



AWARD

Alternative Water Resources and
Deliberation processes to renew
water supply strategic planning

D1.3 - Quality Assurance and monitoring plan #2

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Project Consortium



EXECUTIVE SUMMARY

The AWARD project, initiated in January 2024 and funded by the European Commission's Horizon Europe, aims to improve water management by integrating Alternative Water Resources (AWR) into strategic planning. Coordinated by OiEau, it involves 14 beneficiaries and 2 affiliated entities from 7 European countries.

This deliverable D1.3, titled "Quality Assurance and Monitoring Plan #2," is an updated version of D1.2, "Quality Assurance and Monitoring Plan #1". While many of the processes and procedures outlined in D1.2 remain unchanged, this version reflects the current reality of the project and highlights adjustments made where necessary, based on implementation experience and internal reviews. These updates aim to ensure that the project continues to meet the highest quality standards while adapting to the evolving needs of the project. The primary objectives of this deliverable are:

1. **Scientific and Technical Quality Assurance:** This deliverable ensures that the AWARD project continues to meet the standards established in the Scientific Quality Assurance Plan (SQAP). While the core quality management processes remain valid, some updates and adjustments have been made to reflect real-world implementation, ensuring continuous improvement.
2. **Risk Management:** This document provides an update on the Risk Management Plan (RMP), reflecting the current state of the project. New or revised elements are incorporated, ensuring that risk identification, assessment, and mitigation strategies remain relevant and effective.
3. **Monitoring Key Performance Indicators (KPIs):** While the overall framework for monitoring KPIs remains the same, this deliverable highlights modifications made to certain KPIs to better track the project's progress. Some adjustments have been introduced to ensure that the KPIs remain aligned with the project's evolving needs.

These updates are part of the ongoing effort to ensure that the AWARD project stays on track to achieve its scientific goals with high-quality outcomes, manages risks effectively, and meets its performance targets. It is important that all project partners follow these updated procedures for successful project implementation. Where no updates were necessary, the original approaches from D1.2 remain valid and are reaffirmed.

RELATED DELIVERABLES AND WORKPACKAGES' CONNECTION

- The work carried out was based on the **inputs from** WP1, D.1.1 "Info-Pack for internal communication" and D1.2 "Quality Assurance and Monitoring Plan#1".
- It will serve as a basis for WP1, future D1.4 "Quality Assurance and Monitoring Plan #3"

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VF	27/06/2025	Marwan SHAMEKH, Nadine FRAGNIERE	Final Version
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VF.1.1	14/10/2025	Marwan Shamekh	Final check

TABLE OF CONTENT

EXECUTIVE SUMMARY	3
INTRODUCTION	8
I Scientific Quality Assurance Plan.....	9
I.1 Verification and monitoring of progress	9
I.2 Peer review of deliverable	10
I.2.1 Project deliverables.....	10
I.2.2 Quality assurance procedure	12
I.2.3 Role of the Quality Assurance Officer	13
I.2.4 Quality assurance schedule.....	13
I.2.5 Reviewer methodology	14
I.2.6 Delays in the review process.....	15
I.3 Event evaluation.....	15
II Risk Management Plan	15
II.1 Overview	15
II.2 Risk Management Process	16
II.2.1 Risk identification.....	16
II.2.2 Risk assessment	16
II.2.3 Response Strategy.....	17
II.2.4 Monitoring, control and mitigation	17
II.3 Roles and Responsibilities	18
III Key Performance Indicators (KPIs)	19
III.1 Overview	19
III.2 Monitoring and reporting	21
IV Conclusion	21
ANNEXES.....	22
Annexe 1. Model Event Evaluation Form	22
Annexe 2. Risk Management Register	24
REFERENCES.....	26

LIST OF ACRONYMS

CA	Consortium Agreement
CS	Case Study
C&D	Communication and Dissemination
DC	Demo Case
DMP	Data Management Plan
EC	European Commission
GA	Grant Agreement
GAB	General Assembly of Beneficiaries
IPR	Intellectual Property Rights
KPI	Key Performance Indicator
PA	Project Adviser
PMT	Project Management Team
PMT-DC	Project Management Team-Demo Cases
QA	Quality Assurance
RMP	Risk Management Plan
RMR	Risk Management Register
SO	Strategic Objective
TP	TouchPoint Meeting
WP	Work Package

LIST OF FIGURES

FIGURE 1: CHART FOR THE EXTERNAL REVIEW PROCESS (STAGES) OF DELIVERABLES	13
FIGURE 2: RISK MANAGEMENT PROCESS	16
FIGURE 3: RISK ASSESSMENT MATRIX.....	17

LIST OF TABLES

TABLE 1: AWARD KPI PER SPECIFIC OBJECTIVE.....	20
TABLE 2: AWARD KPIS LINKED TO DISSEMINATION AND COMMUNICATION ACTIVITIES	21

INTRODUCTION

This document has been prepared as part of Task 1.2 within WP1- “Project Management” of the AWARD project. It serves as an updated version of D1.2, reflecting its evolution since the project’s launch. The primary purpose of D1.3 is to present the changes and updates that have occurred based on the practical experience gained thus far, while also reaffirming the elements that have remained effective.

The deliverable has three main objectives:

- **Scientific and Technical Quality Assurance:**
This document ensures that the project continues to meet the required scientific and technical quality standards. It confirms that the Scientific Quality Assurance Plan (SQAP) remains an effective framework for quality management, with updates made where necessary to improve internal management processes and deliverables.
- **Risk Management (unchanged):**
The Risk Management Plan (RMP) detailed in D1.2 has not been modified. However, its continued relevance and effectiveness have been assessed, and the original procedures for monitoring and mitigating risks are still fully applicable.
- **Monitoring Key Performance Indicators (KPIs) (unchanged):**
While no major changes have been made to the KPIs themselves, this deliverable introduces updated methods for tracking KPIs more effectively. A new Excel-based tracking tool has been implemented and is regularly updated to provide real-time monitoring of project progress. This ensures that any deviations from expected performance can be quickly identified and addressed. A summary of KPI achievements to date will be reported in the RP1 report

This document kept the same structure as D1.2, with updates clearly highlighted and introduced only where relevant based on the work completed so far. These changes aim to reflect the reality of the project and to make the ongoing updates and adjustments as clear and transparent as possible.

This deliverable was initially submitted on 27/06/2025. Following the review meeting, the Project Officer requested revisions on certain elements. Please note that some of the team structure and roles presented in this document reflect the situation at the start of the project. Since (M13) January 2025, several changes have taken place within the project team:

- Project Coordinator: Marwan Shamekh (OiEau) replaced Dr.Natacha AMORSI (OiEau) and took over the role of Project Coordinator.(changed at M13)
- Deputy Project Coordinator: Thelma PELLICER (OiEau) assumed the role of dPCO.(changed at M21)
- WP6 Leadership: Marie Paule (OiEau) took over as WP6 Lead, replacing Dr. Sadika BERNARD. (Changed at M20)

I Scientific Quality Assurance Plan

I.1 Verification and monitoring of progress

Since the submission of Deliverable D1.2, internal changes have occurred within **OiEau**, resulting in updates to several project coordination roles. Specifically, the positions of **PCO**, **dPCO**, **Scientific Quality Assurance Officer**, **Risk Officer** and **WP6 leader** have been reassigned to new individuals, replacing the previously designated persons. These internal transitions reflect staffing changes at OiEau and do not affect the structure or responsibilities of the Project Management Team (PMT), which otherwise remains unchanged. In line with the project coordination structure outlined in **D1.1 – Info-Pack for Internal Communication**, the new PCO decided to maintain and reinforce existing coordination practices to better support project monitoring. **Monthly meetings for each Work Package (WP)** continue to be held to enable focused discussions on progress and issues. **For demonstration activities, WP5 which includes all Demo Cases (DCs), now holds bi-weekly meetings**, replacing the former joint PMT-DC meetings. These adjustments aim to enhance operational follow-up while maintaining the overall communication flow established in D1.1. **Further details on these changes will be provided in the RP1 report.**

The Project Management Team (PMT) is responsible for overseeing the project’s quality management. The PMT ensures that all activities related to the design, planning, and implementation of AWARD project are carried out effectively and efficiently. It ensures alignment with the project’s objectives and compliance with both the Grant Agreement (GA) and the Consortium Agreement (CA).

Team Composition:

- **Project Coordinator (PCO):** ~~Dr. Natacha AMORSI~~ Marwan SHAMEKH (OiEau) overseeing all WP1 activities and overall project coordination.
- **Deputy Project Coordinator (dPCO):** ~~Dr. Sadika BERNARD~~ Thelma PELLICER (OiEau), assisting with daily project management.
- **Scientific Quality Assurance Officer:** ~~Dr. Natacha AMORSI~~ Marwan SHAMEKH (OiEau) responsible for Task 1.2, supported by Dr. Jean-Marc DOUGUET (UVSQ).
- **Risk Officer:** ~~Dr. Sadika BERNARD~~ Thelma PELLICER and Marwan SHAMEKH (OiEau) responsible for risk-related activities.
- **Ethics Officer:** Ciprian NANU (BDG), supported by Eleni NIKTARI (NTUA), overseeing ethical considerations and their impact on deliverables and risks.
- **Data Officer:** Prof. Martin O'CONNOR (ePLANETe), handling data-related matters that may affect deliverables or project risks.
- **Work Package Leaders (WPL)**
 - o **WP1:** ~~Dr. Natacha AMORSI~~ Marwan SHAMEKH (OiEau)
 - o **WP2:** Ciprian NANU (BDG)
 - o **WP3:** Dr. Jean-Marc DOUGUET(UPSaclay)
 - o **WP4:** Prof. Martin O'CONNOR (ePLANETe)
 - o **WP5:** Eleni Nyktari (NTUA)
 - o **WP6:** ~~Dr. Sadika BERNARD~~ Marie-Paule ADDE (OiEau)
- The coordination team is supported by Gwenaëlle BORCKHOLZ (OiEau) for all the administrative, financial and contractual

PMT Responsibilities:

The PMT meetings and the overall organization of AWARD's governance bodies were described and agreed upon as part of D1.1, "**InfoPack for Internal Communication.**" Generally, the PMT meets monthly (via online sessions) to address the following topics (non-exhaustive, as it is a flexible governance body that adapts to evolving situations):

- Monitoring progress and ensuring quality across all activities.
- Identifying and addressing risks, difficulties, and/or delays early, implementing corrective actions as needed.
- Harmonizing activities across different Work Packages (WPs).
- Reallocating tasks when necessary to maintain alignment with project goals.
- Addressing security, ethics, or privacy concerns.

The PMT makes decisions about whether issues should be handled internally, by the General Assembly of Beneficiaries (GAB), or at the European Commission (EC) level with the project advisor.

It is supported by the **Project Management Team and Demo Cases (PMT-DC)**, which focuses more specifically on ongoing activities in the Work Packages, providing summaries of what is happening at the task level.

As explained in D1.1 – Info-Pack for Internal Communication, the project coordination structure includes regular meetings to ensure effective communication and monitoring. Based on this structure, the coordination team decided to maintain the frequency of monthly Work Package (WP) meetings, which allow focused discussions on progress, challenges, and coordination needs. Additionally, the **PMT-DC** joint meetings have been replaced by **bi-weekly WP5 meetings**, where both WPs leaders and Demo Case (DC) representatives are present. This change was introduced to strengthen the operational follow-up of demonstration activities. **All other meetings and communication channels remain unchanged**, in line with what was defined in D1.1, **with some slight adjustments that will be further explained in the RP1 report.**

Collaboration and Communication Tools:

AWARD common space on MS Teams (as detailed in D1.1, "InfoPack for Internal Communication") has been set up to facilitate communication and file-sharing among consortium partners.

1.2 Peer review of deliverable

1.2.1 Project deliverables

To ensure consistency and quality across all project deliverables, the same methodology as outlined in D1.2 will continue to be followed. A **specific deliverable template** has been shared with all partners and was **slightly adapted based on feedback received from the Project Officer (PO)**. In this revised version, the **disclaimer and partner logos** have been updated accordingly. The updated template is available on the AWARD Team channel and is to be used for all future deliverables across the consortium.

For AWARD deliverables to be effective, they are and must be created with a clear understanding of their purpose and target audience. Each deliverable is designed to communicate the required information in the most efficient way possible. The goal of the deliverable needs to be clearly defined and explained with the inclusion of all relevant material. Deliverables are meant to be as concise, clear and efficient as possible to ensure smooth creation, reading and final use. The deliverable length will therefore be adapted to the topic and purpose. A guideline, dissemination/exploitation documents should average around 20 to 30 pages, while technical documents may be around 100 pages.

Authors will refrain from unnecessary repeating content from other documents and project deliverables by incorporating references when appropriated. These references will be noted in the Executive Summary under the "Related Deliverables" section.

Deliverables will follow the following structure (exception made for specific format deliverables, for example policy briefs etc.):

- Executive Summary
- Introduction
- Specific sections
- Conclusion
- Future Work/Next Steps (when and if relevant)
- References (when relevant)
- Annexes

If a deliverable, especially toward the project's conclusion, is highly relevant to EU policies, it should also be elaborated upon in a section titled "Relevance to EU Policies."

The Executive Summary is an important part of the deliverable that should include:

- The context of the deliverable within the project workplan
- The objectives of the Work Packages/task
- The objective of the deliverable
- The methodology used to develop it
- A summary of its key content
- The relevance to EU policies (EU-added value)
- The link between this deliverable and other project activities (interlinkages between WP and tasks)

For lengthy sections such as tables, survey responses, event minutes, forms, data lists, or other outputs, these should be included in properly labeled annexes at the end of the report. Annexes do not count toward the main text's page limit and can be submitted separately if they are too lengthy or increase the file size significantly. Each annex should be clearly labeled.

All reports must follow the template developed by WP6, available in the common folder, here : [AWARD Deliverable Template](#).

The **quality assurance procedure** defined in **Deliverable D1.2** remains fully applicable and continues to guide the preparation, review, and submission of AWARD deliverables. We continue to apply the same structured process involving internal and external reviews, with responsibilities clearly assigned to WP leaders, reviewers, and the Quality Assurance Officer (QAO). A deliverable template and review checklist are available in the project's shared space, and these tools have been maintained with only minimal adjustments where needed. No changes have been made to the review workflow, which remains as originally described.

1.2.2 Quality assurance procedure

All AWARD deliverables (both Public – PU and Sensitive - SEN) will undergo a formal Quality Assurance (QA) process to ensure thorough revision:

1. **Work Packages Leader Responsibilities:** WP leaders are in charge of coordinating and overseeing the QA process, including contacting reviewers and managing deadlines. Maintaining a shared tracking system in the AWARD common Teams workspace, is recommended for tracking the progress of deliverables.
2. **Reviewer Selection:** Reviewers are pre-selected during the first General Assembly for the initial phase of the project and again during the second General Assembly for the subsequent phase. Additional reviewers may be suggested as needed during regular project management team meetings.
3. **Review Methods:** Reviewers should provide detailed feedback as described in the section "Methods to be used by reviewers."
4. **Addressing Comments:** Any reviewer comments must be addressed before the deliverable is considered finalized.
5. **Role of the Quality Assurance Officer (QAO):** The QAO will perform a final proofread to correct typographical, grammatical, and formatting errors and ensure that the deliverable adheres to predefined quality standards, structure, and layout.
6. **Final Submission:** The final version of the deliverable, in a modifiable format (e.g., Word), will be submitted to the PCO for a final check before submission to the EC services.
7. **Review Stages:** Each deliverable can undergo two review stages:
 - **Internal review, stage a,** (within the organization responsible for the deliverable). Each organization should follow its internal procedures for reviewing deliverables. If no procedure is in place, a senior, experienced reviewer should be appointed internally.
 - **External review, stage b,** (by other consortium members). This can be done by a senior expert from another organization who is not involved in the creation of the deliverable. The reviewer should be fluent in English and have sufficient expertise to understand the technical content. If no suitable reviewer is found within the consortium, the WP leader can appoint an external reviewer. If issues arise during the external review, a second external reviewer can be appointed.

In both stages, the reviewers and review dates must be included in the Deliverable Template.

8. **PCO Responsibilities:** The PCO is responsible for the final submission of deliverables to the EC and ensuring they are uploaded to the project repository and EC platform. All deliverables must be approved by the PCO before submission.

1.2.3 Role of the Quality Assurance Officer

The Quality Assurance Officer (QAO) ensures that all AWARD deliverables and outputs meet the defined quality standards. The QAO is also responsible for proofreading the final deliverables and suggesting any necessary improvements.

1.2.4 Quality assurance schedule

Once a deliverable is being prepared, the deliverable leader should contact the associated Work Package leader to propose potential reviewers. A review schedule should be established, and the deliverable leader will share the proposed schedule with the associated Work Package leader, QAO, and PCO to ensure the review process is completed on time. The chart below explain the following 5 stages:

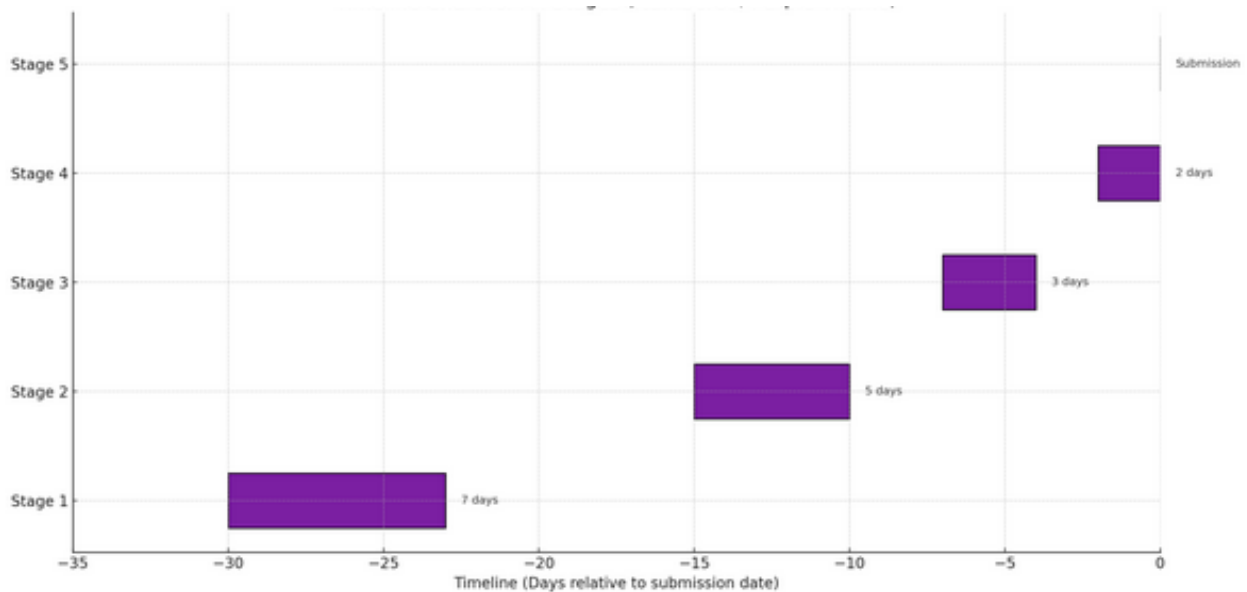


Figure 1: Chart for the external review process (stages) of deliverables

Stage 1 – Contact QAO. Select reviewer and agree on schedule.

At the start of the deliverable preparation, the Deliverable Leader contacts the QAO to select an appropriate reviewer and agree on the review schedule. This stage lasts one week and involves coordination between the Deliverable Leader, QAO, and the Reviewer who will later handle Stage ii.

Stage 2 – Submit Final Draft to Reviewer

15 days before the submission date, the Deliverable Leader sends the final draft of the deliverable to the assigned Reviewer. This review period lasts five days. At the end of this stage, if the Reviewer identifies major issues, they must inform the WP Leader. If necessary, a second external reviewer will be appointed, and Stage ii will be repeated to ensure quality.

Stage 3 – Address Reviewer Comments

One week before submission, the Deliverable Leader works on revising the draft based on the Reviewer’s feedback. This stage takes approximately three days, ensuring all comments and required changes are addressed thoroughly.

Stage 4 – Quality and Content Check with GA

Two days before submission, the deliverable undergoes a final quality and content check in collaboration with the QAO and PCO. This step lasts two days and ensures the deliverable fully meets the expected standards and guidelines.

Stage 5 – Submission to the EC

On the submission date, the PCO is responsible for submitting the finalized deliverable to the European Commission (EC). There's no set duration for this stage as it involves the final handover.

1.2.5 Reviewer methodology

Reviewers working with Word documents should use the "track changes" feature and provide specific comments aligned with the relevant sections. Reviews of PDF documents are not acceptable as they make editing difficult. Reviewers should give detailed, constructive feedback to help improve the deliverable, including references when applicable. The review criteria are divided into two main categories:

Group A: (Length and structure of the deliverable)

- **Overall length.** Is the overall length of the deliverable justified?
- **Overall style.** Does the document comply with the project editing standards? It needs to use the standard Template for Deliverables without altering the fonts and page layout. Also, landscape mode should be avoided as much as possible.
- **Length of separate parts.** The reviewer should indicate parts that are overlong, irrelevant, and/or redundant. Also, the reviewer should indicate the parts which are too short or not enough elaborated.
- **Sections and Chapters.** Does the deliverable include an *Executive Summary*, *Introduction*, *Conclusions*, *Next Steps* and *References* (if applicable) sections?
- **Language.** Is the language standard/quality (in English) adequate? If not, the document should be reviewed and amended by a person fluent or native in English. The reviewer needs to recommend this (i.e., not to do it personally). The *responsibility for good language standard* remains with the partner responsible for the deliverable, not with the reviewer.

Group B: (Content)

- **Compliance with GA.** Does the deliverable contain what was defined in the deliverable description in the GA? If not, please indicate the parts where improvement is necessary.
- **Logical consistence & clarity.** Is the content presented in a logical and to-the-point manner? Is the work performed and results presented clearly? If not, please indicate the parts where the improvements are necessary.
- **Executive Summary.** Is the Executive Summary comprehensible and short (maximum 1 page)? Does the Executive Summary list the related Deliverables? Does the Executive Summary include a paragraph about relation to EU policies (when applicable)?
- **Annexes.** Are long lists, tables, forms, data and/or outputs in properly labelled Annexes? They should not interrupt the flow of the main text.
- **Language quality (other than the quality of English).** Are there any grammatical/typographical errors and/or incomprehensive sentences? If yes, please provide the authors with appropriate annotations.
- **Overall content.** Does the deliverable require substantial revision or rewriting? If yes, please make precise suggestions how the deliverable can be improved.
- **Other observations/comments.** Mention any other aspects that require revision.

Reviewers will consider, when applicable, the protection and management of Intellectual Property Rights (IPR) of project results.

1.2.6 Delays in the review process

If a reviewer is unable to meet the deadline due to unforeseen circumstances, they should inform the deliverable leader as soon as possible. If a replacement is not possible or the deadline cannot be met, the deliverable leader must notify the PCO and QAO to discuss alternative solutions.

1.3 Event evaluation

External events such as stakeholder meetings, open workshops, and conferences should be evaluated by participants to ensure high quality and continuous improvement. A questionnaire model is provided in Annex 1 as a guide and can be adapted for these purposes. This model can also be used for other events organized by partners. If the meetings are conducted in a language other than English, the form should be translated.

II Risk Management Plan

II.1 Overview

The **risk management plan and methodology remain unchanged** and continue to be applied consistently across the project. The **Risk Management Register (RMR)** is regularly updated and followed by the PMT and the Risk Officer. Whenever a risk is identified, it is tracked in the register along with the corresponding **mitigation measures**, which are implemented as needed. This proactive approach ensures that risks are addressed in a timely manner, safeguarding the achievement of project objectives throughout its lifecycle.

Risk management is a key component of AWARD, ensuring that potential challenges are identified, assessed, and addressed in a timely manner. The aim is to minimize the impact of any risks that could affect the project's objectives, timeline, or deliverables. Risks can arise from various factors, including technical issues, partner collaboration, resource limitations, and external conditions such as legal or economic changes.

This Risk Management Plan (RMP) is a **living document** that will evolve as the project progresses, incorporating new risks and adjusting mitigation strategies as necessary. Early identification of risks allows the consortium to implement corrective actions, ensuring that the project stays on track. Regular updates to the RMP will be made and shared through periodic reports to the European Commission.

In the proposal phase, the consortium identified a preliminary list of potential risks, along with their likelihood and proposed mitigation measures. These are outlined in the **Risk Management Register** (see Section 3.2 and Annex 2). Given the complexity of the AWARD project, which involves 14 partners and 2 affiliated partners, and the interdependencies across multiple work packages (WPs), effective risk management is essential for achieving the project's ambitious goals.

The RMP will be regularly reviewed and refined to ensure it remains relevant throughout the project's lifecycle.

II.2 Risk Management Process

A standardized management process has been defined and is organized as presented in figure 1.



Figure 2: Risk Management Process

The identified risks are recorded in the Risk Management Register (RMR), [available here](#) in the Teams Common Folder with the following information: risk number, nature of threats, description and likelihood, Work Package affected and proposed risk management mitigation measures. It is a dynamic and continuous document that will be updated throughout the duration of the project.

II.2.1 Risk identification

Risk identification is a continuous process that spans the entire duration of the project. Its purpose is to detect potential issues that could disrupt the project’s progress toward its objectives. Once a risk is identified, it is essential to describe its nature and potential consequences, and then report it to the relevant Work Package leader or, for risks with strategic implications, directly to the Project Management Team and the risk officer. To aid in identifying risks, several actions will be taken: the PMT will perform a regular analysis comparing the actual versus planned status of deliverables, while WP leaders will analyze their schedules and scopes to ensure alignment. Moreover, continuous communication between WP leaders and task leaders or DC leaders will foster the identification of emerging risks. Additionally, regular meetings between the PMT and WP leaders (**now WP5 and Demo Cases (Dcs) bi-weekly meetings with all WP leaders attending**) will provide a platform for discussing risks and issues ~~on a monthly basis~~.

II.2.2 Risk assessment

The next step in risk management is risk assessment, which determines the level of exposure to each identified risk. This is achieved through a risk matrix (Figure 2), which evaluates both the likelihood of the risk occurring and its potential impact. The matrix used for this assessment has been widely adopted in projects management.

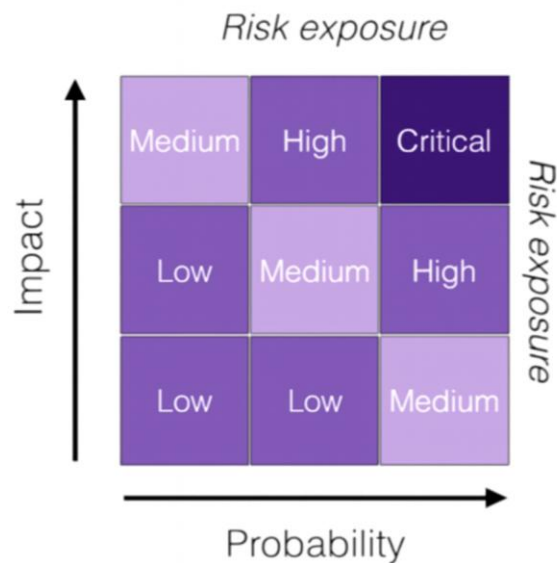


Figure 3: Risk assessment matrix

The risk officer, in collaboration with the WP leaders, will assess each identified risk using a qualitative scale to categorize the probability of occurrence (Low, Medium, or High) and the impact should the risk materialize (Low, Medium, or High). This approach helps prioritizing risks based on their potential effect on the project’s outcomes and to allocate resources accordingly.

II.2.3 Response Strategy

Once risks have been identified and assessed, a response strategy must be established. This strategy includes both preventive and corrective actions. Preventive measures are aimed at reducing the probability of a risk materializing. Many of these measures have already been documented in the Risk Management Register. Corrective actions are designed to reduce the impact on the project if the risk does occur. These measures ensure that the project can still meet its objectives. The risk officer, working alongside WP leaders and other affected partners, will define both the preventive measures and the corrective actions for each identified risk. All such actions will be systematically documented and updated in the Risk Management Register.

II.2.4 Monitoring, control and mitigation

The following steps will be taken to ensure proper tracking, controlling, and response to identified risks:

1. **Monitoring the Risk**
 - A designated project partner (e.g., Task Leader or DC Leader, depending on the nature of the risk) will be responsible for monitoring each identified risk. This includes tracking its occurrence, as well as any changes in circumstances that might affect the risk assessment or response strategy.
 - If a risk is classified as high or critical, the risk officer will also monitor it for additional oversight.
2. **Updating the Risk Table**
 - If there is a change in the status or severity of a risk, the responsible partner must update the risk table in the Risk Management Register (RMR).
 - The updated information must be communicated to the risk officer and the relevant WP leader to ensure that all stakeholders are informed of the changes.
3. **Escalating Risks if Needed**
 - For risks that cannot be resolved at the WP or task level, they will be escalated to the PMT.

- Monthly meetings of the WP and DC leaders will serve as a platform for discussing these issues. If unresolved, the PMT will address the risks in their regular meetings, allowing for higher-level intervention.
- 4. **Assessing the Risk and Defining the Response Strategy**
 - In case of a significant change in the risk's status or level, the risk officer and PMT will reassess the situation, they will define or revise the response strategy, ensuring that mitigation measures are still appropriate.
- 5. **Implementing Mitigation Actions**
 - If the risk materializes, the responsible project partner will inform the risk officer and WP leader.
 - Mitigation actions, including corrective measures, will be implemented after discussing the best course of action with the risk officer and PMT. These measures aim to minimize the impact on the project's objectives.
- 6. **Regular PMT Review Meetings**
 - The PCO will organize regular PMT meetings, where one of the agenda items will focus on issues that could have arisen since the last meeting.
- 7. **Escalation to the GAB (if unresolved)**
 - If no resolution is reached in the PMT meetings, the GAB will be consulted to define and implement a mitigation plan.
 - The GAB may suggest actions such as increased supervision, modifications to the project strategy, changes in implementation arrangements, or adjustments to the budget. The PCO will oversee the execution of these mitigation actions.
- 8. **Semi-annual Review of Risks**
 - The risk officer will conduct a semi-annual review of all risks in the RMR with the responsible project partners. This review ensures that risks are still relevant, and that mitigation actions are progressing as planned.
- 9. **Closure of Risks**
 - A risk will be considered closed when the mitigation measures have been successfully implemented, and the risk exposure is deemed low according to the Risk Matrix. The responsible partner will update the RMR to reflect the closure of the risk.

II.3 Roles and Responsibilities

The roles and responsibilities of each officer and governance bodies were described in depth in D1.1. Here the deliverable will focus on their role associated to risk management.

Project Coordinator (PCO): ~~Dr. Natacha AMORSI~~ Mr. Marwan SHAMEKH (OiEau), the Project Coordinator (PCO), represents the legal entity Office international de l'eau (OiEau) and acts as the intermediary between the project consortium and the European Commission (EC). Its role and responsibilities were detailed in D1.1.

Deputy Project Coordinator (dPCO): ~~Dr. Sadika BERNARD~~ Thelma PELLICER (OiEau), the Deputy Project Coordinator (dPCO), assists the PCO in managing the project, ensuring smooth continuity in the implementation and administration of all project activities.

Consortium Partners: Risk management is a collective responsibility for all consortium partners. Each partner is tasked with immediately reporting any potential risk-related situations to their respective WP Leader, especially those that could impact project objectives or their successful completion.

Work Package (WP) Leaders: As the first point of contact in the risk management process, WP Leaders play a key role in identifying and managing risks within their work package. They are also responsible for reporting newly identified risks and providing updates on the status of existing risks to the risk officer, who is a member of the PMT.

Project Management Team (PMT): The PMT is accountable for defining and implementing the project's risk management process. This team has the ultimate responsibility for monitoring and controlling risks across all project activities. The PMT has designated a risk officer to lead this process, ensuring that risks are appropriately managed and mitigated.

Risk Officer: The risk officer, ~~Dr. Sadika BERNARD~~ Marwan SHAMEKH and Thelma PELLICER (OiEau) are the central points of contact for risk management and mitigation efforts. They lead the development and maintenance of the Risk Management Register (RMR) and coordinate the operationalization of the risk management strategy.

Quality Assurance Officer: The Quality Assurance Officer (QAO) is responsible for identifying and reporting any risks that could impact the scientific or technical quality of the project deliverables. The QAO reports directly to the PCO and the PMT on any risks concerning the scientific or technical quality of project deliverables. Any such issues will be discussed at the PMT-DC level.

Project Management Team and Demo Cases (PMT-DC): Risks that are categorized as medium or high will be discussed in monthly PMT-DC meetings. The team will decide whether mitigation measures or corrective actions are necessary, or if the issue should be escalated to the General Assembly of Beneficiaries (GAB) for further intervention.

General Assembly of Beneficiaries (GAB): If a risk cannot be resolved at the task or WP level, and the necessary mitigation actions exceed the PMT's mandate, the GAB will be consulted. The GAB has the authority to approve mitigation plans, which may include increased supervision, adjustments to the project strategy, changes to implementation arrangements, or modifications to budget allocations. In rare cases where an objective becomes unachievable, the GAB may decide to remove it from the Description of Activities, with prior agreement from the consortium and the EC project advisor (PA), in the interest of the project's success.

III Key Performance Indicators (KPIs)

III.1 Overview

The set of Key Performance Indicators (KPIs) established at the beginning of the project continues to guide performance monitoring across all Strategic Objectives (SOs) and Communication & Dissemination (C&D) activities. These KPIs, defined early in the project, have not changed. **Monitoring of KPIs related to SOs and C&D activities is ongoing** and is being tracked using an internal Excel file shared on the AWARD Teams channel. **A detailed update on the status and progress toward these indicators will be included in the RP1 report.**

Key Performance Indicators (KPIs) are a set of measurable metrics used to assess the success of the project and its expected outputs and outcomes. These indicators are crucial in evaluating the progress towards achieving the project's objectives by the end of its duration. It's important to note that KPIs related to the project's expected impacts (outlined in the GA - Description of Action, Section 2) are intended to measure long-term outcomes. Some impacts are expected 2-5 years after project completion, while others may extend up to 10 years. Targets tied to these long-term expected impacts will be reported in the final reporting period based on updated expectations at the project's conclusion.

The AWARD project has two main groups of KPIs that are essential for monitoring its progress:

- **Quantifiable Targets:** These KPIs are tied to the strategic objectives of the project and will be used to measure success for each objective and the project overall. They are detailed in Table 3 that outlines the KPIs linked to each Strategic Objective (SO). Each KPI measures specific milestones or outputs directly tied to the success of the project's objectives.
- **Communication and Dissemination (C&D) KPIs:** These indicators monitor the effectiveness of the project's communication and dissemination efforts, as summarized in Table 4.

SO1: co-develop a knowledge based on AWRs solutions and their multiple benefits for water supply planners from AWARD demo cases and experiences in the EU
<p>KPI 1.1: Implementation of the 4 Demo Cases.</p> <p>KPI 1.2: Minimum of 9 (hybrid) events with stakeholders (TIG and LWF)</p> <p>KPI 1.3: DST-TSD specific documentation on AWARD</p> <p>KPI 1.4: Online AWRs catalogue and observatory</p>
SO2: raise societal awareness to face water scarcity and bridge the gap between local actors' needs to become resilient to CC impact on water resources availability
<p>KPI 2.1: Raising awareness campaigns for each AWARD CoP (1 the scale of each demo case, 1 at the global of the LWF and 1 addressed to the networking targeting; INBO, WWQA, 3S networks)</p> <p>KPI 2.2: +400 attendees to AWARD events (webinars, training)</p>
SO3: Create a dedicated multi-level community of practices where stakeholders from different sectors can build trust and recognize their mutual accountability towards AWRs solutions.
<p>KPI 3.1: 100 participants in TIGs</p> <p>KPI 3.2: 4 LWF created/enhanced and aligned with the WWQA</p> <p>KPI 3.3: 3 Memorandum of understanding signed with water related network</p>
SO4: Test and monitor AWRs solutions to develop evidence-based actions that will support the development of water supply strategic plan supported by AWARD Deliberation Support Tool for Territorial Sustainable Development (DST-TSD) platform
<p>KPI 4.1: 4 data factsheets (1 per DC) to describe each DC data set and monitoring (that will be integrated into D5.2 to D5.5)</p> <p>KPI 4.2: 4 set of indicators (1 per DC) to describe AWRs, gathered in the DST-TSD</p>
SO5: demonstrate AWARD environment (digital ecosystem, facilitation and training support) for Demo cases to implement the decision-making process from the design, assessment, and the formulations of recommendations to renew strategic plan
<p>KPI 5.1: AWARD knowledge booster composed of the DST-TSD, KER catalogue, handbook on policy support and planning on AWRs</p> <p>KPI 5.2: 2 meetings per DC dedicated to the elaboration of the DST-TSD</p> <p>KPI 5.3: 4 face to face TIG meetings</p> <p>KPI 5.4: 1 virtual TIG meeting every 3 months</p> <p>KPI 5.5: 4 renewed Water supply strategic plan (1 per DC) including AWRs and recommendations to integrate them</p>
SO6: Provide a transfer/business-oriented framework considering the multi-benefit values of AWRs solutions to complete the measures already listed in strategic plans to manage the water supply
<p>KPI 6.1: 4 DST-TSD deliberative matrix results describing AWRs values with qualitative and quantitative indicators (1 per DC)</p> <p>KPI 6.2: AWARD value analysis framework for AWRs (in relation with D6.7)</p> <p>KPI 6.3: 1 KER factsheet per AWARD result</p> <p>KPI 6.4: Minimum of 5 LWF meetings</p> <p>KPI 6.5: 3 facilitation webinars of the network beyond AWARD (including INBO, 3S smart territories, WWQA, etc.)</p> <p>KPI 6.6: 4 AWARD KER put on the EU booster</p> <p>KPI 6.7: 2 Networking workshops</p> <p>KPI 6.8: 1 guide of good practice for transfer</p>

Table 1: AWARD KPI per Specific Objective

KPIs	Description	Targets
KPI-C&D-1	Organisation of workshop/webinar	>= 2 per year
KPI-C&D-2	(On-line) roadshow	1
KPI-C&D-3	Press release	>= 2 per year
KPI-C&D-4	Non-scientific and non-peer reviewed publications	Number of specialized magazines: 3
KPI-C&D-5	Training	1 summer school 1 dedicated webinar per Demo case
KPI-C&D-6	Social media (LinkedIn + Twitter)	Post once a week
KPI-C&D-7	Website	2 updates per month Visit >= 3000 (during the last period of the project)
KPI-C&D-8	Press campaign	>=1 per year
KPI-C&D-9	Participation to event	Conference>=13, workshop >=13, webinar>=13,
KPI-C&D-10	Video-Interviews	>17
KPI-C&D-11	Social media followers	LinkedIn>=400, Twitter >=400

Table 2: AWARD KPIs linked to Dissemination and Communication activities

III.2 Monitoring and reporting

The Project Coordinator and the Project Management Team are responsible for monitoring progress toward the KPIs and targets of the project. Monitoring will be conducted every six months, with information collected from WP and DC Leaders. The updated progress on KPIs will be reported in each periodic report to the European Commission.

If there are significant deviations from the KPI targets, the PCO will contact the relevant WP Leader to discuss corrective actions. Additionally, the Risk Officer will be informed of any deviations so that they can be documented in the Risk Management Register (RMR), potentially adding a new risk to the project. The process for addressing these deviations will follow the risk management steps outlined in Section III.

IV Conclusion

This deliverable provides an updated overview of the procedures and responsibilities for ensuring the quality of project outputs and deliverables, as well as for managing and monitoring risks throughout the project. While the overall quality assurance and monitoring framework remains aligned with the original plan outlined in D1.2, certain sections have been updated to reflect the practical experience gained during the project's implementation.

The success of the project's implementation, including the achievement of high-quality scientific and technical outcomes, depends on strict monitoring, continual updates, and adherence to these procedures. All partners must comply with the preventive and corrective actions described to ensure the achievement of the project's goals.

The same approach will continue to be applied in the second phase of the project, with any significant changes or adaptations documented in Deliverable D1.4 – Quality Assurance and Monitoring Plan #3.

ANNEXES

Annexe 1. Model Event Evaluation Form

[Name of event] Evaluation Form (Place, date)

Dear [name],

It was a pleasure to have you in this event. We would like to know your opinion, so that we can improve future events and meet your expectations. Your identification is optional.

Thank you for your collaboration!

Name (optional): _____

Organization (optional): _____

I. Please rate each of the following items between 0 and 4 (0=not applicable (N/A); 1=excellent; 2=good; 3=average; 4=poor)

1. Meeting preparation and logistics (0=N/A; 1=excellent; 2=good; 3=sufficient; 4=poor)	
Meeting information provided in advance (e.g. dates, venue, programme)	.
Logistic arrangements to participate in the meeting: travel, accommodation, etc.	..
Quality of hotel, meals, etc.	
Meeting venue (adequacy of the room where the meeting took place)	..
Materials distributed during the meeting to support the sessions	.
Comments:	

2. Overall assessment of the meeting (0=N/A; 1=excellent; 2=good; 3= sufficient; 4=poor)	
Attainment of the objectives of the meeting (the objectives of meeting were met)	
Positive and collaborative atmosphere among participants	
Duration of the meeting (1=adequate; 4=totally inadequate)	.
Opportunity for individual participation and input in the meeting	.
Comments:	

3. Evaluation of sessions (0=N/A; 1=excellent; 2=good; 3= sufficient; 4=poor)		
Day 1	Clarity of presentations/speakers	Discussions (moderation, conclusions reached)
[name of session]		.
[name of session]		.
Comments to Day 1:		
Day 2	Clarity of presentations/speakers	Discussions (moderation, conclusions reached)

<i>[name of session]</i>		.
<i>[name of session]</i>	.	.
Comments to Day 2: .		

II. In your opinion, what were the most positive and less positive aspects of the meeting?

III. What suggestions do you have for future meetings?

Annexe 2. Risk Management Register

This Annex provides the Risk Management Register (RMR) as it was included in the Grant Agreement. This RMR is a living document that will be updated throughout the lifetime of the project. (PM : Preventive Measures ; CA : Corrective Actions)

Risk Number	Description	Work Package No(s)	Proposed mitigation measures
1	Project execution failure, technical problems and delays (key milestones or deliverables delayed), especially the technical Deliverables	2, 3, 4, 5	<p>Likelihood: Medium - Severity: High</p> <p>PM: Project Coordinator and Project Management Team will conduct strict monitoring of tasks against the allocated time and monitor progress closely. Milestones and deliverables with a critical a critical path will be handled with special attention.</p> <p>CA: Progress and issues will be discussed regularly within the consortium and necessary schedule adjustments made. In the event of technical problems and time delays, we will produce a priority list working with the Project Officer (PO) and the endusers to adjust the project to achievable timescales and objectives.</p>
2	Limited coordination and communication among partners/WPs/tasks	All	<p>Likelihood: Low - Severity: High</p> <p>PM: The Coordinator and all the WP Leaders/Co-Leaders have considerable experience in coordinating/ leading cooperative projects and will ensure continuous support of project developments. Regular meetings using known communication methods will facilitate the processes.</p> <p>CA: Effective coordination will be fostered by the proper management structure set for the project. Regular online meetings will facilitate the processes. PMT will timely intercept problems and discuss individually with concerned partners.</p>

3	Low commitment of the partners to the project plan and deadlines	All	<p>Likelihood: Low - Severity: Medium</p> <p>PM: All partners of the consortium are familiar with this type of project activities from previous similar projects. Clear responsibilities are allocated for every task in the WPs.</p> <p>CA: When needed, WP leaders directly address the lack of commitment by specific partners. If unsuccessful, the STC will contact the relevant partner and, if necessary, re-allocate tasks and resources.</p>
4	Administrative delays in start-up of Demo Case (e.g., stakeholder activation, access to data, admin issues)	3, 4, 5	<p>Likelihood - Medium - Severity: Medium</p> <p>PM: Project activities revolve around well-defined DC, involving known local partners and already identified stakeholder groups. Preliminary investigation about data existence has already been carried out.</p> <p>CA: Liaise with local partners to speed-up the administrative processes. In case of delays, the timeline and activities planning at CSs will adapted in a way that still ensures reaching the projects targets.</p>
6	Loss of key staff	All	<p>Likelihood: Medium - Severity: Low</p> <p>PM: There is no critical task that is dependent on a specific individual. It will be policy to spread knowledge throughout the team.</p> <p>CA: Most of the partners are large organisations and will be able to replace staff as needed. If necessary, tasks will be re-assigned by the STC.</p>
8	Disputes over the ownership of IPR among partners	1	<p>Likelihood: Low - Severity: Medium</p> <p>PM: The sensors will be regularly calibrated and checked.</p> <p>CA: Two years of warranty will be required by the suppliers. If a sensor is not working, despite regular maintenance it will be replaced.</p>

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Alternative Water Resources and
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