

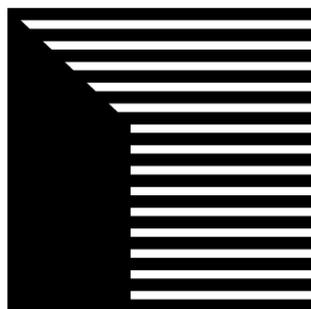


JPI CH Conservation, protection and use Joint Call, <https://www.heritageresearch-hub.eu/call/conservation-protection-and-use-joint-call/>

CURBATHERI

**Curating sustainable urban transformations
through heritage –**

**Quality and Evaluation Plan
WP7, DELIVERABLE 7.2.**



DEEP CITIES

Curating sustainable urban transformations
through heritage



PROJECT PARTNER CONTACT INFORMATION

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<u>Acronym</u>	Min. 3 characters; please also insert in the footer CURBATHERI
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1. Introduction

A quality and evaluation plan will be the guide for the partner's performance throughout the project. WP7 deliverables are set up to make the project management as smooth as possible during the project. This document is intended to be an internal project handbook that describes the essential procedures the consortium partners will implement for managing the quality of the operation of the project and resulting project outputs.

The WP is led by NIKU as the Project Coordinator, with the active participation from all partners. The WP will set up a management system for ensuring that the project will be completed within the given budget and time. It will also set the standards to be followed by partners for assuring quality. Conflict resolution guidelines will also be developed and agreed upon by all partners. A consortium agreement will be drafted, agreed and signed at the beginning of the project outlining the terms of project collaboration (see D7.1. CURBATHERI Consortium Agreement, version 1, 2020-03-12).

Tasks in WP7:

T7.1: To manage the overall legal, contractual, financial and administrative running of the project, creating and maintaining structures for management and decision making, monitoring the progress of the project, resolving problems and ensuring that CURBATHERI reaches its full potential in relation to the expected impacts.

T7.2: To maintain effective contact with the JPICH administration, fulfilling reporting obligations.

- To ensure that the project is implemented on time, within the budget and at high-quality standards.
- To communicate tasks and activities to partners effectively.
- To ensure that reports of project leaders for funders are completed on time.
- To monitor progress, milestones and expenditure.

D7.2: Quality and Evaluation Plan of the project organization and progression, which also will include:

- A Data Management Plan and associated Data Release Protocol will be produced to ensure that sensitive data is protected, and any participants anonymized.
- A Consortium Agreement covering the management of IPR, data and access (see D7.1. CURBATHERI Consortium Agreement, version 1, 2020-03-12).

Effective and efficient project management structures and procedures are key success factors for the project. This document describes how the Project Coordinator in collaboration with all the project partners will assure a timely completion of the planned project tasks with outcomes that meet quality levels expected by each PI's national funding authorities and the JPI Secretariate.

The document consists of the following sections and annexes:

- Section 2 – Project Management describes the project organization and the management procedures
- Section 3 – Monitoring and Reporting describes the reporting procedures which will be followed during the project (which includes a Data Management Plan).
- Section 4 – Deliverables and Review Procedures describes the common structure of the technical deliverables and the procedures for their review that will be followed during the project
- Section 5 – Dissemination and Communication Standards lays out the way the project documents should be presented and how the partners will collaborate in preparing materials for public dissemination



- Annexes 1 and 2 – provide the templates for project documents and presentations

Throughout this document references are made to the project work plan. The requirements from the call and the project work plan are defined within Appendix 1 and Appendix 2 in the CURBATHERI Consortium Agreement.

While diligent efforts have been made to ensure information contained in this document is consistent with the terms of the Consortium Agreement, it should be noted that in case of any conflicts, the terms of the Consortium Agreement shall take precedence.

2. Project Management

CURBATHERI project management activities will ensure that the multi-partner and multi-disciplinary project is properly coordinated and that the work is completed within the terms of the Consortium Agreement. The Consortium consists of partners across Europe (UK, Italy, Spain and Norway), representing different organisational styles and interests. This contextual heterogeneity necessitates flexibility in establishing operational procedures for the project in order to encourage and support the desired collaborative approach for the research and development tasks within the project.

This section describes the management structure of the project, as well as the procedures for decision making that will be implemented in CURBATHERI. The project management structure is concerned with the following challenges:

- The accomplishment of all technical targets, such as the punctual delivery of results with the required quality and within the budget limits
- The overall management and synchronisation of activities within and between the work packages
- The management and administration of contractual requirements under each PI's national Grant Agreement's and the Consortium Agreement.

To implement effective management actions, it is foreseen that the Project Coordinator (NIKU) will use a set of tools (e.g. reporting, project meetings) to collect project information in a clear manner for partners to understand, and to evaluate project progress and organise accordingly any needed actions.

2.1. Project organisation and management structure

The management structure is designed to optimise production of science, but also to safeguard effective co-operation across the Consortium and the production of high-quality deliverables.

The management structure, as presented in Figure 1, includes the following management bodies:

The **Project Coordinator (PC)** is Research Professor Torgrim Sneve Guttormsen at NIKU. His responsibilities are to:

- Coordinate all activities, taking an overview of scientific activity;
- Provide strategic leadership of the Consortium;
- Supervise the Project Manager to ensure the effective running of the project;
- Support WP Leaders to identify, develop, manage and exploit *innovation* and to achieve the expected impacts of the project;
- Take decisions strategically and executively to ensure the smooth running of the project, supported by the PI's;
- Present reports in accordance to the guidance of the JPICH administration, and act as project liaison with the Project Officer.

The **Project Manager (PM)** is Research Coordinator Mari Salberg and Researcher Paloma Guzman at NIKU. They will support the PC in the external communication with the JPICH (project officer, reviewers, etc.). The responsibilities of the PM are to:



- Detect deviations from plans;
- Convene the Project Management Group, prepare and follow up its meetings and act as secretary;
- Issue a quality management plan;
- Monitor and communicate project progress;
- Monitor risk factors;
- Manage technical delivery of the publication, dissemination and communication plan, acting as a point of contact with web designers, publishers and other relevant service providers, acquiring ISBN numbers etc.

A Dissemination and Publication Manager (DPM) lead by Communication Advisors Thomas Wrigglesworth and Jorid Martinsen at NIKU will oversee activities, which the PC and PM will be responsible for coordinating across the consortium. The DPM will ensure high-quality and efficient dissemination and external communication across the whole project. DPM will:

- Monitor production and release of deliverables;
- Support the activities of the PC and PM in the dissemination of information;
- Deal with open access, acknowledgement, permissions, copyright and IPR issues and set policy and standards;
- Develop stylistic and intellectual coherence across all dissemination activities and deliverables, establishing a clear visual identity.

CURBATHERI is divided into **Work Packages (WPs)** and WPs into Tasks; WPs are managed by each PI's as **Work Package Leaders (WPL)**. The quality management of each WP is the responsibility of each PI/WP Leader. Scientific progress of the WP is monitored by the PM and administrative process is supervised by the PC. **WPL** has the following responsibilities:

- Coordinate activities in their respective Work Package and ensure communication among the participants;
- Initiate corrective actions for deviations;
- Ensure the timely availability of Work Package deliverables;
- Ensure the quality of Work Package deliverables;
- Report progress to the PC;
- Coordinate the interaction and collaboration with other Work Packages;
- Develop strategies to manage innovation within the framework of the expected impacts of CURBATHERI.

The WP Leaders are identified in the contractual work plan and were confirmed at the project kick-off meeting and are shown in Table 1. Where possible, meetings will be 'stacked' to coincide with consortium events and save travel costs. Due to the COVID 19 emergency, the initial activity planning when starting the project July 1, 2019, for the official meetings, as well as for the workshops, has been replaced by adopting online activities during 2019 and spring semester 2021.

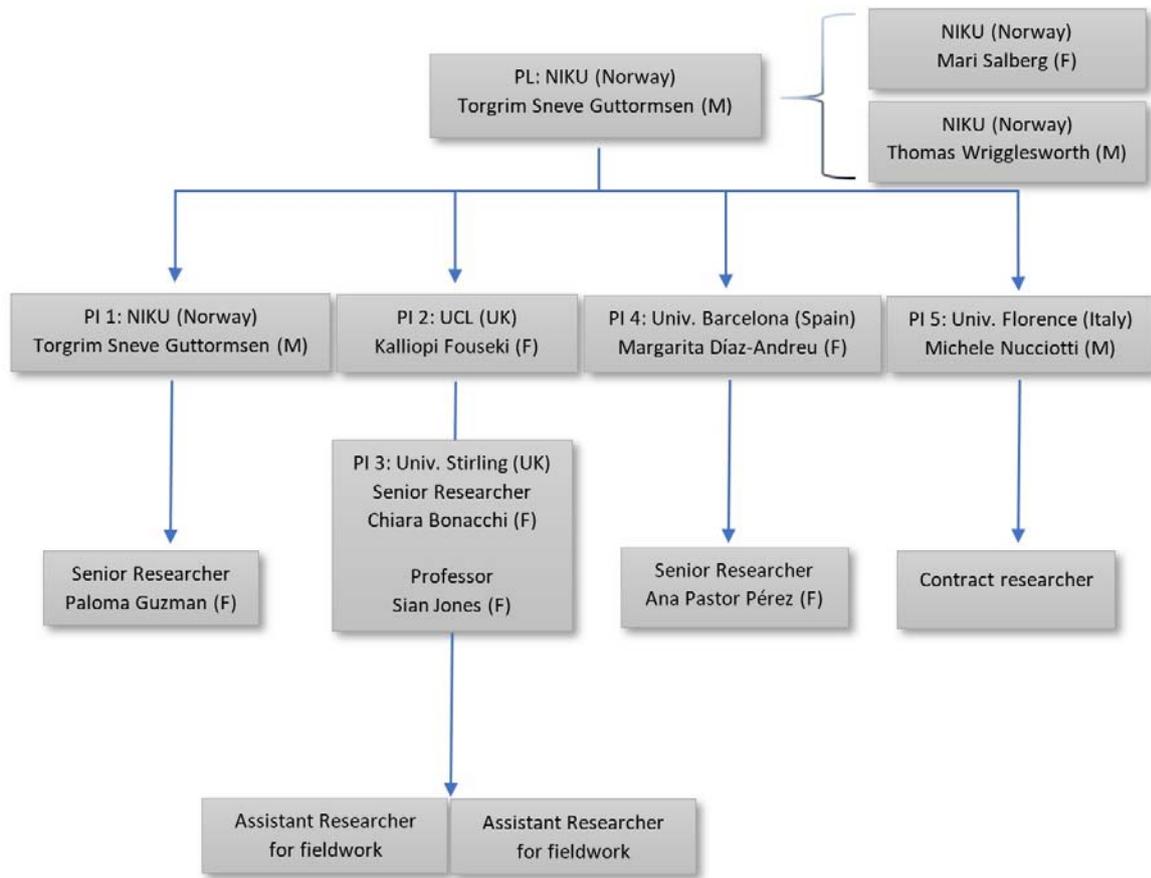


Figure 1: The Management structure of CURBATHERI.

Table 1: Work Package Leaders

WP no.	Workpackage title	Lead Partner no.	Partner short name
1	WP 1 CONCEPTS	1	NIKU
2	WP 2 OBSERVATORIES	2	UCL
3	WP 3 LABORATORIES	3	UNI STIRLING
4	WP 4 MANAGEMENT-TOOLBOX	5	UNI FLORENCE
5	WP 5 EVALUATION & RECOMMENDATIONS	4	UNI BARCELONA
6	WP 6 DISSEMINATION, EXPLOITATION STRATEGY & SUSTAINABILITY PLAN	1	NIKU
7	WP 7 PROJECT MANAGEMENT	1	NIKU

2.2 Management procedures

Please see the CURBATHERI Consortium Agreement for details.

2.2.1. Operational procedures for project meetings

- Preparation and organisation of meetings:** The Project Coordinator together with the partners shall convene ordinary PMs, dealing with management and technical topics, at least once every month and shall also convene extraordinary meetings at any time upon written request of any partner with duly justified reasons. The WP leaders should consider the convenience of having WP meetings to discuss the technical issues of their WP. Meetings of the WP team will be called



by the WP Leader as often as needed for ensuring effective work progress and to address task matters and other related issues.

- **Notice of a meeting:** The chairperson shall give notice in writing of a meeting to each Member as soon as possible and no later than 30 calendar days preceding an ordinary meeting and 15 calendar days preceding an extraordinary meeting.
- **Participants to the meetings:** each project partner should attend or be represented at the meeting, may appoint a substitute or a proxy to attend and vote at the meeting, and shall participate in a cooperative manner in the meetings. The WPs leaders should decide who else should attend the meeting (tasks leaders, partners intervening in the involved WP(s) or any other specific party or partner). Output from these meetings will be in the form of decisions for scientific/technical issues related to this specific part of the work. Proposals on relevant changes to the work plan could also be raised and would be subject to formal approval by the Consortium.
- **Venue:** Meetings will be chaired by the Project Coordinator, unless decided otherwise by the Consortium and at the premises of the host partner or other site as may be designated by the host partner. The PC in collaboration with the host partner will be responsible for convening the meeting, providing early written notice, and issuing the agenda and the minutes afterwards. The host partner will prepare the arrangements for the meeting: appropriate room, available material, logistic information related to cultural and team-building activities, recommendations for hotels, directions, etc. The meetings will generally be face-to-face, but due to the corona restrictions the meetings can also be held by online services or other telecommunication means upon decision by the convener.
- **Agenda:** The chairperson shall prepare and send each Member a written original agenda no later than 7 calendar days preceding the meeting, or 4 calendar days before an extraordinary meeting. Any agenda item requiring a decision by the Members must be identified as such on the agenda. Any Member may add an item to the original agenda by written notification to all of the other Members no later than 2 calendar days preceding the meeting. During a meeting the partners present or represented can unanimously agree to add a new item to the original agenda. Any decision may also be taken without a meeting by circulating to all partners a written document, which is then signed by the defined partners.
- **Minutes:** Minutes of each meeting which shall be the formal record of all decisions taken. The PC shall produce a working draft of the minutes based on the notes recorded during the meeting, presentations and other material. The PC with the support from partners who presented in the meeting shall make the minutes and related materials available to partners within 10 calendar days of the meeting. The minutes shall be considered accepted if within 10 calendar days from sending no partner has objected in writing to the PC with respect to their accuracy. The accepted minutes shall be made available to all the partners of the consortium. The PC shall manage the storage of minutes and related materials. If requested the PC shall provide authenticated duplicates to parties. Decisions may only be executed once the relevant part of the minutes is accepted.
- **Voting rules and quorum:** see CURBATHERI Consortium Agreement 6.3.3.
- **Veto rights:** see CURBATHERI Consortium Agreement 6.3.4.
- **Decisions of the Consortium:** The Consortium shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures described above. The following decisions shall be taken by the Consortium:
 - ✓ Content, finances and intellectual property rights;
 - ✓ Changes to the work plan, if necessary, and adopting contingency plans;
 - ✓ Evolution of the consortium, including a) Entry of a new partner to the consortium and approval of the settlement on the modalities and conditions of the accession of such a new partner, b) Withdrawal of a partner from the consortium and the approval of the settlement on the modalities and conditions of the withdrawal, c) Declaration of a partner to be a defaulting partner, d) Corrective measures to be required from a defaulting partner. e) Termination of a defaulting partner's participation in the consortium and measures relating thereto;



- ✓ Proposal to the funding authorities and the JPI Secretariat for eventually a change of the Coordinator;
- ✓ Suspension of all or part of the project;
- ✓ Termination of the project and/or the Consortium Agreement.
- **Appointments:** The Consortium upon a proposal by the PC will decide any changes to the Work Package Leaders. In the case of abolished tasks as a result of a decision of the Consortium, partners shall rearrange the allocation of the partners concerned. Such rearrangement shall take into consideration the legitimate commitments taken prior to the decisions, which cannot be cancelled.

2.2.2. Quality Assurance

The management of quality assurance will be based on guidelines of proven project management methodologies. In particular, the following Quality Assurance (QA) aspects will be addressed to assure a timely achievement of all planned project tasks:

- **Organisation:** Clear definition, agreement and updating of roles and responsibilities.
- **Planning:** Preparation of an achievable and agreed statement of what the project is to produce, when and how it is to be produced, assigned to different work packages, tasks and partners.
- **Controls:** Regular review of the status and update of the work plan.
- **Quality Reviews:** Project deliverables will be reviewed on a double basis, first within the responsible team and secondly by an internal reviewing team, which will typically comprise one research and development representative and one industrial partner representative, who will each seek to ensure a high-quality standard before delivery commensurate with the quality levels required within their own respective organisations for documents and technological results.
- The monitoring and assessment of the project will be harmonised by the responsible WP Leaders and summarised by the PC as described in Section 3 – Monitoring and Reporting.

2.2.3. Conflict resolution and risk management

If necessary, the PC will organise a conflict resolution meeting within 30 days following the reception of a written request transmitted by any of the partners. Attempts at arbitration will be performed in increasing order of authority:

- Within the team of each work package under the management of the WP Leader.
- Within the Consortium under the management of the PC.

Any risks or discrepancy within work packages shall be first resolved on the work package level by means of dialogue and mutual concession. In case of failure, decisions from higher levels will be requested, and suggestions for potential solutions and answers will be prepared.

For additional information, see CURBATHERI Consortium Agreement 4.2.

2.2.4. Project communication

In consideration and support of the project management structure, the communication between different levels will be established as follows: The WP Leaders will report the work progress to the upper level (the Consortium) periodically, which is chaired by the PC. The communication in the “top-down” direction is structured in the same way.

A cloud service (Microsoft Teams) has been established to store/exchange all project documents. In addition, e-mail exploders have been established by PC to enable communication flow amongst all partners. Facilities are available whereby any Microsoft Teams updates can automatically trigger notification to partners if partners so desire.

The PC should be notified of any new personnel who require access to project information and communications to be included on one or more project e-mail exploders. If Microsoft Teams repository



access is required, notification to partner should be made to arrange credentials for accessing the Microsoft Teams.

For further information, see chapter 3.3. on Data Management Plan.

2.2.5. Management of knowledge and use of results

For the purpose of management of knowledge in the project, intellectual property developed within the project will be stored on the Microsoft Teams cloud service pending any decisions concerning dissemination and exploitation by the partners. Concerning the project results, background (defined as prior information/knowledge) and other related content, partners explicitly agree within the Consortium Agreement to take due care concerning confidentiality and required procedures for any decisions concerning access.

The consortium partners have defined the background needed for the purposes of the project and, where appropriate, have agreed to include or exclude specific background in the Consortium Agreement. Access Rights to the background needed for carrying out the project and/or needed by the partners for using the knowledge arising from the project will be offered at fair and royalty-free conditions depending on the intended use.

The parties have agreed to respect individual Intellectual Property Rights (IPR) regarding both background and foreground. The Project partners agreed to follow the Horizon 2020 Framework Programme rule that ownership of background will not be affected by participation in the project. In the Consortium Agreement signed before the project start, the background that could be needed for carrying out the project work is listed and access rights defined. Specific access rights concerning additional background that may be required by the project are to be decided on a case-by-case basis.

The project partners agreed that project results belong to that partner who generated it. Where several partners jointly carry out work generating project results and where their respective share of the work cannot be ascertained, they shall have joint ownership of such results. They shall establish an agreement regarding the allocation and terms of exercising that joint ownership. Specific procedures are defined among the consortium partners in the Consortium Agreement (chapter 8 and chapter 9), in compliance with the IPR guidelines under the Horizon 2020 Framework Programme of the Commission.

The partners established within the Consortium Agreement the procedures for the dissemination and exploitation of the project results. The Consortium Agreement also covers regulations on the publication of the results during and after the project operation.

2.2.6. Commission monitoring

Commission monitoring will be based on the review of the reports and of the deliverables which are to be submitted to the national funding authorities and the JPI Secretariate by the PC on behalf of the consortium. In addition, in accordance with the Grant Agreement's, possible review meetings can be requested by the national funding authorities and the JPI Secretariate. The reports and deliverables will be submitted to the national funding authorities and the JPI Secretariate according to the predefined procedures.

The Project Periodic Report, for each reporting period within 60 days after the end of each respective reporting period, comprises:

- An overview, including a publishable summary, of the progress of work towards the objectives of the project, including achievements and attainment of any milestones and deliverables identified in Appendix 2 of the Consortium Agreement (shared among Partners for each partner's report deadline defined by their national funding authorities).
- A summary of the use of the resources in terms of person months expended by partner in each of the work packages (provided by each PI to their national funding authorities).



- A summary financial report consolidating the expenditures incurred by each partner (provided by each PI to their national funding authorities).
- Summary of dissemination actions undertaken by each partner including publication of papers and articles, presentations, workshops, and any other promotional activities (shared among Partners for each partner's report deadline defined by their national funding authorities).

The Project Final Report, within 60 days after the end of the project shall comprise:

- A final publishable summary report covering results, conclusions and socio-economic impact of the project.
- A report covering the wider societal implications of the project and efforts to involve other actors and to spread awareness, as well as a summary for the use and dissemination of foreground.

The layout and content of the project reports shall conform to the instructions and guidance notes established by the national funding authorities and the JPI Secretariate.

2.3. Risk management

An initial list of identified risks is presented in Table 2. More detailed assessment of risks will be carried out regularly during the operation of the project. As a general prevention measure, the partners will continuously monitor the progress of the project in order to detect and react early to any issues that may occur.

Table 2: Risk Management

Description of risk	Work package(s) involved	Proposed risk-mitigation measures
LOW: Unsatisfactory initial engagement by partners with the foundational state-of-the-art research in WP1 may compromise overall coherence of the project	All Research WPs	The project fosters a holistic and integrated approach and promotes strong commitment of key actors. Internal communication, dissemination and workshops will develop awareness and collaborative approaches to project foundations. This minimizes such a risk.
LOW: Failure of Management Systems	All WPs	The experienced and collaborative working of all Partners, the consortium's basis in established network and previous co-work, as well as effective leadership at NIKU will minimise risk. An experienced and efficient project manager in NIKU will partake in the project. Any management systems failures will be addressed and rectified. Coordination from NIKU with Guttormsen in lead will be executed with support from a NIKU Management Team.
LOW: Institutional and staff changes	All WPs	Mechanisms are in place to respond to these circumstances (see above). Each national partner is organized as a cluster of personnel, within or across institutional collaborations.
LOW: Conflict and disagreement within consortium	All WPs	Mechanisms are in place to respond to these circumstances (see above)
LOW: Delay in meeting the deliverable deadlines and poor quality of deliverables.	All research WPs	Despite an innovative and challenging research structure as it is proposed, the partners possess complementary skills as an assurance to guarantee quality of the work. Furthermore, the project progress will be assessed regularly to predict possible delays and act accordingly. The reporting procedure and deliverable templates are clearly defined to minimise problems.



Description of risk	Work package(s) involved	Proposed risk-mitigation measures
MEDIUM: Lack of impact beyond academic sector	All WPs, especially WP6	A range of dissemination and communication activities have been conceived in order to ensure that the research will inform public life. The project partners have extensive experience in research collaboration and engagement with non-academic/public-facing partners.
MEDIUM: Professional secrecy and ethics for politicians and managers might be a hindrance for research on conflictual planning-related issues (hindering exchange of information, blocking influence of research results etc.).	All WPs, especially WP2 and WP3	Be aware when touching sensitive issues, political struggles and mine field. The partners have experience with similar/comparable research and will be foresighted in order to overcome such matters.
LOW: Access to a diverse set of local knowledge and perceptions for citizen participation analysis may be hindered by the involvement of key stakeholders with a privileged position of power in the discourses about participatory urban planning.	All WPs, especially WP2 and WP3	Be aware of and determine the variety of stakeholders and their role in the case studies; define pre-statement conditions for analysis and benefices for innovation.
MEDIUM: Reluctance of stakeholders involved in conflict issues to partake in research interviews and adopt innovation, because of tense distrust. Participatory approaches be hindered due to distrust to science and the management sector.	All WPs, especially WP2 and WP3	Using dialogic methods during project period for mitigate distrust, use educational forums for creating dialogue and openly define issues of conflicts for discussing them with stakeholders. Assure potential interviewees and participants about research ethics and goals.
LOW: Changes of legislation and formalities can be a hindrance for researching and lab activities, and for implementing findings/ results and solutions.	All WPs	Consider possible project outcomes related to legislative and formal hinderance to choose relevant research targets and innovative solutions.
HIGH: Increased regulations and travel restrictions as the result of the COVID-19 pandemic.	All WPs	Consider alternative forms of communication (online, outdoor etc.) for carrying out the tasks. Take into consideration changes of timing of tasks and activities that can be postponed. Involve all partners in regular meetings (PMs) for taking action and evaluate the project progress due to the pandemic situation.

3. Monitoring and reporting

Project monitoring in CURBATHERI will be comprised of internal actions for each deliverable produced. The Quality and Evaluation Plan will be followed up during the project by “D7.3: *Interim management and quality report*” and “D7.4: *Final management and quality report*”.

The reports and deliverables will be submitted the national funding authorities and the JPI Secretariate according to the following procedures.

- Periodic reports to present an overview of the activities carried out during the reporting period, describing the progress in relation to the project objectives and towards the milestones and deliverables set for the period, and any problems encountered and corrective actions taken. In addition to the technical progress, the periodic reports will include a justification of the costs



incurred and of the resources used by each partner linking them to activities planned in the work plan.

- A summary financial report consolidating the costs of the partners will be prepared using the requirements defined by each partner's national funding authorities.
- A final report, which summarises the project's activities over its full duration, covering main aspects of the work, objectives, results and conclusions, including a publishable project summary will be produced at the end of the project.

In addition to the formal reports submitted to the national funding authorities and the JPI Secretariate, internal reporting on progress will occur at every CURBATHERI PM.

3.1. Reporting Procedures

WP Leaders in collaboration with the partners contributing to the respective work packages will ensure reporting procedures are followed and timely information is provided.

The date for the reporting should be adapted to each PI's reporting deadline to their national funding authorities. For the PC in Lead of the project, NIKU, who's requirements are set by the Norwegian Research Council, the annual deadline each year are **December 31**.

Partners will prepare a Progress Report on the work done in the various work packages they are contributing to, main objectives of their contributions, achievements, deviations, problems, etc. These reports are used by the WP Leaders and the Project Coordinator who monitor the project work and discuss relevant issues as well as take necessary actions.

WP Leaders will aggregate inputs received from their WP partners and detail the work done in the work package, main objectives and achievements, deviations, problems, etc. These reports are used by the Project Coordinator, who review the reports and propose solutions for relevant issues.

3.2. Ethics and Intellectual property

CURBATHERI will generate **multiple forms of data** from workshop results or lab exercises, photos etc. The primary data will be stored with reference to national and the H2020 Guidelines on Open Access to Scientific Publications and Research Data. CURBATHERI also involves an understanding of 'data', as classified in H2020, to be interpreted – for example, the spatial, sensory and textual articulation of the texts of policy documents, speeches, slogans etc. Appropriate methodologies will be used to interpret these data. The data will be rendered within print and online outputs, and in some cases, within temporary events that will be documented photographically.

All these outputs will be freely available through CURBATHERI portal and where appropriate in relation to any ethical issues, researchers will upload associated files comprising raw data for sharing and reuse by academic and stakeholder communities. A **Data Management Plan** and associated **Data Release Protocol**¹ will be produced to ensure that sensitive data is protected, and any participants anonymised.

All data will be retained on secure servers for a minimum of 10 years. A **Consortium Agreement** will be agreed upon before the project starts, **covering the management of IPR (Intellectual Property Rights), data and access**. Researchers will be required to provide linkable access to any outputs connected with the CURBATHERI either by making significant use of insights or data developed therefrom. The default standard will be 'gold' open access through the production of online materials using the CURBATHERI dissemination structures (see above).

This project will not raise any sensitive ethical issues, but we will nevertheless make sure to comply in full to relevant ethical guidelines in order to navigate such issues that inherently may arise in any research project. The CURBATHERI **Consortium Agreement** will require from all partners to strictly adhere to the **international ethical standards and guidelines**. Guidelines on best practice will be



followed, as published by relevant professional body or public agency, such as the criteria from the ESRCs Framework for Research Ethics. The WP Leaders will ensure that the activities have the appropriate ethical clearance, normally through partners' institutional ethical procedures. In the absence of a relevant procedure, the lead partner NIKU will facilitate ethical clearance through the national Data Protection Advisor, the Norwegian Centre for Research Data.

Ethical approval will be sought as required from all project partners and other key organisations before the research work begins. NIKU and the Norwegian partners will carry out its research in accordance with the Norwegian Committee of Research Ethics in the Humanities and Social Sciences (NESH). Other international guidelines whose recommendations the project will adhere to include the Recommendations for the Conduct, Reporting, Editing, and Publication of Scholarly work in Medical Journals ("The Vancouver Recommendations"), The Montreal Statement on Research Integrity in Cross-Boundary Research Collaborations, and the European Textbook on Ethics in Research. Research involving people-centred participatory approaches will be based on the principle of informed consent as laid out in the Association of Social Anthropologists Guidelines.

3.3. Data Management Plan

All research projects involving NIKU's researchers must adhere to existing rules and guidelines for data management. This means, among other things, that all personal information collected requires informed consent. Furthermore, personal data used in the research should be stored securely and inaccessible to others. As a general rule, direct personal data must be kept separate from the data material. Personally identifiable research data should not be stored in many places at a time. The researcher has a duty of confidentiality and must safeguard the confidentiality of the participants. In some cases, the researcher may obtain permission to share personally identifiable research data with other researchers, or publish them. In addition to this, personal data must be kept so that it is only accessible to researchers. This is ensured by restricting access to project data in access-controlled project folders. NIKU is affiliated with NSD and therefore submits all projects that require the collection of personal data for assessment

1- Responsibility

As a project owner, NIKU has a primary responsibility for data management in the research project. Project Manager is responsible for implementing the routines and will act as contact person for questions regarding the data. The project manager can delegate this role to individual researchers with responsibility for specific parts of the project.

We assume that the individual researcher associated with the project adheres to guidelines at his or her own institution, and that all of them meet national and international data management requirements. Responsible for data management in the CURBATHERI project is NIKU, but all workpackage managers are responsible for data management in the workpackage and for backup delivered to the project manager according to agreement. This will be specified in an English-language data management plan that will be prepared at project start and linked to the consortium agreement.

2 - Data Collection

What information to collect and how?

- Pictures
- Interview Data
- Data collected in connection with "people centered approaches" online
- Reporting from workshop (observatories, lab work)
- Map-based and plan documents



3 - Format

- Images jpg
- Interview data mp3
- Data collected in connection with "people centered approaches" online text.fil
- Reporting from workshop (observatories, lab work) word.doc
- Map-based and plan documents jpg, pdf

4 - Metadata

- Images file names, metadata information
- Interview data file names, metadata information
- Data online file names, metadata information
- Reporting from workshop file names, metadata information
- Map-based and plan documents file names, metadata information

5 - Organization

All data is stored in accordance with ethical rules and regulations. We will report the project's plan for the processing of personal data to NSD, so that all privacy and data security and privacy issues are handled in a legally sound manner. In this context, we want to draw up a data management plan in English through NSD's generator for this. The plan will thus be available to all project partners and will be linked to our communication platform for the project. The data management plan will be a living document, which we will evaluate and revise during the project according to any new needs, rules and guidelines.

6 - Storage and backup

Each workpackage manager is responsible for collecting and backing up their own data, and for forwarding an encrypted backup to NIKU.

NIKU will use central storage in NIKU's file system. Of this, daily backup is taken.

7 - Filing and preservation

We have daily routines for long-term backup in NIKU. In addition, we have a separate file server for archiving, when the project is completed. The project will deliver anonymized data to NSD, so that data can be made available after the project is completed.

8 - Access and Sharing

Access to project data will be restricted. Internally on NIKU's server, permission is granted only to the internal team members who need access to the project folder to ensure privacy policy.

In the communication between the international partners, we will use a cloud-based service. Our platform for interaction and sharing of data with external partners will be Microsoft TEAMS. We are aware that TEAMS can be approved for and used for storing and sharing confidential information. This can happen if a number of conditions are met with a view to routines and technical safety measures. A necessary measure, for example, is that all clients must be subject to a strict security regime. As the cloud services allow the use of mobile devices, these must also be included in the measures. Among other things, all data exchange using telephones, tablets or the like must be done using secure containers. If privately owned units or units owned by other institutions are to be used, they must satisfy the same requirements, and therefore there is uncertainty as to whether this is possible. So far, the project will not



use such solutions. These are clarifications that was made in the initial phase of the project to be implement in the English-language data management plan.

All published data will be publicly available, through the archiving of NSD data, and if possible, in connection with the project's scientific publications.

9 - Intellectual property rights

“Copyright permissions” - this will be examined in the sub-projects / workpackages.

10 - Ethics and privacy

The ethical guidelines of the respective institutions will be followed, likewise international ethical guidelines for research and data management. All privacy and data security and privacy issues are taken care of in a legally sound and proper manner.

Ethical approval will be sought as needed by all project partners and other key organizations before the research work begins. NIKU and the Norwegian partners will conduct their research in accordance with the [Norwegian Committee of Research Ethics in the Humanities and Social Sciences](#) (NESH). Other international guidelines whose recommendations the project will adhere to include the [Recommendations for the Conduct, Reporting, Editing, and Publication of Scholarly work in Medical Journals](#) (“The Vancouver Recommendations”), [The Montreal Statement on Research Integrity in Cross-Boundary Research Collaborations](#), and [the European Textbook on Ethics in Research](#). Research involving people-centred participatory approaches will be based on the principle of informed consent as laid out in the [Association of Social Anthropologists Guidelines](#).

11 - Costs

Data storage:

We expect that NIKU's standard storage and backup system will be able to handle this project, even when using the cloud-based solutions in Teams. Therefore, extra costs for storing research data should not apply.

Accessibility:

Publishing in open access journals will incur extra costs, which is budgeted for in the project.

4. Deliverables and review procedures

4.1. Structure of deliverables

The CURBATHERI deliverables template is presented in Annex 1 and is to be used when preparing all deliverables. The document should comprise the parts described as follows:

- Part I - Cover Page, it contains the information regarding the CURBATHERI project (same for all the CURBATHERI deliverables) and regarding the specific deliverable, name, version, author, date, etc. The partner responsible of the deliverable is requested to fill in the front page ensuring that all the information is correctly provided, and that those items particularly related to the project Consortium Agreement are not modified.
- Part II – Partner Contacts, includes information about each project partner and contact details in the event the reader wants to follow-up with further discussions or possible collaborations.
- Part III – Document Control, provides the information concerning the evolution of the deliverable in the form of a table summarising the changes made before it became an official version for delivery. For each document version, the version number, a short description of the



changes made, and the date will be detailed. A document must be at version 1.0 or later before being considered an official version for delivery.

- Part IV – Table of Contents, provides an index of the deliverable contents. The level of detail for which the index is provided will be determined by the content with the objective that major topics are easily identifiable and quickly accessible.
- Part V – Abbreviations (optional), contains a table with the abbreviations used along the document if this improves the understanding and readability of the deliverable.
- Part VI – Executive Summary (optional), contains a short and concise overview of the overall content of the deliverable and main results are described. The Executive Summary contains enough information for the reader to become acquainted with the full document without reading all of it and should be a maximum of 1 page.
- Part VII – Introduction, describes the purpose of the document, the position of this document with respect to the whole project, and provides a brief overview of the contents of the document, and the context of the work within the overall work plan.
- Part VIII – Deliverable content, this is the main body of the document to be broken down into as many sections and subsections as required depending on the specific content and the criteria of the author.
- Part IX – Conclusions (optional), describes the conclusions reached within this deliverable and possibly describes the main inputs for next phases of the project should the nature of the deliverable indicate conclusions should be drawn.
- Part X – References (optional), provides a summary of the references used for the production of the deliverable.
- Part XI – Annexes (optional), will include further detailed information that is relevant to the deliverable with the aim of clarifying, or providing examples, and other content that is relevant. Annexes are used for readability so that the main results can be clearly identified within the main body for readers, while further details for those who are interested are available in the Annexes.

The quality control procedures described below for deliverables will assure the cited deliverable structure and project template are adhered to by the partners. The deliverable template is provided in Microsoft Word format with an identical structure being followed for each format.

4.2. Content Quality Assurance

In addition to verification that deliverables follow project guidelines concerning structure and consistent use of project templates, each deliverable will undergo a content quality evaluation before release for delivery. This will be carried out as a peer review procedure amongst the partners within the consortium.

4.3. Deliverable production and review procedure

All documents must follow a delivery procedure in order to assure their consistency. There are four different responsibilities amongst organisations when finalising a deliverable:

- A partner that contributes to the deliverable according to their duties and responsibilities which are described in the work plan.
- A partner responsible for editing and finalising the deliverable (normally the task leader) that will compile all the partner contributions and prepare the final draft. This partner will assure the first formal quality control (the formal aspects of the documents produced by the project team, i.e. that the deliverable follows the project template) and the first contents orientated quality control (peer review of the deliverable).
- WP Leader who reviews and validates the final deliverable draft and will provide the second control for template compliance and content. Typically one week will be allocated to provide comments to the partner responsible for finalising the deliverable and for implementing



modifications. Once the final version is agreed the deliverable will be sent to the Project Coordinator for approval at least two days before the due date.

- The Project Coordinator receives the final version from the WP Leader and will perform a third and final quality check. Once the quality check is done, the deliverable is uploaded to the internal project repository. Deliverables scheduled for completion at the same or nearly the same dates will be batched together for submission by the Project Coordinator.

4.4. Contractual deliverables

The project deliverables are specified in Appendix 2 in the CURBATHERI Consortium Agreement and are sorted by workpackages. Table 3 shows the list of CURBATHERI deliverables which will document all the tasks carried out and innovations developed by the consortium during the operation of the project. The list is sorted by scheduled delivery date.

Table 3: List of deliverables

Delivery no	Delivery title	WP no	Lead Beneficiary	Type	Dissemination Level	Due date
D7.1.	Partnership/Consortium agreement	7	NIKU	Other	Confidential	1
D7.2.	Quality and Evaluation Plan	7	NIKU	Report	Public	1
D6.1.	Dissemination and Communication Plan – DCP.	6	NIKU	Report	Public	1
D1.1.	Review of literature will lead to a brief report.	1	NIKU	Report	Public	3
D6.2.	Template dissemination material & newsletter design (PP-template, logo, website, etc)	6	NIKU	Report	Public	3
D1.2.	Synthesis based on a workshop with the research group.	1	NIKU	Report	Public	4
D1.3.	Arranging a session at a heritage conference	1	NIKU	Presentation	Public	7
D1.4.	Produce a review paper based on D.1-D.2.	1	NIKU	Article	Public	7
D5.1.	Design of the indicator's matrix to evaluate the methods applied in WP2, WP3	5	UNI BARCELONA	Report	Public	11
D2.1.	Case study – lessons learnt report.	2	UCL	Report	Public	12
D3.1.	Case study – lessons learnt report	3	UNI STIRLING	Report	Public	15
D4.1.	Conceptual planning of the web-based toolbox	4	UNI FLORENCE	Report	Confidential	15
D7.3.	Interim management and quality report	7	NIKU	Report	Public	15
D2.2.	Interactive tool (model).	2	UCL	Report	Confidential	18
D6.3.	Stakeholders analysis report.	6	NIKU	Report	Public	18
D3.2.	Material for the 'toolbox'	3	UNI STIRLING	Report	Confidential	19



D5.2.	Initial evaluation report of WP2 and WP3.	5	UNI BARCELONA	Report	Public	19
D5.3.	Participatory evaluation report of the Management Toolbox	5	UNI BARCELONA	Report	Public	20
D6.4.	Exploitation and Sustainability Plan	6	NIKU	Report	Public	20
D4.2.	Planning and implementation of Technological infrastructure of the 'toolbox'	4	UNI FLORENCE	Report	Confidential	22
D3.3.	Produce a review paper based on D3.1 and D3.2.	3	UNI STIRLING	Article	Public	23
D2.3.	Produce a review paper	2	UCL	Article	Public	24
D5.4.	Elaboration of guidelines for participative processes based on D5.3.	5	UNI BARCELONA	Report	Public	24
D4.3.	Content development for the 'toolbox' integrating the Interactive Tool model (D2.2) and scenario-based guidelines (D3.3)	4	UNI FLORENCE	Report	Confidential	26
D5.5.	Final evaluation report (WP2-WP4-WP5) about Integrating Society on Evaluation Processes	5	UNI BARCELONA	Report	Public	27
D4.4.	Web based 'toolbox' goes public	4	UNI FLORENCE	Website	Public	30
D5.6.	Policy Brief	5	UNI BARCELONA	Report	Public	30
D6.5.	Final communication and dissemination activity report.	6	NIKU	Report	Public	30
D7.4	Final management and quality report	7	NIKU	Report	Public	30

4.5. Contractual milestones

The project Milestones are specified in in Appendix 2 to the CURBATHERI Consortium Agreement. Table 4 shows the list of CURBATHERI milestones which are associated with the achievement of major outcomes within the project.

Table 4: List of Milestones

Milestone number	Milestone name	Related work package(s)	Estimated date	Means of verification
1	Partnership/Consortium agreement	All WPs	Month (M) 1	Attendance & minutes
2	SKYPE Kick-Off meeting (I) Introduction/What is next?	All WPs	M1	Attendance & minutes



3	Dissemination and exploitation plan	WP6	M1	Confirmation by completion
4	Project website and logo (creation)	WP6	M3	Confirmation by completion
5	Project meeting (II) (Oslo, Norway) Validation of WP2-WP3 approaches, discussion of preliminary results WP1, including the participation of AP's	WP 1, WP2	M7	Attendance & minutes
6	Project meeting (III) (London, UK) taking place after the participatory workshop in WP3 present the findings; model etc and how this could be communicated in the other participatory/discussion groups of the remaining case studies, including the participation of AP's	WP3	M15	Attendance & minutes
7	Interim Report	All WPs	M16	Attendance & minutes
8	JPI Cultural Heritage Event	All WP's	M19	Confirmation by completion
9	Project meeting (IV) (Florence, Italy) online for comparable analysis and synthesis feeding WP4, including the participation of AP's	WP4	M19	Attendance & minutes
10	Preliminary evaluations & recommendations	WP5	M25	Confirmation by completion
11	Project meeting (V) (Barcelona, Spain) aligned with D5.7 dissemination/exploitation, including the participation of AP's	WP5	M27	Confirmation by completion
12	Final Report	All WPs	M30	Confirmation by completion
13	JPI Cultural Heritage Event	All WP's	M30	Confirmation by completion



Figure 3: CURBATHERI Website

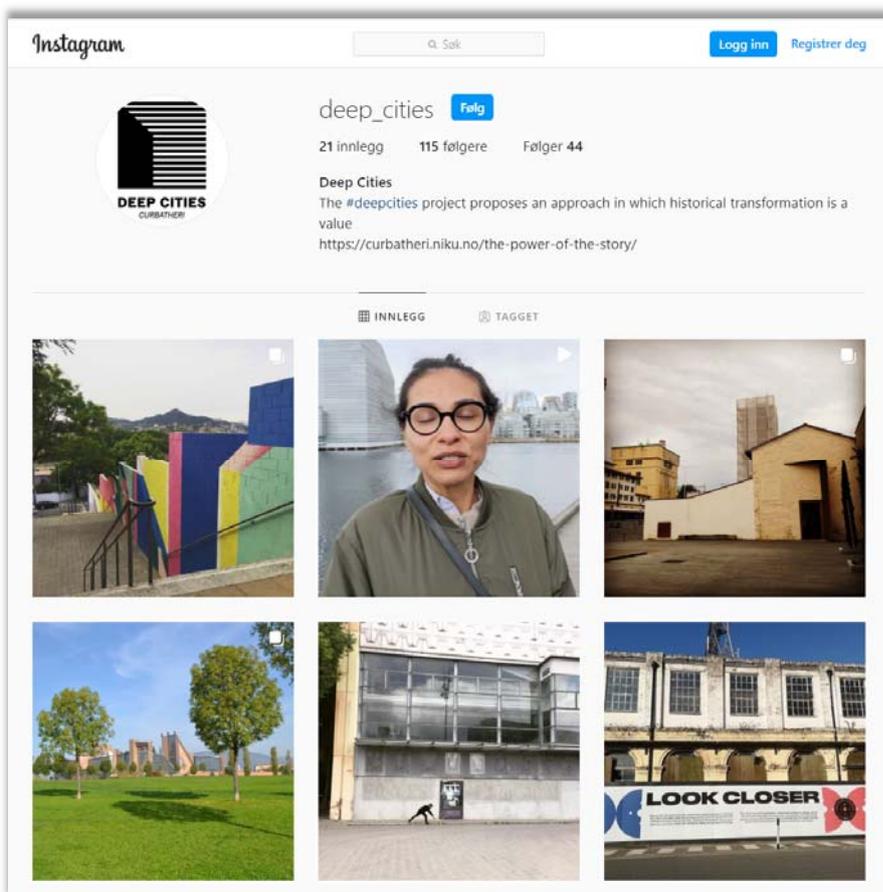


Figure 4: CURBATHERI Instagram



5.2. CURBATHERI Logo

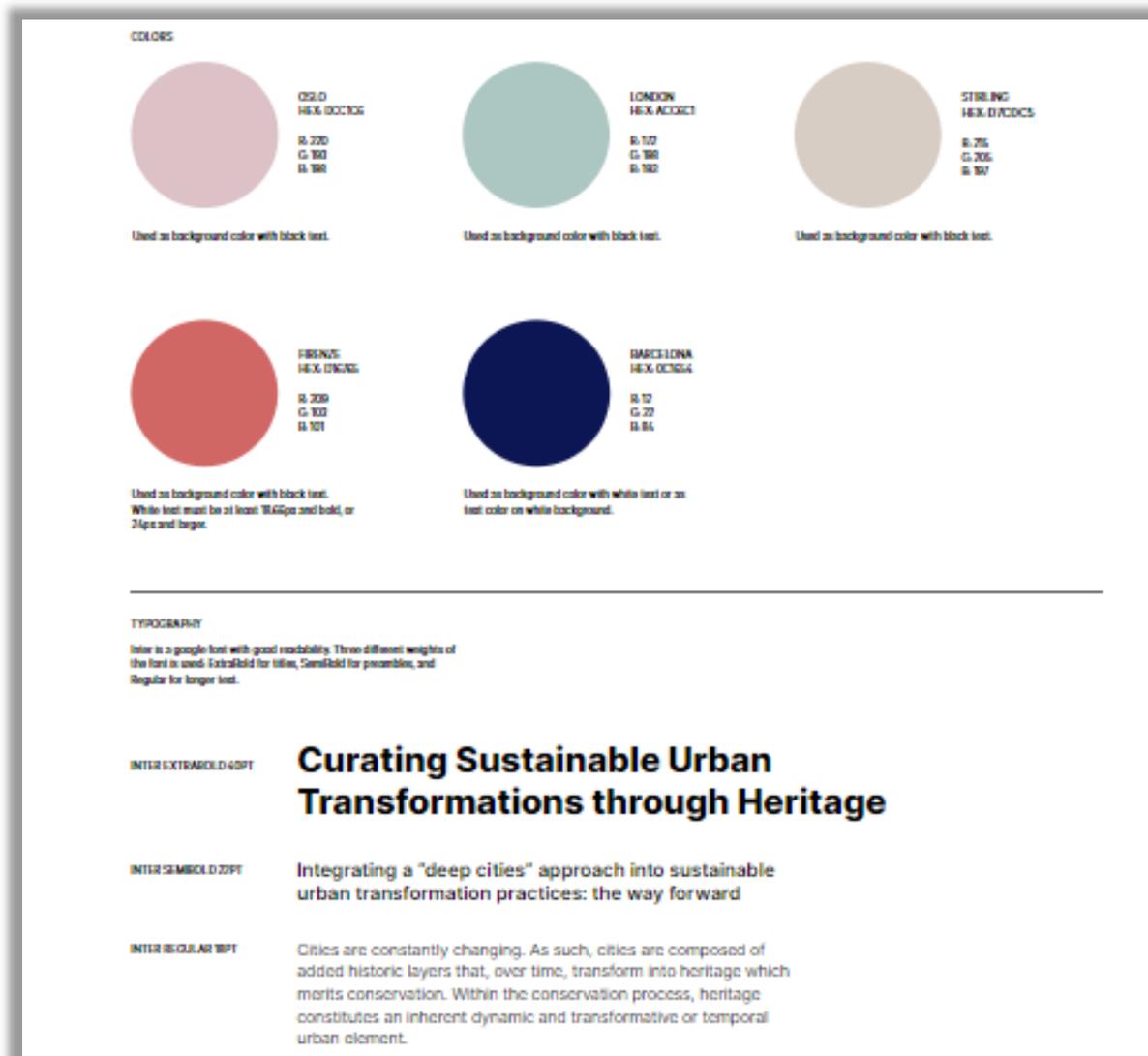
The consortium has agreed on the logos shown in Figure 5 to be used in the branding of all project documents and presentations, as well as in any public dissemination materials including the website. Different versions of the logo with and without the project title are available to the partners.



Figure 5: CURBATHERI Logo

5.3. CURBATHERI Power-Point templates

For the dissemination based on the design of the project we have developed a Power-Point template with different colors (figure 6).



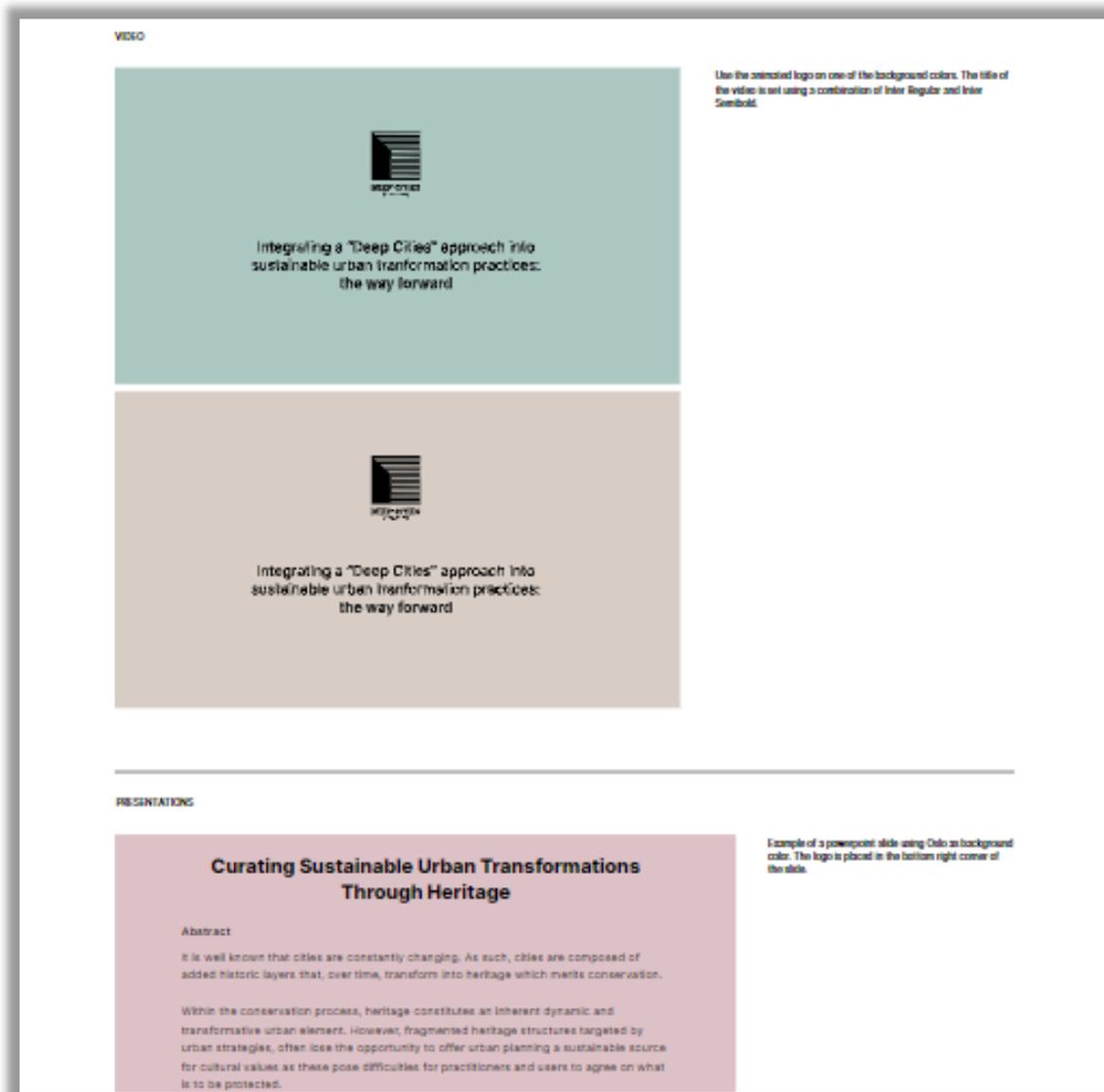


Figure 6: Templates for PowerPoint presentations in CURBATHERI.

5.4. Papers and publications

The technical and scientific outputs of the project will be subject to review within the consortium prior to publication. The Consortium Agreement provides for specific procedures and time intervals to be respected by partners for publications intended for international conferences, journals and other media outlets.

The following procedures related to dissemination will be followed within the consortium:

- Each partner is free to publish its own research either at national or international level with the obligation to reference the CURBATHERI Project with the inclusion of following text: *“The research described has been carried out as part of the Deep Cities - CURBATHERI Project (2019-2022), which has received funding from joint national funding authorities under the JPICH Conservation and Protection Call.”*
- Partners will seek to invite other partners to participate as co-author of publications and papers.
- Only the contributors will be stated as authors on papers and publications.



- On all publications there should be appropriate protection of copyright to ensure project results do not inadvertently become public domain without the expressed agreement of all consortium partners.
- To ensure that intellectual property rights of the partners are respected, it is compulsory to inform the consortium beforehand of any dissemination activity. Unless written notice is received within 15 days, a partner who is publishing results solely developed by their organisation may assume there is not any objection against the dissemination action. However, in the case of jointly developed results, a partner must obtain the explicit written acceptance from any contributing partners prior to proceeding further with the dissemination action.
- A record of all publications will be kept on the CURBATHERI repository so other partners will be able to cite previous work. Open access publications will also be available through the project website.
- Only CURBATHERI partners are allowed to publish CURBATHERI results, unless explicit and unanimous permission is given by the Project Coordinator and WP Leader.
- At project completion, online public material may be used by other researchers with the obligation that they:
 - ✓ inform the Project Coordinator and the consortium about the usage
 - ✓ provide proper recognition to the CURBATHERI project
 - ✓ provide a copy of any published materials to the Project Coordinator and the consortium

Workshops and/or special sessions within international conferences and local events will be held at appropriate stages of the project operation. At these events, the project will be explained in details and the innovations will be demonstrated. The same procedures concerning publication and dissemination described above shall apply.

5.5. Document templates

All documents of the CURBATHERI project shall have a common format. The Project Coordinator has prepared the following templates and provided them to all partners:

- ✓ Microsoft Office Word document template for the preparation of deliverables and project reports. The template is found in Annex 1. Details on the content of the structure of the deliverables are described above (see section 4.1)
- ✓ Microsoft Office PowerPoint presentation template for project related presentations. The template is found in Annex 2.

In addition, the specific content of the Project Periodic Report and Project Final Report should comply with the JPI organisation Project Reporting and requirements from the national funding authorities.

5.6. Document file identification

Each document file should be identified with an appropriate ID equivalent to a document file name according to following template:

Yyyyyyyyyy v000 xxxxxxxxxx.aaaa

Where:

yyyyyyyyyy – Deliverable name as it appears in Appendix 2 of the Consortium Agreement (e.g. D7.2 Quality and Evaluation Plan).

- v000 – version of document. Numbers below 1 mean that this is still a working version, numbers equal to or greater than 1 indicate that this version should be considered as final.



- xxxxxxxx – partner name abbreviation. This is used to indicate the responsible partner in case that different partners contribute with input to different sections of one version of a document, e.g. when collecting input/comments to a complete draft or final version of a deliverable.
- aaaa – file extension, i.e. doc or docx for Microsoft Word documents, etc.

As an example, “D7.2 Quality and Evaluation Plan v1 NIKU.docx” would indicate an update to version 1 of this deliverable as contributed by partner NIKU.

The deliverable name appears on the front page as well as in the header of the document. The project logo appears on the front page as well as in the header of each page. The deliverable/report creation/edit date appears on the front page and in the footer of all other pages. The confidentiality level appears on the front page and in the footer of all other pages.

5.7. Communication standards

For electronic (e-mail) or written communications among partners, an acknowledgement of receipt should be delivered back within a reasonable time frame, with an estimation of the deadline for action accomplishment. A general project mailing list or e-mail exploder has been established for communication amongst all partners. The following e-mailing communication procedures have also been established:

- Each partner is responsible to check day-to-day communications within the consortium
- Partners should consider whether messages and replies are appropriate for all partners so to avoid sending many messages to too many people that are not directly involved in a particular topic
- Copies to the general mailing list should only be used in the case of relevant information (for example in case of an update of a deliverable, or calls for meetings, telephone conference, Teams, etc. meetings)
- E-mail subject has to be clearly indicated in the title according to this structure: “CURBATHERI: Subject - expected action or topic”. Two examples are provided:
 - ✓ CURBATHERI: Report D1.1 - send me feedback
 - ✓ CURBATHERI: Project review report

Partners should use the official lists maintained by the Project Coordinator to avoid e-mail problems:

- Ensure correct e-mail addresses from all desired contacts are provided
- Inform about any change in address or people involved
- Attention should be given to the subject of the e-mail when replying in order that old topics are retired when new points are introduced to avoid overly long threads
- Avoid using automatic reply, select the intended recipients of the message (check “to” and “copy” lines)
- Avoid including attachments and instead place files on the internal Microsoft Teams repository and reference their availability

The Project Coordinator will maintain an archive of main messages including any attachments that are sent to the project mailing lists.

Other tools may also be used for communication proposes such as voice over IP, instant messaging, telephone conferences, Teams or other similar tools.

5.8. Language

All formal documents produced by the consortium will be written in English. Formal documents include:

- minutes from meetings



- activity reports
- deliverables (reports and software)
- management reports
- internal reports

5.9. Software

The following software programs will be used within the consortium:

- Word Processing – Microsoft Office Word in Microsoft 365
- Spreadsheets & Project Planning – Microsoft Office Excel in Microsoft 365
- Presentations – Microsoft Office PowerPoint in Microsoft 365
- [others?]

6. Conclusion

This document provides an internal project handbook detailing the essential procedures the consortium partners will follow for managing the quality of the operation of the project and resulting project outputs. Adherence to these procedures will ensure the CURBATHERI project tasks will be carried out effectively, on schedule, and within budget in fulfilment of the project objectives.

Effective and efficient project management structures and procedures are key success factors for the project and this document provides the consortium with specific guidance on how the Project Coordinator in collaboration with all the project partners can achieve a timely completion of the planned project tasks with outcomes that meet quality levels expected by each PI's national funding authorities and the JPI secretariat.



7. Annex 1: Template for Project documents

D7.2: Quality and Evaluation Plan



Horizon Europe | PI CH Conservation, protection and use Joint Call, <https://www.heritageresearch-hub.eu/call/conservation-protection-and-use-joint-call/>

CURBATHERI

**Curating sustainable urban transformations
through heritage –**

Quality and Evaluation Plan

WP7, DELIVERABLE 7.2.



DEEP CITIES

Curating sustainable urban transformations
through heritage



PROJECT PARTNER CONTACT INFORMATION

<u>Project Title</u>	Curating Sustainable URBA n Transformations through HERI tage
<u>Acronym</u>	Min. 3 characters; please also insert in the footer CURBATHERI
<u>Project Leader (PL = PI 1)</u>	Torggrim Sneve Guttormsen torggrim.guttormsen@niku.no Norwegian Institute for Cultural Heritage Research Oslo Norway
<u>Principal Investigator 2 (PI 2)</u>	Kalliopi Fouseki kalliopi.fouseki@ucl.ac.uk University College London London UK
<u>Principal Investigator 3 (PI 3)</u>	Chiara Bonacchi chiara.bonacchi@stir.ac.uk University of Stirling Stirling UK
<u>Principal Investigator 4 (PI 4)</u>	Margarita Díaz-Andreu m.diaz-andreu@ub.edu Universitat de Barcelona Barcelona Spain
<u>Principal Investigator 5 (PI 5)</u>	Michele Nucciotti Michele.nucciotti@unifi.it Università di Firenze SAGAS Department Florence Italy

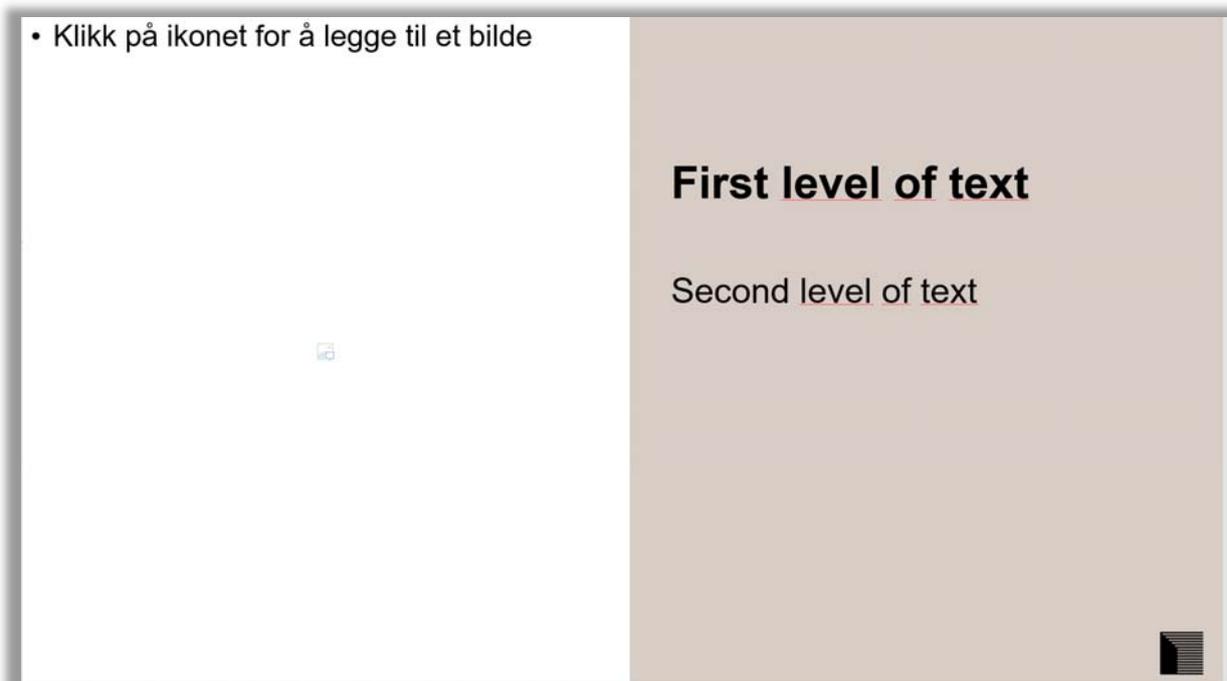
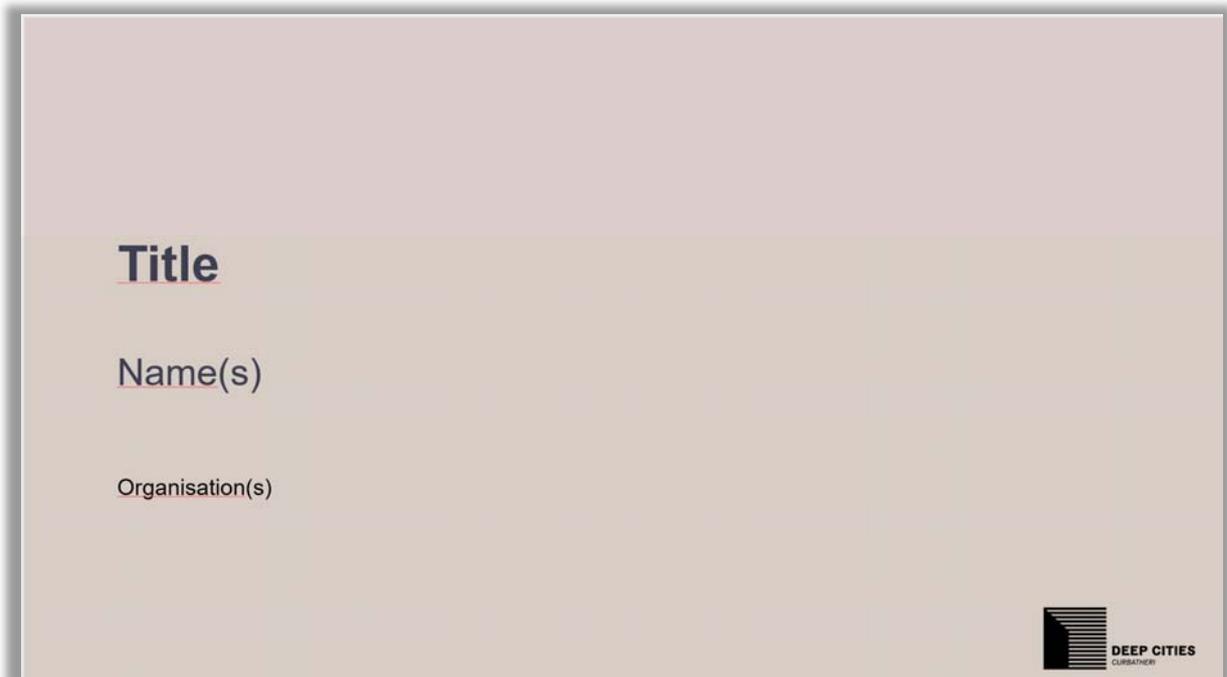


DOCUMENT CONTROL

Version	Status	Date
1.0.	First draft of deliverable	June 24, 2020
1.1.	Partner review and additional contributions	August 31, 2020
1.2.	Updated version	August 4, 2021
1.3.	Partner review and additional contributions	



8. Annex 2: Template for project presentations





< All teams

NIKU - Deep Cities / CURBATHERI ...

General

Discussions - food for thoughts

General Posts **Files** PLC Notebook +

+ New Upload Copy link Download Open in SharePoint

Documents > General > WP6 Dissemination (lead NIKU) > PPT

Name	Modified	Modified By
CURBATHERI_Barcelona.potx	November 12, 2020	Wrigglesworth, Th...
CURBATHERI_Firenze.potx	November 12, 2020	Wrigglesworth, Th...
CURBATHERI_London.potx	November 12, 2020	Wrigglesworth, Th...
CURBATHERI_Oslo.potx	November 12, 2020	Wrigglesworth, Th...
CURBATHERI_Stirling.potx	November 12, 2020	Wrigglesworth, Th...