



Developing methodologies for the integration of low-grade energy sources into high-temperature district heating networks

D1.1

Management Handbook

Date 20.11.2023

Doc. Version 01



Document Control Information

Settings	Value
Deliverable Title	Management Handbook
Work Package Title	WP1 – Project Management
Deliverable number	D1.1
Description	A general project management tool guidance with an explanation of the internal project management tools, templates, processes, roles, and responsibilities
Lead Beneficiary	EP
Lead Authors	EP - Galina Ivanova
Contributors	EP – Lazarina Dimitrova
Submitted by	Juan Varo López
Doc. Version (Revision number)	1
Sensitivity (Security):	Public
Date:	30/11/2022

Document history:

The Document Author is authorised to make the following types of changes to the document without requiring that the document be re-approved:

- Editorial, formatting, and spelling
- Clarification

To request a change to this document, contact the Document Author or Owner.

Changes to this document are summarised in the following table in reverse chronological order (latest version first).

Revision	Date	Created by	Short Description of Changes
01	23.11.2023	EP – Natali Dimitrova	Minor changes in spelling and formatting
02	28.11.2023	CREARA-Juan Varo	Minor changes in spelling and formatting

Configuration Management: Document Location

The latest version of this controlled document is stored in [Deliverables](#)

Nature of the deliverable		
R	Report	x
DEC	Websites, patents, filing, etc.	
DEM	Demonstrator	
O	Other	

Dissemination level		
PU	Public	x
CO	Confidential, only for members of the consortium (including the Commission Services)	

Acknowledgement

This report forms part of the deliverables from the LIFE Low2HighDH project which has received funding from the European Union’s Programme for Environment and Climate Action (LIFE) under grant agreement No 101120865. The Community is not responsible for any use that might be made of the content of this publication.

Project Summary

Low2HighDH - Developing methodologies for the integration of low-grade energy sources into high-temperature district heating networks is a project funded under the Programme for Environment and Climate Action (LIFE). This collaborative effort involves 8 partners from 7 European countries, combining diverse expertise to provide comprehensive technological and financial solutions and effectively integrate low-grade and waste heat sources into real district heating sites.

During its lifetime, the project will support 30 high-temperature district heating sites in Lithuania, Poland, and Slovakia. The goal is to implement low-grade or waste heat technologies by highlighting their advantages and offering an investment plan aligned with the criteria for 'efficient district heating and cooling' outlined in the Energy Efficiency Directive within a 10-year timeframe. The support to heating site owners/managers includes initiating and managing at least two requests for proposals (RFQs) to select suppliers for implementation.

The project explores various low-grade renewable energy sources, such as solar thermal, low-temperature geothermal, and heat pumps, with the latter considered the enabling technology. Being electrically driven, heat pumps can utilise renewable electricity from sources, such as wind and photovoltaics. The project aims to generate and disseminate capacity-building materials to be used by other high-temperature district heating sites or stakeholders. This includes a portfolio of technical and financial solutions tailored to different situations.

To facilitate active engagement, dissemination, and replication, the project establishes a wide network of stakeholders across the three case study countries and beyond. This network includes three national stakeholder communities, 30 local liaison groups, and a project-wide Ambassador community. Low2HighDH is expected to trigger EUR 454 million in investments in sustainable energy, replacing 1 TWh/year of fossil fuels and abating 291 thousand tons of CO₂ emissions.

Low2HighDH is one of four projects responding to the EU's call to support the integration of low-grade renewable energy or waste heat in high-temperature district heating.

More information on the project can be found at: <http://www.low2highDH.eu>.

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Disclaimer

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Executive summary

The main objective of the Low2HighDH Management Handbook is to provide guidance on the internal project management tools, templates, processes, roles, and responsibilities. Prepared at the very beginning of the project, this document ensures its effective and coordinated delivery through an efficient cooperation among all the partners within the consortium.

The Project Handbook is intended to be a comprehensive reference source for all project members and to be used as a guide when a specific question needs to be answered for day-to-day and general project management activities. It is subject to progressive elaboration and will be an evolving document updated on yearly basis and serving as a common reference document.

For the successful project implementation, clear organisational structure was agreed in the Consortium Agreement and is further elaborated in the current document with precisely defined roles and responsibilities.

Time frame for the regular progress meetings is clearly defined to ensure effective project implementation and the possibility to avoid potential obstacles in advance. A dedicated SharePoint space hosted by CREARA was set up and agreed to be used for the overall internal communication, project management and for tracking of the progress on the Deliverables and Milestones. The SharePoint is being managed by the project manager at EP who is responsible for all day-to-day project management activities. EP created all project management templates to keep the presented information uniform, show the updates done and progress achieved in a standardised way for crosschecks and progress tracking.

The Low2High project Management Handbook comprises the following main sections:

1. Project Structure.
2. Roles and Responsibilities.
3. Low2HighDH project Internal Communication.
4. Low2HighDH project Templates, Internal Reporting, and Repository.

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List of Acronyms and Abbreviations

Abbreviation	Definition
GA	Grant Agreement
CA	Consortium Agreement
PC	Project Coordinator
PM	Project Manager
CM	Communication Manager
WP	Work Package
WPL	Work Package Leader
TL	Task Leader
PB	Project Board
ERB	Exploitation and Replication Board
EAB	External Advisory Board

PROJECT STRUCTURE

PROJECT MANAGEMENT STRUCTURE

The Low2HighDH project is a collaborative effort involving 8 partners from 7 European countries, with coordination led by CREARA in Spain. The project's management structure is depicted in Figure 1. Details regarding the management structure and procedures to be followed throughout the project are defined in both the Grant Agreement (GA) and Consortium Agreement (CA).



Figure 1. Low2HighDH Project Management Structure

The day-to-day management will be the responsibility of the Project manager at EP who has a leading role in supporting the project coordinator. The day-to-day project management activities will be conducted at the following levels:

- sub-task,
- task,
- work package, and
- overall project.

The project’s governing bodies include:

- the ultimate decision body called the Project Board (PB),
- the Exploitation and Replication Board (ERB),
- the External Advisory Board (EAB).

The project management roles established within the Low2HighDH project include (as further explained under section **¡Error! No se encuentra el origen de la referencia.**, Chapter I):

- Project Coordinator (PC),
- Project Manager (PM),
- Communication Manager (CM),
- Data Manager (DM),
- Work Package Leaders (WPLs),
- Task Leaders (TLs).

ORGANISATIONAL STRUCTURE

The following figure represents the organizational structure of the Low2HighDH project, and the flow of information among the project management governing bodies and roles within the project.

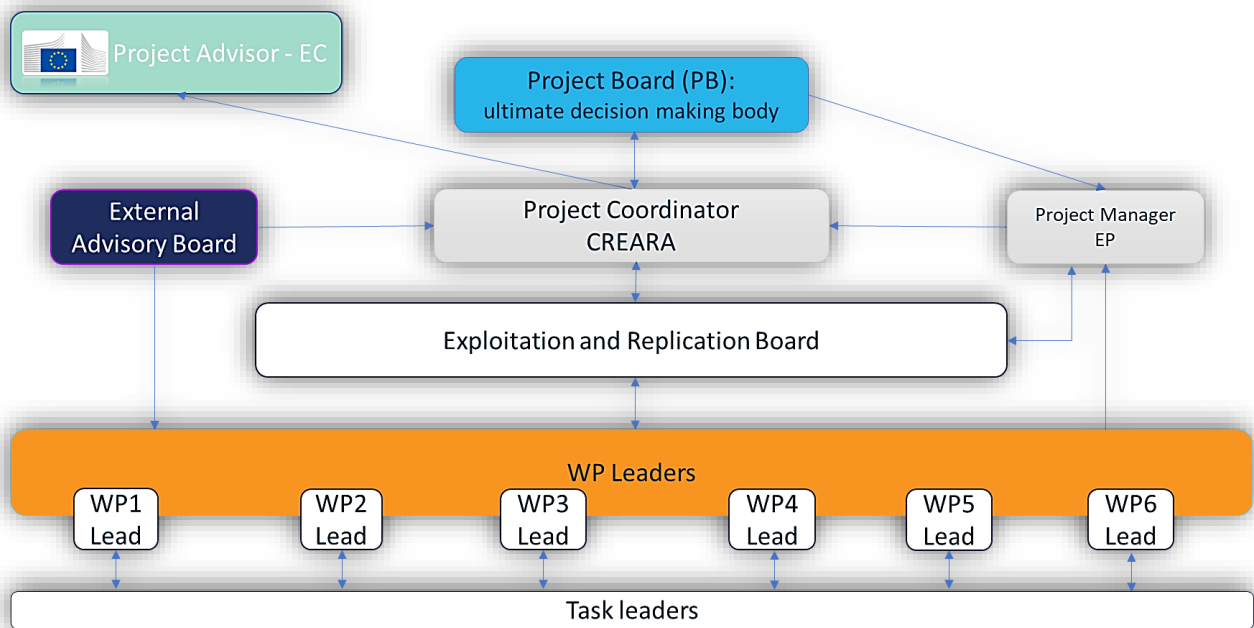


Figure 2. Low2HighDH Organisational Structure

PERT DIAGRAM

Low2High is a 36-month project composed of 6 work packages, as illustrated in the PERT Diagram below. The project methodology includes 4 main stages, namely:

- Preliminary mapping and analysis,
- Call for applications and beneficiaries' support scope,

- Investment Plans Support Implementation, and
- Capacity Building, Exploitation and Replication.

The project comprises of 3 horizontal work packages (WP1, WP5, WP6) and 3 consecutive ones (WP2, WP3, WP4). Work Package 1 will be fully dedicated to the management of the whole project, including technical and administration. WP5 will be dedicated to communication, dissemination and cross-EU synergies, while WP6 will organise the dedicated efforts of the consortium in sustainability, replication, and exploitation of project results.

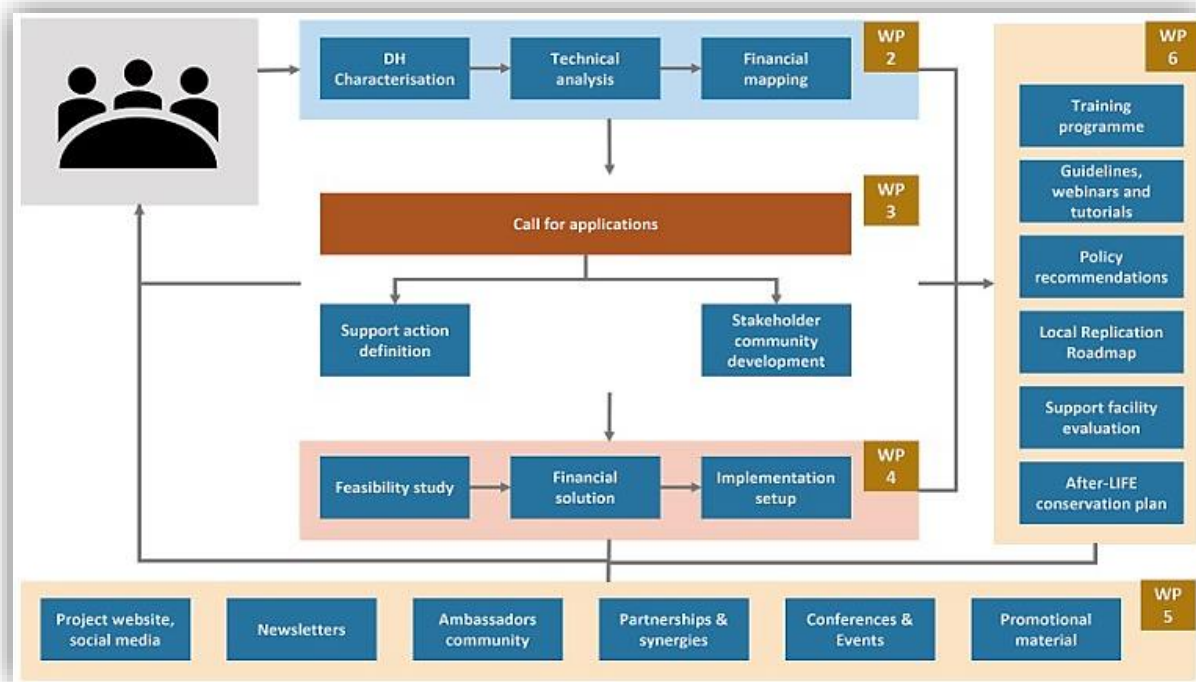


Figure 3. Low2HighDH PERT Diagram

GANTT CHART: PROJECT SCHEDULE

To manage the complexity of the project, at the very beginning of the project the PM at EP has developed a detailed GANTT Chart which provides a visual overview of the project schedule with specific timeframes per work package and task, as well as an outline of the WP/Task leaders. Additionally, a dynamic Gantt Chart will be elaborated and used as a tool to visualise the information provided in the six-month progress reports submitted by the WP leaders before each of the Consortium meetings. The dynamic timeline would let partners schedule tasks, keep up with project progress, manage deadlines, and handle bottlenecks.

Project Planning

LIFE // Low2HighDH

7 8 9 10 11 12 1 2 3 4 5 6 7 8 9 10 11 12 1 2 3 4 5 6 7 8 9 10 11 12

PLANNED ACTIVITY	PLAN START (M)	END (M)	PLAN DURATION	Lead partner	Participating partners	PERIODS																																			
						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
WP1. Project Management	1	36	36	CREABA	all	[Red]																																			
T1.1 Overall project management	1	36	36	CREARA	all	[Red]																																			
T1.2 Administrative & Financial Management	1	36	36	EP	all	[Red]																																			
T1.3 KPI Monitoring & Evaluation	1	36	36	UNIPARTHENOPE	all	[Red]																																			
T1.4 Quality Assurance & Risk Management	1	36	36	EP	all	[Red]																																			
T1.5 Data Management	1	36	36	CREARA	all	[Red]																																			
WP2. Market, Technical and Financial Assessment	1	12	12	UNIPARTHEN	KAPE, LEI, UNIGE, CREAMA, STUBA	[Red]																																			
T2.1 Background context	1	8	8	UNIPARTHENOPE	KAPE, LEI, STUBA, UNIGE	[Red]																																			
T2.2 Technical Evaluation	5	12	8	UNIPARTHENOPE	STUBA, UNIGE	[Red]																																			
T2.3 Financial Mapping	6	12	7	GNE	CREARA	[Red]																																			
WP3. Beneficiaries and support scope definition	3	30	28	LEI	KAPE, LEI, STUBA, UNIGE, GNE,	[Red]																																			
T3.1 Selection Process	3	24	22	CREARA	KAPE, LEI, STUBA, UNIGE, GNE, UNIPARTHENOPE	[Red]																																			
T3.2 Support Scope Definition	13	27	15	LEI	CREARA, KAPE, STUBA	[Red]																																			
T3.3 Stakeholder community establishment and engagement	9	30	22	CREARA	UNIGE, LEI, KAPE, STUBA, GNE, EP, UNIPARTHENOPE	[Red]																																			
WP4. Investment Plans Implementation	16	35	20	GNE	CREARA, LEI, KAPE, STUBA,	[Red]																																			
T4.1 Prefeasibility studies	16	30	15	CREARA	KAPE, LEI, STUBA	[Red]																																			
T4.2 Financial Plans	19	33	15	GNE	CREARA, LEI, KAPE, STUBA	[Red]																																			
T4.3 Investment plans initiation	22	35	14	GNE	CREARA, LEI, KAPE, STUBA, UNIPARTHENOPE	[Red]																																			
WP5. Communication, Dissemination & Cross-EU	1	36	36	EP	all	[Red]																																			
T5.1 Communication & Dissemination Strategy	1	36	36	EP	all	[Red]																																			
T5.2 Communication & Dissemination Implementation	1	36	36	EP	all	[Red]																																			
T5.3 Partnerships & Synergies Building	6	36	31	CREARA	all	[Red]																																			
T5.4 Ambassador Community	1	36	36	EP	all	[Red]																																			
WP6. Sustainability, Replication & Exploitation of	1	36	36	CREABA	all	[Red]																																			
T6.1 Implementation evaluation	9	36	28	GNE	CREARA, KAPE, LEI, STUBA	[Red]																																			
T6.2 Development of capacity building materials	4	35	32	CREARA	KAPE, LEI, STUBA, UNIGE, UNIPARTHENOPE, GNE	[Red]																																			
T6.3 Capacity Building Programme case-study implementation	6	36	31	STUBA	CREARA, UNIGE, UNIPARTHENOPE, GNE	[Red]																																			
T6.4 After-LIFE Conservation Plan and Implementation	28	36	9	UNIPARTHENOPE	all	[Red]																																			
T6.5 Replication, Transferability and Scalability Strategies and Local Replication	31	36	6	CREARA	all	[Red]																																			

Figure 4. Low2HighDH Gantt Chart

ROLES AND RESPONSIBILITIES

PROJECT GOVERNING BODIES

Project Board

The Project Board (PB) is the ultimate decision-making body of the consortium and is composed by one representative of each project partner. The Project Board representatives were appointed during the Kick-off meeting of the project.

	Organisation	Project Board Member
1	CREARA	Juan Varo
2	EP	Galina Ivanova
3	KAPE	Marek Tobiacelli
4	GNE Finance	Álvaro Salamanca ¹
5	UNIGE	Luca Tagliafico
6	LEI	Rolandas Urbonas
7	STUBA	Martina Mudrá
8	UNIPARTHENOPE	Vincenzo Bianco

Table 1. List of Project Board members appointed during the Kick-off meeting

Each Project Board member is duly authorised to deliberate, negotiate, and decide on the matters listed below:

- Content, finances and intellectual property rights:
 - Proposals for changes to Annexes 1 and 2 of the Grant Agreement to be agreed by the Granting Authority
 - Changes to the Consortium Plan
 - Modifications or withdrawal of Background in Attachment 1 to the Consortium Agreement
 - Additions to Attachment 3 (List of Third Parties for simplified transfer according to Section 8.3.2) to the Consortium Agreement
 - Additions to Attachment 4 (Identified entities under the same control) to the Consortium Agreement
- Evolution of the consortium:
 - Entry of a new Party to the Project and approval of the settlement on the conditions of the accession of such a new Party
 - Withdrawal of a Party from the Project and the approval of the settlement on the conditions of the withdrawal
 - Proposal to the Granting Authority for a change of the Coordinator
 - Proposal to the Granting Authority for suspension of all or part of the Project
 - Proposal to the Granting Authority for termination of the Project and the Consortium Agreement
- Breach, defaulting party status and litigation:

¹ After the expected inclusion of GNE Finance in the Project Consortium.

- Identification of a breach by a Party of its obligations under this Consortium Agreement or the Grant Agreement
 - Declaration of a Party to be a Defaulting Party
 - Remedies to be performed by a Defaulting Party
 - Termination of a Defaulting Party's participation in the consortium and measures relating thereto
 - Steps to be taken for litigation purposes and the coverage of litigation costs in case of joint claims of the parties of the consortium against a Party
- Appointments: on the basis of the Grant Agreement, the appointment, if necessary, of:
- External Advisory Board Members
 - Exploitation and Replication Board Members

Exploitation and Replication Board (ERB)

The Exploitation and Replication Board (ERB) is responsible for the exploitation of the project results and acts as the supervisory body for the execution of the Project, which shall report to and be accountable to the Project Board (PB). The Exploitation and Replication Board prepares the meetings, proposes decisions and supports the Project Coordinator in preparing the agenda of the Project Board, seeks a consensus among the Parties, and is responsible for the proper execution and implementation of the decisions of the Project Board. The Exploitation and Replication Board monitors the effective and efficient implementation of the Project.

In addition, the Exploitation and Replication Board collects information at least every 6 months on the progress of the Project, examines that information to assess the compliance of the Project with the Consortium Plan and, if necessary, proposes modifications of the Consortium Plan to the Project Board. The Exploitation and Replication Board (ERB) consists of all WP leaders authorised by the respective organisations responsible for the follow-up of the activities of their respective WPs. The ERB's responsibilities include:

- The preparation of an exploitation plan to ensure that the outcomes of the project will be protected, valorised, and adequately exploited, support project partners knowledge transfer and adequate protection of the project results;
- Support of the Coordinator in preparing meetings with the Granting Authority and in preparing related data and deliverables;
- Preparation of the content and timing of press releases and joint publications by the consortium or proposed by the Granting Authority in respect of the procedures of the Grant Agreement Article 17 and Annex 5 Section "Communication, Dissemination, and Visibility" and of Section 8 of the Consortium Agreement;
- In the case of abolished tasks as a result of a decision of the Project Board, the Exploitation and Replication Board shall advise the Project Board on ways to rearrange tasks and budgets of the Parties concerned;
- Such rearrangement shall take into consideration any prior legitimate commitments which cannot be cancelled.

The Exploitation and Replication Board Members were appointed during the first monthly Project Board Meeting.

WP	Exploitation and Replication Board Member
WP 1	Juan Varo Lopez
WP 2	Vincenzo Bianco
WP 3	To be confirmed
WP 4	To be confirmed after official inclusion of WP4 leading partner
WP 5	Lazarina Dimitrova
WP 6	Gabriel Garcia Hernandez

Table 2. List of Exploitation and Replication Board members

External Advisory Board (EAB)

The External Advisory Board (EAB) will be appointed and steered by the Project Board and will assist and facilitate the decisions made by the Project Board. The EAB will include 6 representatives of DH operators, policy makers (national, local, and regional authorities), investors, end consumers who will be engaged from the beginning of the project. The EAB's main role will be to analyse users' needs and expectations and at identifying technical, economic, and regulatory barriers. The EAB will be set-up within the first 3 months of the project.

The coordinator will chair the EAB and will be responsible for setting up the yearly meeting. The Coordinator will also ensure that a non-disclosure agreement is executed between all Parties and each EAB member.

PROJECT MANAGEMENT ROLES

The project management roles within the Low2HighDH project include: project coordinator, project manager, communications manager, data manager, work package leaders, and task leaders.

Project coordinator

The Coordinator is the legal entity acting as the intermediary between the partners and the European Commission. The Project Coordinator (PC) is Juan Varo Lopez, project manager from CREARA who has extensive experience in the management of several EU projects. The PC:

- is the intermediary between the consortium members and the Commission services;
- is responsible for all financial and technical project coordination activities and effective and efficient communication with the EC and among the partners;
- ensures the overall project supervision;
- accomplishes financial and administrative coordination by closely collaborating with the Project Manager and the rest of the management team.

Project manager

Project manager of the Low3HighDH project is Galina Ivanova (EP) who:

- assists the PC in administrative and communication activities ensuring the project is run on schedule, within scope and on budget.
- is in charge of ensuring the efficient partner communication (through processes, tools and partner interactions);

- is responsible for the administrative procedures within the project and documents support;
- provides assistance for CINEA reporting;
- is responsible for consortium meetings enablement, moderation, facilitation and follow up;
- takes the responsibility for overall project activities tracking;
- is responsible for providing all project management templates, including quality assurance ones and the proper implementation of processes and procedures;
- tracks the proper implementation of deliverables quality review and approval procedures.

Data manager

Data Manager (DM) of the Low2HighDH project is Gabriel García Hernández (CREARA). His main responsibilities include:

- ensuring that an appropriate data management is developed and used within the project, including the necessary steps to protect the privacy of personal data;
- gathering the data required to establish a comprehensive data management plan (DMP);
- ensuring that the data-related activities are implemented in alignment with the DMP.

Communications manager

Communications Manager (CM) is Lazarina Dimitrova (EP). Her main duties include:

- initiating and leading all communication and dissemination activities within the consortium;
- providing guidance in the field of communication and dissemination to all the partners;
- organising project's communication and dissemination events;
- elaborating all communication and dissemination materials at consortium level (newsletters, press-releases, brochures, etc.) according to the schedule provided in the Communication Strategy;
- tracking communication and dissemination activities at consortium level, analyse achievements and initiate corrective actions if needed.

Work package leaders

At operational level, the work in the Low2HighDH project is divided into 6 Work Packages (WPs), led by the respective WP leaders (WPLs). The WP leaders are responsible for:

- following and assessing the technical work performed in their assigned WP and tasks;
- reporting any deviations to the budget, scope, or schedule, issues, and risks occurring in their work to the PB;
- formulating the implementation plan for the activities within the work package;
- executing the planned activities;
- coordinating the work of the partners collaborating on that work package;
- executing the tasks appointed by the PB and the ERB.

Task leaders

Task Leaders (TLs) are responsible for internal control of the implementation of the tasks and permanent communication with the WP Leaders. They are assigned with the coordination of separate tasks within the work packages. The TL/STL is responsible for:

- the task implementation and its deliverable(s). TLs are directly involved in the task, responsible for the proper completion and the deliverable of its task, and for reporting its progress or any issue encountered to the WPL;
- ensuring the progress of their own Task;
- coordinating the work of the partners collaborating on that task;
- aligning the work with other tasks;
- ensuring that deliverables are produced with the appropriate quality, scope, on time, and within budget.

In case of a possible change in the persons taking these positions, the PC should be immediately informed. In case of changing PC, the EC should be immediately informed.

WP	Lead	Involved partners
WP1. Project Management	<u>CREARA</u>	all
T1.1 Overall project management	CREARA	all
T1.2 Administrative & Financial Management	EP	all
T1.3 KPI Monitoring & Evaluation	UNIPARTHENOPE	all
T1.4 Quality Assurance & Risk Management	EP	all
T1.5 Data Management	CREARA	all
WP2. Market, Technical and Financial Assessment	<u>UNIPARTHENOPE</u>	KAPE, LEI, UNIGE, CREARA, STUBA
T2.1 Background context	UNIPARTHENOPE	KAPE, LEI, STUBA, UNIGE
T2.2 Technical Evaluation	UNIPARTHENOPE	STUBA, UNIGE
T2.3 Financial Mapping	GNE	CREARA
WP3. Beneficiaries and support scope definition	<u>LEI</u>	KAPE, LEI, STUBA, UNIGE, GNE, UNIPARTHENOPE, EP
T3.1 Selection Process	CREARA	KAPE, LEI, STUBA, UNIGE, GNE, UNIPARTHENOPE
T3.2 Support Scope Definition	LEI	CREARA, KAPE, STUBA
T3.3 Stakeholder community establishment and engagement	CREARA	UNIGE, LEI, KAPE, STUBA, GNE, EP, UNIPARTHENOPE
WP4. Investment Plans Implementation	<u>GNE</u>	CREARA, LEI, KAPE, STUBA, UNIPARTHENOPE
T4.1 Prefeasibility studies	CREARA	KAPE, LEI, STUBA
T4.2 Financial Plans	GNE	CREARA, LEI, KAPE, STUBA
T4.3 Investment plans initiation	GNE	CREARA, LEI, KAPE, STUBA, UNIPARTHENOPE

WP	Lead	Involved partners
WP5. Communication, Dissemination & Cross-EU Synergies	<u>EP</u>	all
T5.1 Communication & Dissemination Strategy	EP	all
T5.2 Communication & Dissemination Implementation	EP	all
T5.3 Partnerships & Synergies Building	CREARA	all
T5.4 Ambassador Community	EP	all
WP6. Sustainability, Replication & Exploitation of Project Results	<u>CREARA</u>	all
T6.1 Implementation evaluation	GNE	CREARA, KAPE, LEI, STUBA
T6.2 Development of capacity building materials	CREARA	KAPE, LEI, STUBA, UNIGE, UNIPARTHENOPE, GNE
T6.3 Capacity Building Programme case-study implementation	STUBA	CREARA, UNIGE, UNIPARTHENOPE, GNE
T6.4 After-LIFE Conservation Plan and Implementation	UNIPARTHENOPE	all
T6.5 Replication, Transferability and Scalability Strategies and Local Replication Roadmaps	CREARA	all

Table 3. List of Project Activities, leading partners, and partners involved

PARTNER CONTACT DETAILS

The Low2HighDH project [contact list](#) was developed at the very start of the project and is shared in the shared partner workspace and available for all partners. It is regularly revised and updated. In case of changes regarding the project management roles and contact persons for each organisation the Project Coordinator and Project manager should be immediately informed. Separate group mailing lists are created (e.g., for PB, ERB, WPs, etc.), to enable smoother and easier communication among specific groups.

PROJECT MANAGEMENT METHODOLOGY

The Open PM² project management methodology was developed by the European Commission to support project teams in effectively managing their projects and delivering solutions and benefits to their organisations and stakeholders. Drawing on operational experience from projects within European Institutions, PM² integrates elements from globally accepted project management best practices, standards, and methodologies, such as PMBoK Guide, PRINCE2®, and IPMA-ICB. This methodology is well-suited for various project types, especially those in the public sector or associated with EU programs and grants.

Open PM² opens up access to the methodology for all European Union institutions, EU Member States, contractors, and the general public. The PM² guide encompasses a project governance model outlining roles and responsibilities, a project lifecycle with distinct phases, a set of processes covering project management activities, a collection of project artifacts including templates and guidelines, and a set of mindsets representing effective beliefs and behaviours.

Based on the PM² Methodology, the Low2HighDH project will follow basic principles, utilise, and adapt:

- a project governance structure;
- process guidelines;
- artifact templates;
- guidelines for using the artifacts;
- a set of effective mindsets.

PM² improves the effectiveness of project management by:

- improving communication and the dissemination of information;
- clarifying expectations as early as possible in the project lifecycle;
- defining the project lifecycle (from Initiating to Closing);
- providing guidelines for project planning;
- introducing monitoring and control activities;
- proposing management activities and outputs (plans, meetings, decisions);
- providing a link to agile practices (Agile PM²).

The Low2HighDH project will apply the open guidelines and templates, referred to as PM² Artefacts, available within the PM² methodology for various phases of project implementation. This approach is designed to uphold high standards and facilitate smooth quality management throughout the project

lifecycle. The project team has either already adjusted all the templates to align them specifically with the requirements and visual identity of the Low2HighDH project.

All the Project Management templates ([Low2HighDH 1-page Meeting Minutes Template.doc.docx](#), [Low2HighDH Deliverables Template.docx](#), [Low2HighDH Meeting Agenda Template.docx](#), [Low2HighDH Meeting Minutes Template.docx](#), [Low2HighDH Work Package Progress Report.docx](#), [Low2HighDH Work Package Monthly Status Report Template.docx](#)), as well as some more general templates supporting the visual identity of the project ([Low2HighDH document template.dotx.docx](#), [Low2HighDH headletter page.dotx.docx](#), [Low2HighDH pptx template final.pptx](#), [Low2HighDH title page.docx](#)) have been elaborated at the very beginning of the project and shared in the SharePoint of the project.

More information about PM² - The European Commission's Official Project Management Methodology - can be found at the official website of the European Union.

LOW2HIGH PROJECT INTERNAL COMMUNICATION

Internal communications procedures and tools, clearly set at the beginning of the project, as well as established templates, will be used to improve communication, smooth project execution, proper monitoring, and as a uniform set of documentation and processes.

INTERNAL PROJECT COMMUNICATION

The coordinator organised the kick-off meeting in October 2023. During the meeting, the schedule and frequency of other working and project meetings was defined during the presentation on Project governance and reporting by the Project manager (EP) and confirmed by all project partners. The following meetings were determined crucial part of the implementation of the Low2HighDH project:

- Weekly / Bi-weekly **meetings between the Project Coordinator and the Project Manager** at EP to review and discuss day-to-day and overall project management;
- Monthly / Bi-monthly **WP meetings** organised by WP and Task Leaders for close collaboration and permanent communication. These meetings will be organized by the respective WP leaders for active Work Packages following the dynamics of the project;
- **Consortium Meetings** (CMs) will be organised twice a year by the hosting partners with the assistance of the Coordinator and the Project Manager. There will be one virtual and one in-presence meeting per year. The CMs will be chaired by the Coordinator. The Project Manager will prepare the meeting agenda and the official meeting minutes. The meeting minutes will be shared with all partners for approval and considered accepted if no objection is submitted within 7 calendar days;
- **Project Board** members will meet on a monthly basis to check progress, share problems, and coordinate work among the Work Packages. Monthly status reports will be prepared for each of the WPs. The PB meetings will be organised by the PM and chaired by the PC. 1-page Meeting Minutes will be prepared for each of the meetings.

- **Exploitation and Replication Board meetings** will be held on 6-month basis as a part of the Consortium meetings to monitor the implementation of the project and check progress.
- **External Advisory Board meetings** will be held once a year during Project meetings. One AB member can participate in person for one physical consortium meeting. The EAB members will provide external project progress review and high-level direction and will be chaired by the Project Coordinator.
- Other ad-hoc meetings.

The following schedule (Table 2) is defined during the first months of the project. Changes may occur during the project implementation. Decisions about the place of Project Meetings will be taken every meeting for the next one by PB members.

Meeting	Calendar
Project Coordinator and the Project Manager meetings	Weekly/bi-weekly
Consortium meetings	KOM - October 2023 (in person) 2 nd PM – April 2024 (online) 3 rd PM – October 2024 (in person, place to be decided during the online meeting in April) 4 th PM - April 2025 (online) 5 th PM - – October 2025 (in person, place to be decided during the online meeting in April) 4 th PM - April 2026 (online) Final PM – Oct 2026 – October 2024 (in person, place to be decided during the online meeting in April)
PB meetings	Monthly, last week of the month
Exploitation and Replication Board meetings	During the CM, on a 6-month basis
External Advisory Board meetings	During the CM, yearly

Table 4. Meetings Schedule

TOOLS

The following represents the means of communication within the Low2HighDH Consortium.

Email

Email is the primary communication tool. Several communication levels have been identified:

1. Intra-WP: mostly between two or several partners on specific issues, technical communication, and ad-hoc.
2. Inter-WP: addressing the issues between different WPs, interfacing, and dependencies. The communication is organised by the relevant WP leads and PM.
3. Project Board and partner-level delegates are defined in Project Bodies section of this document. The communications are organised by the project coordinator and the PMO. [The Project Board members list](#) is stored in the Project SharePoint.

4. External communication with stakeholders (will be described in the Communication Strategy).

Email communication is organised into different groups: [Main Contact List](#) available in the shared workspace with separate contacts lists for different purposes. External contact lists will be maintained by the Coordinator and WP5 Leader, in addition, other partners will maintain their contact lists with interested parties which will be available for the rest of the partners upon request and in full adherence to the EU GDPR regulations and Low2HighDH project data management procedures.

Online meetings

Contemporary communication tools enable collaborative work and greatly improve cooperation within a project consortium. Project teleconferences will be conducted within Low2HighDH project when required, each based on its own schedule (see Table 4. Meetings schedule).

The Low2HighDH project partners will mainly use the following conferencing tools:

- Microsoft Teams: MS Teams allows for online face to face meetings, screen sharing, co-authoring files, and whiteboarding.
- In some cases, ZOOM can be used for larger meetings. Zoom is a complete meetings tool package with high-quality video and a wide range of app integrations. Apart from screen sharing, it also provides cross-platform messaging and file sharing. It allows partners to host larger virtual conferences (e.g. management meetings) and produce webinars, if required.
- Occasionally, WhatsApp may be used for one-to-one communication.

The above list however does not prevent partners from utilising other web conferencing tools considering that they provide sufficient functionality and security during the respective meeting.

The chairperson of each teleconference shall decide the appropriate tool and invite all the relevant attendees.

LOW2HIGH PROJECT TEMPLATES, INTERNAL REPORTING, AND REPOSITORY

PROJECT MANAGEMENT TEMPLATES

Low2HighDH project templates have been designed and elaborated by EP with the supervision and final approval of the Project coordinator. All the project management templates are based on and consider:

- templates of the Open PM² project management methodology;
- standards and rules are set out within the project's graphic charter elaborated at the very beginning of the project;
- rules set out in the Grant Agreement;
- LIFE programme documents by CINEA (publicly available).

Low2HighDH project general C&D templates ([Low2HighDH document template.dotx.docx](#), [Low2HighDH headletter page.dotx.docx](#), [Low2HighDH pptx template final.pptx](#),

[Low2HighDH_title_page.docx](#)) and other specific C&D templates are available in the shared workspace in SharePoint and presented in D5.1. Communication Strategy.

[Low2HighDH_1-page_Meeting_Minutes_Template.doc.docx](#), [Low2HighDH_Deliverables_Template.docx](#), [Low2HighDH_Meeting_Agenda_Template.docx](#), [Low2HighDH_Meeting_Minutes_Template.docx](#) are presented below.

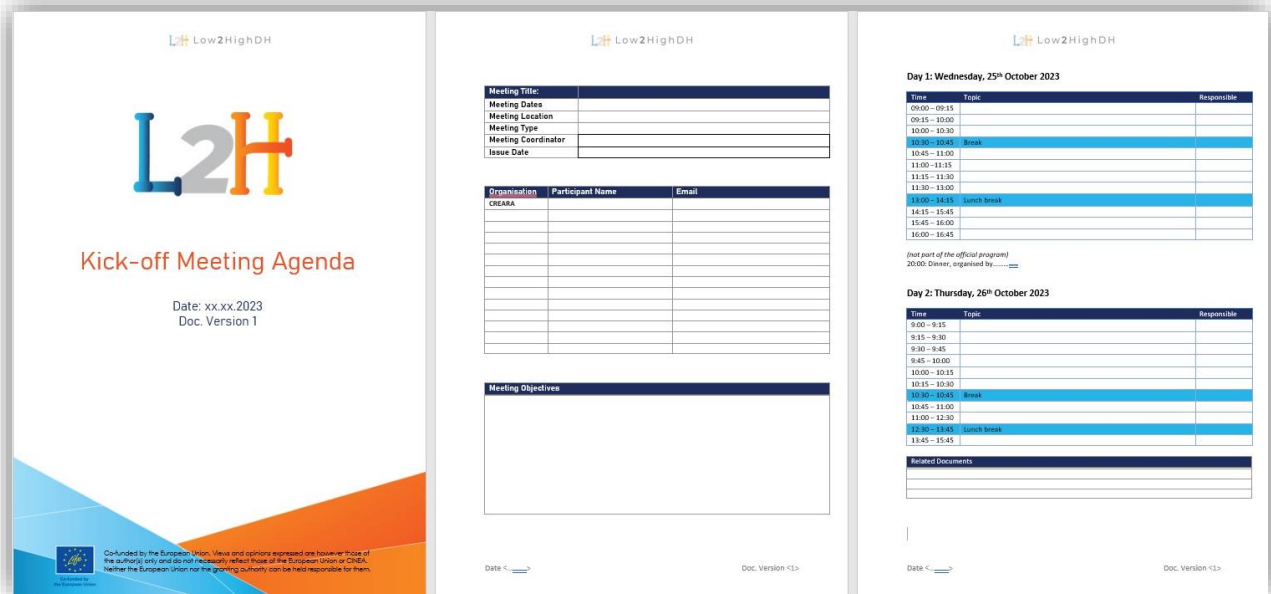



Figure 5. Meeting Agenda Template

The figure shows a three-page meeting minutes template. The first page is the cover, featuring the L2H logo and the title 'Kick-off Meeting Minutes'. It includes a date field (xx.xx.2023) and a document version field (Version 1). The second page contains a 'Meeting Details' table with fields for Meeting Title, Meeting Dates, Meeting Location, Meeting Type, Meeting Coordinator, and Issue Date. Below this is a table for 'Participants' with columns for Organisation, Participant Name, and Email. The third page features a 'Meeting Objectives' section, a 'Meeting Summary' section, a 'Decision Taken' table with columns for Decision ID, Description, Date of Decision Taken, and Decision Owner, an 'Actions / To Do Items' table with columns for Action ID, Creation Date, Description, Status, Target resolution date, and Owner, and a 'Related Documents' section.

Figure 6. Meeting Minutes Template

The figure shows a one-page meeting minutes template. It features the L2H logo at the top center and the title 'LOW2HIGHDH MEETING TITLE'. The template includes sections for: TIME:; PURPOSE:; PARTICIPATING PARTNERS:; TOPICS DISCUSSED: (with a list of two items); ISSUES IDENTIFIED: (with a list of two items); DECISIONS TAKEN: (with a list of two items); OTHERS: (with a list of one item). At the bottom, there is a table for 'EFFICIENCY:' with options: EXCELLENT , VERY GOOD , AVERAGE , and BELOW AVERAGE . To the right of this table is a 'CREATED BY:' field.

Figure 7. One-page Meeting Minutes Template



D1.1
Deliverable name
D1H 00.00.000
DOC VERSION 01

Work Package Title WP1 – Project Management
Deliverable number D1.1
Description A general project management tool guidance with an explanation of the internal project management tools, templates, processes, roles, and responsibilities
Lead Beneficiary EP
Lead Authors EP- Galina Ivanova
Contributors EP- Natali Dimitrova
Submitted by Ivan Vata
Doc. Version (Revision number) 1
Sensitivity (Security): Public
Date: 30/11/2022

Document Approver(s) and Reviewer(s):
NOTE: All Approvers are required. Records of each approver must be maintained. All Reviewers in the list are considered required unless explicitly listed as Optional.

Name	Role	Action	Date
Juan Vata Lopez	Project Board Member	<approve / Review>	<Date>
	Project Board Member	<approve / Review>	<Date>
	Project Board Member	<approve / Review>	<Date>
	Project Board Member	<approve / Review>	<Date>
	Project Board Member	<approve / Review>	<Date>
	Project Board Member	<approve / Review>	<Date>
	Project Board Member	<approve / Review>	<Date>

Document History:
The Document Author is authorized to make the following types of changes to the document without requiring that the document be re-approved:

- Editorial: formatting, and spelling
- Clarification

 To request a change to this document, contact the Document Author or Owner. Changes to this document are summarized in the following table in reverse chronological order (latest version first).

Revision	Date	Created By	Short Description of Changes
01	15.11.2023	EP - Natali Dimitrova	Minor changes

Configuration Management: Document Location
The latest version of this controlled document is stored in [Deliverables](#)

Nature of the deliverable

R	Report	X
DEC	Webinars, posters, filing, etc.	
DEM	Demonstrator	
O	Other	

Dissemination level

PJ	Public	X
CO	Confidential, only for members of the consortium (including the Commission Services)	

ACKNOWLEDGEMENT
This report forms part of the deliverables from the LIFE Low2HighDH project, which has received funding from the European Union's Programme for Environment and Climate Action (LIFE) under grant agreement No 101120895. The Community is not responsible for any use that might be made of the content of this publication.

More information on the project can be found at: <https://www.low2highdh.eu/>

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~~Notes for Templates:~~

- ~~Do not~~ ~~change~~ ~~the~~ ~~text~~ ~~in~~ ~~the~~ ~~template~~
- ~~Do not~~ ~~change~~ ~~the~~ ~~text~~ ~~in~~ ~~the~~ ~~template~~
- ~~Do not~~ ~~change~~ ~~the~~ ~~text~~ ~~in~~ ~~the~~ ~~template~~

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Executive Summary
~~Please add a summary per your specific deliverable needs~~

List of figures

List of Tables

List of Acronyms and Abbreviations

Abbreviation	Definition

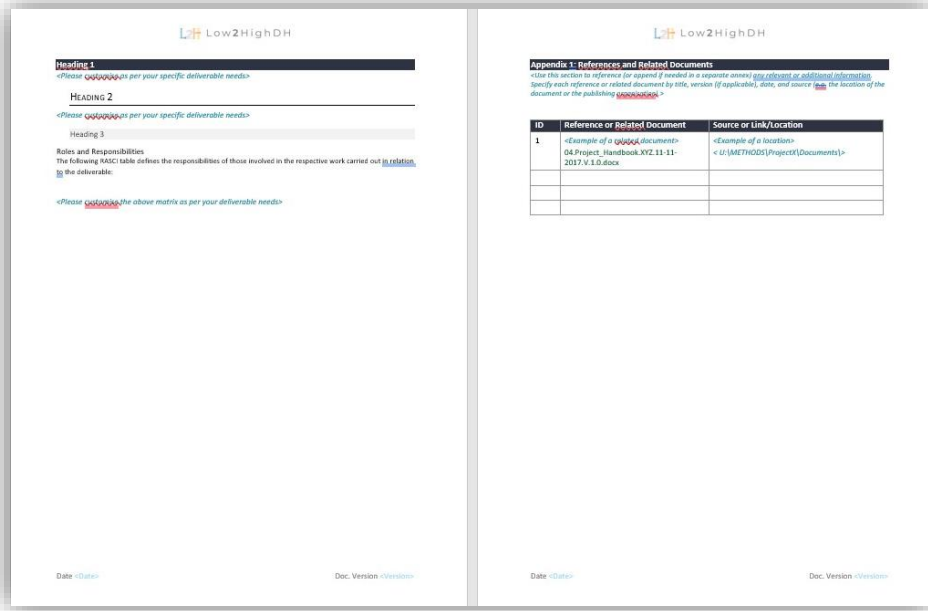
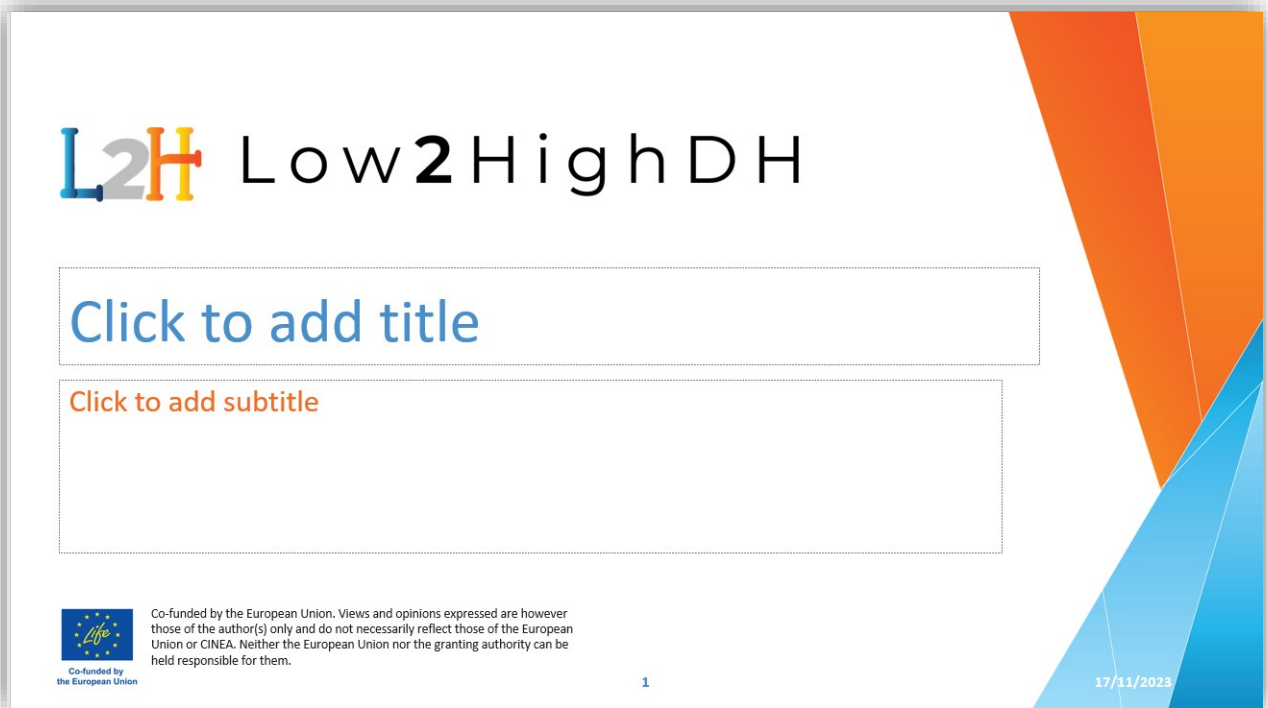


Figure 8. Low2HighDH Deliverables Template



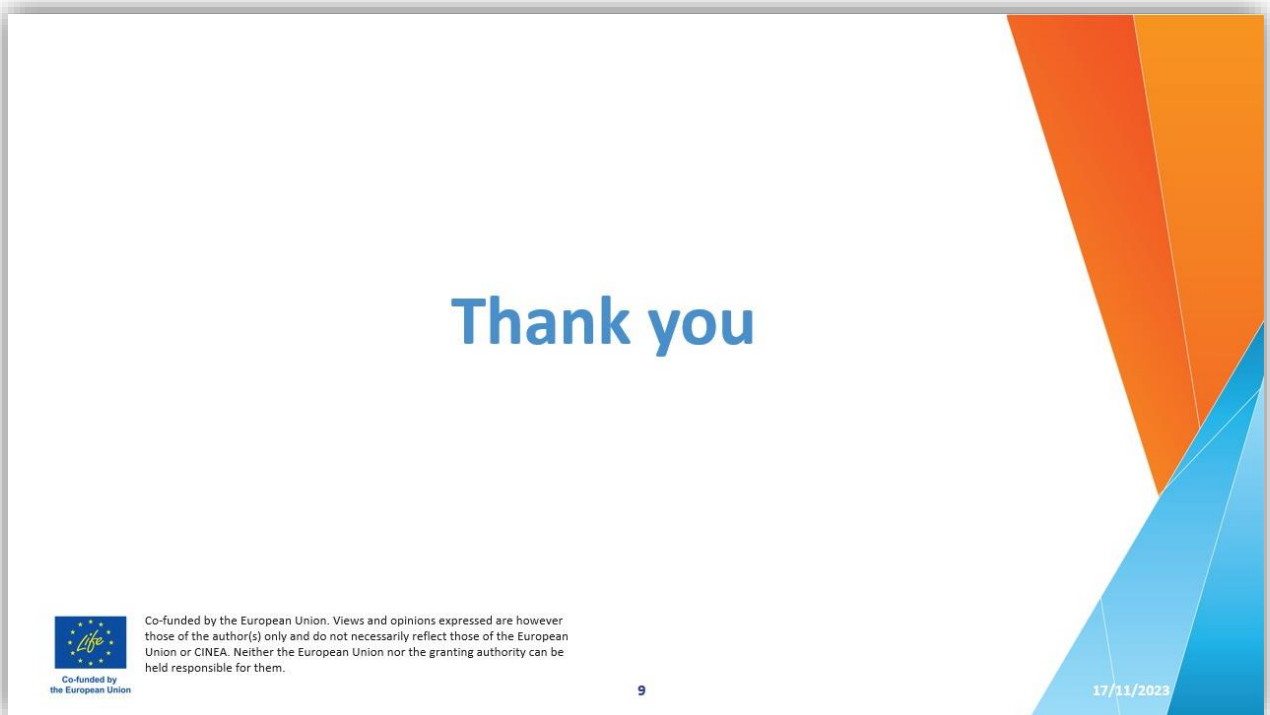
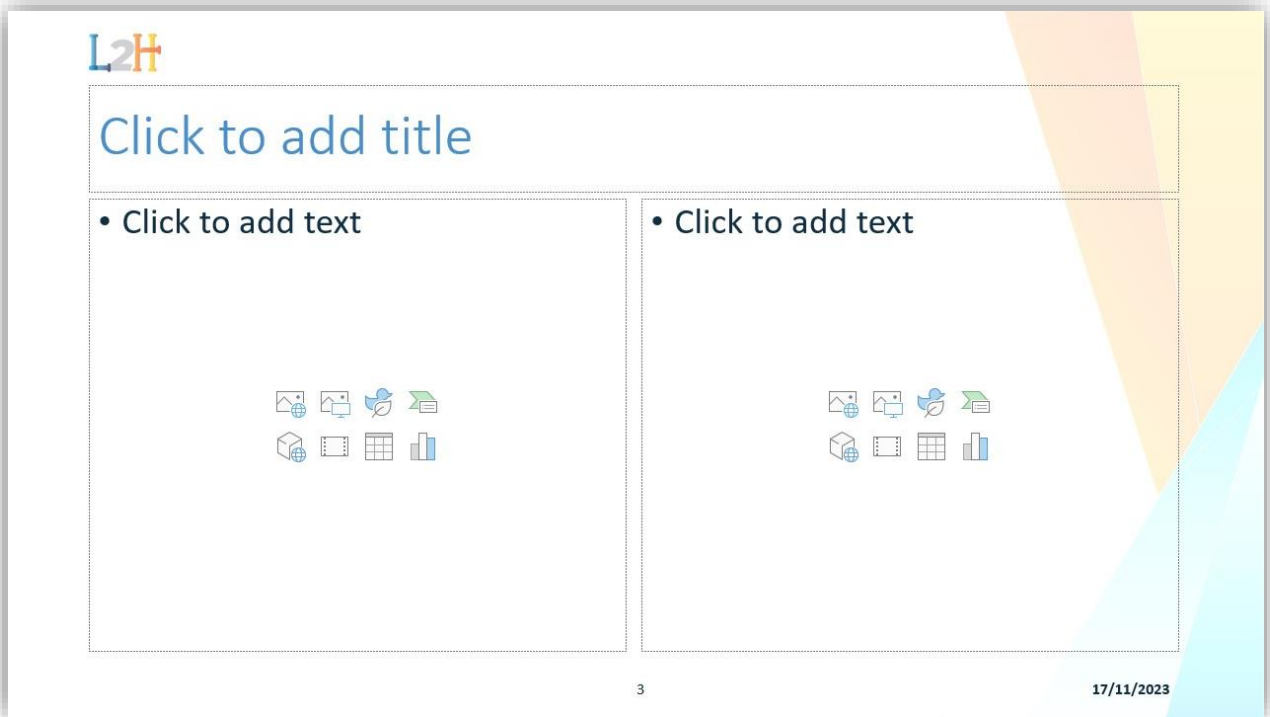


Figure 9. Low2HighDH PowerPoint presentation Template

INTERNAL REPORTING

As part of the continuous monitoring of the implementation of the project activities, internal reporting will be implemented on a monthly and 6-month basis.

Monthly Work Package Status Reporting

Once per month each Work Package leader will fill in a 1-page [Low2HighDH Work Package Monthly Status Report Template.docx](#). The PM at EP reminds each Work Package Leader 7 days before the PB meeting and collects the reports in the Project’s shared space. The monthly reports have to be sent to the PM at least 2 days before the PB meeting during which they will be discussed. The project manager at Europroject has created the monthly reporting template and is assigned to adjust and approve it during the project lifetime, if needed.

The image shows a screenshot of a 'Monthly Work Package Status Report' template. At the top, it features the 'L2H Low2HighDH' logo and the title 'Monthly Work Package Status Report'. Below the title, there are fields for 'Work package No.' and 'Reporting period: <start> to <end>'. The main body of the report is divided into several sections:

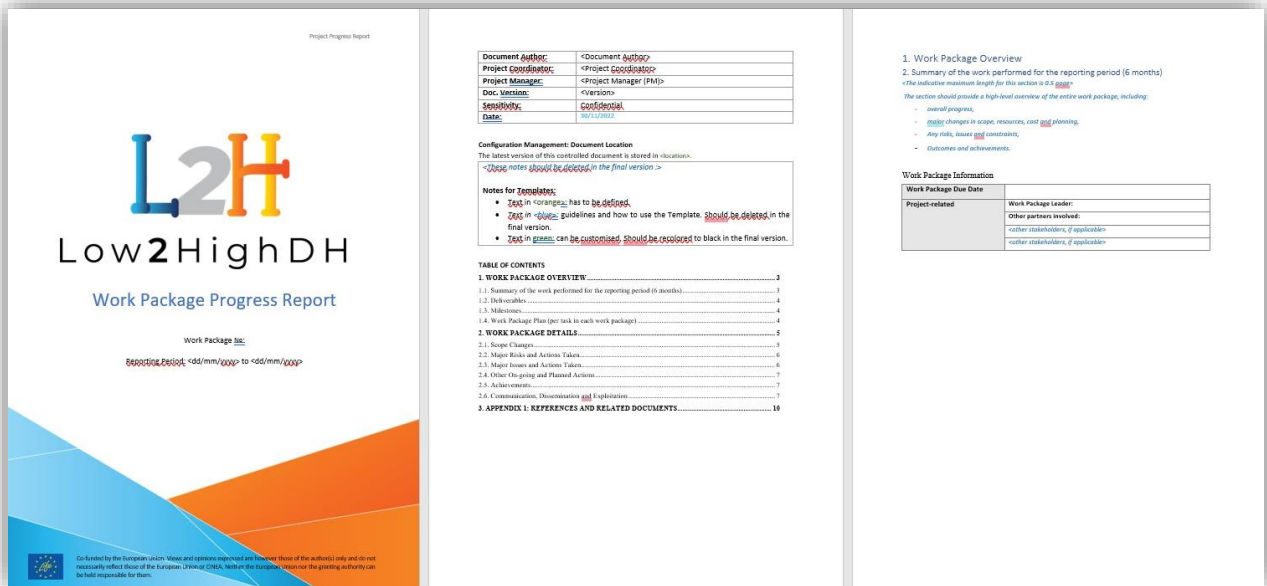
- PHASE:** Executing
- OVERALL STATUS:** Green/Amber/Red
- DELIVERABLES AND MILESTONES:** A list of deliverables and milestones with placeholder text like '<id>' and '<description>'. It includes a 'Subtask leader per subtask to be added, if relevant' field.
- WORK PACKAGE STATUS SUMMARY:** A field for a 'Short description of current status'.
- WORK PACKAGE INDICATORS (PROJECT INDICATORS RELEVANT TO THE WORK PACKAGE):** This section includes 'Schedule: Green/Amber/Red' with sub-points for 'Baselined delivery date', 'Forecasted delivery date', and 'Variance'. It also includes 'TOP WORK PACKAGE RISKS' with 'Status: Green/Amber/Red' and 'Active' sub-points.
- ISSUES:** A section for 'Issues' with 'Status: Green/Amber/Red' and 'Urgent' sub-points.
- DECISIONS TAKEN:** A list of decisions with placeholder icons and text.
- WORK PACKAGE CHANGES:** A section for 'Changes' with 'Status: Green/Amber/Red' and 'Severe' sub-points.
- ACTIVITIES PERFORMED AND PLANNED:** This section is divided into 'Performed' (with a list of actions and their status) and 'Planned' (with a list of next planned actions).
- Communication, Dissemination & Exploitation:** A section for 'Events attended or planned, if any' and 'Publications published or planned, if any'.

At the bottom of the form, there are fields for 'Date', '1/1', and 'Author'.

Figure 10. Monthly WP Status Report Template

6-month Work Package Progress Reporting

Work Package Leaders will be asked to report every 6 months all activities they have performed, risks or issues encountered within the respective work package using the Work Package Progress Report template. The PM reminds each Work Package Leader and collects the reports to be reviewed and presented to the Coordinator. The 6-month [Low2HighDH Work Package Progress Report.docx](#) have to be submitted at least a week before the respective Consortium meeting and will be discussed during it. WP Leaders are responsible to gather all the information on the technical progress in their WP from the task leaders and participants. The project manager from Europroject is assigned to adjust and provide the templates. The template below is already defined but changes and improvements are possible throughout the project's lifetime, if required.



L2H Low2HighDH

3. Deliverables
 <This section should address the deliverable full lifespan of the project and should not focus exclusively on the reporting period. The objective is to provide an overview for the complete project duration.>

ID	Deliverable Name	Target Delivery Date	Actual Delivery date	Status	Comments
				<on-going, planned, achieved>	

<The deliverable IDs should be aligned with the ones used within the Grant Agreement>

4. Milestones
 <This section should address the full lifespan of the project and should not focus exclusively on the reporting period. The objective is to provide an overview for the complete project duration.>

ID	Milestone Name	Target Delivery Date	Actual Delivery date	Status	Comments
				<on-going, planned, achieved>	

<The deliverable IDs should be aligned with the ones used within the Grant Agreement>

5. Work Package Plan (per task in each work package)
 <This section is to be fulfilled for each task in the work package if a considerable cost is involved or the effort is greater than 20 workdays (WDs)>

<Work Package #, and quick description>

Package	Actual	Responsible	Other	Progress	Issue/Risks	Status	Notes
Start	End	Start	End	Start	End	Start	End
Date	Date	Date	Date	Date	Date	Date	Date

Date <Date> Doc. Version <Version>

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M3	M6	M3	M6	<Name and organization>	<Name and organization>	<BSN>

<Work Package #, and quick description>

Package	Actual	Total	Package	Actual	Progress	Performance
Start	End	Effort	Start	End	(Earned Value)	Schedule
Date	Date	at Completion	Date	Date		Budget

6. Work Package Details

7. Scope Changes
 <This section should give an overview of the work package scope changes that need to be escalated to the Management, for the reporting period, based on the project Change Log.>

ID	Category ¹	Title	Description	Status ²	Action Details (effort & responsible)	Star ³	Priority ⁴	Approval decided by	Actual Delivery Date

¹ Categorize the changes. Examples of categories are: new requirement, technical issue or risk related, business improvement, etc.
² The Change Status can assume the following states: Submitted, Approved, Working, Rejected, Approved, Rejected, Implemented.
³ Star represents the effort related to the change implementation and the possible values are: 5-Very high; 4-High; 3-Medium; 2-Low; 1-Very low.
⁴ Priority is a numeric value given to a project change to clarify its relative importance in comparison to other changes and the possible values are: 5-Very high; 4-High; 3-Medium; 2-Low; 1-Very low.

Date <Date> Doc. Version <Version>

L2H Low2HighDH

8. Major Risks and Actions Taken
 <This section should highlight the work package risks that were identified in the project Risk Log and need to be escalated to Management. You may refer to the project Risk Log for a complete list and description of risks and corresponding actions.>

ID	Category ¹	Risk Name	Description	Status ²	Impact ³	Risk Level ⁴	Risk Owner	Risk Response ⁵	Action Details	Target Date

9. Major Issues and Actions Taken
 <This section should give an overview of the work package issues (to be escalated to Management), aligned with the project issue Log. You may refer to the issue Log for a complete list and description of issues and corresponding actions.>

ID	Category ¹	Title	Description	Status ²	Action Details	Urgency ³	Priority ⁴	Target Date	Issue Owner

¹ Categories of risk / issues related to the area affected by the risk / issue (eg. Business, IT, People & Organization, External and Legal).
² The risk status can be any of the following: Proposed, Investigating, Waiting for Approval, Approved, Rejected, Closed.
³ A numeric value denoting the severity of the problem that the risk will cause. The possible values are: 5-Very high; 4-High; 3-Medium; 2-Low; 1-Very low.
⁴ A numeric value denoting the severity of the impact of the risk (should it occur). The possible values are: 5-Very high; 4-High; 3-Medium; 2-Low; 1-Very low.
⁵ Or negative numbers for threats.
⁶ The risk level is the product of the likelihood and impact (Risk = LI).
⁷ The possible risk response strategies are Avoid; Transfer or Share; Reduce / Accept.
⁸ The issue status can be any of the following: Open, Proposed, Rejected, Closed.
⁹ A numeric value denoting the severity of the issue. The possible values are: 5-Very high; 4-High; 3-Medium; 2-Low; 1-Very low.
¹⁰ A numeric value denoting the severity / impact of the issue. The possible values are: 5-Very high; 4-High; 3-Medium; 2-Low; 1-Very low.
¹¹ Issue title represents the effect related to the issue resolution. The possible values are: 5-Very high; 4-High; 3-Medium; 2-Low; 1-Very low.

Date <Date> Doc. Version <Version>

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10. Other On-going and Planned Actions
 <This section is optional and the objective is to detail further actions currently on-going or planned to be done in the next reporting period, if relevant.>

Actions	Due date	Who & Comments

11. Achievements
 <This section is optional and the objective is to provide an overview of what has been achieved that hasn't been yet referred in this document. It should focus exclusively on the reporting period.>

Project Highlights / Achievements	Comments

12. Communication, Dissemination and Exploitation
 <This section outlines any work package communication and dissemination activities attended/planned including:>

Type: [Organization of a Conference] [Organization of a workshop] [Press release] [Non-scientific and non-peer reviewed publications (popularized publications)] [Exhibition] [Press] [Training] [Social media] [Web-site] [Communication campaign] [Logo] [TV] [Participation to a conference] [Participation to a workshop] [Participation to an event other than a conference or workshop] [Video/3D] [Brokerage event] [Pitch event] [Trade fair] [Participation in activities organized jointly with other H2020 projects] [Other]

Audience: [Scientific Community] [Higher education, Research] [Industry] [Civil Society] [General Public] [Policy makers] [Media] [Investors] [Customers] [Other]

Type of Dissemination and Communication Activities	Number	Type of audience reached in the context of all dissemination & communication activities (multiple choices if possible)	Estimated Number of persons reached

Date <Date> Doc. Version <Version>

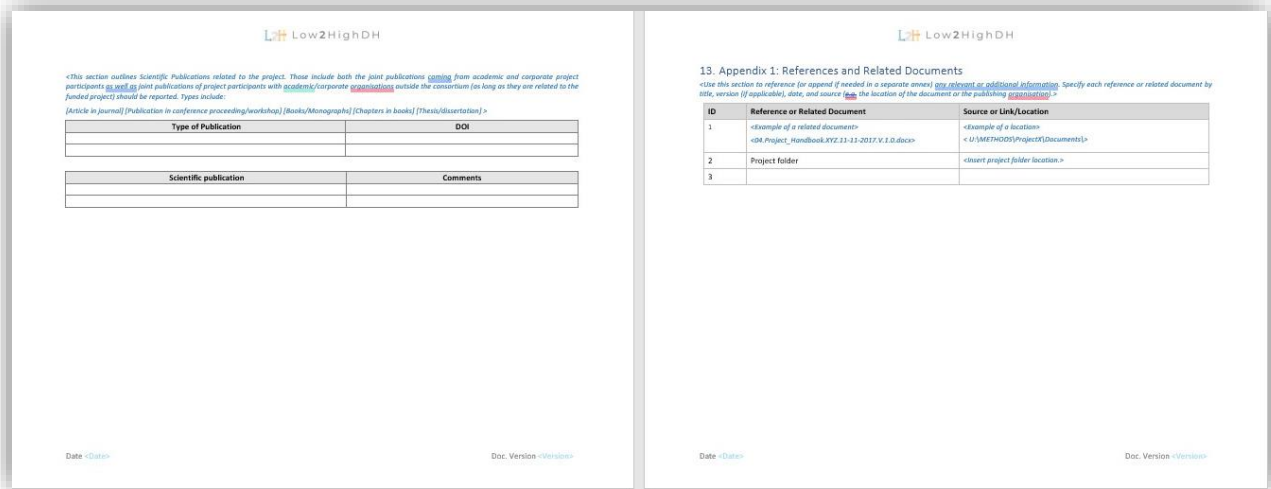


Figure 11. WP Progress Report Template

PROJECT REPOSITORY

The Project Consortium will use MS SharePoint, hosted by CREARA, the project Coordinator, as a main project repository. This is the place, where all project documents will be stored for the whole duration of the project. The content of Low2HighDH repository will be backed up and stored for at least 5 years after final payment. The most important communication and project updates will be duplicated by email.

The Low2HighDH SharePoint will be managed by the PM at Europroject, who is assigned to organize the internal space, make changes by request of the project Coordinator and project partners, and timely upload new information.

A subsection of the SharePoint space contains an overview of Deliverables as well as for the Milestones was created where it is in responsibility of each party to continuously track the progress there.

Separate WP folders were created to store the relevant documentation for the respective WP. The respective WP leaders will manage these folders.

Below is a brief overview of the initial structure of the Low2HighDH MS SharePoint, which will evolve to respond to the needs of the project.

Documents > 1. Reference documents

Name	Modified	Modified By
CA	September 25	Juan Varo López
GA	A few seconds ago	Galina Ivanova
Low2High_Dissemination_Channels_Networks.xlsx	September 25	Rolandas Urbonas
Low2HighDH_detailed-budget-table_life_en (1).xlsx	September 21	Juan Varo López

Figure 12. Low2HighDH Project SharePoint: Reference documents folder

Low2High Private group 25 members

Home Conversations Documents Shared with us Notebook Pages Site contents Recycle bin Edit

Documents > 2. Management (Templates, meetings, contact details...)

Name	Modified	Modified By	+ Add column
1. Partner meetings	August 25	Galina Ivanova	
2. Communication and dissemination	October 5	Galina Ivanova	
3. Deliverables	November 3	Galina Ivanova	
4. Project Management	November 9	Galina Ivanova	
5. Work Packages	November 9	Galina Ivanova	
6. Low2HighDH Contact lists	35 minutes ago	Galina Ivanova	

Figure 13. Low2HighDH Project SharePoint: Management folder

Documents > 2. Management (Templates, meetings, contact details...) > 1. Partner meetings > 1. Kick-off meeting 25-26 Oct 2023, Madrid

Name	Modified	Modified By	+ Add column
Draft documents	October 10	Galina Ivanova	
Kick-off meeting presentations	October 10	Galina Ivanova	
Photos	October 25	Natali Dimitrova	
Recordings of KOM	October 27	Gabriel García Hernández	
Workshop - CFA & NSC vs LLG	October 31	Juan Varo López	
Workshop Financial Solutions	November 3	a.salamanca	
Kick-off Meeting Agenda_LIFE_Low2High_25.-26.20.2023.pdf	October 24	Juan Varo López	
Meeting Minutes_LIFE_Low2HighDH_KOM_v1.1.docx	November 6	Marek Tobiacelli	

Figure 14. Low2HighDH Project SharePoint: Partner meetings folder

Documents > 2. Management (Templates, meetings, contact details...) > 2. Communication and dissemination > 1. Templates & visual identity

Name	Modified	Modified By	+ Add column
EU funding - guidance & logo	November 3	Galina Ivanova	
LOGO & Graphic charter	November 3	Galina Ivanova	
PM templates (Deliverables template, Reporting templates, etc.)	November 3	Galina Ivanova	
PP & general word files templates	November 3	Galina Ivanova	
Low2HighDH_hashtags to be used.docx	November 6	Galina Ivanova	

Figure 15. Low2HighDH Project SharePoint: Templates & Visual identity subfolder

The screenshot shows a SharePoint interface for a folder named '4. Project Management'. The breadcrumb path is 'Documents > 2. Management (Templates, meetings, contact details...) > 4. Project Management'. Below the breadcrumb is a table with columns: Name, Modified, Modified By, and an '+ Add column' button. The table contains four entries:

Name	Modified	Modified By	+ Add column
1. Consortium Bodies	November 9	Galina Ivanova	
2. Monthly reports	November 9	Galina Ivanova	
3. Six-month reports	November 9	Galina Ivanova	
4. Gantt Chart	Monday at 5:59 AM	Galina Ivanova	

Figure 16. Low2HighDH Project SharePoint: Project Management subfolder

Conclusion

Project Management (PM) plays a pivotal role in providing strategic direction to projects, ensuring the successful achievement of planned results and impactful outcomes. Clear and well-defined communication channels, as well as established procedures and rules, form an essential prerequisite for successful project implementation. These elements enable team members to solve challenges, streamline processes, and work cohesively toward common goals. The Low2HighDH project Management handbook provides an overview of the Project Management tools and procedures, aiming to enhance organisational efficiency and ensure project success.

Appendix 1: References and Related Documents

ID	Reference or Related Document	Source or Link/Location
1	Low2HighDH project Grant Agreement No 101120865	Low2HighDH Project SharePoint, Reference Documents folder
2	Low2HighDH project Consortium Agreement	Low2HighDH Project SharePoint, Reference Documents folder