	490 875.00	490 875.00	0.00	No	n/a
36. NOURYON	80 000.00	0.00	0.00	0.00	0.00	0.00	5 000.00	0.00	21 250.00	106 250.00	70.00	74 375.00	74 375.00	0.00	No	n/a
37. FLOATING FARM	65 000.00	0.00	0.00	0.00	0.00	0.00	8 000.00	0.00	18 250.00	91 250.00	70.00	63 875.00	63 875.00	0.00	No	n/a
38. MADISI	150 000.00	0.00	0.00	0.00	0.00	0.00	10 000.00	0.00	40 000.00	200 000.00	70.00	140 000.00	140 000.00	0.00	No	n/a
Total consortium	9 988 002.48	0.00		0.00	222 875.00	0.00	5 112 055.00	0.00	3 775 014.37	19 097 946.85		16 876 959.59	16 876 959.59			0.00

11.5 Appendix 5 – Timesheet by EC

TIME RECORDING	Month:		Year:	

Beneficiary's name (organisation):	
Name & funcion of the person working:	

Reference	DAY	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	Total
EU Project '1' (acronym & GA no)	*WP1*																																0
	WP2																																0
	WP'n'																																0
EU Project '2' (acronym & GA no)	*WP1*																																0
	WP2																																0
	WP'n'																																0
EU Project 'n' (acronym & GA no)	*WP1*																																0
	WP2																																0
	WP'n'																																0
Other working hours																																	0
Sick leave																																	0
Public holidays																																	0
Holiday leave																																	0
Other absences																																	0
Total hours		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total hours EU Project '1'																																	0
Total hours EU Project '2'																																	0
Total hours EU Project '3'																																	0

Signed by (name of the person working on the action): **Date:** **Signature:**	**Signed by** (name of the supervisor): **Date:** **Signature:**