



# NOSTRADAMUS

## D7.1 PROJECT MANAGEMENT AND QUALITY PLAN (M6)

29/01/2025



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## D7.1 PROJECT MANAGEMENT AND QUALITY PLAN (M6)

Administrative and financial management, Risk Management and Quality Assurance

|                  |                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
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| Abstract         | This deliverable outlines the procedures and strategies for managing the administrative, financial, risk and quality assurance aspects of the Nostradamus project. The document describes the governance structures, internal and external communication procedures as well as risk management and quality assurance protocols to ensure the successful implementation of the project over its 48-month duration. |
| Keywords         | Project Management; Quality Assurance; Administrative management;<br>Financial Management; Risk Management                                                                                                                                                                                                                                                                                                        |



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| 0.2     | 22/02/2025 | Second Draft (after review)  | Thomaida Polydorou (ECoE), Nadica Angjusheva Toshikj (AGFT), Olivera Zivanovic (CROPT), Oskar Marko (BIOS) |
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## EXECUTIVE SUMMARY

---

This document, entitled Deliverable 7.1 “Project Management and Quality Plan”, outlines the plans, procedures and instruments used for the effective administrative and financial management, risk management and quality assurance framework of the Nostradamus Project, a transformative initiative aimed at advancing sustainable agriculture and land management through innovative, data-driven solutions. The Nostradamus project (GA No. 101134888) was funded by the European Commission (EC) under the HORIZON-CL6-2023-GOVERNANCE-01 call.

The procedures described in this Deliverable are established within Work Package 7 of the project, and specifically under Task 7.2: Administrative and financial management and Task 7.3: Risk Management and Quality Assurance. This document describes the governance bodies, relevant meetings and the internal rules and procedures relative to the Grant Agreement (GA) and the Consortium Agreement (CA) and incorporates the Risk Management procedures and Quality Assurance framework to ensure successful execution over the 48-month duration of the project.



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## ABBREVIATIONS

---

|      |                                                   |
|------|---------------------------------------------------|
| AI   | Artificial Intelligence                           |
| CA   | Consortium Agreement                              |
| CAP  | Common Agricultural Policy                        |
| CoE  | Centre of Excellence                              |
| DCs  | Data Cubes                                        |
| DMP  | Data Management Plan                              |
| EC   | European Commission                               |
| ECoE | ERATOSTHENES Centre of Excellence                 |
| EO   | Earth Observation                                 |
| EU   | European Union                                    |
| F2F  | Farm to Fork Strategy                             |
| FAIR | Findable, Accessible, Interoperable, and Reusable |
| GA   | Grant Agreement                                   |
| GDPR | General Data Protection Regulation                |
| IAB  | Internal Advisory Board                           |
| IoT  | Internet of Things                                |
| IP   | Intellectual Property                             |
| PMQP | Project Management and Quality Plan               |
| QA   | Quality Assurance                                 |
| R&I  | Research and Innovation                           |
| WP   | Work Package                                      |
| WPL  | Work Package Leader                               |



## 1 INTRODUCTION

---

This document presents the governance structure, operational procedures and Quality Assurance (QA) mechanisms established for the effective execution of the Nostradamus Project. Deliverable 7.1 outlines project coordination, financial and administrative management, risk mitigation strategies, and compliance with ethical and data management requirements. Furthermore, it includes a structured reporting framework to ensure successful implementation of all project tasks.

In terms of Administrative and Financial Management, the Project Management and Quality Plan (PMQP) ensures compliance with project reporting obligations as required by the Grant Agreement. For Quality Assurance, the PMQP integrates a continuous improvement framework to ensure that the project output consistently meets the highest standards, reinforcing the project's commitment to transparency, compliance and long-term sustainability.

### 1.1 PROJECT OVERVIEW

---

The Nostradamus Project, funded under the Horizon Europe Programme, aims to advance food security and reduce dependency on agrochemical inputs across the European Union (EU). Aligning with key EU strategies such as the Farm to Fork Strategy (F2F), the Common Agricultural Policy (CAP), and the European Strategy for Data and utilizing multi-actor collaboration, the project focuses on developing a scalable and robust digital platform for near-real-time data collection and analysis to support sustainable agricultural practices. By integrating multi-source datasets (Copernicus Earth Observation (EO) data, Internet of Things (IoT) technologies, open-access databases etc.) Nostradamus seeks to deliver actionable insights that enhance the sustainability, competitiveness, and resilience of the agricultural sector. Central to this initiative are the Data Cubes (DCs) as one-stop-shops, designed to provide continuous support for stakeholders, empowering informed decision-making and effective policy development. The project leverages cutting-edge technologies to foster an inclusive, data-driven approach that addresses key challenges, unlocks opportunities, and contributes to sustainable ecosystems and resilient communities. Nostradamus seeks to enhance agricultural productivity through the development of edge, cloud, and mixed digital solutions, while simultaneously reducing input costs and mitigating environmental impacts, including areas with limited connectivity infrastructure. Furthermore, the project will strengthen administrative and monitoring capacities, making agricultural practices more efficient and transparent. Guided by a commitment to ethical standards, gender sensitivity, and cultural inclusion, the Nostradamus Project ensures that its processes and outcomes are accessible to diverse user groups, paving the way for a more sustainable and equitable future.

### 1.2 PURPOSE OF THE PROJECT MANAGEMENT AND QUALITY PLAN

---

The purpose of the Project Management and Quality Plan (PMQP) is to provide a comprehensive framework that ensures the Nostradamus project is executed efficiently, adheres to financial and administrative requirements, and maintains high-quality deliverables. This document serves as a

guiding resource for project partners, outlining the governance structure, financial planning, risk management strategies, and quality assurance mechanisms required to achieve the project's objectives. By setting clear operational standards and monitoring processes, the PMQP supports seamless collaboration, accountability, and continuous improvement throughout the project lifecycle.

## 2 CONTRACTUAL FRAMEWORK

The Nostradamus project contractual framework incorporates two key reference documents, the Grant Agreement (GA) and the Consortium Agreement (CA).

GA No. 101134888 outlines the legal and financial framework between the European Research Executive Agency (REA) and the project Coordinator, ERATOSTHENES CoE, also referred to as Beneficiary 1 in this document. Furthermore, the CA specifies with respect to the Nostradamus project the relationship between project partner organizations, particularly concerning the planning/organization of the work between partners, the management of the project as well as the rights and obligations of each partner organization (beneficiary) regarding inter alia liability, Access Rights and dispute resolution. An overview of the GA and CA key elements is provided in Table 1.

TABLE 1. GRANT AGREEMENT AND CONSORTIUM AGREEMENT OVERVIEW

| Document                                     | Key Element                                       | Details                                                                                                    |
|----------------------------------------------|---------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| <b>Grant Agreement</b><br>(GA No. 101134888) | Project Coordinator                               | ERATOSTHENES Centre of Excellence (ECoE)                                                                   |
|                                              | Total Budget                                      | EUR 4, 998 667.50                                                                                          |
|                                              | Funding Type                                      | HORIZON-RIA                                                                                                |
|                                              | Project Scope                                     | Development of Data Cube infrastructure and digital applications for Food Security & European Independence |
|                                              | Project Duration                                  | 48 months (Sept 1, 2024 - Aug 31, 2028)                                                                    |
| <b>Consortium Agreement</b>                  | Decision-making and governance                    | Defined in Section 6 of CA                                                                                 |
|                                              | Financial provisions                              | Defined in Section 7 of CA                                                                                 |
|                                              | Intellectual Property (IP) and results management | Defined in Section 8 of CA                                                                                 |
|                                              | Risk management and liability                     | Defined in Section 5 of CA                                                                                 |
|                                              | Confidentiality, data sharing, and access rights  | Defined in Sections 9 & 10 of CA                                                                           |

## 2.1 PROJECT GOVERNANCE STRUCTURE

The NOSTRADAMUS project is structured to ensure efficient coordination, decision-making, and implementation of the activities defined in the Grant Agreement (GA No. 101134888) and the Consortium Agreement. The governance structure outlined in the following paragraphs and presented in Figure 1, ensures clarity in responsibilities, communication, and accountability across all partners.

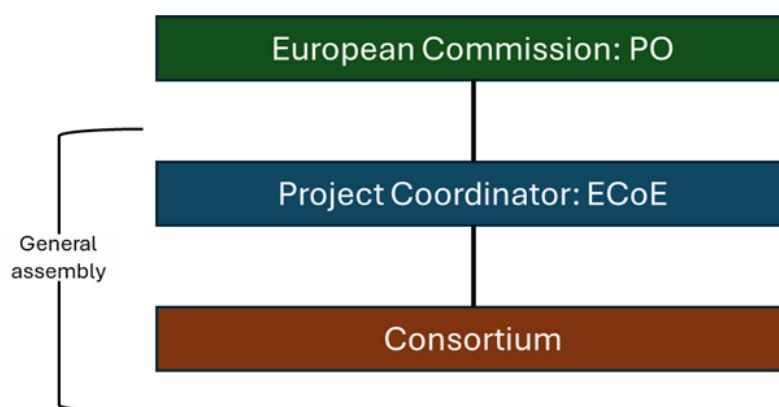


FIGURE 1. THE GOVERNANCE STRUCTURE AS PER THE NOSTRADAMUS PROJECT CA

### 2.1.1 GOVERNING BODIES

The Consortium Agreement, more specifically Section 6 of the reference document, defines the governance framework, establishing multiple bodies to oversee the execution of the project. Three main governing bodies, namely the General Assembly, Coordinator and Project Management Board are established to ensure that throughout the Nostradamus project duration, all decision-making processes are transparent, equitable, and in compliance with EU Horizon Europe regulations. The responsibilities of each governing body, as defined within the Nostradamus project Governance Structure, are outlined in the following subsections.

#### 2.1.1.1 GENERAL ASSEMBLY

The General Assembly is the highest decision-making body of the consortium. It is responsible for making strategic decisions related to the project. The General Assembly ensures that the project aligns with its objectives and takes decisions on major contractual, financial, and technical matters.



Each consortium partner appoints a representative to the General Assembly. Members of the General Assembly deliberate, negotiate and decide on strategic project matters. The coordinator chairs the General Assembly unless decided otherwise. All partners must abide by the General Assembly decisions, with the exception of veto rights.

Concisely, the General Assembly:

- ☐ Consists of one (1) representative from each beneficiary.
- ☐ Meets twice a year, with additional extraordinary meetings if required.
- ☐ Approves budget modifications, new partners, and risk mitigation strategies.
- ☐ Decisions are made by a two-thirds majority unless stated otherwise.

### 2.1.1.2 PROJECT COORDINATOR

---

The ERATOSTHENES Centre of Excellence (ECoE) is the designated Project Coordinator and serves as the intermediary between the consortium and the European Research Executive Agency (REA).

The Project Coordinator responsibilities are summarized as follows:

- ☐ Ensuring compliance with the GA and CA.
- ☐ Managing communication between the consortium and the European Commission.
- ☐ Overseeing financial management, including the distribution of funds.
- ☐ Ensuring timely deliverables submission and adherence to reporting deadlines.
- ☐ Providing administrative and legal support for project execution.
- ☐ Resolution of conflicts on technical, financial and strategic issues

### 2.1.1.3 PROJECT MANAGEMENT BOARD (PMB)

---

The Project Management Board (PMB) is responsible for the overall operational coordination of the project. It consists of all Work Package (WP) Leaders and is chaired by the Project Coordinator.

- ☐ Meets quarterly to assess progress and resolve technical or administrative issues.
- ☐ Ensures that activities within work packages are aligned with project objectives and that risks are identified early.
- ☐ Reports directly to the General Assembly.

Furthermore, Work Package Leaders and an Internal Advisory Board (Table 2) are assigned, and described as follows:



## □ Work Package Leaders (WPLs)

Each Work Package (WP) is led by a designated Work Package Leader (WPL) who is responsible for ensuring the implementation of WP tasks, milestones, and deliverables. WPLs are specifically responsible for:

- Coordination of technical work, monitoring of task execution, and reporting WP progress to the PMB.
- Ensuring that all partners involved in the WP deliver high-quality results on time.

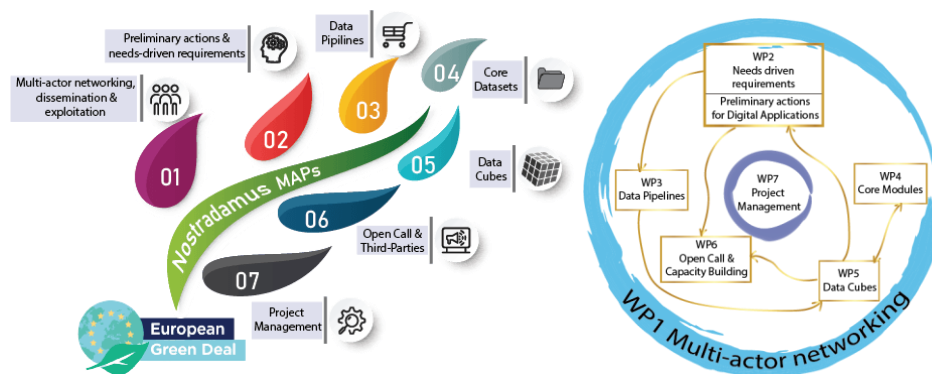


FIGURE 2. OVERALL STRUCTURE OF NOSTRADAMUS WORKPLAN

## 2.2 KEY ROLES AND RESPONSIBILITIES

The governance structure involves various key roles that ensure efficient project execution. Each role has clearly defined responsibilities to ensure accountability, as outlined in the following paragraphs.

### 2.2.1 PROJECT COORDINATOR (ERATOSTHENES COE)

The Project Coordinator of Nostradamus (ERATOSTHENES CoE) is the central authority responsible for the overall project execution and compliance with the GA and CA. Furthermore, the ERATOSTHENES CoE is responsible for financial administration, ensuring funds are distributed according to the Consortium Agreement's budget allocations.

The Coordinator also has the responsibility of reporting to the European Commission (EC) through periodic technical and financial reports. Additional responsibilities include legal oversight, ensuring adherence to EU Horizon Europe rules and obligations and risk mitigation by coordinating responses to challenges that arise during the project.





TABLE 2. NOSTRADAMUS PROJECT IAB

| <b>Nostradamus Project Internal Advisory Board (IAB)</b> |                                        |                                 |                               |
|----------------------------------------------------------|----------------------------------------|---------------------------------|-------------------------------|
| <b>Social science</b>                                    | PD Dr. Hoidn, Sabine (HSG)             |                                 |                               |
| <b>Economic science</b>                                  | Mr. Mukanov, Blagoja (AGFT)            |                                 |                               |
| <b>Earth Observation</b>                                 | Dr. Mavrovouniotis, Michalis (ECoE)    | Dr. Goncalves, Pedro (TERRADUE) | Dr. Marko, Oskar (BIOS)       |
| <b>Agriculture</b>                                       | Prof. Manikas, Ioannis (CZU)           | Dr. Papadavid, George (MARDE)   |                               |
| <b>Information Technology</b>                            | <b>Architecture</b>                    | <b>IoT</b>                      | <b>Data Cubes</b>             |
|                                                          | Dr. Panagiotou, Konstantinos (AUTH)    | Mr. Minic, Vladan (BIOS)        | Dr. Giuliani, Gregory (UNIGE) |
| <b>Stakeholders</b>                                      | M.Sc. Copot, Daniel (ITC)              | Dr. Borchard, Nils (DLG)        |                               |
| <b>Open Call</b>                                         | Ms. Dimitrova-Naydenova, Violeta (F6S) |                                 | Ms. Khanom, Miriana (F6S)     |

## 2.2.2 FINANCIAL COORDINATOR

The Financial Coordinator, or financial controller, operating within the ERATOSTHENES CoE's financial administration team, ensures compliance with Horizon Europe financial rules. The ERATOSTHENES CoE accounting office is responsible for managing fund transfers, expense justifications, and audits.

Furthermore, the financial coordinator is responsible for ensuring all beneficiaries submit accurate financial reports and maintain proper documentation. The accounting office of the ERATOSTHENES CoE works closely with the PMB to reallocate resources if needed while staying compliant with the Grant Agreement.

## 2.2.3 WORK PACKAGE LEADERS (WPLS)

Each Work Package (WP) of the Nostradamus project has a designated Work Package Leader (WPL), who is responsible for managing WP activities, ensuring that partners complete their tasks efficiently. WPLs are also responsible for monitoring risks associated with task implementation within their designated WP led and reporting potential problems to the PMB. The leader of each WP is responsible for ensuring deliverables are reviewed and submitted on time, as well as for facilitating internal WP communication and collaboration. Table 3 presents the individual participants leading each WP. Furthermore, the 7 Work Package Leaders (WPLs) assigned among the 16 Participating organizations are listed as follows:



- **WP1** (Multi-actor networking, Dissemination & Exploitation activities, and post-project sustainability plan) – **Leader:** *ERATOSTHENES Centre of Excellence* (**ECoE**)
- **WP2** (Preliminary actions for digital solutions and needs driven requirements) – **Leader:** *ARISTOTELIO PANEPISTIMIO THESSALONIKIS* (**AUTH**)
- **WP3** (Development of cohesive data production pipelines) – **Leader:** *TERRADUE SRL* (**TERRADUE**)
- **WP4** (Deployment of core modules for EU Food Security and Independence) – **Leader:** *BIOSENSE INSTITUTE - RESEARCH AND DEVELOPMENT INSTITUTE FOR INFORMATION TECHNOLOGIES IN BIOSYSTEMS* (**BIOS**)
- **WP5** (Development and implementation of Data Cubes) – **Leader:** *UNIVERSITE DE GENEVE* (**UNIGE**)
- **WP6** (Third-party funding for digital applications and capacity building) – **Leader:** *F6S NETWORK IRELAND LIMITED* (**F6S IE**)
- **WP7** (Project management) – **Leader:** *ERATOSTHENES Centre of Excellence* (**ECoE**)

TABLE 3. WORK PACKAGE LEADERS

| Work Package (WP) No. | Leading Organization | Leader Participant                      |
|-----------------------|----------------------|-----------------------------------------|
| 1                     | ECoE                 | Diofantos Hadjimitsis, Ioannis Varvaris |
| 2                     | AUTH                 | Konstantinos Panagiotou                 |
| 3                     | TERRADUE             | Pedro Gonçalves, Hervé Caumont          |
| 4                     | BIOS                 | Oskar Marko                             |
| 5                     | UNIGE                | Gregory Giuliani                        |
| 6                     | F6S IE               | Violeta Dimitrova-Naydenova             |
| 7                     | ECoE                 | Thomaida Polydrou                       |

## 2.2.4 ETHICS AND DATA PROTECTION

The Ethics & Data Protection team is mainly responsible for ensuring compliance with GDPR and EU research ethics, reviewing potential ethical concerns in AI models, data handling, and privacy. In addition, the Ethics & Data Protection team is expected to provide guidance on secure data-sharing protocols among consortium members and ensure that any personal or sensitive data is handled according to EU laws.



## 2.3 DECISION MAKING PROCESS

---

The decision-making process is structured to ensure transparency and efficiency. Specifically, decisions within Work Packages are made by WP Leaders, ensuring smooth execution. Operational decisions affecting multiple work packages are handled by the PMB. Strategic decisions, such as budget reallocation, project scope changes, or partner replacements, are made by the General Assembly (GA).

Decisions within the General Assembly (GA) require a two-thirds (2/3) majority vote. It should be mentioned that Voting Rules are presented in the Consortium Agreement Section 6.3.4. Furthermore, Work Package-related decisions are made by a simple majority within the PMB.

When it comes to Conflicts, the sequence of steps to be taken for resolution are outlined herein, while there is a dedicated section (Section 6.3.5) within the Consortium Agreement that provides all the details.

### **Conflict Resolution Process:**

**Step 1:** Conflict resolution is attempted at the WP level through discussions among partners.

**Step 2:** If unresolved, the issue is escalated to the PMB for mediation.

**Step 3:** If further escalation is needed, the General Assembly (GA) makes a binding decision.

**Step 4:** If disputes persist, they may be resolved legally according to Belgian law (CA - Section 11.8).

## 2.4 COMMUNICATION AND REPORTING

---

Effective communication and reporting mechanisms are crucial for ensuring smooth collaboration, progress tracking, and compliance with the Grant Agreement (GA No. 101134888) and the Consortium Agreement (CA). The Nostradamus project has established structured internal and external communication procedures to enhance project transparency and efficiency.

### 2.4.1 INTERNAL COMMUNICATION

---

Internal communication within the Nostradamus consortium is facilitated through multiple channels, ensuring seamless coordination among all partners. Clear communication channels are established to ensure seamless collaboration among partners. The Nostradamus project internal communication channels are presented herein:

#### 2.4.1.1 MAILING LISTS & COMMUNICATIONS MEETINGS

---



A centralized mailing list (nostradamus@lists.ntua.gr) is used for general consortium-wide communication. Furthermore, dedicated Work Package (WP) mailing lists exist for specific WP-level discussions. A separate list for the General Assembly (GA) members ensures direct access to strategic decision-making updates.

## 2.4.1.2 CONSORTIUM MEETINGS

---

General Assembly (GA) Meetings: Held bi-annually to discuss strategic decisions and financial matters, while Project Management Board (PMB) Meetings: Conducted quarterly to track operational progress across WPs.

WP-Specific Meetings are organized monthly by WP Leaders to ensure smooth execution of technical tasks. In addition, a Task force Meeting can be organized at any time for the execution of an urgent task that relates to more than one WPs.

Extraordinary Meetings can be convened at any time if urgent decisions are required.

## 2.4.1.3 COLLABORATION & FILE SHARING PLATFORM

---

For ease of collaborating, a SharePoint-based platform (hosted by ECoE) is used for document exchange, meeting minutes, and deliverable submission. This platform ensures compliance tracking for periodic and financial reports. A folder is created for each Nostradamus WP, where folders exist per specific Task. Sharing documents related to Nostradamus tasks between partners is performed within these designated folders, where all project participants have access. A screenshot of the shared folders is shown in Figure 3.

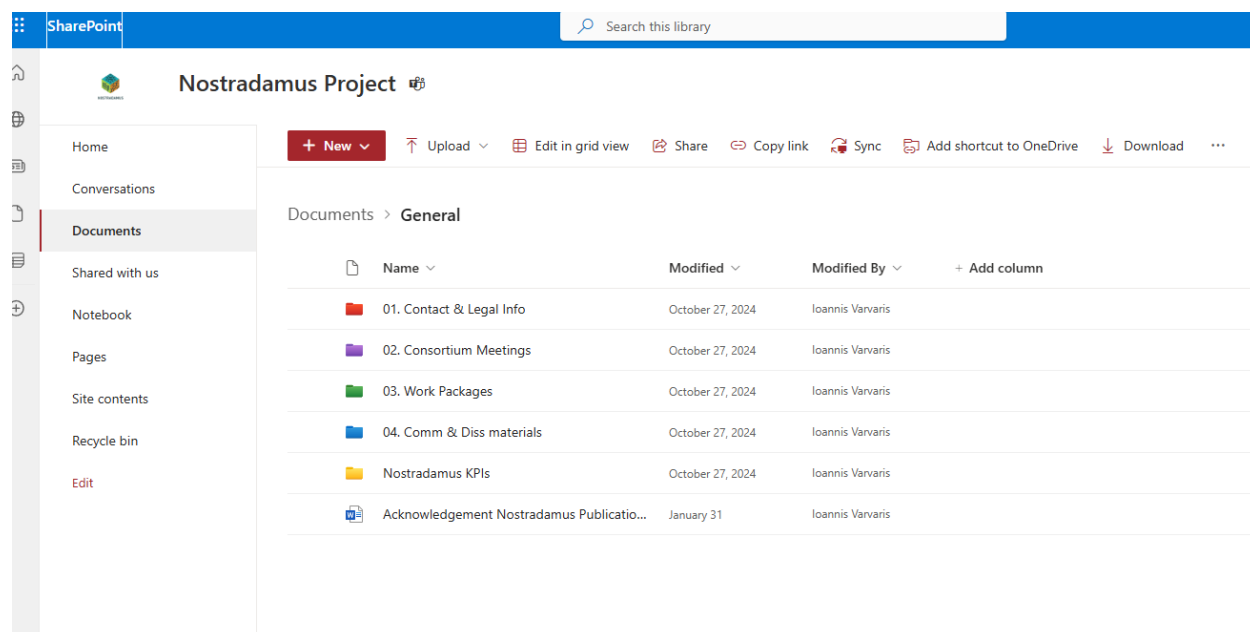


FIGURE 3. SCREENSHOT OF THE INTERNAL COMMUNICATION SHARED FOLDERS

#### 2.4.1.4 PROGRESS TRACKING & RISK MONITORING

Each WP Leader submits monthly progress updates to the Project Coordinator, regarding the ongoing WP tasks they are leading. A risk log template (hosted on the SharePoint site) is maintained to track and mitigate potential risks. All tasks are monitored via dedicated files for each specific task within their relevant WP folders, where collaborators share the Task progress with all consortium members.

### 2.4.2 EXTERNAL COMMUNICATION

The Nostradamus project follows a structured reporting as well as external communication and dissemination strategy to ensure the visibility, impact, and accessibility of project results. These activities comply with the Horizon Europe open science policy and the communication obligations specified in the Grant Agreement (GA No. 101134888, Annex 1 - Description of Action).

#### 2.4.2.1 PERIODIC TECHNICAL & FINANCIAL REPORTING

As per Annex 2 of the Nostradamus project Grant Agreement, Nostradamus partners must submit reports to the funding agency at predefined intervals. The main forms of communication with the European Commission in terms of technical and financial reporting for Nostradamus are outlined in the following paragraphs:

- ☐ **Periodic Reports** (Every 12 Months)



Periodic reports are submitted to the EC by the Coordinator via the EC Funding & Tenders Portal and include the technical progress updates from each WP, the financial expenditure reports detailing project costs. Furthermore, the periodic reports include the relevant ethics compliance status for data protection (GDPR) and the risk management status & mitigation strategies.

## ☐ **Final Report** (End of Project - Month 48)

The final report summarizes project impact, final deliverables, and financial reconciliation. The final report will also include an exploitation plan outlining how project results will be sustained after EC funding ends.

## ☐ **Milestone Reports**

The Nostradamus consortium keeps track of key milestones of the project as defined in the GA and outline herein. Each milestone requires a detailed status report, ensuring that development remains on track. The following key milestones were defined for the Nostradamus project:

**M1:** Data Cube Infrastructure Prototype (M24)

**M2:** AI Model Validation for Agricultural Forecasting (M36)

**M3:** Final System Deployment in Pilot Regions (M48)

## ☐ **Deliverable Submission Process**

Deliverables are categorized as either Public Deliverables or Restricted/Confidential Deliverables. Public Deliverables will appear on the project website and organization repositories, while Restricted/Confidential deliverables will be only accessible to project partners and submitted to the EC funding and tender's portal for project monitoring purposes, indicating the fact that they are confidential.

Deliverable Quality Assurance is facilitated through an Internal peer review by at least 2 reviewers from 2 partner organizations other than the organization responsible for preparation of the specific Deliverable, before submission.

Coordinator approval is required before final delivery to the EC. Furthermore, all partners will be able to access and review each Deliverable before the Coordinator submits the document to the Nostradamus project portal.

## ☐ **Financial Compliance & Audit Preparation**

Periodic Financial Statements must be submitted by each partner, including cost justifications in compliance with Horizon Europe funding rules. As per the Grant Agreement, costs must be actual,



eligible, recorded in accounts, and necessary for the project. Audit & Certificate of Financial Statements (CFS) is required for partners receiving over €430,000 in funding. External auditors must verify compliance with EC funding guidelines.

These reporting mechanisms ensure NOSTRADAMUS meets its contractual obligations, maintains transparency, and achieves project milestones efficiently.

Furthermore, following the European Commission Reporting and Communication guidelines, the Nostradamus consortium adheres to the following:

1. Acknowledge EU funding in all dissemination activities with the statement: *"This project has received funding from the European Union's Horizon Europe research and innovation programme under grant agreement No. 101134888."*
2. Submit periodic updates to the European Commission (EC) on dissemination and outreach activities.
3. Participate in EC-organized events to present project findings.

As far as Public Dissemination Activities are concerned, the project follows a multi-channel dissemination strategy to maximize the impact of results, as outlined in the following sections.

## ❑ **Scientific Publications & Open Access**

Research output must be published in open-access journals or repositories in compliance with the Horizon Europe Open Science policy. The project will use Zenodo or similar repositories for free access to results.

## ❑ **Website & Online Presence**

The official NOSTRADAMUS website serves as the primary dissemination platform, providing Public deliverables, News & updates, Event information. The project website is available at the url: <https://nostradamus-project.eu/>.

A screenshot from the HOME page of the Nostradamus website is shown in Figure 4.

Furthermore, **Social Media Outreach** includes LinkedIn & X (formerly Twitter) for engaging stakeholders, as well as YouTube for video presentations.

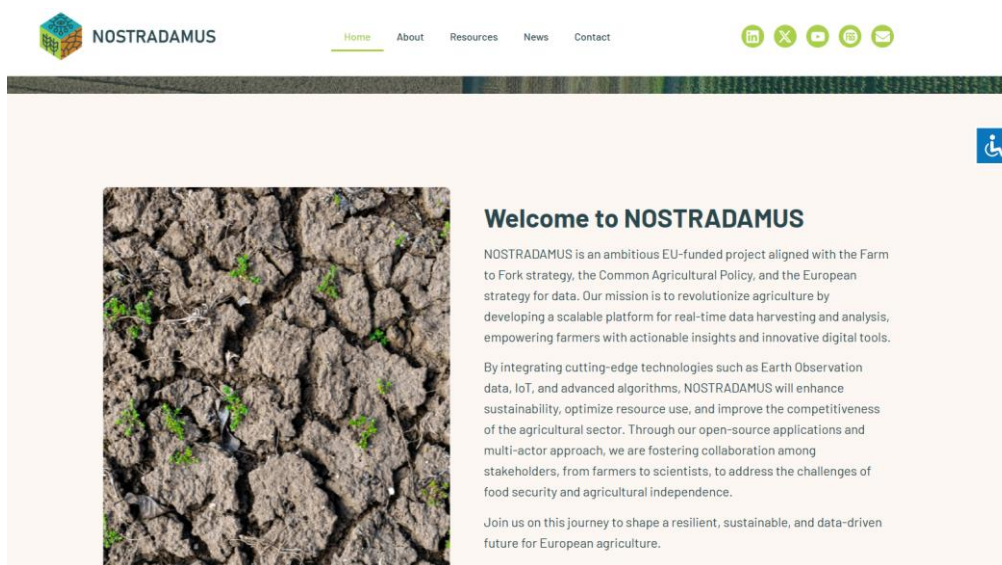


FIGURE 4. SCREENSHOT FROM THE NOSTRADAMUS PROJECT WEBSITE

## □ Stakeholder Engagement & Policy Impact

Nostradamus engages policymakers, industry leaders, and research institutions to translate findings into actionable policies. Participation in European food security and AI regulatory discussions ensures alignment with EU policies. For that purpose, dedicated stakeholder workshops will be organized to present project outcomes.

## □ Conferences & Workshops

Project results are scheduled to be showcased at International Conferences and Events, such as and not limited to the European Geosciences Union (EGU), COPERNICUS Conferences, Horizon Europe Cluster 6 events. In addition, industry collaboration workshops will be held to ensure technology transfer and commercialization opportunities.

By implementing these external communication and dissemination strategies, Nostradamus ensures that its findings reach scientific, policy, and industry audiences while fulfilling its Horizon Europe obligations.

## 2.5 ROLE OF ASSOCIATED PARTNERS

The Associated Partners (APs) in the NOSTRADAMUS project, namely Swiss Confederation, Agroscope, contribute expertise and resources without receiving direct funding from the European Commission. Their participation is defined under Section 6.3.4 of the Consortium Agreement and Annex 1 of the Grant Agreement GA No. 101134888.





## 2.5.1 RESPONSIBILITIES OF ASSOCIATED PARTNERS

---

APs are expected to contribute Technical & Scientific Contributions. According to their backgrounds, the APs provide research expertise, data, and validation support within relevant Work Packages. Furthermore, the APs participate in WP meetings, technical reviews, and milestone evaluations.

Regarding access to Project Resources, APs can access the SharePoint collaboration platform, meeting minutes, and draft deliverables. They are invited to consortium-wide events, workshops, and public dissemination activities.

In Stakeholder Engagement & Policy Alignment, the APs play a key role in bridging research and policy implementation, ensuring Nostradamus aligns with EU regulations.

APs are expected to assist in stakeholder networking, connecting the project with industry and governmental bodies.

## 2.5.2 LIMITATIONS AND VOTING RIGHTS

---

APs do not have voting rights in General Assembly decisions (CA - Section 6.3.4). They cannot veto financial or contractual modifications (CA - Section 7.1.4). Furthermore, if an AP fails to meet its obligations, the General Assembly may review its participation. APs must adhere to the same GDPR, ethics, and confidentiality rules as funded partners. By defining clear roles and responsibilities, the Nostradamus project ensures that Associated Partners contribute effectively while maintaining financial and contractual compliance.

## 3 RISK MANAGEMENT

---

The Nostradamus Risk Management Plan ensures that potential risks and uncertainties affecting task execution are identified, assessed, and mitigated proactively. This framework aligns with the Nostradamus Consortium Agreement Section 5.2 and the Nostradamus project Grant Agreement Annex 1 (GA No. 101134888).

### 3.1 RISK IDENTIFICATION

---

Risk Identification is a continuous process throughout the project's 48-month duration, aligned with CA - Section 5.2. All partners must report risks as soon as they arise using the established risk log. Examples of internal risks (project specific) and external risks (uncontrollable factors) are categorized as follows:

- **Internal Risks** (project specific)

Technical Risks (e.g., AI model underperformance, interoperability issues), Data Management Risks



(e.g., compliance with GDPR, data loss risks), and Financial Risks (e.g., budget overruns, delayed EU funding disbursements).

□ **External Risks** (Uncontrollable factors)

Regulatory Risks (e.g., changes in EU policies affecting AI in agriculture), Stakeholder Risks (e.g., low engagement from third parties), and Environmental Risks (e.g., climate disruptions affecting pilot sites).

All risks are logged in a shared risk registry, accessible on the project's SharePoint platform.

## 3.2 RISK ASSESSMENT & CATEGORIZATION

---

Each identified risk is analyzed and classified based on:

- a)** Likelihood of occurrence, and
- b)** Impact level on the project.

Accordingly, a Risk Heat Map, updated quarterly, visually tracks risk severity. In terms of a) Likelihood of occurrence, each identified risk is classified as follows:

- Rare (1) – unlikely to happen
- Possible (3) – moderate probability
- Likely (5) – high probability, requiring immediate intervention

In terms of b) Impact level on the project, the identified risks are classified as follows:

- Low (1-2) – minimal effect on objectives
- Medium (3-4) – Requires mitigation strategies
- High (5) – Critical to project success, immediate action required

## 3.3 RISK MITIGATION & CONTINGENCY PLANNING

---

Risk mitigation follows a preventive and corrective approach. Prevention measures or proactive strategies include regular system testing and early-stage prototyping to prevent technical risks,

budget reallocation buffers for unforeseen costs to prevent financial risks, and early engagement as well as dedicated workshops to prevent stakeholder risks.

Corrective actions or contingency plans include backups of protocols and alternative datasets in case of data failure, task redistribution within the consortium in case partner underperformance is identified, and continuous monitoring of Horizon Europe policy changes to tackle regulatory shifts.

All risk mitigation plans are reviewed bi-annually by the Project Management Board (PMB).

### 3.4 RESPONSIBILITIES IN RISK MANAGEMENT

The Project Coordinator (ERATOSTHENES CoE) has the responsibility to oversee risk management implementation & EU reporting, while the Project Management Board (PMB) is responsible for quarterly risk review & mitigation oversight. The Work Package Leaders (WPLs) are responsible for monthly risk identification & reporting and the General Assembly (GA) has the responsibility of conducting a High-level risk assessment every 6 months. Finally, all Consortium Members are expected to lead proactive risk reporting & compliance with mitigation plans. By adhering to this Risk Management Framework, NOSTRADAMUS ensures project resilience, proactive decision-making, and compliance with Horizon Europe guidelines.

TABLE 4. IDENTIFIED CRITICAL RISKS AND PROPOSED MITIGATION MEASURES

| Risk description                                                           | L/S* | WP | Proposed risk-mitigation measures                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------|------|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Low interest in applying for the Open Call                                 | M/M  | 6  | A strong communication plan will be implemented to promote and spread information regarding the call to reach as many potential applicants from all domains and sectors related to digital applications and sustainable cereal-supply-chain and reduction in agrochemical use and imports.                                                                                    |
| Delay in receiving the infrastructure that will accommodate the data cubes | M/L  | 5  | If there is any delay in receiving the necessary server infrastructure for data cubes to support the project, the EcoE infrastructure will be utilized as a temporary solution until the new infrastructure is acquired. This ensures that any potential delays in the project timeline are minimized and that the project can continue to move forward without interruption. |



|                                                               |     |   |                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------|-----|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Delay in delivering the digital applications by Third Parties | M/M | 6 | By implementing continuous monitoring of third-parties and regularly reviewing progress reports, any potential delays can be identified at an early stage. This proactive approach will enable the project team to take appropriate actions to prevent or mitigate any potential delay, thereby ensuring that the project stays on track and is completed within the expected timeframe. |
| Post project sustainability of the project is not secured     | M/L | 1 | The post-project sustainability pathway included in <i>Task 1.5</i> will showcase and promote the benefits and opportunities available for Nostradamus Data Cubes and platform that maintain the sustainability beyond the project's life span.                                                                                                                                          |
| Dissemination not reaching the intended audience              | L/M | 1 | Effective planning of dissemination activities and leveraging the networks of all partners and stakeholders involved can significantly mitigate this risk. By developing a comprehensive dissemination plan and engaging with relevant stakeholders, the project team can increase the visibility and reach of the project, which can help to generate interest and support.             |
| Limitations on delivering core modules                        | L/L | 4 | The individuals responsible for leading and implementing the modules have prior experience in developing the described elements, having successfully executed them in previous projects.                                                                                                                                                                                                 |
| Limited open-source data                                      | L/L | 3 | Open-source data sources will be utilized, including EO services, existing open-source databases, and agricultural market data such as Copernicus data and the LUCAS database. By leveraging these open-source data sources, the project team can ensure a reliable and consistent flow of data throughout the project.                                                                  |
| Data management                                               | M/L | 7 | The developed DMP will ensure that all data collection, processing, and storage processes during and after the project adhere to the FAIR principles.                                                                                                                                                                                                                                    |



---

|                                                                           |     |     |                                                                                                                                                                                                   |
|---------------------------------------------------------------------------|-----|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Partner underperforms or leaves the consortium                            | L/H | All | The Consortium Agreement will describe such situations and measures to be taken to prevent non-compliance                                                                                         |
| Failure to engage a wider network of stakeholders and potential end users | L/H | All | Project partners have a good track record of working with value chain actors. A cascade methodology will be used to recruit actors through project associated networks and regular communication. |

---

\*L: Likelihood, S: Severity, H: High, M: Medium, L: Low.

## 4 QUALITY ASSURANCE

---

The NOSTRADAMUS Quality Assurance Plan ensures that all project outputs meet high standards of accuracy, compliance, and scientific integrity. This framework aligns with the Horizon Europe guidelines, the NOSTRADAMUS Grant Agreement (GA No. 101134888, Annex 1 - Description of Action), and the Consortium Agreement (CA, Section 6.2). The quality assurance strategy ensures that all deliverables are reviewed and validated before submission. Furthermore, it ensures that all scientific, technical, and financial reporting follows EC compliance standards, and that a structured review process is implemented across Work Packages (WPs). In addition, internal deadlines ensure deliverables meet submission requirements.

### 4.1 MONITORING & EVALUATION FRAMEWORK

---

The Deliverable Review Process ensures that all Deliverables and project periodic reporting documents are timely reviewed internally by two participating organizations before submission. The Project Coordinator (ECoE) is responsible for ensuring compliance with quality assurance protocols, assisted by WP Leaders and the Project Management Board (PMB). The Quality Assurance responsibilities of Nostradamus project partners are outlined in Table 5.



TABLE 5. QUALITY ASSURANCE RESPONSIBILITIES

| Responsible Party        | Quality Assurance Responsibilities                                            |
|--------------------------|-------------------------------------------------------------------------------|
| Project Coordinator      | Ensures compliance with GA and CA; final approval of deliverables and reports |
| General Assembly         | Strategic oversight and milestone evaluation                                  |
| Project Management Board | Oversight of technical, ethical, and risk compliance                          |
| Work Package Leaders     | First-line reviewing for technical accuracy                                   |

## 4.2 DOCUMENT REVIEW & SUBMISSION PROCEDURES

Every deliverable and periodic reporting document undergoes a three-step review before submission to the European Commission (EC), as per the CA - Section 6.3.6. The standard procedures followed for reviewing and submitting Deliverables and Periodic review documents are summarized in the following paragraphs:

### Step 1: **Internal Peer Review (WP-Level)**

WP Leaders ensure that deliverables are technically sound and comply with project objectives. At least two independent reviewers from within the consortium assess the content. Review comments are documented and shared with the deliverable owner.

### Step 2: **Coordinator Review (PMB-Level)**

The Project Coordinator (ECOE) verifies that the deliverable aligns with the Grant Agreement, and that the Ethical & GDPR compliance is maintained (for WP5-related data). Formatting follows the NOSTRADAMUS document template, provided in Annex of this document. If necessary, deliverables are sent back for revisions.

### Step 3: **Final Approval & Submission**

The General Assembly (GA) reviews key project milestones and public deliverables. The Project Coordinator submits the approved version via the EC Funding & Tenders Portal.

#### 4.2.1 INTERNAL DEADLINES & QUALITY CHECK

To ensure timely and high-quality deliverable submission, internal deadlines are set as described in Table 6.

TABLE 6. DOCUMENT REVIEW INTERNAL DEADLINES

| Action                     | Responsible Party               | Timeline before submission to the European Commission |
|----------------------------|---------------------------------|-------------------------------------------------------|
| First Draft Submission     | Task / Deliverable leader       | 21 days                                               |
| Internal Review & Feedback | Two Assigned Reviewers          | 14 days                                               |
| Final Review               | All participating organizations | 7 days                                                |
| Submission to EC           | Coordinator                     | EC submission deadline                                |

Deliverables not meeting quality standards must be revised and resubmitted before the deadline.

#### 4.3 COMPLIANCE & RISK MONITORING

All deliverables are assessed for compliance with Horizon Europe Open Science policies (ensuring open-access publications), GDPR & AI ethics standards (for AI-based models and data processing) and Technical & Financial Reporting Accuracy (aligning with GA and CA terms).

Non-compliance issues are escalated to the Project Management Board (PMB) and General Assembly (GA) for corrective action within the internal review process.

### 5 FINANCIAL MANAGEMENT

The financial management framework ensures that project funds are allocated, distributed, and monitored in compliance with the NOSTRADAMUS Grant Agreement (GA No. 101134888, Annex 2 - Estimated Budget) and the Consortium Agreement (CA, Section 7).



## 5.1 PAYMENT PROCEDURES & FUND DISTRIBUTION

---

The project is fully funded by Horizon Europe under the scheme Research and Innovation Actions (RIA). The total budget is distributed across consortium members based on Annex 2 of the Grant Agreement GA No. No. 101134888.

**Pre-financing:** An initial amount to cover startup costs – Month 1 of the project

The Project Coordinator (ERATOSTHENES CoE) receives an initial pre-financing payment from the European Commission (EC) and distributes it to partners.

**Interim Payments:** Based on financial and technical progress reports – Every 18 months. Released after financial reports are approved.

**Final Payment:** Released after approval of the final project report – Month 48+ of the project, following REA's final report acceptance.

The final 10% of the grant is retained by the EC until the final review is completed.

Each partner must submit financial reports demonstrating the proper use of funds. The reports required are listed as follows:

Periodic Financial Statements, including the Cost breakdown per WP, must be submitted at 18, 36 and finally at 48 months. Furthermore, Certificates on Financial Statements (CFS) are required for partners receiving >€430,000 and must be submitted at the Final Payment Stage. In addition, the Final Financial Report, incorporating the Full expenditure summary for the Nostradamus project, must also be submitted at the End of Project (M48). All reports must follow Horizon Europe cost eligibility rules. Time records for personnel costs must be maintained for audit purposes.

### 5.1.1 COST ELIGIBILITY RULES

---

To be eligible, all expenses must be Actual & Incurred During the Project (No pre-existing costs), Necessary for Project Implementation (No unrelated expenses), Recorded in Beneficiaries' Accounts (Proper bookkeeping required), In Line with Horizon Europe Regulations (No excessive profit-making), for example Eligible Costs are Personnel salaries, Equipment (if justified), Travel for project events, Subcontracting (if pre-approved). Examples of ineligible costs are Entertainment expenses, non project related activities expenses, Fines, penalties, loan interest, VAT (if recoverable) among others.

## 5.2 AUDIT & FINANCIAL CONTROL MEASURES

---

To ensure accountability and transparency, financial audits are conducted at different levels. Internal Financial Monitoring is performed by the Project Coordinator, and specifically the





ERATOSTHENES CoE accounting officers who oversee the fund distribution and financial compliance. Furthermore, the PMB reviewers are responsible for reviewing the quarterly financial reports from WP Leaders.

External Audits and EC Reviews are also conducted, since the EC or external auditors may audit project finances up to 5 years after completion and Certificates on Financial Statements (CFS) are mandatory for partners receiving >€430,000. If financial mismanagement is detected, funds may be reclaimed by the EC.

## 6 INTELLECTUAL PROPERTY RIGHTS

---

The Intellectual Property Rights (IPR) and Data Management Plan ensures that all project results are properly managed, protected, and shared among consortium members while complying with Horizon Europe guidelines, GDPR, and FAIR data principles. This framework aligns with the NOSTRADAMUS Consortium Agreement (CA, Section 8 & 9) and the Grant Agreement (GA No. 101134888, Annex 1 & 2).

### 6.1 OWNERSHIP OF RESULTS (FOREGROUND AND BACKGROUND IP)

---

The ownership of intellectual property (IP) is determined based on contributions to the project. More specifically, the Foreground IP (Project Results) is generated during the project and owned by the partner(s) who created it. If multiple partners contribute, the IP is jointly owned unless otherwise agreed. Examples include AI algorithms, Data Cube models, and satellite data processing tools. Regarding Background IP (Pre-Existing Knowledge), Pre-existing knowledge brought into the project by partners. Access rights to Background IP must be clearly defined in the Consortium Agreement. Background IP remains the property of the original owner, but access may be granted for project needs.

#### 6.1.1 ACCESS RIGHTS TO INTELLECTUAL PROPERTY

---

Access Rights to Intellectual Property is granted only for project-related activities. Partners may license their Foreground IP to third parties under agreed conditions. Specific access rights details are provided in Table 7.



TABLE 7. ACCESS RIGHTS TO INTELLECTUAL PROPERTY

| ACCESS RIGHTS   | FOR PROJECT IMPLEMENTATION       | FOR EXPLOITATION & RESEARCH               |
|-----------------|----------------------------------|-------------------------------------------|
| Foreground IP   | Free access to all partners      | Available on fair & reasonable conditions |
| Background IP   | Must be agreed before use        | Subject to owner approval                 |
| Data & Software | Shared under Open Science policy | FAIR Data principles apply                |

Further to IP, a Data Management Plan (DMP) is established (submitted as Deliverable 7.4), which follows Horizon Europe Open Science requirements for FAIR Principles (Findable, Accessible, Interoperable, Reusable), follows GDPR & EU Data Protection Laws, and Data Storage on Secure Servers (ECoE & UNIGE Infrastructure).

Key Policies for Data Sharing are summarized as follows: Publicly funded results must be openly accessible unless IP protection is required. Scientific publications must be available open access via repositories like Zenodo. Restricted-access datasets must be justified for ethical/legal reasons.

## 7 CONCLUSIONS

The NOSTRADAMUS Project Management and Quality Plan establishes a comprehensive governance, risk management, quality assurance, and financial control framework to ensure the project's successful execution. This plan aligns with the Nostradamus Grant Agreement (GA No. 101134888) and Nostradamus Consortium Agreement, while adhering to Horizon Europe regulations and best practices.

A structured governance and decision-making process is established. The General Assembly, Project Coordinator (ECoE), and Project Management Board (PMB) ensure effective leadership and coordination. A clear decision-making hierarchy prevents conflicts, enhances collaboration, and ensures compliance with funding regulations.

Furthermore, a proactive risk identification and assessment framework ensures potential threats are mitigated early. A structured escalation process is in place for technical, financial, and administrative risks, ensuring smooth project execution. Regarding quality assurance and deliverable compliance, a three-tier review system ensures the quality, consistency, and compliance of all project deliverables. Internal deadlines, milestone tracking, and periodic reporting prevent delays and ensure transparency.



Furthermore, strict budget oversight and compliance monitoring ensure proper allocation and utilization of funds. Pre-financing, interim, and final payments are managed transparently, with robust financial reporting and auditing procedures in place.

In terms of Intellectual Property & Data Rights Protection, Foreground IP ownership is allocated to the generating partner(s), while Background IP remains protected.

GDPR-compliant data management policies safeguard sensitive information while ensuring open access to publicly funded research under FAIR principles.

Communication, Dissemination & Stakeholder Engagement is established through Open-access scientific publications, conference participation, and targeted stakeholder engagement enhance project impact. In addition, the official project website, social media channels, and industry partnerships ensure widespread visibility and knowledge transfer.

The Project Management and Quality Plan provides a robust operational framework for ensuring that the project's scientific, technological, and policy objectives are met efficiently and transparently. By implementing structured decision-making, financial oversight, risk mitigation strategies, and quality control mechanisms, the project is well-equipped to deliver high-impact results while maintaining compliance with Horizon Europe funding guidelines.

This document will be continuously updated throughout the 48-month project duration to reflect evolving risk levels, financial management strategies, and European Commission requirements.

## 8 APPENDICES

---

### A. Deliverable Template



## 9 REFERENCES

---

[1] European Commission Research Executive Agency. Grant Agreement GA No. 101134888. Project: 101134888 – Nostradamus – HORIZON-CL6-2023-GOVERNANCE-01(2024)

[2] Nostradamus Consortium. Nostradamus Project Consortium Agreement (2024)



## APPENDIX A

# NOSTRADAMUS

**DX.X DELIVERABLE TITLE**

05/09/2020

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NOSTRADAMUS

## PARTNERS

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Deutsches Zentrum  
für Luft- und Raumfahrt  
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UNIVERSITÉ  
DE GENÈVE

INSTITUTE FOR  
ENVIRONMENTAL  
SCIENCES



University of St.Gallen



Agroscope



Grant Agreement No.:

Call:

Topic:

Type of action:

## DX.X DELIVERABLE TITLE

SUBTITLE HERE

|                  |                          |
|------------------|--------------------------|
| 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) |
| Abstract         | One paragraph            |
| Keywords         |                          |

### Document Revision History

| Version | Date | Description of change | List of contributor(s) |
|---------|------|-----------------------|------------------------|
|         |      |                       |                        |



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The (insert) Consortium is the following:

| Participant number | Participant organisation name | Short name | Country |
|--------------------|-------------------------------|------------|---------|
| 1                  | Name                          | N/a        | -       |
| 2                  | Name                          | N/a        | -       |
| 3                  | Name                          | N/a        | -       |
| 4                  | Name                          | N/a        | -       |
| 5                  | Name                          | N/a        | -       |
| 6                  | Name                          | N/a        | -       |
| 7                  | F6S NETWORK LIMITED           | F6S        | IE      |



## EXECUTIVE SUMMARY

---

About the EXECUTIVE SUMMARY<sup>1</sup>:

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.

---

<sup>1</sup>Footnote



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### 10.1 SUBTITLE

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## ABBREVIATIONS

---

|      |                               |
|------|-------------------------------|
| IP   | Internet Protocol             |
| TCP  | Transmission Control Protocol |
| .... |                               |

## 11 SECTION: ABOUT TEXT AND TITLES

---

### GUIDANCE:

Deliverables should not refer to project-internal matters such as WPs.

## 12 FIRST SUBSECTION

---

Body text

- First level bullet
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    - Third level bullet...

### 12.1 SECOND SUBSECTION

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#### 12.1.1 SUB-SUBSECTION

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## 13 SECTION: ABOUT FIGURES, TABLES & REFERENCES

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## 13.1 ABOUT FIGURES

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About figures please remember to:

- Center them
- Put Figure caption (easier to then cross-reference to them)
- Caption font size should be 10 pt uppercase
- Caption should be centered as well

If the picture is taken from some other sources this should be stated



FIGURE1: THIS FIGURE IS TAKEN FROM...



### 13.1.1 ABOUT TABLES

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About tables remember to:

- Center them
- Put a Table caption (easier to then cross-reference to them):
- Caption should be centered as well

If the Table is taken from some other sources this should be stated

Hereby a table example:

| Column1      | Column 2     | Column 3     |
|--------------|--------------|--------------|
| Content cell | Content cell | Content cell |
| Content cell | Content cell | Content cell |
| Content cell | Content cell | Content cell |

TABLE 1: CAPTION FOR THE TABLE



### 13.1.2 AGENDA TABLES

Hereby an agenda table example:

| Start time     | Item description           | Presenter   |
|----------------|----------------------------|-------------|
| TITLE          |                            |             |
| Min            | Lorem ipsum dolor sit amet | Lorem ipsum |
| Min            | Lorem ipsum dolor sit amet | Lorem ipsum |
| Min            | Lorem ipsum dolor sit amet | Lorem ipsum |
| END OF MEETING |                            |             |

TABLE 2: CAPTION FOR THE AGENDA TABLE

## 14 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<sup>2</sup> rather than the reference option as explained above.

## 15 CONCLUSIONS

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

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<sup>2</sup> <http://www.interneturl.com>



## REFERENCES

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- [1] Authors, Title, Date...
- [2] Authors, Title2, Date....
- [3] URL...
- [4] ...



## APPENDIX A

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