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STRENGTHENING THE CAPACITY FOR EXCELLENCE OF SLOVENIAN AND CROATIAN INNOVATION ECOSYSTEMS TO SUPPORT THE DIGITAL AND GREEN TRANSITIONS OF MARITIME REGIONS

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QUALITY ASSURANCE PLAN INCLUDING GENDER MONITORING

Deliverable 1.3

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Version 4.0

DELIVERABLE INFORMATION

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Abstract	This Quality Assurance Plan including Gender Monitoring (QAPGM) provides the management and quality framework for the implementation of the project "Strengthening the Capacity for Excellence of Slovenian and Croatian Innovation Ecosystems to Support the Digital and Green Transitions of Maritime Regions – INNO2MARE". The second part of the document is focused on Gender and Equal Opportunities (GEP plan) describing the monitored information on gender and equal opportunities aspects of the project. INNO2MARE project is implemented by an international consortium of 19 partners (13 beneficiaries, 2 affiliated and 4 associated) and funded by the European Commission through Horizon Europe Program (Grant Agreement No 101087348). The QAPGM aims to ensure the coherent and effective implementation of the project, providing detailed internal guidelines, mechanisms, and processes to be followed by the partners.

Keywords	INNO2MARE, Quality assurance, Gender and Equal Opportunities

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Dissemination level

X	PU - Public
	SEN – Sensitive (limited under the conditions of the Grant Agreement)
	PP - Restricted to other programme participants (including the EC)
	RE - Restricted to a group specified by the consortium (including the EC)
	CO - Confidential, only for members of the consortium (including the EC)

Disclaimer

The INNO2MARE project has received funding from the HORIZON.4.1 - Widening participation and spreading excellence under Grant Agreement No 101087348.

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The list of INNO2MARE partner's:

1. UL, University of Ljubljana, Faculty of Mechanical Engineering, Slovenia
2. ISKRA, Electro and system solutions, d.o.o., Slovenia
3. DIGITEH, Optimization of production processes, d.o.o., Slovenia
4. BSC, Business Support Centre Kranj – Regional Development Agency of Gorenjska, Slovenia
5. ZOTKS, Association for Technical Culture of Slovenia, Slovenia
6. UNIRI, University of Rijeka, Croatia

6.1 PFRI, Faculty of Maritime Studies, Croatia

6.2 RITEH, Faculty of Engineering, Croatia

7. STEP RI, Science and Technology Park of the University of Rijeka, Croatia
8. MS Tech, MS Tech d.o.o., Croatia
9. MCoE, Maritime Center of Excellence d.o.o., Croatia
10. PRIGODA, Regional Development Agency of Primorje-Gorski Kotar County, Croatia
11. CTK Rijeka, Centre of Technical Culture Rijeka, Croatia
12. UANTWERPEN, University of Antwerp, Belgium
13. HZS, Antwerp Maritime Academy, Belgium
14. REA KVARNER, Regional Energy Agency Kvarner, Croatia
15. DBC, Blue Cluster, Belgium
16. URBANEX, Croatia
17. PoAB, Port of Antwerp, Belgium

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INNO2MARE partner's LOGOs:

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EXECUTIVE SUMMARY

This Quality Assurance Plan including Gender Monitoring (QAPGM) provides the management and quality framework for the implementation of the project "Strengthening the Capacity for Excellence of Slovenian and Croatian Innovation Ecosystems to Support the Digital and Green Transitions of Maritime Regions–INNO2MARE". INNO2MARE project is implemented by an international consortium of 19 partners (13 beneficiaries, 2 affiliated and 4 associated) and funded by the European Commission through Horizon Europe Program (Grant Agreement No 101087348). The QAPGM aims to ensure the coherent and effective implementation of the project, providing detailed internal guidelines, mechanisms, and processes to be followed by the partners.

This deliverable is a compilation of all the key project management principles that the coordinator initially presented to the consortium during the kick-off meeting and are important to achieve quality and timely all the project actions, deliverables and milestones. The plan describes the project governance framework of the project in Chapter 2. The project implementation plan is analysed in Chapter 3. The coordination and reporting procedures are described within Chapter 4. The Risk Management process is provided in Chapter 5. The Quality Management process is described in Chapter 6. The Gender and Equal Opportunities plan (GEP plan) is presented in Chapter 7. Here the Gender and Equal Opportunities (GEP plan) describing the monitored information on gender and equal opportunities aspects of the project is described. Finally, the Change Management process is provided in Chapter 8. Templates of working documents are attached in the annexes of the Plan.

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ABBREVIATIONS

BE	Belgium
CA	Consortium Agreement
DECP	Dissemination, exploitation and Communication Plan
DMC	Data Management Committee
DMP	Data Management Plan
DoA	Description of Action
d.o.o.	Družba z omejeno odgovornostjo (Ltd. – limited liability company)
EC	European Commission
EU	European Union
GA	Grant Agreement
GEOC	Gender and Equal Opportunities Committee
GEP	Gender Equality Plan
GMP	Gender Monitoring Plan
HR	Croatia
INNO2MARE	Strengthening the capacity for excellence of Slovenian and Croatian innovation ecosystems to support the digital and green transitions of maritime regions
KPI	Key Performance Indicator
M	Month
QAC	Quality Assurance Committee
QAPGM	Quality Assurance Plan including Gender Monitoring
PC	Project Coordinator
PMB	Project Management Board
PP	Restricted to other programme participants (including the EC)
PU	Public
RE	Restricted to a group specified by the consortium (including the EC)
R&I	Research and Innovation
SEN	Sensitive (limited under the conditions of the Grant Agreement)
SI	Slovenia
TL	Task leaders
ToC	Table of Content
WG	Working Groups
WP	Work Package
WPL	Work Package Leader

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1 INTRODUCTION

1.1 Project overview and objectives

INNO2MARE is a project funded by the European Commission and is meant to enhance the capacity for excellence of Western Slovenian and Adriatic Croatian innovation with Belgium support within and between these three ecosystems. A set of jointly designed and implemented actions will support the digital and green transitions of the maritime industries and others, that are connected with those industries.

The main goal of INNO2MARE is to strengthen the capacity for excellence of Western Slovenian and Adriatic Croatian innovation ecosystems through a set of jointly designed and implemented actions that will support the digital and green transitions of the maritime and connected industries. This can be achieved through several jointly designed and implemented actions proposed with three main steps. (1) Based on an in-depth mapping of the ecosystems and needs & gaps analysis, the consortium will formulate a long-term R&I strategy aligned with regional, national and EU strategies, as a visionary framework, and a joint action & investment plan, with concrete steps for building coordinated, resilient, attractive and sustainable maritime innovation ecosystems. (2) To support the joint strategy and provide a model for the future collaborative R&I of the ecosystems' actors, the project will implement three R&I pilot projects that address some of the key challenges related to maritime education and training, security & safety in marine traffic as well as energy conversion and management systems' efficiency. The pilot projects are focused on crucial digital and I4.0 technologies such as VR/AR (virtual and augmented reality), digital twins of processes including shipyard manufacturing and logistics in ports, AI-based algorithms and machine vision systems that can be used for object recognition, management and usage of alternative energy sources. The developments, results and findings will be the basis for further development, scale-up and translation of the generated research results into innovative business opportunities through the coordinated mobilization of public and private funding. (3) The consortium will also implement innovative programs that will support the engagement of citizens in the innovation processes, knowledge transfer for mutual learning, entrepreneurship & smart skills training and attraction of best talents, involving more than 1.000 participants across the Quadruple Helix. The highly skilled workers who understand the digitalization and green approaches are crucial to achieve digital and green transition of the industry, SMEs. In all the project activities, the two ecosystems will strongly benefit from the sharing of best practices of the Flemish ecosystem, one of the most developed maritime innovation ecosystems globally. The project will contribute to reducing the innovation divide in Europe by systematically connecting the innovation actors within and between the ecosystems and creating synergies in R&I investments' planning and execution, thus developing a true innovation culture.

Specific objectives of the projects are:

- Develop the joint R&I strategy for strengthening the maritime innovation ecosystems' excellence.
- Contribute to knowledge gaps in maritime R&I through co-design and joint implementation of three pilot projects by ecosystem actors.
- Develop the joint action & investment plan for building coordinated resilient, attractive and sustainable maritime innovation ecosystems.
- Accelerate the uptake of new technologies by the ecosystems' industry through preplanning for pilots and demonstrators based on the three R&I pilot projects.

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- Enhance the level of collaboration within and between place-based ecosystems through innovative approaches to knowledge transfer, community engagement and competence building.

To achieve the specific objectives of the project, the INNO2MARE partnership will collaborate through a common working environment and will apply standardized procedures in the implementation of the foreseen tasks. In doing so, the INNO2MARE partners will ensure the timely delivery of quality outputs, will gain common understanding about their individual roles and will be able to provide quick responses to possible problems and roadblocks.

1.2 Scope and objectives of the Quality Assurance Plan including Gender Monitoring

This deliverable D1.3 Quality Assurance Plan including Gender Monitoring (QAPGM) contains two important parts. The first part is focused on project Management including quality assurance Plan and data and risk management. The second part is focused on the Gender and Equal Opportunities Plan. Both parts are the outputs of Task 1.1 Project management, including quality assurance, gender and equal opportunities, data and risk management.

The aims of the QAPGM according to the INNO2MARE Grant Agreement (DoA - Description of Action) are:

> Ensure strong and efficient day-to-day coordination and coherence of strategic, R&I and accompanying project activities, team members and other resources towards successful, high quality and timely achievement and submission of defined deliverables and outcomes.
> Implement procedures for progress monitoring, quality assurance and risk management.

The important content of Quality Assurance Plan represents the Data Management Plan and the Dissemination, exploitation and communication plan. The Data Management Plan is focusing on project results dissemination approach, promotion of INNO2MARE project through different communication channels. The Dissemination, exploitation and communication plan set up the mechanisms, tools and processes that allow project promotion and project results visibility, smooth communication and coordination between the project consortium and the other representatives of the involved place-based innovation ecosystems and external stakeholders. Both plans are described in detail in separate deliverables D1.1 and D7.1.

According to the DoA the Gender Monitoring Plan (GMP) is focused on several aspects:

- Gender and Equal Opportunities Committee (GEOC), chaired by UNIRI and including the representative of the coordinator and an expert from another beneficiary appointed by MB, will be establish and implement relevant procedures for monitoring gender and equal opportunities aspects of the project.
- Promote diversity and inclusion, particularly focusing on the gender dimension across all the planned activities. A dedicated committee will be set up to assure proper management of gender equality and equal opportunities aspects of the project.
- Gender aspects will be carefully considered and monitored when a) establishing the project management and innovation ecosystems' governance bodies (WP1); b) recruiting participants for mapping exercises, workshops and stakeholder consultations for developing the cross-border

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joint R&I strategy (WP2) and action & investment plan (WP4); c) recruiting team members for the implementation of R&I pilot projects (WP3) and their roadmapping (WP5) and d) selecting participants of the activities aimed to increase citizen engagement, knowledge transfer, smart skills and attraction of best talents (WP6).

- To ensure balanced project teams, the project will promote practices encouraged within the Gender Equality Plans of consortium members. Wherever possible and relevant, gender aspects will be considered when implementing the developed monitoring methodology (WP4) for the assessment of wider impacts on the target groups beyond the project duration.

The document is complementary to the ruling framework of the project and mainly the INNO2MARE Grant Agreement and the INNO2MARE Consortium Agreement (CA). The first part of the plan is developed by University of Ljubljana (UL) Coordinator of INNO2MARE project and shared with the appointed reviewers. The basic plan was discussed during the Kick-Off Meeting of the project in Ljubljana (17-18 of January 2023) and finalized after consultation with the partners. The second part related to Gender monitoring is developed by University of Rijeka (UNIRI).

The QAPGM is a mandatory document for all INNO2MARE partners, and each partner is individually responsible for applying the procedures and guidelines outlined within.

2 PARTNERSHIP STRUCTURE & GOVERNANCE

2.1 Presentation of partnership

The INNO2MARE Project is implemented by partnerships of 19 partners, coming from three countries and representing three innovation ecosystems, Western Slovenia, Adriatic Croatia and Flemish Belgium. The following table presents the partnership.

Table 1: INNO2MARE partnership.

Partner No.	Partner name	Short name	Country
1	University of Ljubljana, Faculty of Mechanical Engineering	UL	Slovenia (SI)
2	Electro and system solutions, d.o.o.	ISKRA	Slovenia
3	Optimization of production processes, d.o.o.	DIGITEH	Slovenia
4	Business Support Centre Kranj – Regional Development Agency of Gorenjska	BSC	Slovenia
5	Association for Technical Culture of Slovenia	ZOTKS	Slovenia
6	University of Rijeka	UNIRI	Croatia (HR)
6.1	Faculty of Maritime Studies	PFRI	Croatia
6.2	Faculty of Engineering	RITEH	Croatia

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7	Science and Technology Park of the University of Rijeka	STEP RI	Croatia
8	MS Tech d.o.o.	MS Tech	Croatia
9	Maritime Center of Excellence d.o.o.	MCoE	Croatia
10	Regional Development Agency of Primorje-Gorski Kotar County	PRIGODA	Croatia
11	Centre of Technical Culture Rijeka	CTK RIJEKA	Croatia
12	University of Antwerp	UANTWERPEN	Belgium (BE)
13	Antwerp Maritime Academy	HZS	Belgium
14	Regional Energy Agency Kvarner	REA KVARNER	Croatia
15	Blue Cluster	DBC	Belgium
16	URBANEX	URBANEX	Croatia
17	Port of Antwerp	PoAB	Belgium

The INNO2MARE partnership institutionalizes the collaboration of different partners bringing complementary expertise in the sectors of digital and green transitions of the maritime and connected industries; development and implementation of advanced technologies covered by three pilot projects, which will be the base for scale-up and translation of the generated research results into innovative business opportunities through the coordinated mobilisation of public and private funding; implementation of innovative programmes that will support the engagement of citizens in the innovation processes, knowledge transfer for mutual learning, entrepreneurship & smart skills training and attraction of best talents.

The following table provides the expertise and background of each partner of the project, as well as their main communication details.

Table 2: Identity of the INNO2MARE partners.

Partner	Main capacity/ expertise/ access to networks	Main Communication Details
UL	Leading advanced manufacturing research and education institution in the CEE region with extensive experience of Industry 4.0 and LEAN systems. EIT Manufacturing member. Up to now, the UL has been involved in more than 200 HORIZON 2020 projects (ERC grants, ERA-CHAIR, Twinning project and Marie Skłodowska-Curie Actions, etc.). The coordination within INNO2MARE project will be performed at the Faculty of Mechanical Engineering (UL FS). UL FS is active in international research and education programs. Among several projects financed by EU programmes our researchers are involved in 3 ERC Grants and MSCA IF Grants. We are coordinating H2020 MSCA EJD ITN Doctorate Programme and Erasmus + Joint European Master Study Programme, as well. UL FS hosts the EIT Manufacturing Hub in Slovenia, a representative of EIT	**OFFICIAL ADDRESS:** KONGRESNI TRG 12, LJUBLJANA 1000-SLOVENIA Website: https://www.fs.uni-lj.si/en/ Main contact: Marko Simic; marko.simic@fs.uni-lj.si

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	Manufacturing in EIT RIS country.	
ISKRA	ISKRA, Electro and systems solutions Ltd.) is a private entity, globally recognized provider of intelligent industrial solutions and cutting-edge electrotechnical products, with more than 70 years of existence and growth on more than 80 world markets driven by continuous investments in expanding manufacturing capacities, adopting new technologies, automation in production as well as in digitalization. To ensure the proper development of Pilot project 2 hey cooperate together with DIGITEH, to ensure the proper exploitation of WP3 R&I pilot projects' results, ISKRA is WP5 leader.	**OFFICIAL ADDRESS:** STEGNE 21, 1000 LJUBLJANA, SLOVENIJA Website: https://www.iskra.eu/ Main contact: Tea Tepina; tea.tepina@iskra.eu
DIGITEH	DIGITEH, optimization of production processes, Ltd. is a private entity that has an important role in WP3 focusing on T3.2, having the expert knowledge in modelling, simulation and optimization of different manufacturing processes including the logistics as well as digital twin development, digital agent development and integration, development of AI-based algorithms for data analytics, system behaviour prediction and real time process optimization, management and control.	**OFFICIAL ADDRESS:** PODLIMBARSKEGA ULICA 29, 1000 LJUBLJANA, SLOVENIA Website: https://www.digiteh.eu/ Main contact: Hugo Zupan; hugo.zupan@digiteh.eu
BSC	BSC Ltd Kranj, has been acting as a connecting link between the regional and national level for 27 years, as it has public authorisation from the Ministry of Economic Development and Technology, based on which it is entered in the register of regional development entities. BSC Kranj unites all 18 municipalities of the Gorenjska region, develops and declares programs and projects that strengthen regional competitiveness by connecting the needs of local communities and companies with national and European development policies and financial resources. BSC operates in the field of transnational projects, which we have implemented more than 300 since 1995 which puts BSC Kranj at the very top of operations in the field of international, transnational projects within Slovenia. We act as a supporting organisation for the public sector as well as for SMEs, conceive ideas for the projects or turn ideas into projects, find funding and prepare the projects. BSC also work around finding project partners and execute project activities, finding successful entrepreneurs and teach young people how to become successful businesspeople. BSC has a lot of experiences with the projects on the field of sustainability, renewable energy, and many other. BSC KRANJ is active in WP2 – Cross-border joint R&I strategy, responsible for deliverable 2.1.	**OFFICIAL ADDRESS:** CESTA STANETA ŽAGARJA 37, 4000 KRANJ Website: www.bsc-kranj.si Main contact: Jelena Vidović jelena.vidovic@bsc-kranj.si
ZOTKS	The Association for Technical Culture of Slovenia (ATCS) is a non-governmental and non-profit organization with over 75-year-long tradition of working with the young adult population in the fields of science and technology. Our mission is to popularise technology and science, educate and encourage innovation, creativity and research (among young people in particular). The organization cooperates with many associations in various specialized fields as well as with all four Slovenian universities (University of Ljubljana, University of Maribor, University of Nova Gorica and University of Primorska). Our organization each year organizes several school and national competitions in science and technology	**OFFICIAL ADDRESS:** ZALOSKA CESTA 65, 1000 LJUBLJANA, SLOVENIA Website: https://www.zotks.si/ Email: tajnistvo@zotks.si Main contact: Aljoša Seljak; aljosa.seljak@zotks.si

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	such as chemistry, biology, psychology, natural sciences, logic/linguistics, computer sciences/informatics and many more. Students from almost all primary schools (around 450) and high schools (around 90) are participating at our competitions. The best students from our competitions compete at international Olympiads, Contests and Fairs. Besides competitions, we also organize youth research camps, schools and creative workshops. ZOTKS contributes to achieve goals in T6.1, help with T6.4 and also T7.1.	
UNIRI	The University of Rijeka was founded in 1973, and today it is a modern European university and a center of excellence within the region and beyond. With a total of 16 faculties, is a research and scientific-educational university responsible for the social and economic development of the community, the city of Rijeka and the region. Since 2019 UNIRI has been a member of the European Universities Initiative: Young Universities for Europe's Future (YUFE) and since 2021 a member of the Young European Research Universities Network (YERUN). It is the first Croatian university to develop a gender equality plan and has been extensively committed to implementing the open science practices. Within its state-of-the-art campus UNIRI has built excellent R&I and knowledge transfer infrastructure, including the Faculty of Informatics and Digital technologies (FIDIT), the Centre for Artificial Intelligence and Cybersecurity (AIRI) and the Centre for Advanced Computing and Modelling (CNRM). UNIRI is T1.2, WP4 (and T4.3), T6.2 and T7.2 leader and, together with UL, responsible for the project gender equality and open science management.	**OFFICIAL ADDRESS:** TRG BRAĆE MAŽURANIĆA 10, 51000 RIJEKA, CROATIA Website: https://uniri.hr/ Email: ured@uniri.hr Main contact: Senka Maćešić; senka.macesic@uniri.hr
PFRI	Faculty of Maritime Studies (PFRI) is the oldest and largest educational, scientific and research institution in the multidisciplinary area of maritime studies in the Adriatic region, with a strong background in nautical sciences, marine engineering, electrical engineering, maritime logistics and management and transport technology. It offers life-long MET programmes, education on BSc, MSc and PhD level, and has strong cooperation with maritime industry. Currently, PFRI is involved in four Horizon Europe projects, four Interreg projects and two Erasmus+ projects, plus numerous national projects. With the research and educational facilities set right on the sea, it developed research cooperation with a number of national and international institutions. In INNO2MARE project, PFRI is the T3.1 leader.	**OFFICIAL ADDRESS:** STUDENTSKA 2, 51000 RIJEKA, CROATIA Website: http://www.pfri.uniri.hr Email: dekanat@pfri.uniri.hr Main contact: Goran Vukelić; goran.vukelic@pfri.uniri.hr
RITEH	The Faculty of Engineering was established in 1960. The faculty encompasses 11 departments. The departments include 38 sections and 50 laboratories. The faculty offers undergraduate and graduate university study programs in mechanical engineering, naval architecture, electrical engineering, and computer engineering, as well as undergraduate vocational study programs in mechanical engineering, naval architecture, and electrical engineering. It also offers a three-year doctoral study in area of Engineering Sciences in the fields of Mechanical Engineering, Naval	**OFFICIAL ADDRESS:** VUKOVARSKA 58, 51000 RIJEKA, CROATIA Website: http://www.riteh.uniri.hr Email: dekanat@riteh.hr Main contact: Jonatan Lerga; jlerga@riteh.hr

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	Architecture, Electrical Engineering, Computer Science, Fundamental Engineering Sciences, and Interdisciplinary Engineering Sciences. RITEH contributes to achieving goals in T3.3 and T.5.3.	
STEP RI	STEP RI is a science and technology park established in 2008 by the University of Rijeka in order to become the premier science and technology hub and to foster cooperation between academia and business sector. STEP RI is a recognized centre for the entrepreneurial support by the Ministry of Economy, a member of the National network of BSOs and partner in Croatian EEN consortium and European Digital Innovation Hub Adria consortium. Since 2013, it organised more than 350 events for more than 6.000 participants, which makes it a major regional provider of business know-how. STEP RI is providing business support programmes based on global up-to-date best practices such as: design thinking, disruptive innovation, business model innovation, servitization, digitalization, sustainable development and social entrepreneurship. It cooperated with the U.S. State Department since 2013 and has been working with several EU Funding Programmes (European Social Fund, European Regional and Development Fund, INTERREG CE, INTERREG MED, INTERREG Italy-Croatia, COSME, H2020, ERASMUS+, LLP Leonardo da Vinci), gaining significant experience with project management. STEP RI is the leader of WP6 and task T6.3.	**OFFICIAL ADDRESS:** UL. RADMILE MATEJČIĆ 10, 51000 RIJEKA, CROATIA Website: https://www.step.uniri.hr/ Email: step-ri@uniri.hr Main contact: Jana Blažević Marcelja; jbmarcelja@uniri.hr
MS Tech	MS Tech is private marine engineering company with more than 25 employees, headquartered Adriatic Croatia. MS Tech is part of the Metal Shark group - USA, a leading boat provider to defence and commercial operators worldwide with more than 30 years of boat building experience. Company is engaged with operators across multiple markets to develop the next generation of smart and green (H2 based) vessels, with an expertise in ship autonomy and special purpose vessels. MS Tech has a leader position in the project task T5.1, with involvement in development of R&I pilots under WP3.	**OFFICIAL ADDRESS:** MS TECH D.O.O., TOMETICI 1/D, KASTAV 51215, CROATIA. Website: https://www.metalsharkboats.com/ Main contact: Tomislav Smircic; tsmircic@metalsharkboats.com
MCoE	MCoE - Maritime Centre of Excellence Ltd. Is innovation-driven maritime enterprise focused on designing ships, digital solutions for ships, environmentally friendly ship operations and smart marinas. MCoE is part of Maritime Innovation Cluster (Marin) together with UNIRI. MCoE's skillset areas are in ship autonomy, hydrogen alternative powertrains for ships, digital infrastructure, waste-to-energy systems. MCoE has a leader position in the project tasks T5.3 and 6.4, with involvement in development of R&I pilots under WP3.	**OFFICIAL ADDRESS:** MARITIME CENTER OF EXCELLENCE D.O.O. , MARŠALA TITA 198, 51410 OPATIJA, CROATIA Website: https://mcoe.hr Email: info@mcoe.hr Main contact: Robert Cupac; rcupac@mcoe.hr
PRIGODA	The public institution "Regional Development Agency of Primorje-Gorski Kotar County "- PRIGODA was founded in 2018 by the Primorje-Gorski Kotar County, with the purpose of coordinating and promoting sustainable and balanced regional development of the County as well as of attracting potential investors in key sectors typical for the development	**OFFICIAL ADDRESS:** CIOTTINA 17/B, 51000 RIJEKA, CROATIA. Website: www.prigoda.hr Email: info@prigoda.hr

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	of this area. The Agency represents the support centre of the Primorje-Gorski Kotar County and of the legal entities in its ownership, of the local self-government units in the area of the County and their legal authorities, through advisory assistance and expert assistance activities in the preparation and implementation of developmental projects, of local, regional as well as of national importance. PRIGODA is WP2 – Cross-border joint R&I strategy leader, as well as T2.2 and T2.3 leader.	Main contact: Nikolina Pomenic, nikolina.pomenic@prigoda.hr
CTK RIJEKA	CTK Rijeka - Centre of Technical Culture Rijeka is a private entity, non-profit non-governmental organisation with 30 years of experience of empowering citizens for active participation in the local community. CTK Rijeka has developed training methodologies based on the most recent needs in IT and STEM, social innovation and sustainable development, and organising events for the popularisation of STEM for different target groups. Up to now, more than 90.000 people have participated in its programmes. CTK Rijeka is leading T6.1.	**OFFICIAL ADDRESS:** ŠKOLJIĆ 6, 51000, RIJEKA, CROATIA Website: https://www.ctk-rijeka.hr/en Email: info@ctk-rijeka.hr mailto:info@prigoda.hr Main contact: Zagorka Prce Veseli, zprce@ctk-rijeka.hr
UANTWERPEN	UAntwerp is a dynamic and forward-thinking university, with over 3.400 researchers and an excellent R&I track record, and with smart city, mobility & logistics as one of its three key valorization areas. It is a founding member of the YUFE alliance, which has, together with 13 other partner institutions, including UNIRI, obtained a number of competitive grants for activities oriented at breaking down the barriers between society and academia. These best practices will contribute to the successful execution of WP6 activities, with the focus on demand-driven knowledge transfer and market analyses for the valorization of the project results. UAntwerpen-IDLab is a group of over 100 researchers proactive in the smart shipping R&I, having been involved in multiple national and internationally funded projects and collaborations with industry and the Port of Antwerp Bruges in this area. They will provide access to their expertise in Wireless (5G) technologies, Artificial Intelligence and Internet of Things, with applications to digital twins; autonomous shipping, intelligent systems for remotely controlled vessels and automatization of port systems for T3.2, T3.3 and WP5. The Department of Computer Science, Cosys Lab and NEXOR, a multi-disciplinary consortium responding to industrial challenges for cyber-physical systems, manufacturing safety and quality, sensors and sensing algorithms, will provide expertise for R&I pilot projects design and road mapping within T3.2, T3.3 and WP5.	**OFFICIAL ADDRESS:** PRINSSTRAAT 13, ANTWERPEN 2000, BELGIUM Website: www.uantwerpen.be Main contact: Tim Engels, Tim.engels@uantwerpen.be
HZS	The Antwerp Maritime Academy is a university college (public body) specialised in education and research in Nautical science and Marine engineering. In addition to the involvement in WP6 as missions' hosts, they will provide their expertise on VR training and R&I infrastructure (simulators for engine rooms) for marine officers and engineers for R&I pilot projects design and road mapping within T3.1 and WP5.	**OFFICIAL ADDRESS:** NOORDKASTEEL OOST 6, 2030 ANTWERPEN, BELGIUM Website: https://amacademy.be/en Main contact: Olivier Schalm, olivier.schalm@hzs.be
REA KVARNER	Regional Energy Agency of Kvarner (associated partner) promotes sustainable regional development through the use of renewable energy sources and by promoting energy efficiency. They will thus be involved primarily as advisors in	**OFFICIAL ADDRESS:** CIOTTINA UL. 17B, 51000, RIJEKA, CROATIA. Website: https://www.reakvarner.hr/

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	WP2 and WP4.	Main contact: Darko Jadras, darko.jardas@reakvarner.hr
DBC	The Blue Cluster (associated partner), with 200 quadruple-helix members, is supporting them with achieving sustainable blue growth in Flanders through networking, innovation and strategy. Their expertise will be essential for joint R&I strategy formulation for the ecosystems (WP2), R&I pilot projects' road mapping (WP5) and hosting of missions to the Flanders ecosystem (WP6).	**OFFICIAL ADDRESS:** Wetenschapspark 1, Oostende 8400, Belgium Website: www.blauwecluster.be Main contact: Ann Overmeire, Ann.overmeire@blauwecluster.be
URBANEX	Urbanex (associated partner) is an independent think-tank, consulting and research organization in the field of sustainable urban development and spatial policies. They will thus be involved primarily as advisors in WP2 and WP4.	**OFFICIAL ADDRESS:** BOKTULIJIN PUT 26 21000, SPLIT, SPLITSKO-DALMATINSKA ZUPANIJA CROATIA. Website: https://urbanex.hr/ Main contact: Violeta Peran, violeta.peran@urbanex.hr
PoAB	The Port of Antwerp (associated partner), Europe's second-largest port and one of the biggest in the world, is strategically committed to becoming a 'port of the future' in terms of sustainability, digitalisation and mobility, with more than 20 ongoing projects with the ecosystem on sensors; autonomous shipping; monitoring of vessels; smart shipping and smart port technologies; smart infrastructure; testing new approaches to efficient maintenance of infrastructure and hybrid vessels (with Antwerp Maritime Academy). Their key contribution will be in R&I pilot projects' road mapping (WP5) and WP6 activities.	**OFFICIAL ADDRESS:** ZAHA HADIDPLEIN 1, B-2030 ANTWERP, BELGIUM Website: https://www.portofantwerpbruges.com/en Main contact: Shauni Willems, shauni.willems@portofantwerpbruges.com

2.2 Project Governance

Due to the intensive workplan and the participation of all partners in all activities, INNO2MARE adopted a participatory approach in the project governance. All partners are expected to contribute to the INNO2MARE tasks and activities, always according to the allocation indicated in the Description of Action. Furthermore, all partners expected to contribute to the key decisions of the partnership. The following figure visualizes the governance structure of INNO2MARE. This governance structure has been designed to ensure fluid communication within the partnership and a decentralized approach to the implementation of the foreseen activities.

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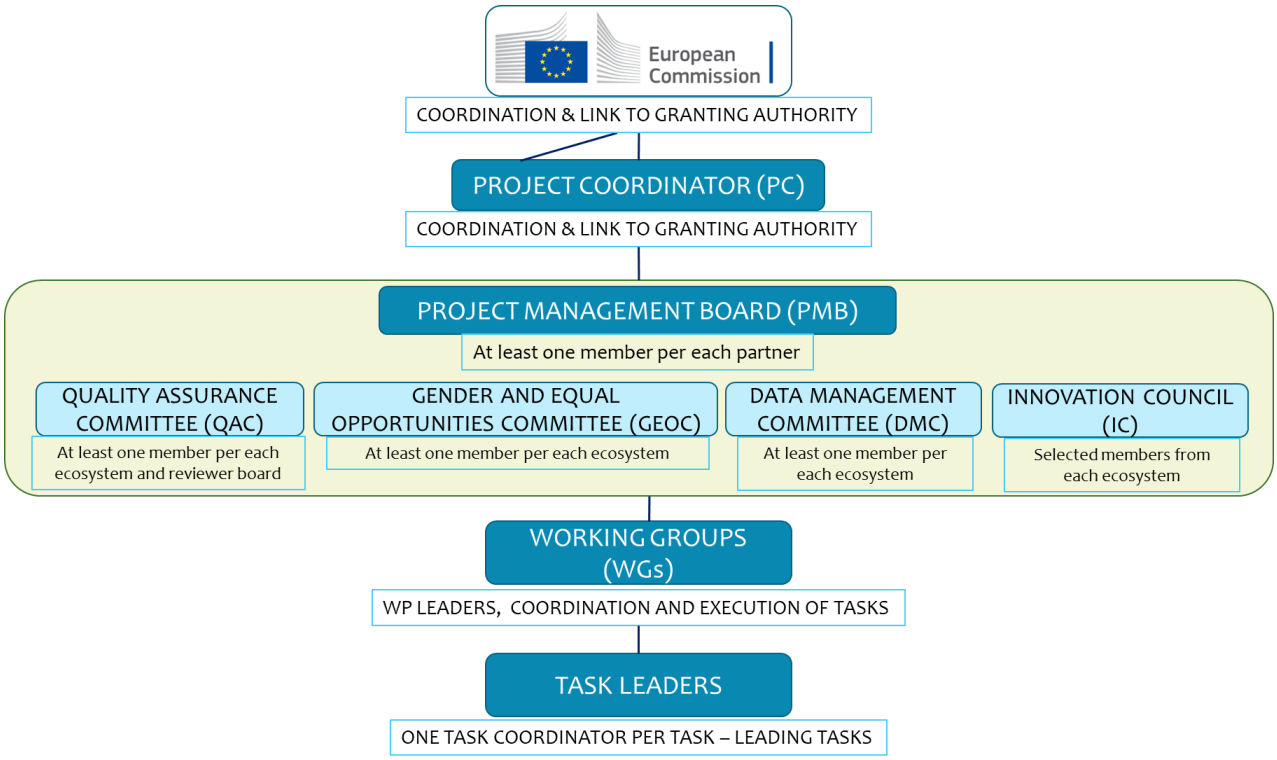

Figure 1: Organizational Chart of the INNO2MARE governance.

2.2.1 Project Coordinator (PC)

University of Ljubljana, Faculty of Mechanical Engineering – UL FS is the Project Coordinator (PC). The PC shall be the intermediary between the Parties and the Granting Authority and shall perform all tasks assigned to it as described in the INNO2MARE Grant Agreement and in the INNO2MARE Consortium Agreement. In particular, the coordinator shall be responsible for:

Monitoring compliance by the Parties with their obligations under the Consortium Agreement and the Grant Agreement.

Keeping the address list of Members and other contact persons updated and available.

Collecting, reviewing to verify consistency, and submitting reports, other deliverables (including financial statements and related certification) and specific requested documents to the Granting Authority.

Preparing the meetings, proposing decisions, and preparing the agenda of Management Board meetings, chairing the meetings, preparing the minutes of the meetings, and monitoring the implementation of decisions taken at meetings.

Transmitting promptly documents and information connected with the Project to any other Party concerned.

Administering the financial contribution of the Granting Authority and fulfilling the financial tasks described in Section 7.2 of the Consortium Agreement.

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Providing, upon request, the Parties with official copies or originals of documents that are in the sole possession of the coordinator when such copies or originals are necessary for the Parties to present claims.

If one or more of the Parties is late in submission of any project deliverable, the coordinator may nevertheless submit the other Parties' Project deliverables and all other documents required by the Grant Agreement to the Granting Authority in time.

2.2.2 Project Management Board (PMB)

This body is responsible for the technical and scientific monitoring of the project and the fulfilment of the Description of Action (DoA), as included in the Grant Agreement. The Board consists of one representative of each INNO2MARE partner (beneficiary / affiliated entity or WP leaders), chaired by the Project Coordinator. The Board will meet regularly on a monthly basis. Each WPL is responsible for the coordination of the Work Package (WP) tasks, as well as the updating of the progress of the task to the Project Management Board (PMB). During the meetings, each WPL will report the progress of the WP tasks, as well as delays or deviations by the Project Implementation Plan. The PMB will also introduce briefings for the progress of the project, as well as recommendations for amendments, if necessary. Each meeting will be recorded. The key duties of the PMB will be the following:

- To monitor the progress for each work package.
- To ensure day-to-day administration of the project.
- To evaluate risks identified and reported by the partners.
- To support the development of reports, upon request by the PC.
- To prepare briefings about the progress of the project.
- To discuss risk trigger events, as per described in the INNO2MARE_ Risk Identification Log Template.

The composition of the INNO2MARE Project Management Board is presented in the following table below.

Table 3: INNO2MARE Project Management Board members.

Partner No.	Partner name	Short name	Country	Role	Person(s)
1	University of Ljubljana	UL	SI	Coordinator	Marko Šimic
2	Electro and system solutions, d.o.o.	ISKRA	SI	BEN	Tea Tepina
3	Optimization of production processes, d.o.o.	DIGITEH	SI	BEN	Hugo Zupan

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4	Business Support Centre Kranj – Regional Development Agency of Gorenjska	BSC	SI	BEN	Jelena Vidović
5	Association for Technical Culture of Slovenia	ZOTKS	SI	BEN	Aljoša Seljak
6	University of Rijeka	UNIRI	HR	BEN	Senka Maćešić
6.1	Faculty of Maritime Studies	PFRI	HR	BEN	Goran Vukelić
6.2	Faculty of Engineering	RITEH	HR	AFF	Jonatan Lerga
7	Science and Technology Park of the University of Rijeka	STEP RI	HR	BEN	Mario Vukelić
8	MS Tech d.o.o.	MS TECH	HR	BEN	Tina Matovina Trbojević
9	Maritime Center of Excellence d.o.o.	MCoE	HR	BEN	Robert Cupać
10	Regional Development Agency of Primorje-Gorski Kotar County	PRIGODA	HR	BEN	Nikolina Pomenić
11	Centre of Technical Culture Rijeka	CTK RIJEKA	HR	BEN	Zagorka Prce Veseli
12	University of Antwerp	UANTWERPEN	BE	BEN	Ali Anwar
13	Antwerp maritime academy	HZS	BE	BEN	Geert Potters
14	Regional energy agency Kvarner	REA KVARNER	HR	ASS	Vedran Krušvar

2.2.3 Quality Assurance Committee (QAC)

Quality Assurance Committee will be established, appointed by Management Board (MB). It will be chaired by University of Ljubljana, Faculty of Mechanical Engineering – UL FS. It is responsible for review of project deliverables and other outputs for conformity with the project plan before the submission to EC. The QAC consists of project coordinator, WPs leaders and Deliverables leaders. The plan is to have QAC periodic meetings: virtual meetings at least once every three months.

2.2.4 Gender and Equal Opportunity Committee (GEOC)

GEOC will be chaired by University of Rijeka – UNIRI. It will involve the representative of the coordinator and an expert from another beneficiary appointed by PMB (one representative from Slovenian ecosystem, one representative from Croatian ecosystems and one representative from Belgium). The main purpose of this committee is the establishment and implementation of relevant procedures for monitoring gender and equal opportunities aspects of the project. The plan is to have periodic meetings: virtual meetings at least once every three months.

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2.2.5 Data Management Committee (DMC)

Data Management Committee will be chaired by University of Ljubljana, Faculty of Mechanical Engineering – UL FS. It consists of one representative from Slovenian ecosystem, the coordinator and two experts from other beneficiaries appointed by MB (one from UNIRI and one from UANTWERPEN). The committee will ensure the data availability and utility through the creation and monitoring of implementation of the Data Management Plan (DMP), which elaborates data generation, collection and processing following the FAIR principles. The plan is to have periodic meetings: virtual meetings at least once every three months.

2.2.6 Innovation Council (IC)

The INNO2MARE Innovation Council (IC) consists of eleven members from the Croatian, Slovenian and Belgian ecosystems, with Prof. D.Sc. Saša Zelenika, Vice-Rector at the University of Rijeka, Croatia, as head of the Council.

The appointed members of the Slovenian ecosystem are: Prof. D.Sc. Niko Herakovič and Assist. Prof. D.Sc. Marko Perkovič as internal members, as well as Jurij Mirnik and Martin Pečar as external members.

The appointed members of the Belgian ecosystem are: D.Sc. Ali Anwar as an internal member, and Ghazaleh Kia and Deepak Mehta as external members.

The appointed members of the Croatian ecosystem are: Vedran Kružić and Saša Zelenika as the internal members, as well as D.Sc. Jakov Karmelić and Siniša Reljić as external members.

According to the INNO2MARE GA, the Innovation Council will function as a forum for the exchange of intelligence, ideas, opinions and initiatives concerning the ecosystems' innovative performances and feed the development of the joint R&I strategy and action plan. The IC external members will have the ambassador role and support the recruiting of the WP6 participants.

2.2.7 Working groups (WGs)

The working groups are chaired by WPs leaders. WPs leaders are responsible for the coordination of the WPs, operational planning and execution of each project task within WPs, comprising task leaders and task members, guide the Task leaders towards successful execution of the project activities. Each task leader works on specific topics and report the progress to WPs leader. The WPs leaders organize virtual meetings (post the meeting on Ms Teams and write the meeting agenda) on monthly basis or accordance to the needs. WPs leaders with the support of Task leaders write Meeting minutes for each virtual meeting, the virtual meetings are recorded and the record link is included in the Meeting minutes.

2.2.8 Task leaders (TLs)

The task leaders are responsible for execution of tasks and other activities withing the tasks. Each task has a Task coordinator. The Task Coordinator is the focal point for the progress of the task, coordinating the involved partners and updating the WP Leader and the Project Coordinator over the progress (deliverables and achievements), as well as possible roadblocks. The Task leader organize the virtual meetings with the task team according to the requirements and needs to achieve smooth project work.

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3 PROJECT IMPLEMENTATION PLAN

The Project will be implemented according to the Description of Action (DoA) as attached in Annex 1 of INNO2MARE Grant Agreement. DoA constitutes the Project Implementation Plan. All partners should carry out the project activities according to the DoA, alongside the guidelines to be provided by the PC, the work package leaders (WPLs) and the Task Leaders (TL). All partners could introduce suggestions and recommendations for the best implementation of the project plan, through the decision-making bodies (fully presented in Chapter 2).

3.1 Work packages

The Project Implementation Plan is structured in seven different work packages. Each work package includes a set of activities and deliverables. Table 4 provides the overview of the Work Packages of the INNO2MARE Project.

Table 4: INNO2MARE Work Packages Overview.

WP No.	Work Package Title	Lead Partner No.	Lead Partner Short	Expected WP Effort (Months)	Start Month	End Month
WP1	Project management and coordination	1	UL	95	1	48
WP2	Cross-border joint R&I strategy	10	PRIGODA	99	1	18
WP3	R&I pilot projects	1	UL	201	1	36
WP4	Action and investment plan	6	UNIRI	134	4	48
WP5	Pre-planning for pilots and demonstrators	2	ISKRA	167	20	48
WP6	Accompanying measures	7	STEP RI	185	1	48
WP7	Dissemination, exploitation and communication	1	UL	60	1	48
			Total:	**941**		

The INNO2MARE work packages are strongly connected to each other, building a coherent and integrated implementation plan. Figure 2 depicts the internal connections between the work packages.

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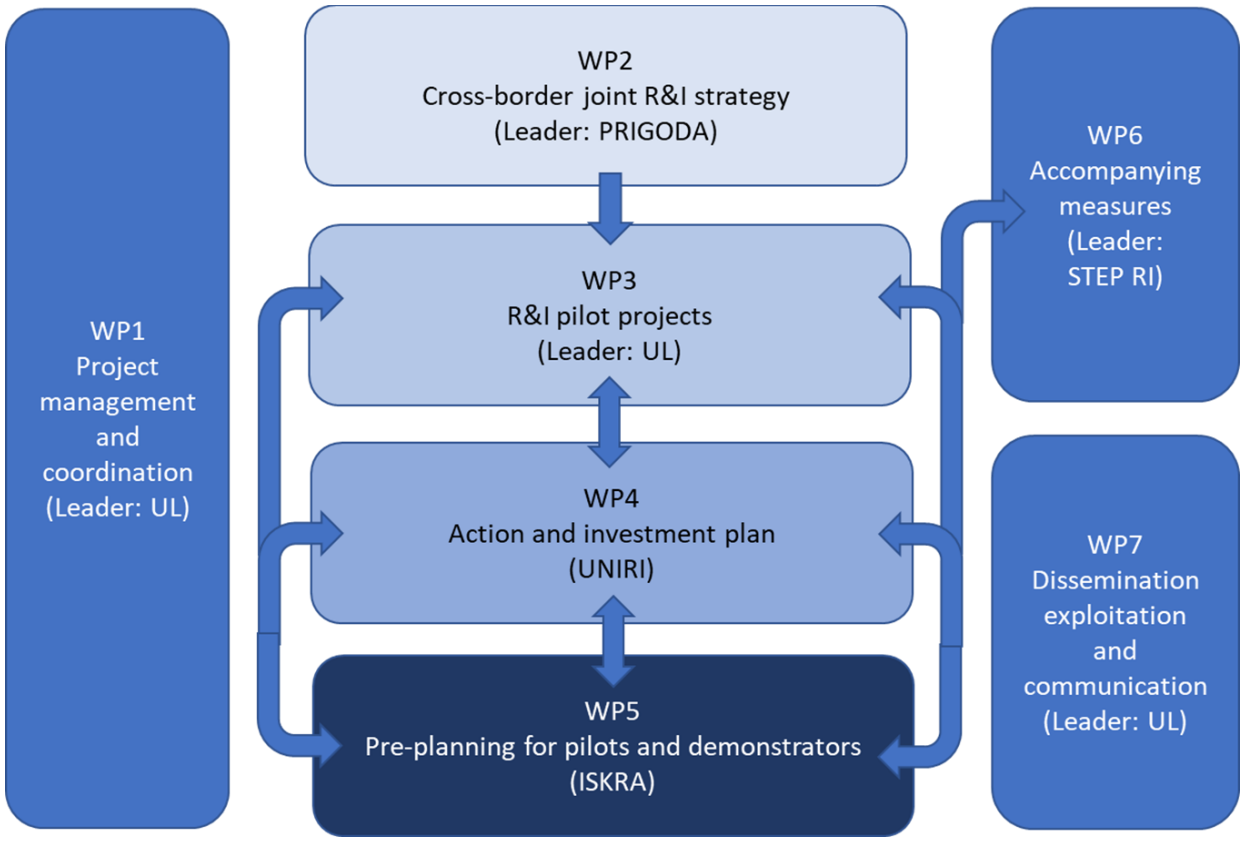

Figure 2: Internal Connections between INNO2MARE Work Packages

3.2 Tasks

Each Work Package contains a set of tasks. A Task Lead Partner is defined in the DoA to coordinate the activities of each task and report the progress to the WPL and the PC. Table 5 provides the overview of the INNO2MARE Project tasks.

Table 5: INNO2MARE Tasks overview, leading partners and timeline.

Task Name	Task Lead Partner	Involved partners	Start Month	End Month
WP1 - Project management and coordination				
T1.1 Project management, including quality assurance, gender and equal opportunities, data and risk management	UL	All	1	48
T1.2 Strategic management of place-based innovation ecosystems through the INNO2MARE Innovation Council, a joint coordinating body	UNIRI	All	1	48
WP2 - Cross-border joint R&I strategy				
T2.1 Mapping the ecosystems: actors, roles, activities, collaborative and competitive links	BSC	All	1	7
T2.2 Gap analysis	PRIGODA	All	4	10
T2.3 Joint R&I strategy formulation	PRIGODA	All	10	18
WP3 - R&I pilot projects				
T3.1 Design and prototyping of R&I pilot project 1 “Improved fire evacuation VR model of a ship engine room”	PFRI	ISKRA, DIGITEH, MS Tech, MCoE, HZS	1	30

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T3.2 Design and prototyping of R&I pilot project 2 "Digital twin of hybrid hydrogen systems supported by AI for sustainable and efficient energy conversion and management for distributed networks"	UL	ISKRA, DIGITEH, UNIRI, MS Tech, MCoE, UANTWERPEN	1	30
T3.3 Design and prototyping of R&I pilot project 3 "Autonomous shipping technology"	RITEH	ISKRA, MS Tech, MCoE, UANTWERPEN	1	30
T3.4 Testing the models of collaborative R&I of the ecosystems' actors	UL	ISKRA, DIGITEH, UNIRI, STEP RI, MS Tech, MCoE, UANTWERPEN, HZS	1	36
WP4 - Action and investment plan				
T4.1 Development of the action plan for the implementation of R&I strategy leveraging national, regional and European funds and venture capital	BSC	All	10	30
T4.2 Monitoring for the joint R&I strategy and action plan	BSC	All	10	30
T4.3 Exploring synergies with other projects and the European Institute of Innovation & Technology (EIT)	UNIRI	All	4	48
T4.4 Scalability and sustainability actions	HZS	UL, UNIRI, BSC, PRIGODA, UANTWERPEN	24	48
WP5 - Pre-planning for pilots and demonstrators				
T5.1 Pre-planning for pilots and demonstrators based on R&I pilot project 1	MS Tech	PFRI, ISKRA, STEP RI, MCoE, HZS	20	48
T5.2 Pre-planning for pilots and demonstrators based on R&I pilot project 2 (	ISKRA	UL, DIGITEH, BSC, UNIRI, STEP RI, MS Tech, MCoE, UANTWERPEN	20	48
T5.3 Pre-planning for pilots and demonstrators based on R&I pilot project 3 (	MCoE	RITEH, ISKRA, UNIRI, STEP RI, MS Tech, MCoE, UANTWERPEN	20	48
T5.4 Models for pilots and demonstrators' development in complex ecosystems	ISKRA	UL, DIGITEH, UNIRI, STEP RI, MCoE, MS Tech, UANTWERPEN, HZS	20	48
WP6 - Accompanying measures				
T6.1 Citizen engagement	CTK Rijeka	All	1	48
T6.2 Knowledge transfer & staff exchange for mutual learning	UNIRI	All	1	48
T6.3 Entrepreneurship training & smart skills development	STEP RI	All	1	48
T6.4 Attraction of talents and career development	MCoE	All	1	48
WP7 - Dissemination, exploitation and communication				
T7.1 Dissemination and communication	UL	All	1	48
T7.2 Exploitation	UNIRI	All	1	48

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3.3 Deliverables & Milestones

Each Task contains a set of deliverables, precisely described in the DoA. A Deliverable Lead Partner is defined in the DoA for each task to coordinate the deliverable implementation and reports the progress to the Task Leader, the WPL and the PC. The following table provides the list of INNO2MARE deliverables, sorted by expected delivery time.

Table 6: INNO2MARE list of deliverables (sorted by delivery time).

D. No.	Deliverable name	WP	D. Lead	Type	Diss. Level	Due Month	Due Date
D1.1	Data Management Plan - first version	WP1	1 - UL	DMP	PU	6	30.06.2023
D1.3	Quality Assurance plan including gender monitoring	WP1	1 - UL	R	PU	6	30.06.2023
D7.1	Dissemination, exploitation and communication plan – first version	WP7	1 - UL	R	PU	6	30.06.2023
D2.1	Report on ecosystems' mapping	WP2	4 - BSC	R	PU	7	31.07.2023
D2.2	Report on innovation ecosystems' needs	WP2	10 - PRIGODA	R	PU	10	31.10.2023
D3.1	Concepts and co-created technology knowledge for pilot projects	WP3	6.1 - PFRI	R	SEN	12	31.12.2023
D2.3	Long-term joint R&I strategy	WP2	10 - PRIGODA	R	PU	18	30.06.2024
D3.2	Prototypes and validation of three joint pilot R&I projects	WP3	6.2 - RITEH	R	SEN	30	30.06.2025
D4.1	Action and investment plan including monitoring methodology	WP4	4 - BSC	R	PU	30	30.06.2025
D3.3	Implementation of Pilot projects and lesson learnt on different areas and for different scenarios	WP3	1 - UL	R	SEN	36	31.12.2025
D5.1	Action plan for pilot projects scale-up and demonstrator use cases	WP5	2 - ISKRA	R	SEN	40	30.04.2026
D1.2	Data Management Plan - final version	WP1	1 - UL	DMP	PU	48	31.12.2026
D1.4	Report on the Innovation Council activity	WP1	6-UNIRI	R	PU	48	31.12.2026
D4.2	Report on synergies with other initiatives & new partnerships	WP4	6 - UNIRI	R	PU	48	31.12.2026
D4.3	Recommendations on scalability and sustainability	WP4	13 - HZS	R	PU	48	31.12.2026
D5.2	Models for pilots and demonstrators developed and tested	WP5	8 - MS Tech	R	SEN	48	31.12.2026
D6.1	Report on citizen engagement activities	WP6	11 - CTK Rijeka	R	PU	48	31.12.2026

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D6.2	Training and Knowledge transfer plan	WP6	7 - STEP RI	R	PU	48	31.12.2026
D6.3	Talent attraction and retention plan	WP6	9 - MCoE	R	PU	48	31.12.2026
D7.2	Dissemination, exploitation and communication activities report, including the updated plan	WP7	1 - UL	R	PU	48	31.12.2026

Type of the data legend:
DMP - Data Management Plan
R – Report, document

Dissemination level legend:
PU – Public
SEN - Sensitive

The following milestones are connected to the project activities.

Table 7: List of INNO2MARE Milestones (sorted by delivery time).

Milestone No	Milestone Name	WP No	Lead Beneficiary	Means of Verification	Due Date (month)
1	M1 - Kick-off meeting	WP1	1 - UL	Agenda, minutes, list of participants.	3
2	M2 - Innovation Council establishment	WP1	6 - UNIRI	Report with the list of members.	6
3	M3 - Completion of mapping data collection and exercises	WP2	4 - BSC	Data validated for completeness and quality.	6
4	M4 - Completion of data collection for ecosystems' needs and gaps	WP2	10 - PRIGODA	Data validated for completeness and quality.	8
5	M5 - Successful launch of pilot projects	WP3	1 - UL	Laboratory logs.	8
6	M6 - Completed first cycle of WP6 programmes	WP6	7 - STEP RI	Agenda, programme, list of participants, participants' feedback.	12
7	M7 - Completion of stakeholder consultation for the action plan	WP4	6 - UNIRI	Data validated for completeness and quality.	24
8	M8 - First roadmap complete	WP5	2 - ISKRA	Report showing first roadmap for Pre-planning for pilots and demonstrators.	36

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3.4 Project GANNT Chart

The project GANNT Chart from project proposal and included in GA is presented is depicted in Figure 3. Milestones are marked as red boxes and deliverables are marked as orange boxes.

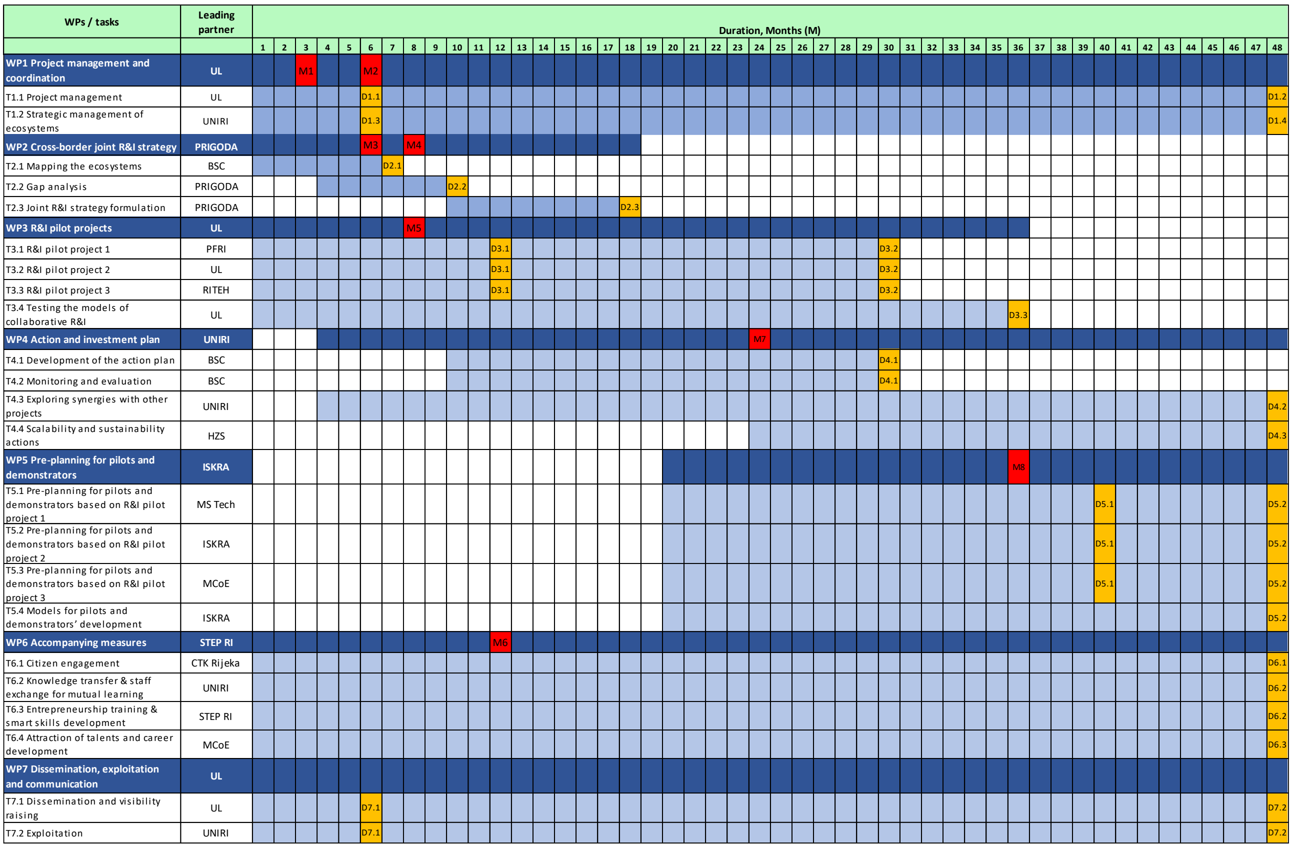

Figure 3: Project GANNT Chart with milestones and deliverables included.

4 PROJECT COORDINATION & REPORTING

4.1 Project Reporting & Reviews

Since the project duration is 4 years there will be three external reporting periods and thus three reporting's to the EC (M15, M30 and M48). It will include (i) the periodic activity reports, (ii) the periodic management reports, and (iii) the final reports. The internal reporting is based on progress reports.

Every six months a short progress report (internal reports) will be prepared by each project partner / WP Leader to summarize the work progress achieved and the costs incurred in the respective period. The partners will submit the individual progress report to the PC within 15 days after the close of each Reporting Period of the project, as referred to Table 8 of this handbook. All the progress reports will be elaborated based on the template provided in Annex 5. Based on each individual progress report, a

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respective 'Internal Semester Report' will be elaborated by Project Coordinator. The following table depicts the reporting calendar of the project.

Table 8: Reporting Calendar including Internal project reporting and Interim reporting to EC.

Type of report	Reporting Period	Deadline for contribution by partners/WP leaders	Recipient	Deadline for closing and submission to EC
*1st Internal Semester Report	M1-M5	15 days after the end of Reporting Period	Project Coordinator, PMB, QAC, DMC (Internal)	
*2nd Internal Semester Report	M6-M11	15 days after the end of Reporting Period	Project Coordinator, PMB, QAC, DMC (Internal)	
Interim Report 1	**M1-M15**	**15 days after the end of the Reporting Period**	**Granting Authority (External)**	**60 days after the end of Reporting Period- M17**
*3rd Internal Semester Report	M16-M23	15 days after the end of Reporting Period	Project Coordinator, PMB, QAC, DMC (Internal)	
Interim Report 2	**M16-M30**	**15 days after the end of the Reporting Period**	**Granting Authority (External)**	**60 days after the end of Reporting Period- M32**
*4th Internal Semester Report	M31-M35	15 days after the end of Reporting Period	Project Coordinator, PMB, QAC, DMC (Internal)	
*5th Internal Semester Report	M36-M41	15 days after the end of Reporting Period	Project Coordinator, PMB, QAC, DMC (Internal)	
Final Report	**M31-M48**	**15 days after the end of the Reporting Period**	**Granting Authority (External)**	**60 days after the end of Reporting Period**

*The internal semester reports are used for internal reporting to project coordinator (PC) only to monitor the project progress and assure the timeline progress. The template for technical reporting is created and available for all partners in INNO2MARE Share point. The financial statement template is created and available for all partners in INNO2MARE Share point. The periodic review of reporting is planned where PMB (Project Management Committee), QAC (Quality Assurance Committee) and DMC (Data Management Committee) are involved to evaluate the project progress and financial state per partners.

4.2 Progress Review

The Project Coordinator is responsible for the constant review of the technical and financial progress of the project. Based on the submitted progress reports, the PC will perform the progress evaluation both about the individual performance of each partner and the total performance of the project. This evaluation will be based on the performance of the Key Performance Indicators (KPIs) as set in the Grant

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Agreement and Consortium Agreement, the real progress vs the planned progress of the GANNT Chart and the budget execution rate. The results of this evaluation will be discussed in the PMB meetings and presented in the SC meetings.

If necessary, the PC will organize bilateral meetings throughout the project period with partners to discuss reasons for underperformance and explore recovery measures. Moreover, the PC will flag early possible delays and roadblocks and communicate them to the concerned partners and the Decision-Making Bodies.

4.3 Internal Coordination & Communication

The Project Coordinator is responsible for setting up the internal coordination and communication system of the INNO2MARE Partnership and providing clear guidelines to be followed by the partners. Each INNO2MARE partner is responsible for following the established procedures and guidelines and submitting proposals for changes and improvements, if necessary. The Project Coordinator will circulate to the partners guideline notes (provided in Annex 1 of this QAPGM) for the use of internal communication and coordination channels. Moreover, short training will be organized by the PC about the use of internal communication channels, if necessary.

4.3.1 Communication with the granting authority (EC)

The Project Coordinator is responsible for communication with the Project Officer (PO), appointed by the European Commission. This communication is regulated by the guidelines set by the granting authority and the main mode of communication will be the Communication Centre of the Grant Management Services. The PC will inform the PO in a timely manner about important updates regarding the project and its implementation.

4.3.2 Internal communication tool

Internal communication between the partners is critical for the successful implementation of the project. The common communication platform of the partnership will be MS Teams "INNO2MARE Team" configured by UL. The daily communication will be conducted through TEAMS messages, posts, votes, and online calls. A common channel for all participants will be dedicated to daily communication between all partners. Dedicated channels for each work package will be formed, as common workplaces for WP Task Leaders, Deliverable Lead Partners and Task Participants.

UL will add to the INNO2MARE Team all the staff involved, as registered in the updated contact list of INNO2MARE. For a new member to be granted access to the MS Teams channels, the respective partner should add their contact details to the contact list and inform PC about contact changes.

4.3.3 Online Repository

To safeguard the effective collaboration of the partnership, as well as the data protection, the project partners will upload and edit project documents within a common online repository. This online repository will be the “INNO2MARE SharePoint” configured by UL and directly connected to MS Teams communication platform "INNO2MARE Team". To ensure the effective collaboration and communication between the partners, the project partners (including internal reviewers) are encouraged to edit project documents within this repository. Each WP will have a dedicated folder, with sub-folders committed to the tasks of the respective WP. WP dedicated folder and task subfolders could not be renamed or deleted.

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Each WP folder will also contain useful resources (literature, scientific documents) and guidelines for the development of the deliverables. Moreover, extra folders containing legal documents will be available in the "General" folder. A separate folder named "02_Milestones_final" and "03_Deliverables_final" will be the repository for the final versions of Milestones and Deliverables. The Deliverables should be submitted to the EC by the Project Coordinator. In this folder, the PC will upload only non-editable versions of the deliverables, while other editable versions should be saved in individual WPs under folder Deliverables.

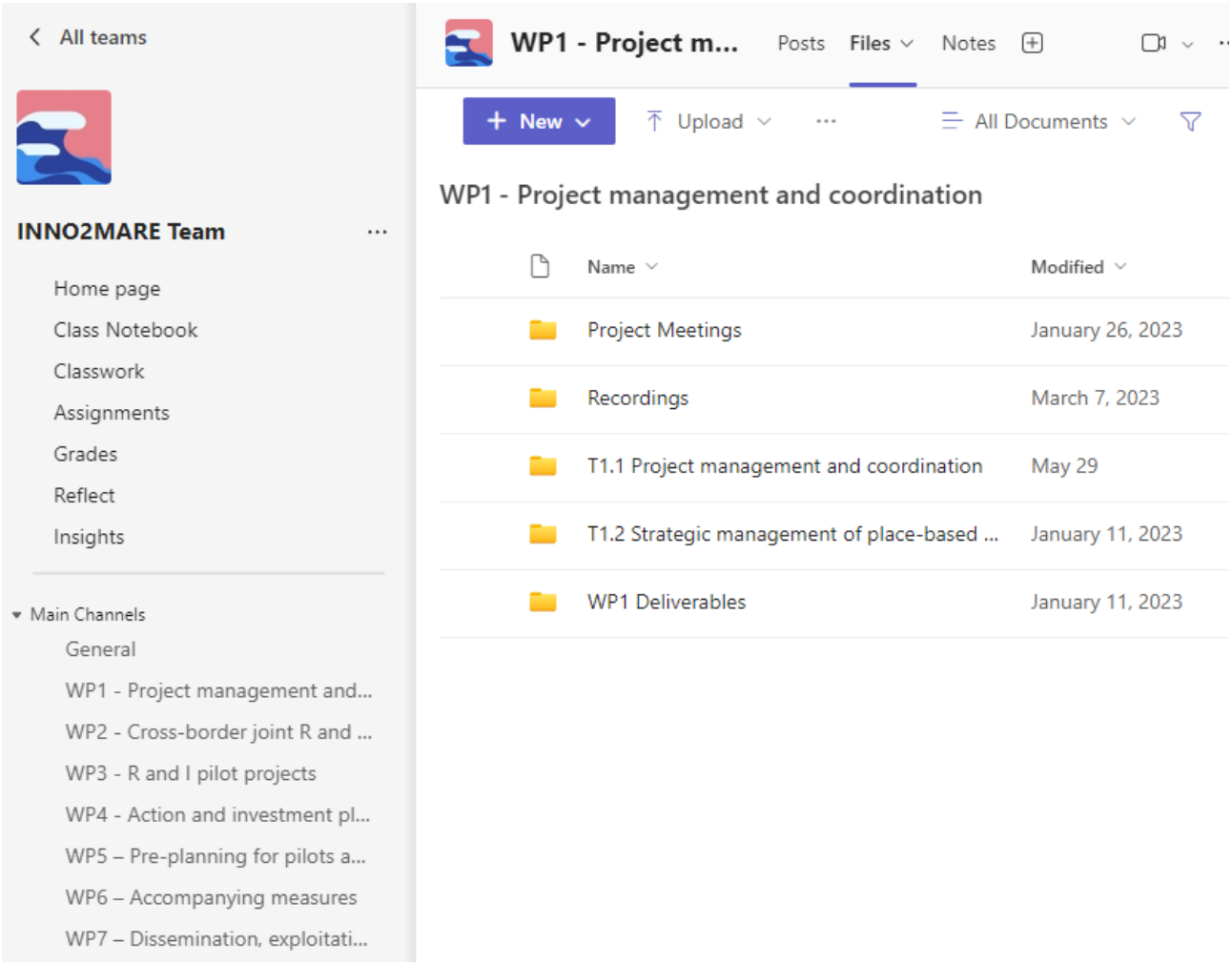

Figure 4: View from MS Teams platform – WP1, Project Management and coordination folder.

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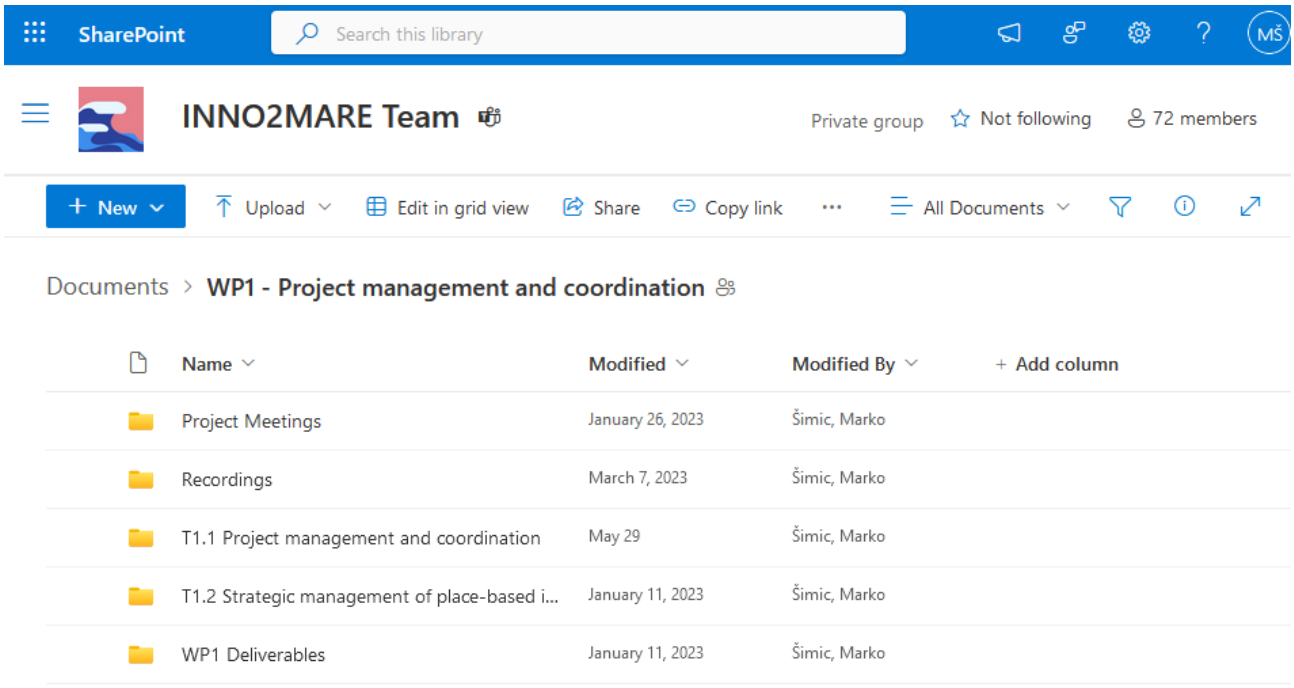

Figure 5: View from SharePoint platform - WP1, Project Management and coordination folder.

4.3.4 Progress monitoring tool

The monitoring of the project will be based on a task manager document (xls format), uploaded in the General Channel of INNO2MARE SharePoint, initially configured by UL. Each task will be initially assigned to the Task Leader and the inserted deadline will be the due date as defined in the DoA. The PC, the WPLs and the Task Leaders are authorized to create new tasks and assign them to the task participants or modify the existing tasks, according to the workload of the activities.

4.3.5 Online Calendar

All events to be organized under INNO2MARE will be scheduled in the INNO2MARE online calendar, located in the INNO2MARE Team Common Channel. The organizer is responsible for adding the event to the calendar, as well as to update the event if necessary (for example cancel, re-arrangement). The event should be added to the calendar at least 10 days prior. A post within the dedicated INNO2MARE Teams channel containing basic details and the agenda of the event (if applicable) will be also released within this deadline to keep the members of the channel, the respective WPL and the PC posted.

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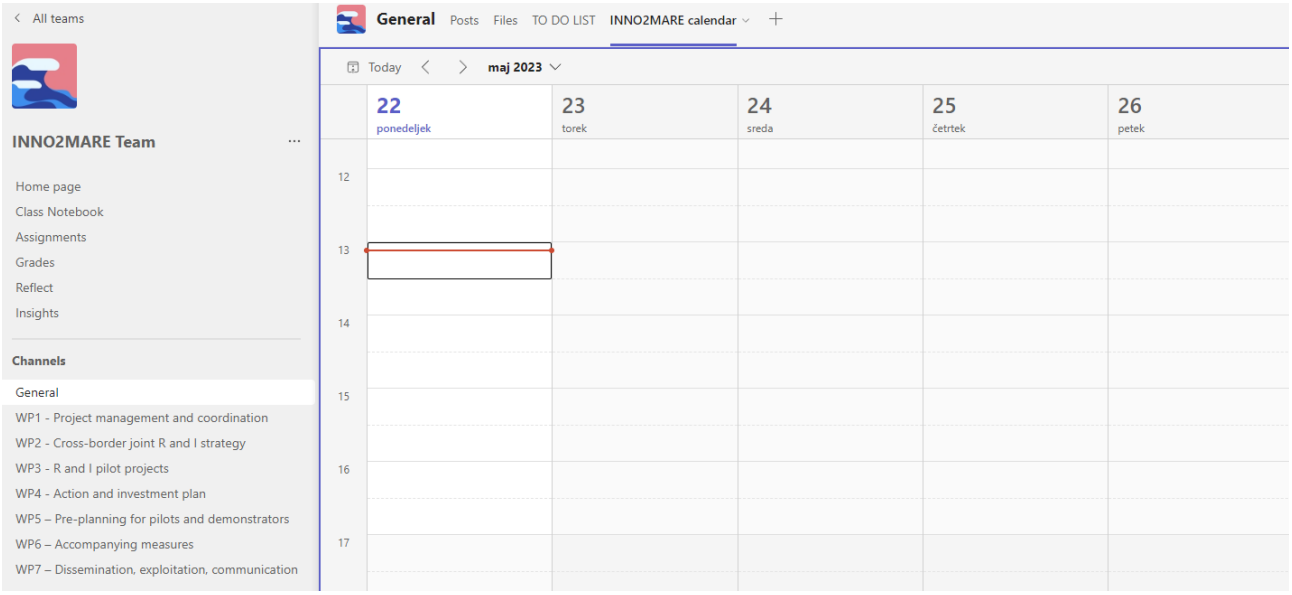

Figure 6: View of online calendar from MS Teams.

4.4 Project Meetings

4.4.1 Partner Meetings

According to the work plan of the project (Task 1.1), five (5) physical project consortium meetings are foreseen to ensure both detailed project planning and assessment of work progress and to maximize the project's impact, as follows:

I. **1st Meeting (Kick – off Consortium meeting, hybrid)**: Detailed project planning (especially for the first months of the project) and work allocation.

II. **2nd – 4th Meeting (Consortium meeting, hybrid)**: Progress review and work-planning for the next period; and

III. **5th Meeting (Consortium meeting, hybrid)**: Final meeting to ensure smooth project completion.

Project meetings will be organized by partner hosting them under the supervision of the PC. Meeting minutes will be elaborated by PC and the partner hosting the meeting and distributed to all partners by the PC after each meeting.

The draft version of the minutes will be elaborated by partner hosting the meeting reviewed by the PC and distributed to the partners within 15 days after the meeting. The partners should submit comments over the draft minutes within 5 days after the communication of the draft version. The final version of minutes will be elaborated by partner hosting the meeting and submitted to the PC within 5 days after the final deadline for comments by the meeting participants.

To keep travel costs low, project meetings will be combined (if possible) with other activities and events and/or in conjunction with review meetings with the EC. The agenda of the meeting will be distributed by

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BRCCI at least 20 days prior to the starting date of the meeting. The BRCCI in collaboration with PC will also circulate a common template for presentations to be used during the meetings to facilitate the partners. The following partners meeting are foreseen in the work plan of INNO2MARE project.

Decision-Making Bodies Meetings

Summarizing the Decision-Making Bodies meetings, they will be conducted as follows:

- **PMB - Project Management Board meetings** - once per month for the first 6-months period, after that every three months.
- **QAC - Quality Assurance Committee meetings** - at least every three months or according to the project deliverables.
- **DMC - Data Management Committee meetings** - at least every three months.
- **GEOC - Gender and Equal Opportunities Committee meetings** - every 6 months.

Project Interim Review Meetings

Three main project review meetings are foreseen in the INNO2MARE project.

- Project Interim Review 1 - During Month 15 of the Project
- Project Interim Review 2 - During Month 30 of the Project.
- Project Interim Review 3 - During Month 48 of the Project.

Five internal report project review meetings are foreseen according to the 6 months period in order to be prepared for Interim reporting meetings with EC.

Summarizing the above meeting schedule, the following table depicts the meeting calendar.

Meeting title	**Expected month**	**Content**	**Method**
1st Kick-Off Consortium Meeting	**01/2023**	**Preparation & planning tasks**	**Hybrid**
Project Management Board Meeting	02/2023	Monitoring of technical progress	Online
Project Management Board Meeting	03/2023	Monitoring of technical progress	Online
Project Management Board Meeting	04/2023	Monitoring of technical progress	Online
Project Management Board Meeting	05/2023	Monitoring of technical progress	Online
Project Management Board Meeting	06/2023	Monitoring of technical progress	Online
QAC - Quality Assurance Committee Meetings	06/2023	Progress on deliverables and milestones, deliverable review	Online
DMC - Data Management Committee Meetings	06/2023	Data management and data usage, data protection.	Online
GEOC - Gender and Equal Opportunities Committee Meetings	06/2023	Monitoring gender and equal opportunities aspects of the project.	Online
1st Project Review meeting	07/2023	Internal reporting, technical progress, financial statement.	Online

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2nd Project Consortium Meeting	**09/2023**	**Review of the progress- Decisions for changes/ refinements if necessary**	**Hybrid**
Project Management Board Meeting	09/2023	Monitoring of technical progress	Online
QAC - Quality Assurance Committee Meetings	09/2023	Progress on deliverables and milestones, deliverable review	Online
DMC - Data Management Committee Meetings	09/2023	Data management and data usage, data protection.	Online
Project Management Board Meeting	12/2023	Monitoring of technical progress	Online
QAC - Quality Assurance Committee Meetings	12/2023	Progress on deliverables and milestones, deliverable review	Online
DMC - Data Management Committee Meetings	12/2023	Data management and data usage, data protection.	Online
GEOC - Gender and Equal Opportunities Committee Meetings	12/2023	Monitoring gender and equal opportunities aspects of the project.	Online
2nd Project Review meeting	12/2023	Interim reporting, technical progress, financial statement.	Online
Project Management Board Meeting	03/2024	Monitoring of technical progress	Online
QAC - Quality Assurance Committee Meetings	03/2024	Progress on deliverables and milestones, deliverable review	Online
DMC - Data Management Committee Meetings	03/2024	Data management and data usage, data protection.	Online
1st Interim Review meeting	**03/2024**	**External review - Reporting for EC, review of technical progress and financial statement.**	**Hybrid**
Project Management Board Meeting	06/2024	Monitoring of technical progress	Online
QAC - Quality Assurance Committee Meetings	06/2024	Progress on deliverables and milestones, deliverable review	Online
DMC - Data Management Committee Meetings	06/2024	Data management and data usage, data protection.	Online
GEOC - Gender and Equal Opportunities Committee Meetings	06/2024	Monitoring gender and equal opportunities aspects of the project.	Online
3rd Project Review meeting	08/2024	Internal reporting, technical progress, financial statement.	Online
3rd Project Consortium Meeting	**09/2024**	**Monitoring of the technical & financial progress Recommendations for changes/refinements if necessary/Risk Monitoring Review of the progress- Decisions for changes/ refinements if necessary**	**Hybrid**
Project Management Board Meeting	09/2024	Monitoring of technical progress	Online
QAC - Quality Assurance Committee Meetings	09/2024	Progress on deliverables and milestones, deliverable review	Online
DMC - Data Management Committee Meetings	09/2024	Data management and data usage, data protection.	Online
Project Management Board Meeting	12/2024	Monitoring of technical progress	Online
QAC - Quality Assurance Committee Meetings	12/2024	Progress on deliverables and milestones, deliverable review	Online
DMC - Data Management Committee Meetings	12/2024	Data management and data usage, data protection.	Online
GEOC - Gender and Equal Opportunities Committee Meetings	12/2024	Monitoring gender and equal opportunities aspects of the project.	Online
Project Management Board Meeting	03/2025	Monitoring of technical progress	Online

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QAC - Quality Assurance Committee Meetings	03/2025	Progress on deliverables and milestones, deliverable review	Online
DMC - Data Management Committee Meetings	03/2025	Data management and data usage, data protection.	Online
4th Project Review meeting	03/2025	Internal reporting, technical progress, financial statement.	Online
Project Management Board Meeting	06/2025	Monitoring of technical progress	Online
QAC - Quality Assurance Committee Meetings	06/2025	Progress on deliverables and milestones, deliverable review	Online
DMC - Data Management Committee Meetings	06/2025	Data management and data usage, data protection.	Online
GEOC - Gender and Equal Opportunities Committee Meetings	06/2025	Monitoring gender and equal opportunities aspects of the project.	Online
2nd Interim Review meeting	**06/2025**	**External review - Reporting for EC, review of technical progress and financial statement.**	**Hybrid**
Project Management Board Meeting	08/2025	Monitoring of technical progress	Online
QAC - Quality Assurance Committee Meetings	08/2025	Progress on deliverables and milestones, deliverable review	Online
DMC - Data Management Committee Meetings	08/2025	Data management and data usage, data protection.	Online
4th Project Consortium Meeting	**09/2025**	**Monitoring of the technical & financial progress Recommendations for changes/refinements if necessary/Risk Monitoring Review of the progress- Decisions for changes/ refinements if necessary**	**Hybrid**
Project Management Board Meeting	12/2025	Monitoring of technical progress	Online
QAC - Quality Assurance Committee Meetings	12/2025	Progress on deliverables and milestones, deliverable review	Online
DMC - Data Management Committee Meetings	12/2025	Data management and data usage, data protection.	Online
GEOC - Gender and Equal Opportunities Committee Meetings	12/2025	Monitoring gender and equal opportunities aspects of the project.	Online
5th Project Review meeting	12/2025	Internal reporting, technical progress, financial statement.	Online
Project Management Board Meeting	03/2026	Monitoring of technical progress	Online
QAC - Quality Assurance Committee Meetings	03/2026	Progress on deliverables and milestones, deliverable review	Online
DMC - Data Management Committee Meetings	03/2026	Data management and data usage, data protection.	Online
Project Management Board Meeting	06/2026	Monitoring of technical progress	Online
QAC - Quality Assurance Committee Meetings	06/2026	Progress on deliverables and milestones, deliverable review	Online
DMC - Data Management Committee Meetings	06/2026	Data management and data usage, data protection.	Online
GEOC - Gender and Equal Opportunities Committee Meetings	06/2026	Monitoring gender and equal opportunities aspects of the project.	Online
6th Project Review meeting	06/2026	Internal reporting, technical progress, financial statement.	Online
Project Management Board Meeting	08/2026	Monitoring of technical progress	Online
QAC - Quality Assurance Committee Meetings	08/2026	Progress on deliverables and milestones, deliverable review	Online

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DMC - Data Management Committee Meetings	08/2026	Data management and data usage, data protection.	Online
5th Project Consortium Meeting	**09/2026**	**Review of the progress- Decisions for changes/ refinements, if necessary, Communication of the results**	**Hybrid**
Project Management Board Meeting	10/2026	Monitoring of technical progress	Online
QAC - Quality Assurance Committee Meetings	10/2026	Progress on deliverables and milestones, deliverable review	Online
DMC - Data Management Committee Meetings	10/2026	Data management and data usage, data protection.	Online
GEOC - Gender and Equal Opportunities Committee Meetings	10/2026	Monitoring gender and equal opportunities aspects of the project.	Online
Project Management Board Meeting	11/2026	Monitoring of technical progress	Online
QAC - Quality Assurance Committee Meetings	11/2026	Progress on deliverables and milestones, deliverable review	Online
DMC - Data Management Committee Meetings	11/2026	Data management and data usage, data protection.	Online
GEOC - Gender and Equal Opportunities Committee Meetings	11/2026	Monitoring gender and equal opportunities aspects of the project.	Online
3rd Interim Review meeting	**12/2026**	**Final External Review of the Project, reporting to EC.**	**Hybrid**

4.5 Project contact points and external communication

External communication refers to all dissemination and communication activities which are targeted at various organizations and stakeholders, that are external to the Consortium, but could directly or indirectly facilitate the project implementation (e.g., financial, legal, energy, environmental advisors, research and development institutes, vocational training organizations, etc.), investors, business multipliers. The project's target audiences, the respective subcategories within them, their needs, and the value proposition that the INNO2MARE will provide them with, the channels and tools which will be used to reach them, as well as the expected results, are all defined and described in detail within D7.1 Dissemination, exploitation and communication plan.

4.5.1 Project contact points

The project contact points are two-level: The contact points for the INNO2MARE project on behalf of the Granting Authority (European Commission) and the contact points towards the Granting Authority on behalf of INNO2MARE partnership.

The **Project Officer** is the contact point on behalf of the Granting Authority (European Commission) for the INNO2MARE project. The **Project Coordinator** (UL FS – University of Ljubljana, Faculty of Mechanical Engineering) is the contact point of the partnership towards the Granting Authority.

Communications with the European Commission will be exclusively handled by the Project Coordinator. If partners need to contact the Granting Authority for an issue about the INNO2MARE project, they should communicate first with the Project Coordinator. The Project Coordinator is responsible for transferring the request to the Project Officer.

Each partner will define a representative for the PMB – Project Management Board. This representative will be the contact point on behalf of the partner of the INNO2MARE Partnership and will be in charge of

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gathering the administrative and financial documents or information requested by the PC and the EU in due time.

4.5.2 Project events

Project events will be held to serve the objectives of the project. Thematic workshops, info-days, dissemination and promotional events, focus-groups, working meetings etc. will be organized by the partners to meet the objectives of the project. The detailed procedure for the organization of the meetings is provided in Deliverable 7.1. "Dissemination, exploitation and communication plan (DECP)". Next to these, the following guidelines should be followed by the organizers.

- The event should be added to the INNO2MARE online calendar and communicated to the members of the relevant dedicated channel. In the event of changes, the online calendar and the INNO2MARE Teams relevant channel should be updated accordingly.
- The communication and visibility rules of the project, as defined in the INNO2MARE DECP should be strictly followed. Collaboration with the WP7 leader for the dissemination of the event is necessary, as well as the review of the WP7 and Tasks Leaders (UL and UNIRI) over the promotional material of the event. The collaboration procedures are described in the INNO2MARE DECP.
- Full documentation of the event should be kept by the organizer for reporting reasons. At least: 1) Meeting agenda 2) Meeting minutes 3) Photos/screenshots with visible names of the participants (only for online events) 4) List of participants 5) promotional material (press releases, social media posts) should be kept by the organizer and be available upon request.

All consortium members will identify possibilities to promote INNO2MARE and its results at events organized by third parties, in accordance with the overall effort to create synergies with other projects, initiatives and programs. In case such an opportunity is identified by a consortium partner, this shall be communicated (*ex-ante* when possible) to the Project coordinator and the members of the consortia.

5 RISK MANAGEMENT

5.1 Risk management introduction

According to CFI Team (2022), risk management encompasses the identification, analysis, and response to risk factors that form part of the life of a Project. Effective risk management includes the activities to control, as much as possible, future outcomes by acting proactively rather than reactively. Therefore, effective risk management offers the potential to reduce both the probability of a risk occurring and its potential impact.

Exploiting the capacity of the INNO2MARE partners, the risk management process of the INNO2MARE will be developed and implemented bottom-up with the active participation of the partners. The INNO2MARE risk management will be based on two dimensions of each risk:

a) Probability (P) - possibility of materialization of the risk.

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b) Impact (I) - the impact on the project if the risk materialized.

The following matrix presented in Figure 7 provides the full range for the evaluation of a risk. Risk getting a low score are represented with green colour, risks with medium score are represented with yellow colour and severe risks are represented with red colour.

	Impact (I)		
Probability (P)	Low	Medium	High
Low	LP-LI	LP-MI	LP-HI
Medium	MP-LI	MP-MI	MP-HI
High	HP-LI	HP-MI	HP-HI

Figure 7: Risk matrix and the colour scheme showing an overall score of risk in terms of probability and impact.

All identified risks are inserted into the INNO2MARE Risk Registry. The file will be available online through INNO2MARE SharePoint. The starting point of this registry will be the initial risk analysis conducted before the start of the project and included in the DoA (List of Critical Risks). The following table 9 presents the INNO2MARE Risk Registry containing the foreseen risk analysis, as identified during the Grant Agreement preparation. There are 6 foreseen risks with given description of risks. The table shows the risk score identifying if the risk has low, medium or high probability and low, medium or high impact on project success.

Explanation on Risk score per each risk

Unforeseen external conditions that may hamper the onsite activities (high probability / low impact) – Since we have different pandemic situation (COVID) there is high probability that this can happen during the project duration, or even new similar situations appears. If the external conditions appear, we have all necessary digital tools and approaches to overcome this challenge and organize the events virtually, this is why impact on project is low.

Delays in delivering the planned results; project management and coordination issues (low probability / high impact) – The consortium is composed of experienced partners, the initial agreement between UL and UNIRI to support UL with some of the coordination activities within the Creation innovation ecosystems results in low probability in delays of project results. We will establish detailed management and communication procedures to prevent delays and management problems. Nevertheless, delays in Pilot project development can have high impact on project, since other activities related to WP2, WP4 and WP6 are connected and cannot begin till WP3 is finished.

Difficulty to recruit a wide network of stakeholders and participants across the ecosystems (low probability / high impact) - The project partners have good connections to wide network of stakeholders, the Career connector platform, the existing connections at universities represents the bridge between the jobseekers, experts and stakeholders.

Low quality input received during the stakeholder consultations (medium probability / high impact) – The well-prepared methodologies, procedures, templates will be used to collect proper data, since the

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partners have wide network of stakeholders, we expect to have proper number of stakeholders providing us with complete feedbacks. Otherwise, the partners will collaborate with stakeholders in depth to encourage them and get all data, feedbacks.

Technical risks in prototypes' development (low probability / medium impact) – Since the partners have major experience in prototyping technical systems, since partners involve top-class researchers working in laboratories with high-quality research infrastructure, we do not expect any technical risk such as assuring the technical equipment, developing proper methods, AI-based algorithms. The R&I institution will collaborate with industry partners to assure proper implementation of results and scale-up the solution to other maritime use cases. Cyber-attacks and limited access to important research data can be solved by using virtual data for the initial stage of model's development and draft validation.

Lack of industry interest for integration of the technical solutions from pilot projects (medium probability / medium impact) – Consortium industry partners have good connections with other industry and thus potential partners for implementing technical solution.

Table 9: INNO2MARE list of foreseen critical risks with risk score related to probability and impact.

Risk No.	Description	Risk score	WP No.	Foreseen mitigation measures	State of Play*
1	Unforeseen external conditions that may hamper the onsite activities (high probability/low impact).	HP-LI	WP1, WP2, WP3, WP4, WP5, WP6, WP7	External conditions (pandemic) will be monitored and if necessary, events organised virtually.	NM
2	Delays in delivering the planned results; project management and coordination issues (low probability /high impact).	LP-HI	WP1, WP2, WP3, WP4, WP5, WP6, WP7	The consortium is composed of experienced institutions; it will establish detailed management and communication procedures to prevent delays and management problems.	NM
3	Difficulty to recruit a wide network of stakeholders and participants across the ecosystems (low probability /high impact).	LP-HI	WP2, WP4, WP6, WP7	The consortium will mobilise its network that provided support to the project already in the preparation stage and continuously gather feedback from participants.	NM
4	Low quality input received during the stakeholder consultations (medium probability / high impact).	MP-HI	WP2, WP4	Methodological workshops will be held to implement procedures that result in comparable outputs.	NM
5	Technical risks in prototypes' development (low probability / medium impact).	LP-MI	WP3	Tasks leaders for Pilot projects are the leading solutions providers in the industry and will ensure that issues are solved with the available technical know-how.	M
6	Lack of industry interest for integration of the technical solutions from pilot projects (medium probability / medium impact).	MP-MI	WP5	Piloting will be accompanied by detailed feasibility studies to minimise risks. The scale-up for some pilot projects will be supported by online licences to test the technology before real integration as a low-cost solution.	NM

** 2 predefined answers: NM - not materialized; M - materialized*

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5.2 Risk management process

The risk management process of INNO2MARE will be unfolded two-level: The first level will focus on the monitoring and mitigation of the foreseen risks, as identified in the Grant Agreement, as well as the monitoring & mitigation of the already identified risks throughout the project period. The second level will focus on the capture of unexpected risks, their assessment and introduction of their mitigation measures.

5.2.1 Risk monitoring

All risks included in the INNO2MARE Risk Registry will be monitored through the INNO2MARE Contingency Plan. This plan provides the mitigation strategy for each risk registered in the INNO2MARE Risk Registry, as well as their states of play. The starting point will be the mitigation measures described in DoA (List of critical risks). The initial INNO2MARE Contingency Plan is provided in Table 10.

Table 10: INNO2MARE contingency plan.

Risk number	**Description**	**Materialization**	**Mitigation Measure**	**Who**	**What**	**When**
		Trigger Event	**Foreseen Response**	**First instance**	**First action**	**Timeline**
1	Unforeseen external conditions that may hamper the onsite activities (high/low).	Monitoring the external conditions, news, evaluation the current situation.	External conditions (pandemic) will be monitored and if necessary, events organised virtually.	Project Coordinator	Apply change management process	Upon Recognition
2	Delays in delivering the planned results; project management and coordination issues (low/high).	Delays identified during the progress reviews.	The consortium is composed of experienced institutions; it will establish detailed management and communication procedures to prevent delays and management problems.	Project Coordinator	Apply change management process	Upon Recognition
3	Difficulty to recruit a wide network of stakeholders and participants across the ecosystems (low/high).	Low number of stakeholders recruited during the search period.	The consortium will mobilise its network that provided support to the project already in the preparation stage and continuously gather feedback from participants.	PC and WPs leaders	Update PMB, involve all partners to help with the networking	Upon Recognition
4	Low quality input received during the stakeholder consultations (medium/high).	Low number of stakeholders recognized.	Methodological workshops will be held to implement procedures that result in comparable outputs.	WP2, WP4 Leaders and PC	Update PMB, involve all partners to help contact stakeholders and help the defining quality inputs.	Upon Recognition

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5	Technical risks in prototypes' development (low, medium).	Assuring the technical equipment on time, challenges in finding proper equipment, increase of costs for technical equipment, developed algorithms are not as useful as planned, cyber-attacks and limited access to important data, technical issues implementing solutions in demonstrators, scale-up.	Tasks leaders for Pilot projects are the leading solutions providers in the industry and will ensure that issues are solved with the available technical know-how.	WP3 Leader and PC	Update PMB and organize a dedicated WP Meeting	Upon Recognition
6	Lack of industry interest for integration of the technical solutions from pilot projects (medium, medium).	Low number of companies, low interest recognized during the promotion events, innovation meetings.	Piloting will be accompanied by detailed feasibility studies to minimise risks. The scale-up for some pilot projects will be supported by online licences to test the technology before real integration as a low-cost solution.	WP5 Leader and PC	Update PMB, involved all partners with industry network and promote project solutions.	Upon Recognition

The Contingency Plan will be uploaded to the INNO2MARE SharePoint (WP1 / T1.1 dedicated folder) and will be updated during the project.

Each WPL supported by the PC is responsible to monitor each foreseen risk and act promptly in the case of risk-trigger events. The WPL will provide regular updates to the partnership about the States of Play of the foreseen risks assigned to the WP leading, during each SC meeting. Furthermore, the WPL or the PC could provide exceptional updates to the partnership via the internal communication tools about the foreseen risks monitoring, if necessary. An extra explanation should be provided in the case that the described mitigation measures have not been implemented at all or modified. The partners could provide their view for the foreseen risk's current situation, or the implementation of the risk mitigation measures, introduce proposals and ask for extra details.

5.2.2 Risk identification & assessment

Apart from the monitoring of the foreseen risk's states of play, the partnership should identify and evaluate unexpected risks, which emerged throughout the duration of the project. The identification and evaluation of these risks is critical and necessary to elaborate the appropriate mitigation measures. The following process will be applied for unforeseen risk management.

STEP 1 - Each partner can identify an unforeseen risk during the implementation of the project. In this event, the partner should report this risk to the WPL and the Coordinator, using the template "risk identification log", annexed to Annex 2 of this Plan. The partner should describe the risk as accurately as possible and propose mitigation measures, if possible.

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STEP 2 - The PC will introduce the issue in the next PMB meeting. In the case that PC considers the introduced risk emergent, an exceptional PMB meeting will be organized dedicated to this risk. The PMB will discuss the risk and if the risk is considered important, the risk log will be updated and circulated to all partners, through the internal communication channels.

STEP 3 - Each partner will participate in the assessment of the risk according to the risk management matrix. Moreover, the partners could contribute to the log suggesting mitigation measures.

STEP 4 - The SC will conclude the evaluation of identified risk according to the individual assessments of the partners, compile the final mitigation measures and inform PC to add the risk in the INNO2MARE Risk Registry. PC updates accordingly the INNO2MARE Risk Registry and the INNO2MARE Contingency Plan, as well.

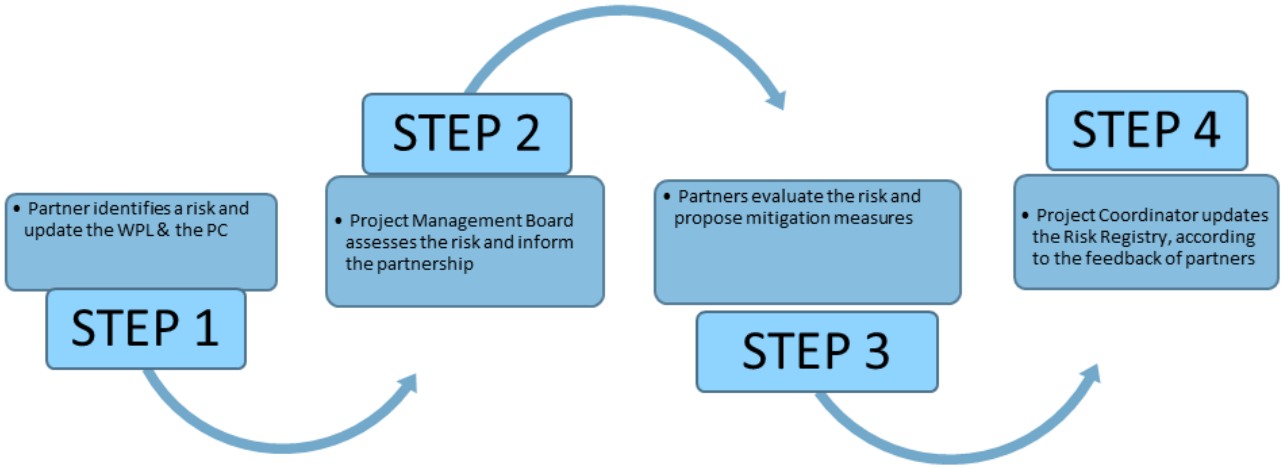

Figure 8: Risk identification process.

6 QUALITY MANAGEMENT

6.1 Quality Assurance Process

Quality assurance is a key priority for the INNO2MARE project, so the partnership commits to invest resources and effort in this task. The objective is the delivery of high-quality deliverables which consequently lead to tangible results for the beneficiaries, the affiliated entity, the stakeholders, the Granting Authority, the EC and the partners themselves. The key tasks within quality assurance are peer-review and approval of the outcomes before their submission to Granting Authority. The Project Coordinator (PC) is responsible for supervising this process alongside the UNRI and WPLs and updating the decision-making bodies of the Consortium. The Decision-Making Bodies of the INNO2MARE Consortium are responsible for taking decisions about quality assurance issues.

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6.2 Development of deliverables, peer-review and approval

Each Deliverable Lead Partner (as defined in the Grant Agreement) is responsible for the quality of the assigned deliverable and its timely delivery. Each Task Leader (as defined in the Grant Agreement) is responsible for the quality of the assigned deliverables connected to the assigned task. Here the Task participants help Task leaders when preparing the content and activities. The work package leader (WPL) is responsible for the quality of the deliverables and the results connected to the tasks of the assigned work package. The WPL also collaborate with three predefined reviewers, responsible to review the particular deliverable and provide comments, suggestions for improvements. Quality assurance committee assure final review to check the grammar and design according to the proposed template for deliverables. The PC is globally responsible for the quality and the results of the whole project.

The WPLs will set the start date for deliverables connected with tasks within the WP they are coordinating, in line with the INNO2MARE work plan and the feedback by the Task Coordinators and the Task Participants. The start dates will be registered in the INNO2MARE Task Manager. Each Deliverable Lead Partner will circulate to all task participants a tentative Table of Content (ToC) before the development of the deliverable. Within 15 days the task participants should submit comments over the ToC. The WPL also can set intermediate guidelines for draft versions and intermediate peer reviews to ensure the quality and timely delivery of the deliverable. The WPL is responsible for the early detection of roadblocks and possible delays and their communication to the QAC, PMB and PC. The Deliverable Lead Partner will coordinate the task participants allocating the work and set intermediate deadlines. Partners are required to provide their input within the deadline specified by the partner responsible. The following chart visualizes the responsibilities of the partners over the deliverable development.

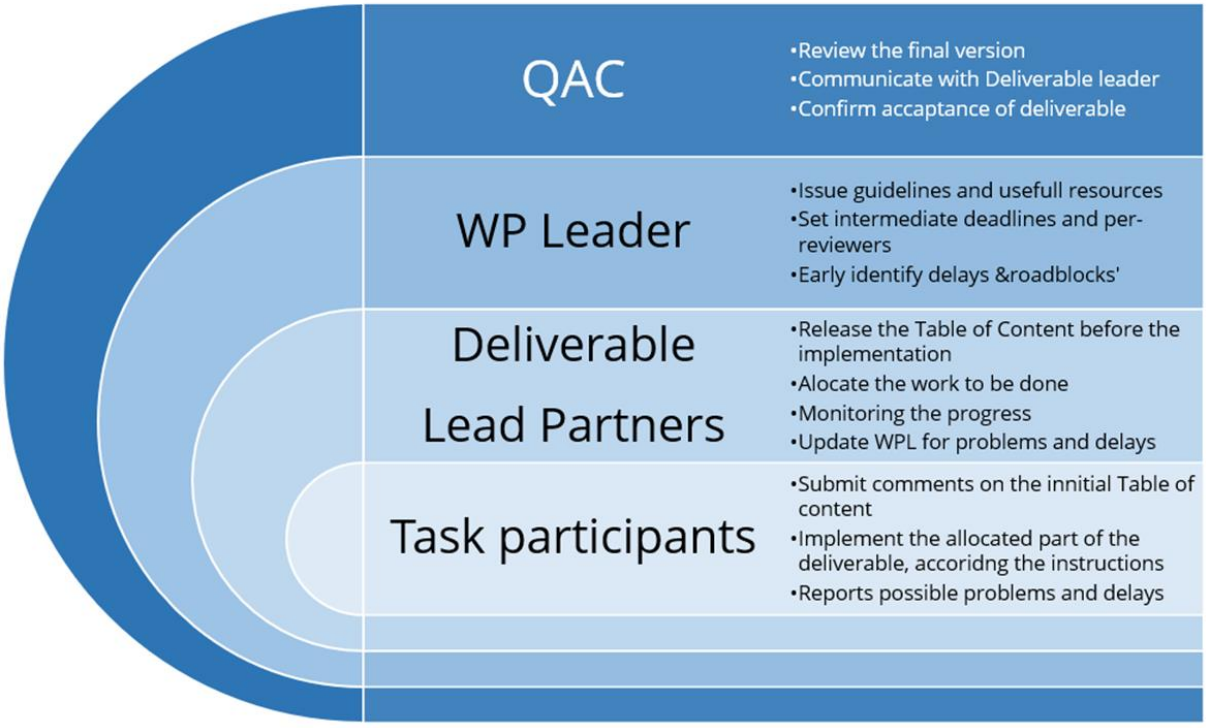

Figure 9: Engagement of partners and project committees in deliverable development.

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6.3 Peer-review and approval of deliverables

For each deliverable at least three internal reviewers will be defined, one of them represents the PC. The internal reviewers will be representatives of the partners with suitable scientific and technical background, not involved in the respective deliverable. An internal review registry will be elaborated, providing an overview of the peer-review process. The peer-review registry is presented in Table 11. The registry will be uploaded to the INNO2MARE SharePoint and the partners will fill in the suggested reviewers, following the guidelines of the PC. During the project period, the internal reviewer may change after a written notification to the PC.

Table 11: INNO2MARE deliverables peer-review registry.

D. No.	Deliverable name	WP	D. Lead	Type	Diss.	Due Date	Internal Deadline	Internal Reviewers
D1.1	Data Management Plan - first version	WP1	UL	DMP	PU	30.06.2023	31.05.2023	
D1.3	Quality Assurance plan including gender monitoring	WP1	UL	R	PU	30.06.2023	31.05.2023	
D7.1	Dissemination, exploitation and communication plan – first version	WP7	UL	R	PU	30.06.2023	31.05.2023	
D2.1	Report on ecosystems' mapping	WP2	BSC	R	PU	31.7.2023	30.06.2023	
D2.2	Report on innovation ecosystems' needs	WP2	PRIGODA	R	PU	31.10.2023	30.09.2023	
D3.1	Concepts and co-created technology knowledge for pilot projects	WP3	PFRI	R	SEN	31.12.2023	30.11.2023	
D2.3		WP2	PRIGODA	R	PU	30.06.2024	31.05.2024	

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	Long-term joint R&I strategy							
D3.2	Prototypes and validation of three joint pilot R&I projects	WP3	RITEH	R	SEN	30.06.2025	31.05.2025	
D4.1	Action and investment plan including monitoring methodology	WP4	BSC	R	PU	30.06.2025	31.05.2025	
D3.3	Implementation of Pilot projects and lesson learnt on different areas and for different scenarios	WP3	UL	R	SEN	31.12.2025	30.11.2025	
D5.1	Action plan for pilot projects scale-up and demonstrator use cases	WP5	ISKRA	R	SEN	30.04.2026	31.03.2026	
D1.2	Data Management Plan - final version	WP1	UL	DMP	PU	31.12.2026	31.11.2026	
D1.4	Report on the Innovation Council activity	WP1	UNIRI	R	PU	31.12.2026	31.11.2026	
D4.2	Report on synergies with other initiatives & new partnerships	WP4	UNIRI	R	PU	31.12.2026	31.11.2026	
D4.3	Recommendations on scalability and sustainability	WP4	HZS	R	PU	31.12.2026	31.11.2026	
D5.2	Models for pilots and demonstrators	WP5	MS Tech	R	SEN	31.12.2026	31.11.2026	

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	developed and tested							
D6.1	Report on citizen engagement activities	WP6	CTK Rijeka	R	PU	31.12.2026	31.11.2026	
D6.2	Training and Knowledge transfer plan	WP6	STEP RI	R	PU	31.12.2026	31.11.2026	
D6.3	Talent attraction and retention plan	WP6	MCoE	R	PU	31.12.2026	31.11.2026	
D7.2	Dissemination, exploitation and communication activities report, including the updated plan	WP7	UL	R	PU	31.12.2026	31.11.2026	

Legend:

DMP - Data Management Plan
R – Report, document

Dissemination level:
PU – Public
SEN - Sensitive

The final draft version of each deliverable will be available for peer-review at least one month before the official delivery date (as defined in the Grant Agreement). The version to be reviewed will be uploaded to the respective folder of INNO2MARE SharePoint (Proper WPs under WP Deliverables) and the Deliverable Lead partner will inform all partners and especially the reviewers via the INNO2MARE Teams channel and emails. The internal reviewers provide comments and feedback on the draft deliverable not later than 10 days before the final deadline. During the peer-review period all the participants are free to submit comments and feedback to the draft version.

The peer-review will focus on the following issues:

- **Format** (if working template & structure is followed)
- **Completeness** (full cover of the contents provided in the Description of Action).
- **Coherence** (check for contradictions and overlaps within the deliverable or with other INNO2MARE deliverables)
- **Additions & general comments** (check for incomplete not fully covered topics and recommendations for cover, other comments)

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- **Overall Quality** (quality English language, attachments, literature analysis, prevention of personal/biased opinions, proper use of citations)

The Deliverable Lead Partner incorporates the comments and feedback of the internal reviewers and sends them to PC before the final deadline. The PC submits the deliverable. The internal reviewers may reject a draft deliverable for low-quality or another reason. In this case, the internal reviewers send a written justification to the Deliverable Lead Partner for the rejection reason, suggesting possible corrections and inform the PC. The PC shall inform the EC (Project Officer), justifying the delay and propose a new deadline. The draft versions of the deliverables will be uploaded to INNO2MARE SharePoint in editable versions named as follows:

Deliverable Official No_Deliverable Official Name_Version

For example: D1.3_Quality Assurance Plan including Gender Monitoring_v1.

The final deliverable after the completion of peer-review will be uploaded to INNO2MARE MS Teams in non-editable version (pdf) named as follows:

Deliverable Official No_Deliverable Official Name

For example: D1.3_Quality Assurance Plan including Gender Monitoring.

The Project Coordinator will store all submitted final deliverables in the dedicated folder “GENERAL / 03_Deliverables_final”, within the INN2MARE SharePoint.

6.4 Working documents

To gain common understanding about the working documents and deliverables and facilitate their review, editing and presentation, all working documents and deliverables will be prepared in a standard format. The following working documents templates are provided in the Annexes of this QAPGM:

- Annex 1 - INNO2MARE Task Manager (to be used for the allocation and tracking of the activities) will be available in INNO2MARE SharePoint (xls format), MS Teams & SharePoint Guideline Notes.
- Annex 2 - Risk log template (to be used for the identification of risks).
- Annex 3 - Meeting Agenda template (to be used for the agenda of the project onsite and online meetings).
- Annex 4 - Meeting Minutes template (to be used in the in the project meetings & events).
- Annex 5 - Deliverable report template (to be used for deliverable reports).
- Annex 6 - Internal Semester Report template (to be used in the Internal Semester Reports and Deliverables).

All templates will be available in the dedicated folder “inno2mare_Templates” in the WP7 Folder of INNO2MARE MS SharePoint.

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7 GENDER AND EQUAL OPPORTUNITIES

All participants (UL, UNIRI, PFRI, RITEH, STEP RI, PRIGODA, UANTWERPEN and HZS) in INNO2MARE project, which are public bodies, research organizations or higher education institutions in a Member State or Associated Country have a Gender Equality Plan (GEP) in place. This sets a solid basis for the efficient gender mainstreaming in the project and the promotion of equal opportunities in all project activities. The project will, to the extent possible, aim for a gender balance at all levels of personnel assigned to the action, including at supervisory and managerial level.

Since 2019, together with the University of Antwerp (UANATWERPEN), UNIRI has been a member of the European Universities Initiative: Young Universities for Europe's Future (YUFE). Based on the YUFE orientation towards Diversity and Inclusivity as the cross-cutting issues of all YUFE endeavours, UNIRI and UANATWERPEN participated in the development of YUFE Diversity and Strategy and accompanying documents that will serve as an inspiration for the gender and equal opportunities monitoring in INNO2MARE project.

The INNO2MARE project will promote diversity and inclusion, particularly focusing on the gender dimension across all the planned activities. For this purpose, the Gender and Equal Opportunities Committee, chaired by UNIRI and including the representative of the coordinator and an expert from another beneficiary appointed by MB, will establish and implement relevant procedures for monitoring gender and equal opportunities aspects of the project. Moreover, the description of Gender and Equal Opportunities monitored information, summarised in the minutes of the meetings held during the project, will be reported as a part of mandatory interim and final reports to be submitted to EC.

The following Monitoring Plan, sets forth a list of planned activities (A) and indicators (I) to be conducted throughout the project.

A: To establish the Gender and Equal Opportunities Committee (GEOC)
I: - GEOC established
A: To hold regular GEOC meetings
I: - Virtual meetings held at least once every three months and physically at least once a year at the annual consortium progress meetings, with the record of all points of discussion
A: To collect gender-disaggregated data in the project activities
I: - gender-disaggregated data on management and governance bodies of the project, participants, team members and user groups from the research & education, industry, civic, government, etc. participating collected in project activities - Gender-disaggregated data available for the GEOC monitoring activities

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A: GEOC to provide input for equal opportunities and efficient gender mainstreaming in the project
I: - questionaires, checklists and templates for e.g. inclusive meetings, gender inclusive communication and collection of gender - dissegregated data produced
A: To establish, wherever possible, gender balanced project management and innovation ecosystems' governance bodies (WP1)
I: - decision process was complemented with the inclusive approach, gender balanced representation was taken into consideration - gender ratio in governance bodies (target at least 40% of wichever gender is underrepresented)
A: To foster gender balance in recruiting participants for mapping exercises, workshops and stakeholder consultations for developing the cross-border joint R&I strategy (WP2) and action & investment plan (WP4);
I: - number of diverse categories (e.g. gender, age, dissability) representatives approached in the recruiting process to ensure that as many can provide inputs - gender ratio of participants/stakeholders (target at least 40% of wichever gender is underrepresented)
A: To establish gender balanced teams for the implementation of R&I pilot projects (WP3) and their roadmapping (WP5)
I: - recruiting process was complemented with the equal opportunities promotion, gender balanced representation was taken into consideration - gender ratio in teams (target at least 40% of wichever gender is underrepresented)
A: To select diverse groups of participants of the activities aimed to increase citizen engagement, knowledge transfer, smart skills and attraction of best talents (WP6)
I: - number of diverse categories (e.g. gender, age, dissability) of citizents et al. approached in the selection process to ensure equal opportunities and diverse perspectives of the stakeholders - gender ratio of participants.
A: To share/promote practices encouraged within the Gender Equality Plans of consortium members
I: - diversity and accessiblitiy included in advertising the access, event organisation and public/promotional materials, including visual materials - the prinicples of gender inclusive communication are implemented in the written, oral and visual communication
A: Considering possible and relevant gender aspects when implementing the developed monitoring methodology (WP4) for the assessment of wider impacts on the target groups beyond the project duration

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I:
- equal opportunities and gender dimension included in all communication and defining the support provided to users
- percentage of female experts in maritime-related jobs (15% annual increase in 5 years after the project)

The above-described monitoring will contribute to the attractiveness of the two ecosystems as working and living locations that promote creativity, high-skilled jobs and (gender) diversity (Economic & societal outcomes).

8 CHANGE MANAGEMENT & AMENDMENTS

8.1 Changes to the Project Implementation Plan

Significant changes of the work plan will be first approved by the Project Management Board (according to the INNO2MARE Consortium Agreement) and then communicated to the EC Project Officer by the PC. The following procedure will be applied for the identification and approval of significant changes to the Project Implementation Plan.

STEP 1

PC is responsible for the first identification of delays, roadblocks, breaches, and barriers in the implementation of the project. The sources could be the evaluation of periodic reports submitted by the partners, the risk monitoring and identification process (presented in detail in the Chapter 5) and the updates provided by the WPLs through PMB meetings and the partners through WPs meetings, as well. If a partner identifies a need for change to the Project Implementation Plan should inform accordingly the PC.

STEP 2

If PC identifies a need for significant change of the Project Implementation Plan (including breach of CA by a partner or tasks and budget re-allocation) introduces the request for change in the PMB for discussion and feedback. The PMB discusses this proposal and explores possible rearrangements to continue without significant amendment of the Project Implementation Plan or the Grant Agreement. If this is not possible, the PC prepares the change request. The final request will be approved by the members of PMB, based on the voting rules.

STEP 3

The PC introduces the final change request (as approved by the PMB) to the representative of of each Innovation Ecosystem (SI, HR, BE). GA takes the final decision, based on the voting rules as described in the CA.

STEP 4

The PC is responsible for implementing the necessary actions to implement the decision of the GA.

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8.2 Changes in Backgrounds and Intellectual Property Rights

The management of the Intellectual Property Rights (IPR) of the partners is ruled by the INNO2MARE CA - Consortium Agreement (Article 9) and the INNO2MARE Grant Agreement (Article 16). In Annex 1 of the Consortium Agreement, each partner has identified specific IPR for limited access and informed the partners that Access to specific Background is subject to legal restrictions or limits. According to the 9.1.2 of the Consortium Agreement "each party may add additional Background to Attachment 1 during the project duration. The owner of the IR – intellectual results will give a written notice to the other Parties to have access rights. However, approval of the PMB and the owner of the IR – intellectual results is needed should a Party wish to modify or withdraw its Background in Attachment 1."

On this basis, the partners, to add backgrounds for legal restrictions or limited access should submit a written notification to all partners, containing the description of the background to be protected through the following table.

Table 12: Template background description from CA.

Describe Background	Specific restrictions and/or conditions for implementation (Article 16.4 Grant Agreement and its Annex 5, Section "Access rights to results and background", sub-section "Access rights to background and results for implementing the Action")	Specific restrictions and/or conditions for Exploitation (Article 16.4 Grant Agreement and its Annex 5, Section "Access rights to results and background", sub-section "Access rights for exploiting the results")

After the notification, the PC will add the background to the Annex 1 of the CA and circulate the revised Agreement to all partners. If partners wish to modify or withdraw a background already included in the CA they should send a written notice to PC, describing the requested changes. The PC introduces this request to the next PMB meeting, the body responsible for deciding about this request. If the request is accepted by the GA, the PC revised the Annex 1 of the CA accordingly and circulate the revised Agreement to all partners.

8.3 Conflict Management

Any conflict within the partnership should be handled by the PC, in the first instance. If no solution is found, the SC is responsible to solve the issue in due time and for the benefit of the whole project consortium, after request submitted by PC. If the conflict could not be solved by the SC, a GA meeting will be organized to take the ultimate decision. The PC will maintain an easily searchable record of all relevant correspondence among partners for documenting purposes.

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REFERENCES

[1] INNO2MARE Grant Agreement Number 101087348

[2] INNO2MARE Consortium Agreement

[3] Gender equality in research and innovation (available online

[4] https://research-and-innovation.ec.europa.eu/strategy/strategy-2020-2024/democracy-and-rights/gender-equality-research-and-innovation_en last accessible in 16/05/2023)

[5] EIGE - European Institute for Gender Equality - Horizon Europe gender equality plan eligibility criterion (available online

[6] https://eige.europa.eu/gender-mainstreaming/toolkits/gear/horizon-europe-gep-criterion last accessible in 16/05/2023

[7] Horizon Europe Guidance on Gender Equality Plans (available online

[8] https://gender-spear.eu/assets/content/Horizon%20Europe%20Guidance%20on%20GEP_en.pdf last accessible in 16/05/2023

[9] CFI Team 2022, Risk Management (available online https://corporatefinanceinstitute.com/resources/knowledge/strategy/risk-management/ last accessible in 16/05/2023)

[10]**GEP – UL:**
https://kakovost.uni-lj.si/wp-content/uploads/2022/04/Gender-Equality-plan-of-the-University-of-Ljubljana-2022-2027.pdf

[11]**GEP – UNIRI, PFRI, RITEH, STEP RI:**
https://uniri.hr/en/about-university/diversity-and-inclusivity/
https://uniri.hr/wp-content/uploads/2022/05/UNIRI_plan_rodne_ravnopravnosti_ENG_2022_final.pdf
https://uniri.hr/wp-content/uploads/2021/11/UNIRI-GEP-Action-plan-2021.pdf

[12]**GEP – PRIGODA**
https://prigoda.hr/informacije-i-dokumenti/

[13]**GEP - UANTWERPEN, HZS**
https://www.uantwerpen.be/en/about-uantwerp/organisation/mission-and-vision/diversity/diversity-policy/gep/

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ANNEXES

[1] D1.3_INNO2MARE_Annex 1_MS Teams & SharePoint Guideline Notes

[2] D1.3_INNO2MARE_Annex 2_Risk Identification Log Template

[3] D1.3_INNO2MARE_Annex 3_Meeting Agenda Template

[4] D1.3_INNO2MARE_Annex 4_Meeting Minutes Template

[5] D1.3_INNO2MARE_Annex 5_Deliverable Report Template

[6] D1.3_INNO2MARE_Annex 6_Internal Semester Report Template

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STRENGTHENING THE CAPACITY FOR EXCELLENCE OF SLOVENIAN AND CROATIAN INNOVATION ECOSYSTEMS TO SUPPORT THE DIGITAL AND GREEN TRANSITIONS OF MARITIME REGIONS

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QUALITY ASSURANCE PLAN INCLUDING GENDER MONITORING

Annex 1- INNO2MARE MS Teams & SharePoint Guideline Notes

2024-07-12 by University of Ljubljana

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Table of Contents

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LIST OF FIGURES

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1 INTRODUCTION

INNO2MARE project is implemented by partnerships of 19 partners, coming from three countries Western Slovenia, Adriatic Croatia and Flemish Belgium and to ensure good internal communication between the partners, MS Teams and Share point platform "INNO2MARE Team" will be configured by UL. The daily communication will be conducted through TEAMS messages, posts, votes, and online calls. A common channel for all participants will be dedicated to daily communication between all partners. Dedicated channels for each work package will be formed, as common workplaces for WP Task Leaders, Deliverable Lead Partners and Task Participants.

UL will add to the INNO2MARE Team all the staff involved, as registered in the updated contact list of INNO2MARE. For a new member to be granted access to the MS Teams channels, the respective partner should add their contact details to the contact list and inform PC about contact changes.

In the first part the detail instructions about how to use Ms Teams and SharePoint platform as INNO2MARE data and communication repository. Here the registration procedure is shown, how to become a member of repository and have access to INNO2MARE team main and subfolders. The instruction on how to operate with Ms Teams and SharePoint is explained and how to switch between SharePoint and Ms Teams, how to uploads files and other data, how to access folders and its documents. The second part explain the procedure how to make posts or upload files in particular folder. The third part represents the procedure how to use the calendar and create MS Teams meeting. The last part shows how to change your notification settings.

2 INNO2MARE – MS TEAMS & SHAREPOINT USE

1. You are added to the SharePoint of the INNO2MARE project.
2. You receive an email to join it. Check your Spam Folder!
3. You follow the link, enter your email and then the code sent to your email.
4. You land in the home page and go to “Documents” from the menu on the left. You will have to options to access the documents: Channels or directly on share point.

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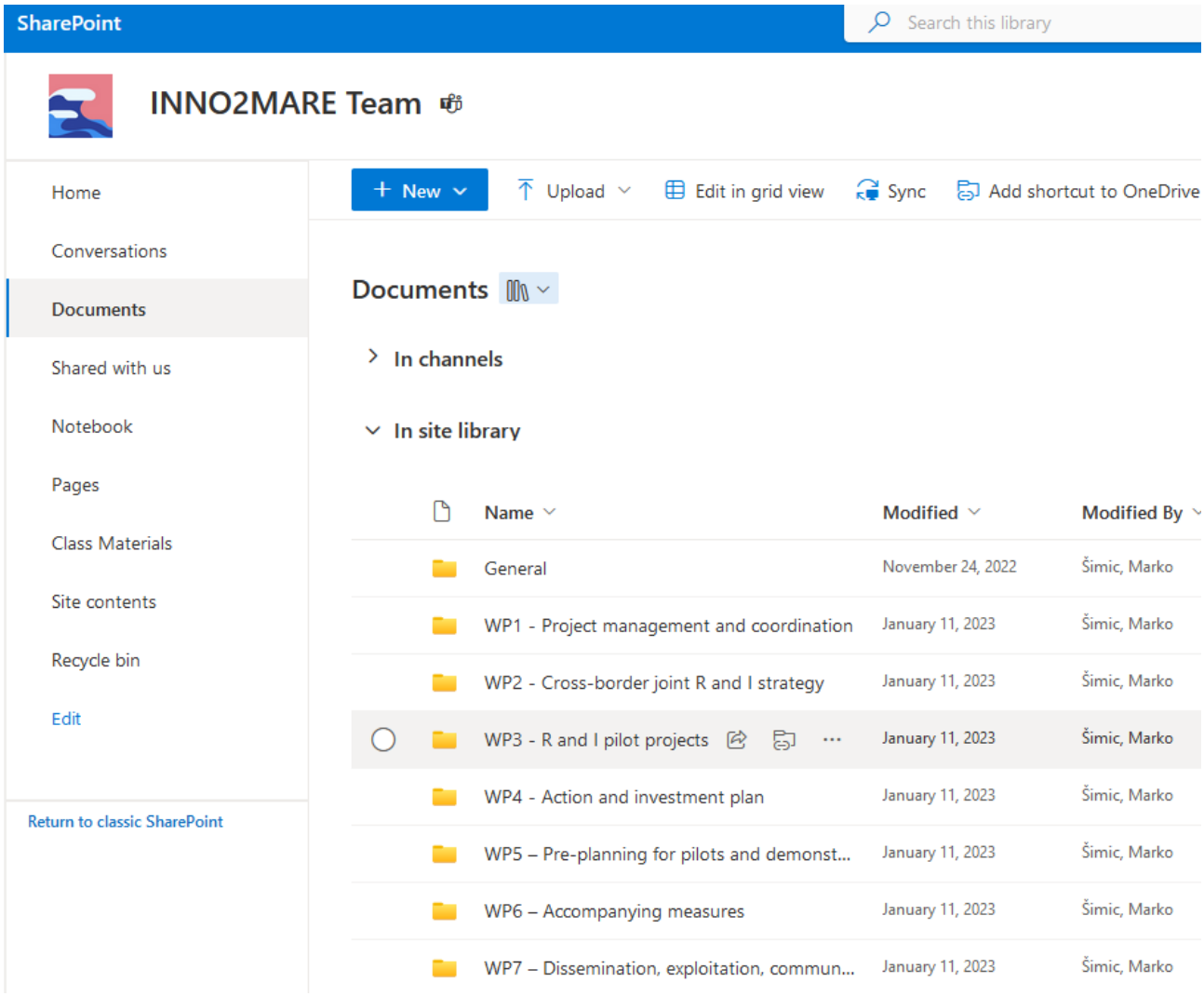

Figure 1: INNO2MARE SharePoint repository and its structure.

5. Then, you can access the Teams Channel, by clicking the highlighted icon below, at each created Channel you have the icon MS Teams.

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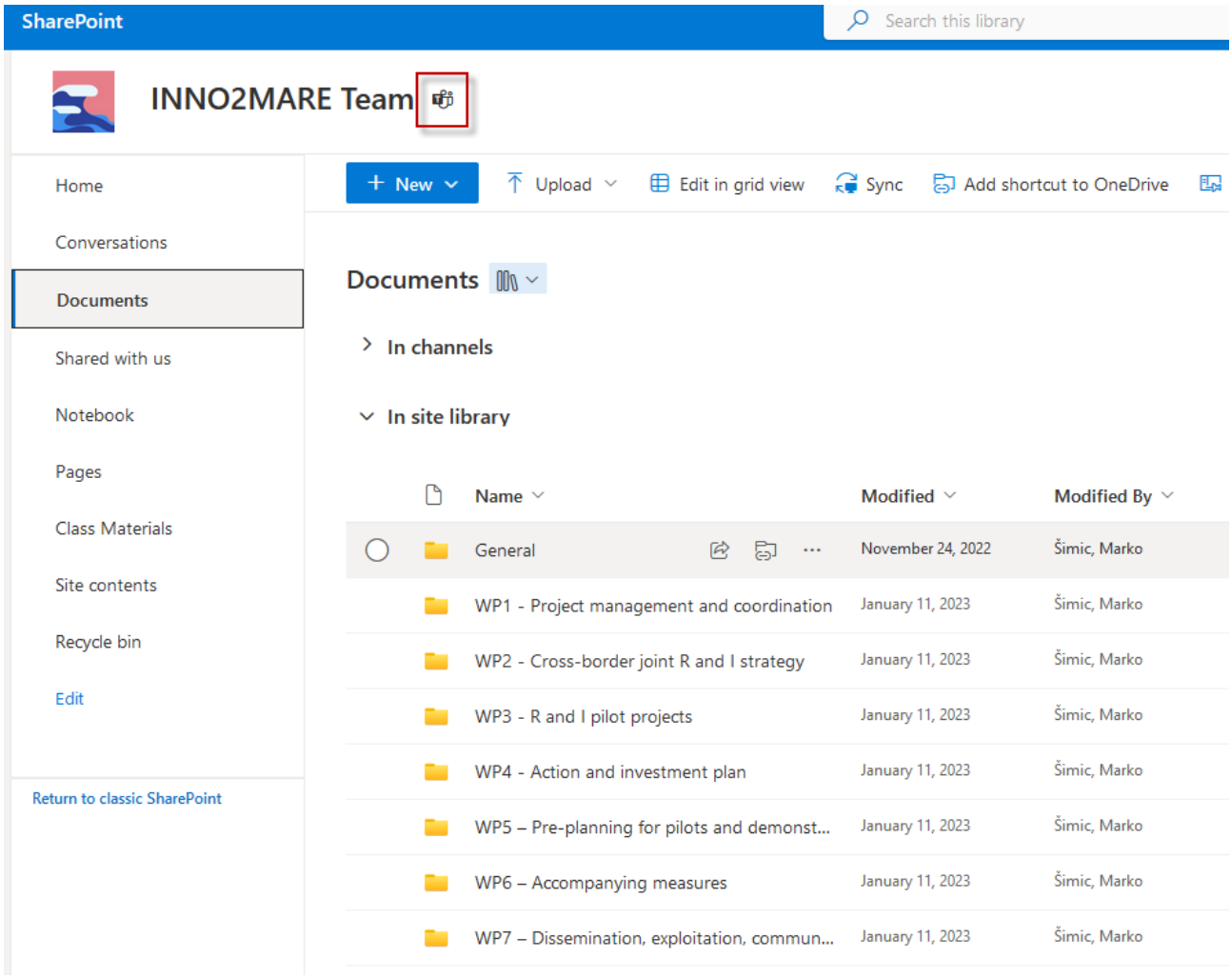

Figure 2: INNO2MARE Share point repository and switching to Ms Teams.

6. In Teams, you can find a general discussion channels and the WPs channels; these are shared with all partners and there, we can share information about the specific WPs that concern all partners.
7. We will also add private channels that concern WP leaders, WPs tasks and so on.
8. For example, in the channel WP1 Tasks leaders, we will add the WP1 leader and the partners who lead the WP1 tasks. If the WP1 leader would like to share/ask/provide information to everyone, will do so in the main WP1 channel.
9. To this reason, it is important that each partner provides the relevant information in this excel spreadsheet, so the dedicated channels are created.
10. For bilateral communication, we are still going to use emails.
11. In the INNO2MARE SharePoint, the "General" Folder, will include some go-to files; no WP related documents will be stored there.

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12. All WPs related documents will be saved in the respective folder and subfolder and then, will be shared with the SharePoint link.
13. No documents will be stored outside their respective folder.

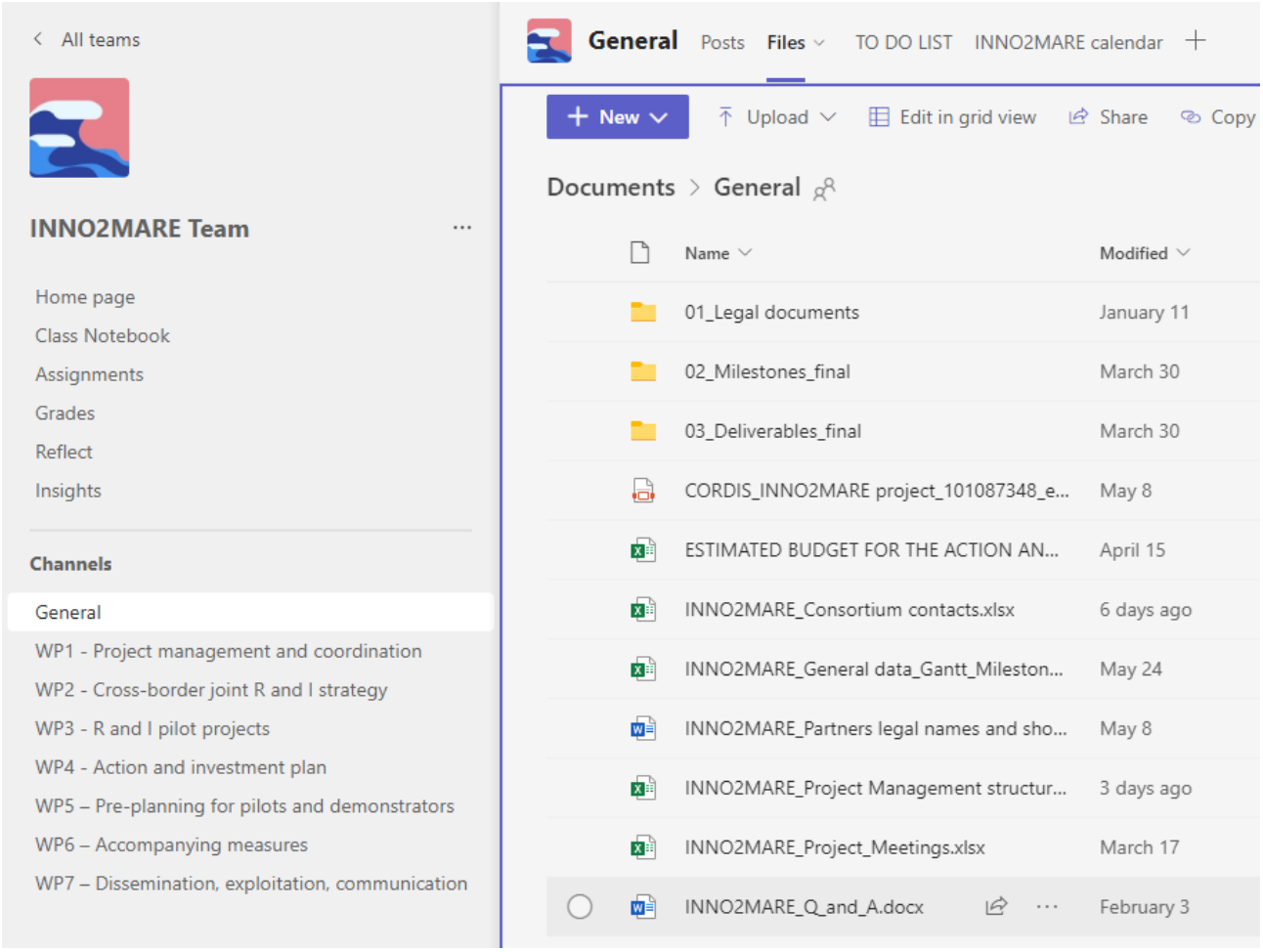

Figure 3: INNO2MARE Teams Documents – General folders.

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Folders Organization in SharePoint & Teams

1. All files must be inside the relevant folder.
2. There are 8 main folders in SharePoint/Teams as seen below: Seven folders for the seven project WPs and a General one. To view all these folders from the General channel, the path as follows; Files > Documents.

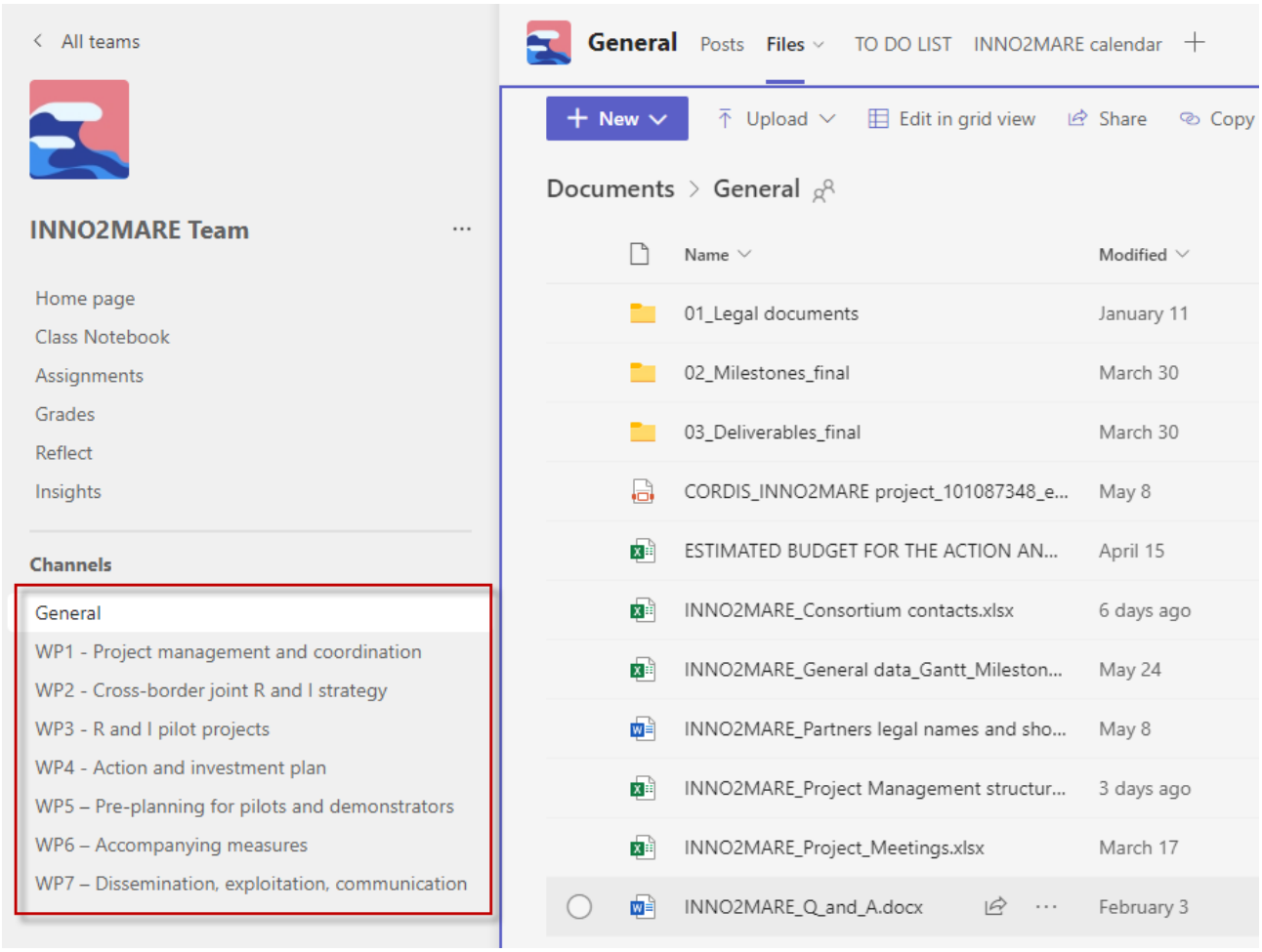

Figure 4: INNO2MARE Teams Documents – General WPs.

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3 HOW TO MAKE A POST/MENTION A MEMBER/UPLOAD A FILE

1. Post a message by selecting a team chat from the **Teams** navigation bar.
2. You can select to comment on existing conversation or make new conversation.
3. After you select the type of conversation, in the message box, type your message and press **arrow button** to send it.
4. Use **@Name of Member** to mention someone.
5. To upload a file, click on the **pin** ( ) icon in the chat box and select either your computer or the cloud. You can also drag and drop a file into the chat box.

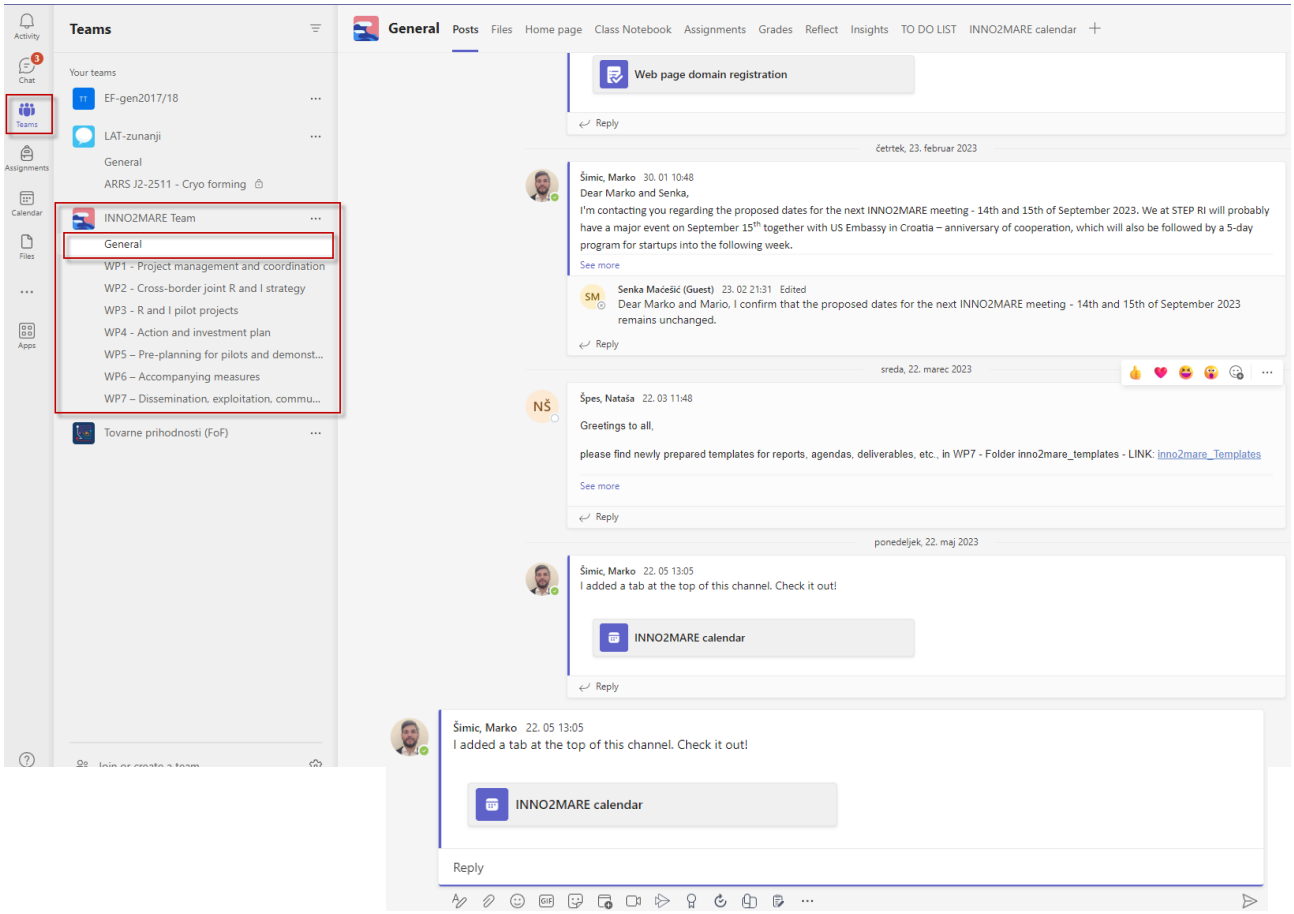

Figure 5: Make a post / mention a member / upload a file in Ms Teams.

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4 HOW TO USE CALENDAR

1 - Navigate through the calendar window to preview the calendar and schedule new meetings.

2 - To start a new meeting, click a box or the **New Meeting** button in the upper right corner of your screen.

3 - Fill out the required fields and click **Save.**

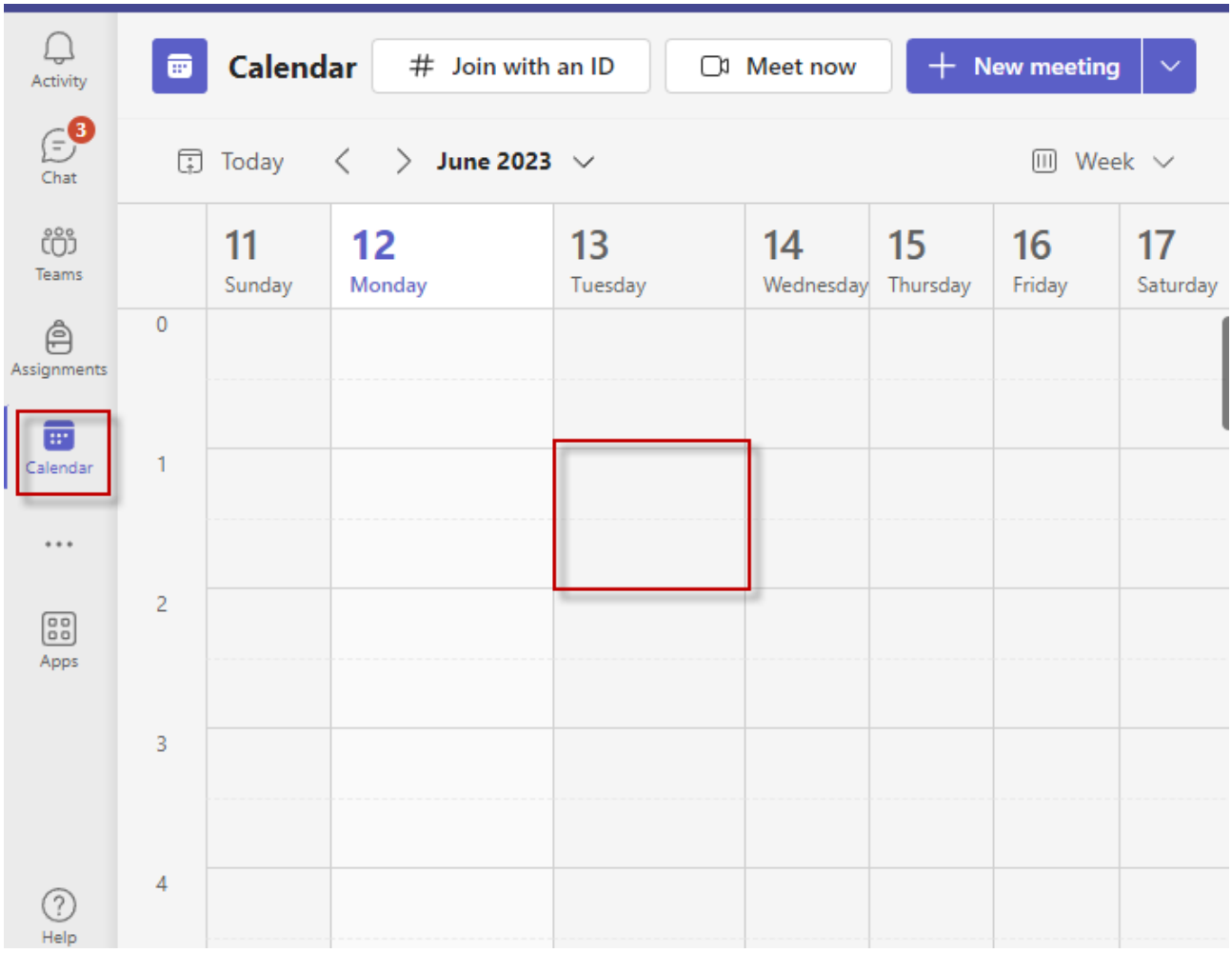

Figure 6: Use of calendar in MS Teams.

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5 HOW TO CHANGE YOUR NOTIFICATION SETTINGS

1 - To change your notification settings, click the three dots (...) on the right side of the chat you want to edit and then choose Channel notifications.

2 - You can choose to be notified by any type of post, or you can select Custom to customize the type of notifications you receive.

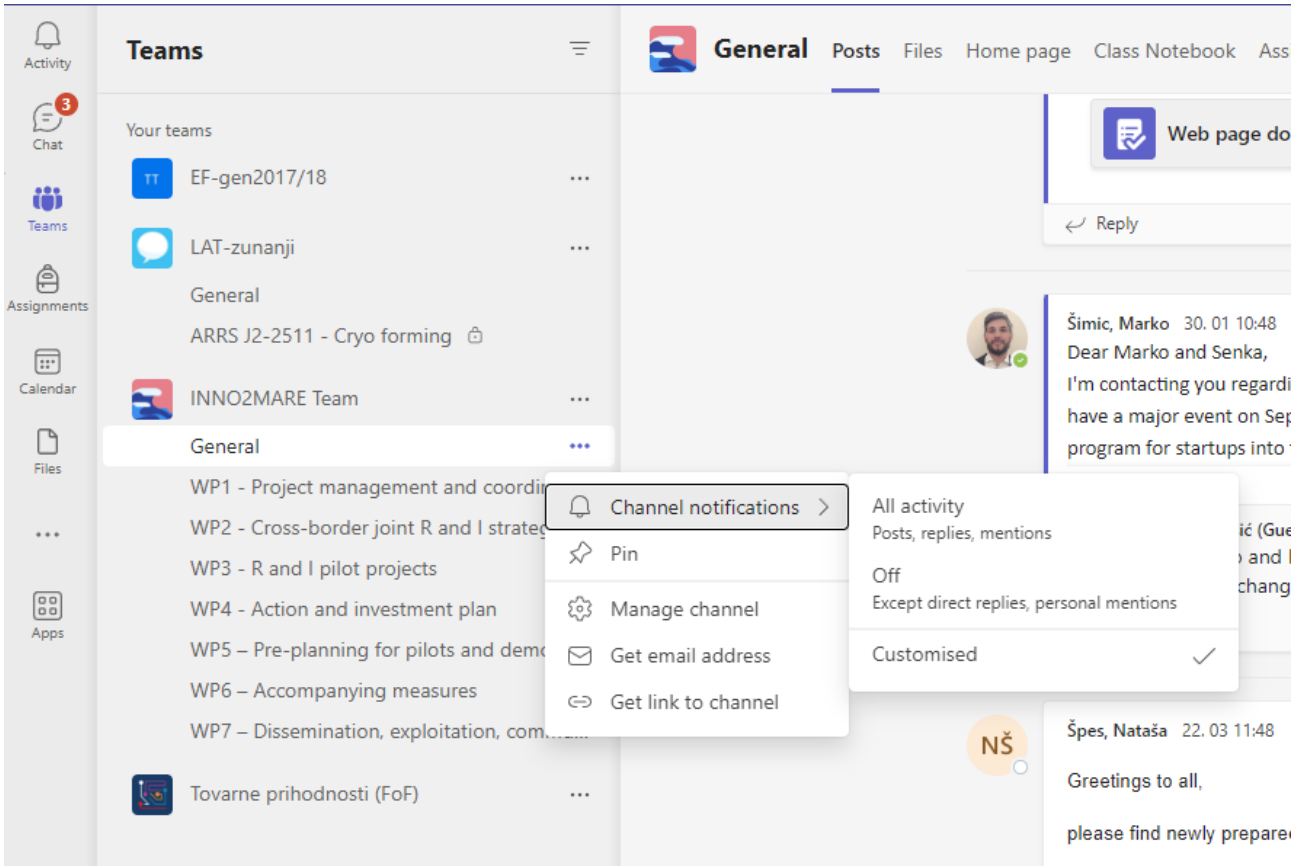

Figure 7: Change your notification settings in MS Teams.

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QUALITY ASSURANCE PLAN INCLUDING GENDER MONITORING

Annex 2- Risk Identification Log Template

2023-05-08 by University of Ljubljana
Version 1.0

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Description of Risk	WP concerned	Proposed risk mitigation-measures

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MEETING AGENDA

Subtitle

2023-06-29 by outhor

Location

Date		
Time	**Topic**	**Responsible Partner**
-	**Lorem ipsum dolor sit amet** Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas blandit.	-
-	**Lorem ipsum dolor sit amet** Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas blandit.	-
-	**Lorem ipsum dolor sit amet** Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas blandit.	-
-	**Lorem ipsum dolor sit amet** Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas blandit.	-
-	**Lorem ipsum dolor sit amet** Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas blandit.	-
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List of Participants

	Organisation	Country	Participants
1	Lorem ipsum	-	-
2	Lorem ipsum	-	-
3	Lorem ipsum	-	-
4	Lorem ipsum	-	-
5	Lorem ipsum	-	-
6	Lorem ipsum	-	-
7	Lorem ipsum	-	-
8	Lorem ipsum	-	-
9	Lorem ipsum	-	-
10	Lorem ipsum	-	-
11	Lorem ipsum	-	-
12	Lorem ipsum	-	-
13	Lorem ipsum	-	-
14	Lorem ipsum	-	-

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MEETING MINUTES

Document subtitle

2022-07-03 by Author Name
Location

Meeting Title	
DATE	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas blandit.
TIME	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas blandit.
LOCATION	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas blandit.
ATTENDEES	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas blandit.
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STRENGTHENING THE CAPACITY FOR EXCELLENCE OF SLOVENIAN AND CROATIAN INNOVATION ECOSYSTEMS TO SUPPORT THE DIGITAL AND GREEN TRANSITIONS OF MARITIME REGIONS

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DELIVERABLE TITLE

Document subtitle

2022-07-03 by Author Name
Location

DELIVERABLE INFORMATION

Work package	WP Number
Task	Task Number
Due date	dd/mm/yyyy
Submission date	dd/mm/yyyy
Deliverable lead	Name partner
Version	0.X
Authors	Name Surname (Partner Y)
Reviewers	Name Surname (Partner Y)
Dissemination Level	

Abstract	One paragraph
Keywords	

Document Revision History

Version	Date	Description of change	List of contributor(s)
V0.1	01/09/2021	1st version of the template for comments	Name Surname (Partner Y)

Disclaimer

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PARTNERS

The list of INNO2MARE partner's:

1. UL, University of Ljubljana, Faculty of Mechanical Engineering, Slovenia
2. ISKRA, Electro and system solutions, d.o.o., Slovenia
3. DIGITEH, Optimization of production processes, d.o.o., Slovenia
4. BSC, Business Support Centre Kranj – Regional Development Agency of Gorenjska, Slovenia
5. ZOTKS, Association for Technical Culture of Slovenia, Slovenia
6. UNIRI, University of Rijeka, Croatia

    6.1 PFRI, Faculty of Maritime Studies, Croatia

    6.2 RITEH, Faculty of Engineering, Croatia

7. STEP RI, Science and Technology Park of the University of Rijeka, Croatia
8. MS Tech, MS Tech d.o.o., Croatia
9. MCoE, Maritime Center of Excellence d.o.o., Croatia
10. PRIGODA, Regional Development Agency of Primorje-Gorski Kotar County, Croatia
11. CTC Rijeka, Centre of Technical Culture Rijeka, Croatia
12. UANTWERPEN, University of Antwerp, Belgium
13. HZS, Antwerp Maritime Academy, Belgium
14. REA KVARNER, Regional Energy Agency Kvarner, Croatia
15. DBC, Blue Cluster, Belgium
16. URBANEX, Croatia
17. PoAB, Port of Antwerp, Belgium

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INNO2MARE partner's LOGOs:

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EXECUTIVE SUMMARY

About the EXECUTIVE SUMMARY:

Summaries are useful for people who have neither the time nor the inclination to read a lengthy document but who want to scan the primary points quickly and then decide whether they need to read the entire version.

A summary should be short enough to be economical and long enough to be clear and comprehensive. Don't sacrifice meaning for brevity. A short, confusing summary will take more of a busy executive's time than a somewhat longer but clear one.

It should stand alone (hence do not refer to section numbers or WPs).

- It focuses on results (findings, conclusions, and recommendations).
- It typically provides some motivation for why the problem is interesting
- It typically mentions the research methodology.
- It does NOT need to provide a section-by-section summary.

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TABLE OF CONTENTS

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LIST OF FIGURES

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LIST OF TABLES

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ABBREVIATIONS

STAGE Sustainable Transition to the Agile and Green Enterprise

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1 SECTION: TEXT AND TITLES

Headings can be used in numbered or unnumbered format. All the predefined text and heading styles can be found in Styles panel.

1.1 First subsection

This is a default body text. An example of the bullet list is provided below:

- First level bullet
  - Second level bullet
    - Third level bullet
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1.2 Second subsection

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2 SECTION: FIGURES AND TABLES

2.1 About figures

About figures please remember to:

- Center them;
- Put Figure caption (easier to then cross-reference to them):
  - Caption font size should be 8 pt italic and uppercase;
  - Caption should be centered as well;
- If the picture is taken from some other sources this should be stated.

Figure 1: Placeholder for chart or the image

2.2 About tables

About tables remember to:

- Center them;
- Put a Table caption (easier to then cross-reference to them):
  - Caption font size should be 8 pt italic and uppercase;
  - Caption should be centered as well.
- If the Table is taken from some other sources this should be stated.

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Hereby a table example:

Column 1	Column 2	Column 3	Column 4
Content cell	Content cell	Content cell	Content cell
Content cell	Content cell	Content cell	Content cell
Content cell	Content cell	Content cell	Content cell
Total row cell	**Total row cell**	**Total row cell**	**Total row cell**

Table 1: Table example

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3 SECTION: ABOUT REFERENCES

For what concerns the references, please, insert them as numbered “cross-reference” as indicated hereby [1] and listed in the dedicated “References”, see REFERENCES.

Notice that also cross references among sections and references to pictures and tables should be inserted as cross-references to numbered items so that when shifting around things in the document, the links will be automatically updated when saving it.

Sometimes for URLs you may want to use the footnote option 1 rather than the reference option as explained above.

1 http://www.interneturl.com

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4 CONCLUSIONS

Guidance: this section should conclude the work done and outline next steps.

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REFERENCES

[1] Authors, Title, Date…

[2] Authors, Title2, Date…

[3] URL…

[4] …

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APPENDIX A

Anything that is related but not core to the deliverable can go into appendix.

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STRENGTHENING THE CAPACITY FOR EXCELLENCE OF SLOVENIAN AND CROATIAN INNOVATION ECOSYSTEMS TO SUPPORT THE DIGITAL AND GREEN TRANSITIONS OF MARITIME REGIONS

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SHORT INTERIM MANAGEMENT REPORT

Internal Semester Report Template

2023-24-03 by University of Ljubljana
Version 1.0

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TABLE OF CONTENTS

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1 TECHNICAL PROGRESS

1.1 Work performed from the beginning of the project to the end of the period covered by the report and main results achieved so far

Summary of the work performed from the beginning of the project to the end of this Reporting Period
WP4, T4.3. First Meeting was held on April, 17 2023

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1.2 Objectives

List the specific objectives for the project as described in section 1.1 of the DoA and describe the work carried out during the reporting period towards the achievement of each listed objective. Provide clear and measurable details. (Work Package Leaders only to provide the progress towards the achievement of the relevant listed objective during the reporting period, focused on 3 dimensions: scientific impact, economic impact, impact for society including environmental impact) Please consult Sections 1.1.(description of the objectives) & 1.2. (KPIs of each objective) of DoA.

No.	Objective	Progress during the RP
1	Develop the joint R&I strategy for strengthening the maritime innovation ecosystems' excellence ***(WP2 leader only)***	
2	Contribute to knowledge gaps in maritime R&I through co-design and joint implementation of three pilot projects by ecosystem actors ***(WP3 leader only)***	
3	Develop the joint action & investment plan for building coordinated, resilient, attractive and sustainable maritime innovation ecosystems ***(WP4 leader only)***	
4	Accelerate the uptake of new technologies by the ecosystems' industry through preplanning for pilots and demonstrators based on the three R&I pilot projects ***(WP5 leader only)***	
5	Enhance the level of collaboration within and between place-based ecosystems through innovative approaches to knowledge transfer, community engagement and competence building ***(WP6 leader only)***	

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1.3 Explanation of the work carried per WP

Explain the work carried out during the reporting period in line with Annex 1 to the Grant Agreement for each WP. (No page limit per work package but report shall be concise and readable. Any duplication should be avoided)-Please consult the Work Package Description in DoA.

1.3.1 Work Package 1

Explain the work carried out in WP1 during the reporting period giving details. (Work Package 1 Leader to also provide a summary of the overall work performed in the Work Package during the Reporting Period)- Please consult the Work Package Description in DoA.

Explanation of the work carried out in WP1
T1.1 Project Management, including Quality Assurance, Gender and Equal Opportunities, Data and Risk Management
T1.2 Strategic Management of Place-based Innovation Ecosystems through the INNO2MARE Innovation Council, a Joint Coordination Body

1.3.2 Work Package 2

Explain the work carried out in WP2 during the reporting period giving details. ***(Work Package 2 Leader to also provide a summary of the overall work performed in the Work Package during the Reporting Period).***

Explanation of the work carried out in WP2
T2.1 Mapping the ecosystems: actors, roles, activities, collaborative and competitive links
T2.2 Gap Analysis
T2.3 Joint R&I Strategy Formulation

1.3.3 Work Package 3

Explain the work carried out in WP3 during the reporting period giving details. (Work Package 3 Leader to also provide a summary of the overall work performed in the Work Package during the Reporting Period).

Explanation of the work carried out in WP3
T3.1 Design and prototyping of R&I Pilot Project 1 "Improved Fire Evacuation VR Model of a Ship Engine Room"

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T3.2 Design and prototyping of R&I Pilot Project 2 "Digital Twin of Hybrid Systems Supported by AI for Sustainable and Efficient Energy Conversion and Management or Distributed Networks"
T3.3 Design and Prototyping of R&I Pilot Project 3 "Autonomous Shipping Technology"
T3.4 Testing the Models of Collaborative R&I of the Ecosystems' actors

1.3.4 Work Package 4

Explain the work carried out in WP4 during the reporting period giving details. (Work Package 4 Leader to also provide a summary of the overall work performed in the Work Package during the Reporting Period).

Explanation of the work carried out in WP4
T4.1 Development of the Action Plan for the Implementation of R&I Strategy Leveraging National, Regional and European Funds and Venture Capital
T4.2 Monitoring for the joint R&I strategy and action plan
T4.3 Exploring Synergies with other Projects and the European Institute of Innovation & Technology (EIT)
T4.4 Scalability and Sustainability Actions

1.3.5 Work Package 5

Explain the work carried out in WP5 during the reporting period giving details. (Work Package 5 Leader to also provide a summary of the overall work performed in the Work Package during the Reporting Period).

Explanation of the work carried out in WP5
T5.1 Pre-planning for Pilots & Demonstrators based on R&I Pilot Project 1
T5.2 Pre-planning for Pilots & Demonstrators based on R&I Pilot Project 2
T5.3 Pre-planning for Pilots & Demonstrators based on R&I Pilot Project 3

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T5.4 Models for Pilots and Demonstrators' Development in Complex Ecosystems

1.3.6 Work Package 6

Explain the work carried out in WP5 during the reporting period giving details. (Work Package 6 Leader to also provide a summary of the overall work performed in the Work Package during the Reporting Period).

Explanation of the work carried out in WP6
T6.1 Citizen Engagement
T6.2 Knowledge Transfer & Staff Exchange for Mutual Learning
T6.3 Entrepreneurship training & smart skills development
T6.4 Attraction of talents and career development

1.3.7 Work Package 7

Explain the work carried out in WP5 during the reporting period giving details. (Work Package 7 Leader to also provide a summary of the overall work performed in the Work Package during the Reporting Period).

Explanation of the work carried out in WP7
T7.1 Dissemination and communication
T7.2 Exploitation

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1.4 Impact

Please describe the progress of the project so far towards delivering scientific impact, based on its objectives and towards delivering impact in any of the following fields (if applicable): scientific, economic, societal or industrial production or processes. Report on changes to the expected impacts presented in your DoA (if any) and the effects on the project/need for adaptations (Coordinator only).

(To be filled by Project Coordinator only)

Update the performance of the Key Performance Indicators during this Reporting Period (Please consult Attachment 4 of the Consortium Agreement) – each partner for their own performances.

BASIC KEY PERFORMANCE INDICATOR #1#		
Partner Number	*Short Name*	***Project website number of visits*** *(promotion of INNO2MARE project, project link promoted at partners website)*
		Insert achieved value during this reporting period
BASIC KEY PERFORMANCE INDICATOR #2#		
Partner Number	*Short Name*	***Project social networks number of posts*** *(e.g., LinkedIn, Facebook, Twitter)*
		Insert achieved value during this reporting period
BASIC KEY PERFORMANCE INDICATOR #3#		
Partner Number	*Short Name*	***Project social networks number of followers /reactions*** *(e.g., LinkedIn, Facebook, Twitter)*
		Insert achieved value during this reporting period
BASIC KEY PERFORMANCE INDICATOR #4#		
Partner Number	*Short Name*	***Number of media appearances*** *(publication of press release at partners medias)*

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		Insert achieved value during this reporting period
BASIC KEY PERFORMANCE INDICATOR #5#		
Partner Number	*Short Name*	***Number of e-newsletters*** *(designed and created by partners)*
		Insert achieved value during this reporting period
BASIC KEY PERFORMANCE INDICATOR #6#		
Partner Number	*Short Name*	***Number of e-brochures*** *(designed and created by partners)*
		Insert achieved value during this reporting period
BASIC KEY PERFORMANCE INDICATOR #7#		
Partner Number	*Short Name*	***Number of e-factsheets*** *(designed and created by partners)*
		Insert achieved value during this reporting period
BASIC KEY PERFORMANCE INDICATOR #8#		
Partner Number	*Short Name*	***Number of promotional materials promoted*** *(designed and created by partners, Roll-ups, posters and video material for conferences and training events)*
		Insert achieved value during this reporting period
BASIC KEY PERFORMANCE INDICATOR #9#		
Partner Number	*Short Name*	***Organisation of public sessions during annual consortium meetings (overall 200 participants, at least 50 per meeting)***
		Insert achieved value during this reporting period
BASIC KEY PERFORMANCE INDICATOR #10#		
Partner Number	*Short Name*	***Organisation of award ceremonies***
		Insert achieved value during this reporting period
BASIC KEY PERFORMANCE INDICATOR #11#		
Partner Number	*Short Name*	***Participation in R&I popularisation events (e.g., Researchers' Night, Science Festival)***
		Insert achieved value during this reporting period
BASIC KEY PERFORMANCE INDICATOR #12#		
Partner Number	*Short Name*	***Organisation of Meetups & Innovation breakfasts***

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		Insert achieved value during this reporting period
BASIC KEY PERFORMANCE INDICATOR #13#		
Partner Number	*Short Name*	***Presentations at scientific & tech conferences***
		Insert achieved value during this reporting period
BASIC KEY PERFORMANCE INDICATOR #14#		
Partner Number	*Short Name*	***Publication of articles in journals*** *(numbre of articles, frist author)*
		Insert achieved value during this reporting period
BASIC KEY PERFORMANCE INDICATOR #15#		
Partner Number	*Short Name*	***Presentations at policy conferences*** *(numbre of presentations)*
		Insert achieved value during this reporting period
BASIC KEY PERFORMANCE INDICATOR #16#		
Partner Number	*Short Name*	***Organisation of online events & meetings for transfer of best practices***
		Insert achieved value during this reporting period
BASIC KEY PERFORMANCE INDICATOR #17#		
Partner Number	*Short Name*	***Number of profiles at Career Connector platform*** *(R&I actors, students, job seekers)*
		Insert achieved value during this reporting period

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1.5 Deviations from Work Plan (DoA) if applicable

Explain the deviations from the DoA, the reasons and the consequences as well as proposed corrective actions

Deviation	Reason	Consequence	Corrective action

1.6 Progress delays/barriers

Include explanations for tasks not fully implemented, critical objectives not fully achieved and/or not being on schedule. Also explain the impact on other tasks on the available resources and the planning.

(Work Package Leaders to provide also explanations of the delays/barriers remarked during the implementation for their WP).

Explanation of the delays/barriers remarked during the implementation
Type if there are any delays.

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